Research
at the
Marketing/
Entrepreneurship
Interface

Fabian Eggers
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Research at the Marketing/Entrepreneurship Interface

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EXTENDED ABSTRACT

Introduction

This paper reports findings of a longitudinal field study on the organizational identity shaping process of a new social venture from its inception to its thirteenth year of existence. The study highlights how three critical factors—dual logics tension, founder’s prior experiences and alliances formation—facilitate identity manipulation behavior, which manifests in identity disguising, identity borrowing, identity proliferating and post hoc identity claiming. The findings also suggest that identity manipulation aids the social venture in gaining positive identity feedback through legitimacy and then reputation. This increasing positive identity feedback helps the venture navigate the marketplace to reach identity convergence. Our findings reveal several previously unreported aspects of organizational identity formation and social venture strategies, thus contributing to the literatures of organizational identity, social entrepreneurship and institutional theory.

Literature Review

As an important topic in organization and management research, organizational identity is proved to have a significant impact on new organizations’ legitimacy and survival (Gioia et al., 2013). Previous research in new organizational identity context usually focuses on process models and external and internal factors that influence a new organization’s identity formation either at the organization or field level (e.g., Snihur, 2016; Gioia et al., 2010; Kroezen & Heugens, 2012, Clegg et al., 2007; Navis & Glynn, 2011). Insightful as these are, there are several gaps in the literature. Firstly, extant models either focus on organizational identity process itself or numerous factors during organizational identity formation, which give incomplete pictures of organizational identity formation. Secondly, although entrepreneurs play an important role in the identity shaping process (Gioia et al., 2010; Kroezen & Heugens, 2012), less is known about the role performed by the entrepreneur’s experience and behaviors in shaping identity. Thirdly, social ventures face a special challenge of hybrid identity; how to address this deserves further exploration. Finally, although researchers believe that institutions matter in new organizational identity formation, organizational identity dynamics are seldom discussed outside the western context.

Research Design and Findings

To fill the gaps mentioned above, we take a social actor’s stance and put forth our research questions: First, how does a new social venture shape its organizational identity since its creation? Second, what are the key factors and how do these drive the identity shaping process? To answer these questions, we use grounded theory approach (Glaser and Strauss, 1967; Gioia et al., 2013), which matches our research questions and is widely used in organizational identity research (Ravasi and Canato, 2013; Forman and Whetten, 2016). Specifically, we study a successful Chinese-based home service venture, Shine (a pseudonym), which began in 2003 and is now the market leader in its segment nationwide. Shine invented a call center business model mainly for seniors who need to access home service instantly and conveniently. Shine’s business model provides new ways for organizing home service business and is helpful for solving the challenge of an aging society. The founder strategically shaped Shine’s organizational identity from the beginning to gain resources from its main resource provider—the government—and was later established as a role model by the Ministry of Civil Affairs. The successful identity work in this interesting case exhibits an effective adaptation strategy deserving of thorough investigation.

We collected retrospective as well as real time data from multiple sources, including interviews, archives, observations, meetings, news reports and governmental releases. Multiple triangulation methods were used to ensure the credibility of the data. We used grounded theory coding procedure to conduct data analysis, and finally developed a grounded process model through iterations of emerging concepts, themes and data.
As shown in Figure 1, four main themes emerge from the data. The recurrent theme in the case is identity manipulation which is facilitated by three critical factors. The tension between social and economic logic—which was strategically transferred into opportunities throughout the identity shaping process—seems to be a precondition. Two other factors help to pave the way for the possibilities of identity manipulation. One is the entrepreneur’s prior experiences in terms of intellectual and social capital, which the founder possessed prior to venture startup. The second is alliances formation between the two parties, that is the venture and government agencies. These factors lead to identity manipulation—identity disguising, identity borrowing, identity proliferating and post hoc identity claiming—to achieve legitimacy and reputation. Identity disguising means Shine masked itself by tactically using labels. Identity borrowing means Shine used the identity of its partners (government agencies) to gain resources and power. Identity proliferating means developing multiple identities when replicating its business model to other social domains. Post hoc identity claiming means asserting its own value and contribution to social problem-solving after Shine had helped the partner gain significant reputation. Identity manipulation generates positive effects in terms of legitimacy and reputation, hence proving the superiority of the business model to tackle the social and economic logic tension. This contributes to the venture’s recognition of “who we are” and “what we should do” through strategic positioning and competitive identity claims, thus finally allowing the venture to achieve identity convergence.

Discussion and Conclusions

The paper contributes to extant literature in the following respects. First, our model not only reveals two waves of actions linked with several critical factors and intermediate consequences during new social venture identity shaping, but also for the first time highlights the existence and different forms of identity manipulation which can be used as a strategic tool to achieve a new venture’s long-term goal. This enhances our understanding of new venture identity dynamics and the use of organizational identity as a guide for adaptation. Second, it provides new insights on founder’s role. Our work demonstrates that founder’s prior experiences matters. These experiences, in terms of intellectual and social capital, not only contribute to identity imprinting, but also provides a possible identity reservoir (Kroezen & Heugens, 2012), which enables subsequent identity work through identify manipulation. Third, we identify and discuss manipulation and related strategies for social ventures to effectively transform the social and economic logics tension into opportunities, instead of trade-off strategies suggested by extant literature (Doherty et al., 2014). Finally, we discuss the important role that a venture’s partner (especially government as a partner and an institution builder), the press and the social culture may perform during new social venture identity formation, topics seldom discussed in previous literature. In sum, our case illustrates that identity manipulation can be strategically used to enact the institutional context within which a social venture is embedded, to successfully gain legitimacy and reputation, and to finally to achieve an established identity.

References Available Upon Request.

Acknowledgement

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ENTREPRENEURIAL ORIENTATION, NETWORK LEARNING, AND NEW PRODUCT PERFORMANCE

Yinghong Susan Wei, Texas A&M International University

EXTENDED ABSTRACT

Innovation is one of the key means for corporate entrepreneurship (Bierwerth, Schwens, Isidor and Kabst, 2015). In high technology industry, the technology firm that can create unique new products fast is more likely to attract the customers and win new business opportunities in the market. As a crucial strategy, entrepreneurial orientation (EO) helps all types of firms seek out entrepreneurial opportunities and create competitive advantages in change and dynamic environments by promoting innovativeness, risk-taking and proactiveness (Miller 1983; Morris and Paul 1987; Lumpkin and Dess 1996; Wiklund & Shepherd, 2003). However, inconsistent results were found in the relationship between EO and performance (Hernandez-Perlines 2016; Rauch, Wiklund, Lumpkin and Frese 2009). The inconclusiveness motivates researcher to investigate the potential moderating variables (such as firm age, environmental dynamism, national culture, strategy type and organizational structure etc) in order to understand the boundary effect. One important moderator is still missing in the EO-new product innovation performance. Learning is viewed as valuable assets to the firm’s innovation development, especially for high technology firms.

In this study, I propose that effective learning from external networks may facilitate the relationship between EO and new product innovation performance. I define external network learning as knowledge acquisition from outside external networks (such as suppliers, distributors, retailers, banks, government contacts, university contacts, technology search firms, consultants, and employment agencies, etc.). Marketing literature argues that such networks provide valuable diverse knowledge sources to the business (Achrol 1991; Dickson 1992; Kanter 1989; Slater and Narver 1995; Webster 1992). Marketers must model learning behavior by seeking knowledge and information from outside and inside the organization (Slater and Narver 1995). External network learning can help the firm to expand its knowledge base, provide a fresh perspective, improve breakthrough thinking, enhance the recognition of opportunities and threats, and scarce resource access to new market, technological capabilities, and political legitimacy, etc. (Lopez-Saez, Navas-Lopez, Martin-de-Castro and Cruz-Gonzalez 2010; Sheng, Zhou and Li 2011; Slater and Narver 1995). These benefits serve as complementary resource to EO and can effectively strengthen the relationship between EO and new product creativity/speed to market.

This research aims to make three new contributions to entrepreneurial marketing literature. First, knowledge acquisition from network is proposed to moderate the EO-new product innovation performance. Second, this study focuses on the under-researched technology firm’s entrepreneurial activities and process. Third, this research is undertaken in a transactional economy that experiences massive transformation and ample uncertainty.

I conducted a large-scale survey in China to test the hypotheses. Only firms within the high-technology zone were included in the sample, because technology firms are the main focus of this study. Approximately 600 firms with new product projects were included in the first vision sample frame. A standardized process was followed for the survey development. In order to reduce common-method bias, two respondents were chosen from each firm to measure different constructs. Thus, there were 300 respondents from 150 firms that answered the questionnaires.

A structural equation modelling and reliability tests are used for data analysis. The findings confirm the positive effect of entrepreneurial orientation on both new product creativity and new product development speed. In addition, the positive relationship between entrepreneurial orientation and new product innovation performance is stronger in firms with a high level of external network learning.

References Available Upon Request.
ENTREPRENEURIAL MARKETING STRATEGIES AND FIRM GROWTH: EVIDENCE FROM TECHNOLOGY FIRMS

Mari Suoranta, University of Jyväskylä
Rosalind Jones, University of Birmingham

EXTENDED ABSTRACT

Introduction

Entrepreneurial Marketing (EM) as a research field has reached a certain level of maturity (e.g. Hills et al., 2008; Eggers & McCabe, 2016) but although many advances have been made, research findings are still fragmented, and there is no integrated analysis or comprehensive theory of entrepreneurial marketing (Sullivan Mort et al., 2012; Lam & Harker, 2013). As Kraus et al. (2012, 6) state, “EM is at the brink of becoming an established discipline”. However, research so far is scant in research on identifying the core strategies of EM, there has been little focus on the link between EM and firm performance outcomes. In this paper we respond to calls from researchers to advance the EM domain and to more fully develop EM as a school of marketing thought as presented for example by Sullivan Mort et al. (2012) and Miles et al. (2015). This paper examines the role of entrepreneurial marketing strategies as growth stages of technology firms from the viewpoints of EM research, stages of growth research and configuration.

Literature Review

Research based on interest in firm growth and configuration (e.g. Greiner, 1972, McKelvie & Wiklund, 2010) allow for exploration of a company’s lifecycle and stages of growth, in order to clarify management priorities, common patterns and trends, to identify managerial challenges and, priorities during the early stages of a firm development, such as that of Muhos et al. (2014). Authors Davidsson and Wiklund (2006) describe the configuration perspective as a concept which focuses on how managerial problems occur and how they can be dealt with during a firm’s presumed growth in typical stages of development. Their empirically based stage framework appears to provide an effective tool for reflecting on and predicting the challenges faced during the early development of a company. Miles et al. (2015) provide a conceptualization and overview of the major theories and themes from business disciplines and traditions that have contributed to the concept of EM. They further argue that EM scholarship can be loosely categorized into three major schools of thought defined in relation to where theory was originally derived, and include: (1) EM as entrepreneurship in marketing, (2) EM as networks and relationships in the context of SME marketing, and (3) EM as marketing in entrepreneurship. With this study we participate in the discussion of that second stream of EM research. This school of EM thought developed from inductive studies, observing how SMEs actually conduct business, make decisions, and operationalize marketing activity. Additionally, the paper seeks to argue that the context of the technology firm is an appropriate and novel context in which to undertake this research. The theoretical underpinning for this study is informed by EM theory (e.g. Morris et al., 2002; Hills et al., 2008; Kraus et al., 2012). It is also based on our own research efforts on Entrepreneurial Marketing which have focussed around developing and testing the EMICO framework (Jones & Rowley 2009; 2011), Entrepreneurial Marketing Orientation (EMO) (Jones et al., 2013a) and the Strategic Marketing Network Model (SMNM) (Jones et al., 2013b). As Eggers and McCabe (2016) state within the study of entrepreneurial ventures, there is a particular interest in studying technology startups. These firms face unusual time pressures and uncertainty but at the same time technology startups have tremendous growth potential, this interplay between vulnerability and growth potential makes this category of firms particularly interesting. To contribute to the research gap in the literature, this study reports findings from a specific research project of Finnish firms based in Silicon Valley, United States.

Method

The study uses a qualitative research approach in order to map the growth paths of technology entrepreneurs and how they find and engage with overseas markets. As this is a relatively unexplored area with no existing hypothesis, the need to examine firm processes and entrepreneurial motives justifies the use of the case study method. Inductive research using a semi-structured interview protocol was used, being considered more likely to gain valuable insights into the activities and behaviors of technology entrepreneurs. It was considered appropriate to continue using a qualitative approach, with a multiple case study design to fully understand the phenomenon (Eisenhardt, 1989). The first data set was collected in 2014
and included 8 Finnish founder entrepreneurs who have established their businesses in the Silicon Valley area. Further data was collected and will be collected in spring 2017 from further 10 technology firms and this allows for a longitudinal assessment of critical incident occurrences and growth stages and, any factors impacting on the growth of firms in this sample. The sample includes Finnish firms who received an award for a national growth plan competition and are therefore exemplar firms to study in terms of successful growth strategies.

**Findings**

The paper presents the positive and negative critical incidents which have occurred over time and the key strategies of entrepreneurial marketing as comprising of a business model at different growth stages. These core strategies of EM are identified by mapping to enhanced performance. Key arising themes and topics include the following: critical incident events and when and how they occur (and management issues related to those events); establishment of new business models; speed to market (in production of products and services to new marketplaces); customer orientation of the business and legitimacy.

**Conclusion**

The field of entrepreneurial marketing has evolved now over three decades. Early work in the area focused on the issues associated with the overlap between conventional marketing theories and theories of entrepreneurship at the entrepreneurship-marketing interface, and then the difference between EM and traditional marketing (e.g. Miles et al. 2015). EM was initially most clearly associated with small, resource impoverished firms and practices interpreted as unsophisticated and lacking coherent focus (Sullivan Mort et al, 2012). Latterly, the visionary nature of EM has come to the fore. This paper advances the domain of EM into a new phase by empirically identifying core strategies of EM in relation to firm growth and configuration as well as managerial issues and challenges in the context of new business models. The research indicates that EM contributes to the achievement of superior performance in small firms through high growth successful firms in global markets.

**REFERENCES**


ENTREPRENEURIAL MARKETING AND FIRM PERFORMANCE

Nasser Alqahtani, Rutgers Business School – Newark and New Brunswick
Can Uslay, Rutgers Business School – Newark and New Brunswick

EXTENDED ABSTRACT

In an unprecedented development, Tesla Motors’ newly introduced affordable electric car, the Model 3, has approached 400,000 preorders which by far exceed all sales company has ever made since its establishment in 2003 for all of their models combined (see www.tesla.com and www.forbes.com). Tesla is seen as a pioneer in embracing entrepreneurial marketing by being a proactive player in the auto industry and leverages innovation and risk taking capabilities to create value for customers and society at large (Morris et al. 2010). Therefore, in such a dynamic marketplace, businesses need to be more competitive in order to thrive and prosper. Technology and other scientific advances offer new solutions and products to consumers at rapid rates that increase market uncertainty. In such fast changing, complex, disordered and paradoxically disoriented competitive environments, with ever-shrinking product and businesses life cycles, anticipated profits from the current processes are highly uncertain, so much so that firms must continuously look for new opportunities (Hitt and Reed 2000; Rauch et al. 2009; Whalen et al. 2016). They must be able to operate in increasingly risky environments associated with diminished forecasting capabilities, weaker barriers to market entry, changing managerial objectives and new structures that permit and enhance change (Morris et al. 2002). They are under increasing pressure to be more innovative and agile in pursuing marketing in their competitive landscape.

Increased uncertainty in the marketplace renders traditional marketing efforts less efficient and effective in enhancing organizations’ performance. Instead, we observe that entrepreneurial marketing (EM) can improve firm performance better under uncertainty. There are many scholars who either explicitly argue or implicitly claim that EM enhances performance directly or indirectly (e.g., Bjerke and Hultman 2002; Jones et al. 2013; Morris et al. 2010; Mort et al. 2012; O’Cass and Ngo 2011; Whalen et al. 2016). Moreover, there is substantial research suggesting when EM antecedents, market orientation (MO) and entrepreneurial orientation (EO), are aligned, they enhance firms’ performance (e.g., Becherer and Maurer 1997). Therefore, the basic objective of this paper is to explore organizational performance with respect to EM under different environmental and organizational circumstances to create better ground for EM conceptualization and improve our understanding of EM anatomy. First, we had a deep dive in EM literature to obtain a comprehensive understanding of knowledge development in the field. We investigate EM conceptualization, its antecedents, its relationship with performance along with different contingencies affecting that relationship, and other influential and overlapping contemporary theories in marketing and entrepreneurship (effectuation and service dominant logic). Then, we develop imperative research propositions on how EM relates to performance considering the moderating role of networks, firm size and different environmental factors (A complete list of research propositions along with their suggested relationship directions are provided in Table 1). Our central focus in this paper is on EM-performance relationship, then, we zoom out to consider influential moderating and mediating relationships that will enhance our understanding of EM anatomy. In final verdict, after analyzing EM’s antecedents, EO and MO, their relationships with performance, discussing EM-performance research findings extracted from an extensive review of the literature, exploring different environmental factors’ influence on EM, and investigating the role of networks for EM, we confidently posit that EM relates positively to organizational performance.

This paper pays special attention to different mediating and moderating relationships between EM and organizational performance. While there were many studies conducted to infer a strong relationship between entrepreneurial and market orientations and their association with organizational performance, there still a gap of ambiguity in these relationships (e.g., Kircia et al. 2005; Rauch et al. 2009). Therefore, simultaneous effects of EO and MO on organizational performance warrant further investigation. It is possible that a mediating factor, conceivably EM, between EO, MO, and firm performance has been overlooked. Furthermore, in entrepreneurial marketing (EM) context, we argue that entrepreneurs’ and managers’ networks play an influential role in facilitating the achievement of EM’s dimensions. There are many scholars who suggest there are significant intersections between networks, marketing, customer relationships, innovation, and entrepreneurship (e.g., Jones and Rowley 2011). There is an increasing recognition of the specific role of networks in large organizations as represented in a recent AMA definition of marketing (Lotti and Lehmann 2007; Morrish 2011). Networks were also identified as a primary research priority for marketing and entrepreneurship interface (Uslay and Teach 2009). We believe that the importance of networks for EM literature has been underrated and deserves comprehensive investigation. We posit
that networks are central to the success of EM efforts concerned with uncertainty. We introduce a model for optimal network structure, network’s strength, size, and diversity that will enhance EM effectiveness in organizations. We investigate how these structural components will moderate EM performance relationship. We believe that entrepreneurs are immersed in their networks in a way that makes their entrepreneurial activities reach their potential. We contend that using networks and having effective interactions with actors in the ecosystem makes EM a distinctive construct and enable entrepreneurial marketers to better tackle risk, leverage resources, identify opportunities and involve in co-creation and co-innovation practices. Furthermore, the impact of different environmental factors the company operates in such as technological turbulence, market growth, market turbulence, supplier relationships and the competitive hostility also affect the impact of the firm’s strategies on its performance. Therefore, it is rational to expect that different environmental factors will have different impact on EM performance relationship. It is worthwhile to discuss these factors as they will improve our understanding of EM and under what circumstances using EM approach sounds more relevant. Moreover, as a controversial topic in EM literature, the role of organization’s size in making EM more effective is investigated in this paper.

This paper intends to contribute to the marketing literature in the following ways: First, we hope that it will provide a better understanding of entrepreneurial marketing, its antecedents, and its relationship with performance (See Figure 1). To the best of our knowledge, this is the first study that examines EM as mediator between MO, EO and financial performance. EM could potentially provide even stronger linkages to financial performance than either MO or EO. Second, we investigate the importance of networking in EM context by studying networks’ structure components as moderators to EM performance relationship. We argue that network size, strength and diversity have dissimilar effects on different EM dimensions. Third, some influential moderation effects of different environmental factors on EM and firm performance are explored following the contingency theory to enhance our understanding of entrepreneurial marketing’s boundaries. Fourth, exploring the non-linear moderating effect of EM on firm’s size is a relatively new topic in the entrepreneurial marketing literature. Finally, this paper reviews EM extensively to synthesize its conceptualizations and attempts to improve our understanding of the EM construct. Furthermore, recent and influential marketing and entrepreneurship theories such as service dominant (S-D) logic and effectuation theories are also synthesized.

**Figure 1: EM and Firm Performance**
<table>
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<th>Proposition</th>
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<tr>
<td>Proposition 1: Firm’s entrepreneurial orientation affects its entrepreneurial marketing positively.</td>
<td>(+)</td>
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<td>Proposition 2: Firm’s market orientation affects its entrepreneurial marketing positively.</td>
<td>(+)</td>
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<tr>
<td>Proposition 3a,b: Firm’s entrepreneurial marketing affects its financial performance positively. Entrepreneurial Marketing positively mediates the relationship between a) market orientation and financial performance, and b) entrepreneurial orientation and financial performance.</td>
<td>(+)</td>
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<tr>
<td>Proposition 4a: Market turbulence positively moderates the relationship between entrepreneurial marketing and financial performance.</td>
<td>(+)</td>
</tr>
<tr>
<td>Proposition 4b: Market growth negatively moderates the relationship between entrepreneurial marketing and financial performance.</td>
<td>(-)</td>
</tr>
<tr>
<td>Proposition 4c: Competitive intensity positively moderates the relationship between entrepreneurial marketing and financial performance.</td>
<td>(+)</td>
</tr>
<tr>
<td>Proposition 4d: Technological turbulence positively moderates the relationship between entrepreneurial marketing and financial performance.</td>
<td>(+)</td>
</tr>
<tr>
<td>Proposition 4e: Supplier bargaining power positively moderates the relationship between entrepreneurial marketing and financial performance.</td>
<td>(+)</td>
</tr>
<tr>
<td>Proposition 5: Firm size moderates the relationship between entrepreneurial marketing and financial performance in a U-shaped manner so that both large and small sized firms benefit more from EM than mid-sized firms.</td>
<td>(+,-,+,-)</td>
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<tr>
<td>Proposition 6.1a: A firm with more strong ties than weak ties is probably less able to be innovative in marketplace.</td>
<td>(-)</td>
</tr>
<tr>
<td>Proposition 6.1b: A firm’s network size, number of ties, is positively associated with its innovativeness in marketplace.</td>
<td>(+)</td>
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<tr>
<td>Proposition 6.1c: A firm’s network diversity is positively associated with its innovativeness in marketplace.</td>
<td>(+)</td>
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<tr>
<td>Proposition 6.2a: A firm with more strong ties than weak ties is probably less able to be proactive in marketplace.</td>
<td>(-)</td>
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<tr>
<td>Proposition 6.2b: A firm’s network size, number of ties, is positively associated with its ability to be proactive in marketplace.</td>
<td>(+)</td>
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<tr>
<td>Proposition 6.2c: A firm’s network diversity is positively associated with its ability to be proactive in marketplace.</td>
<td>(+)</td>
</tr>
<tr>
<td>Proposition 6.3a: A firm with more strong ties than weak ties is probably more able to take more risk in marketplace.</td>
<td>(+)</td>
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Proposition 6.3b: A firm’s network size, number of ties, is positively associated with risk-taking in marketplace. (+)

Proposition 6.3c: A firm’s network diversity is positively associated with its risk-taking in marketplace. (+)

Proposition 6.4a: A firm with more strong ties than weak ties is probably less able to be opportunity oriented in marketplace. (-)

Proposition 6.4b: A firm’s network size, number of ties, is positively associated with its opportunity orientation in marketplace. (+)

Proposition 6.4c: A firm’s network diversity is positively associated with its opportunity orientation in marketplace. (+)

Proposition 6.5a: A firm with more strong ties than weak ties is more likely able to leverage its resources. (+)

Proposition 6.5b: A firm’s network size, number of ties, is negatively associated with its resource leveraging performance in marketplace. (-)

Proposition 6.5c: A firm’s network diversity is positively associated with its resource leveraging performance in the marketplace. (+)

Proposition 6.6a: A firm with more strong ties than weak ties is more likely to be customer oriented. (+)

Proposition 6.6b: A firm’s network size, number of ties, is negatively associated with its customer orientation. (-)

Proposition 6.6c: A firm’s network diversity is negatively associated with its customer orientation. (-)

Proposition 6.7a: A firm with more strong ties than weak ties is more likely to create value in marketplace. (+)

Proposition 6.7b: A firm’s network size, number of ties, is negatively associated with its value creation. (-)

Proposition 6.7c: A firm’s network diversity is positively associated with its value creation. (+)

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A HOLISTIC PERSPECTIVE ON ENTREPRENEURIAL MARKETING:
SYSTEMATIC LITERATURE REVIEW AND THEMATIC ANALYSIS
OVER THE PAST TWO DECADES

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EXTENDED ABSTRACT

Entrepreneurial Marketing – the interface between Entrepreneurship and Marketing (Collinson & Shaw, 2001; Hansen & Eggers, 2010; Miles et al., 2015) – is an upcoming research field that is gaining increasingly more significance among the established literature (Hills & Hultman, 2013; Kraus et al., 2012). Furthermore, the quantity of academic contributions referring to ‘entrepreneurial marketing’ has grown continuously over the last years. The coalescence of the two disciplines has been analyzed for more than three decades (Hills & Hultman, 2013). Duus (1997) came up with one of the first definitions of entrepreneurial marketing. From that time onward, a variety of additional definitions appeared in the research literature (Solé, 2013; Shiratina et al., 2016) and a widespread analysis of the field started (e.g. Gilmore & Carson, 1999; Fillis, 2000; Morris et al. 2002; Miles & Darroch, 2006; Eggers et al., 2012). Kraus et al. (2012) offered a first overview of the different research streams inside the domain of entrepreneurial marketing. Further on, Miles et al. (2015) outlined the importance of the field by providing distinct "schools of thoughts". Despite the research already done there is no final image of the varied literature to date and still more space for additional contributions. In this context, we provide an overview of the field and reveal new research gaps for further studies.

Referring back to the first exact term ‘entrepreneurial marketing’ within Duus’ definition in 1997 we conducted a systematic literature review (SLR) on publications from the last two decades – 1997 until 2016 (inclusively) – to get a deeper understanding of the scientific field. Our review included the most common databases, such as Scopus, Web of Science, EBSCO and Google Scholar to generate a considerable set of literature that acknowledges the diversity of the research field. We generated more than 7,000 findings from which we selected 280 academic journal publications, reviews, conference papers and articles in press in our research.

In order to examine the development of the body of literature we conducted a systematic literature review, frequently used in the entrepreneurship research domain (e.g. Thorpe et al., 2005; Macpherson & Holt, 2007; Pittaway & Cope, 2007). Therefore, we undertook a comprehensive literature review of both published and unpublished articles and papers (following Tranfield et al., 2003). For an adequate coverage of the literature a wide range of databases was used as stated above. The search protocol included the term "entrepreneurial marketing" and keywords, titles and abstracts were inquired. The initial dataset of more than 7,000 results was narrowed down with regard to the exclusion criteria and a list of 280 findings remained. Subsequently all abstracts were carefully looked through to assure that the content of the article is relevant. In this way, we ensured that only those results were provided, which have a direct link to entrepreneurial marketing.

The final dataset was mapped (Tranfield et al., 2003) and a thematic analysis of the content was conducted to outline the prevailing research field (Liñán & Alain, 2015) of entrepreneurial marketing and to provide a scope for further research.

The implications of this analysis will be of great value to both academics and practitioners. Researchers try to achieve a deeper knowledge of the connection between both disciplines, Entrepreneurship and Marketing. Moreover, the different starting points of the diverse literature address contributions dealing with a variety of problems inside the field. Especially in the last ten years, a significant increase of publications within the considered research literature has been observed. Consequently, this study will deliver a more comprehensive overview of the structure in the space of the entrepreneurial marketing research area.

Due to the implementation of a thematic analysis and the consideration of a wide range of literature, this paper will reveal disregarded topics and coherences in the existing literature. Therefore, we recognise important publications, notable authors and relevant fields of research as well as potential future research streams. The utilization of qualitative content analysis points out to the improvement of research methods in the last years and enhances the prevalent ‘school of thoughts’. Our findings show that there are a variety of different fields and sub-fields in the domain of entrepreneurial marketing. These fields offer multiple research opportunities and reveal gaps in the literature. In terms of categorization it is surprising that
there are only a few studies in the context of innovative social media so far. Further on, the outcome of our research can support practitioners with respect to gaining a comprehensive understanding in the heterogeneous field of entrepreneurial marketing.

In conclusion, two decades after the first definition of entrepreneurial marketing emerged, our analysis attempts to assess the contributions scholars have made and to provide implications from a holistic perspective.

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CONCEPTUALIZING THE BOUNDARY CONDITIONS OF EFFECTUATION UNDER THE CIRCUMSTANCE OF START-UPS’ BRAND IDENTITY CONSTRUCTION: WHEN TO BE CUSTOMER EFFECTUAL?

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EXTENDED ABSTRACT

Branding is instrumental in creating a sustainable competitive advantage (Lam et al 2010), but the existing branding literature shows conflicting recommendation about how startups should handle branding. Recently research showed that a start-up’s brand identity construction (BIC) is unique and hence merits more research attention (Miller 2015). Meanwhile, Sarasvathy’s (2001) effectuation concept in the field of entrepreneurship has recently received increasing interest from marketing researchers (e.g., Coviello and Joseph 2012, Read et al. 2009). Accordingly, this study conceptually explores the applicability of effectuation to startups’ BIC in the hope of helping startups sustain their competitive advantage through proper branding.

Here, while a start-up introduces one and only one novel brand, two different routes of sales outcome are conceptualized resulting from two BIC strategies: (1) one (a customer-effectual BIC) with effectuation involving both entrepreneurs and customers as the effectuators and (2) one without (either a non-effectual BIC or a non-customer effectual BIC).

The customer-effectual BIC, arising under the context of high innovations, follows a route of sales growth where effectuation does apply for the following reasons. First, effectual processes lead to non-predictive outcomes (Sarasvathy 2001). Branding outcomes in sales growth under the context of high (also known as major) innovations are highly non-predictive (Lam et al 2010; Sommer, Loch, and Dong 2009; Gruenwald 1992; Ries and Trout 1989). Secondly, effectual processes are iterative and interactive (Coviello and Joseph 2012). Projecting and receiving of startups’ organization images are iterative and interactive in a trial-and-error way under the context of high innovations (Sommer, Loch and dong 2009). High innovations are more likely to succeed when customers are mobilized to become co-creators (hence, customers are effectuators here) of innovations throughout the new product development processes (Coviello and Joseph 2012). This strategy’s success in sales growth is believed here to depend on novel product features. A customer-effectual BIC is applicable to a start-up organization that builds a sticky brand identity on the basis of innovative product features while offering customers innovatively novel and functional products. Since a brand identity thus constructed indirectly takes on the personality of people who founded a start-up organization (i.e. founders), the sales outcome of such a product-based BIC is not theorized to depend on the types of founders. A novel start-up with a sticky brand identity is conceptualized to follow a sales route of big risk/mess and big return.

The non-effectual BIC strategy and the non-customer effectual one are both believed to be based directly on the personality traits of different types of founders of novel start-ups while these startups offer customers new but functionally me-too products. Personality-trait-based BIC strategies are conceptualized to follow a sales route of small risk and small return that depends on the types of founders.

More specifically, the non-customer effectual BIC, arising under the context of low but dynamic innovations, follows a route of sales growth where effectuation also applies, whereas the non-effectual BIC, arising under the context of low and static innovations, follows a route of sales growth where effectuation does not apply. The reasons are as follows.

Three reasons explain why effectuation applies to the non-customer effectual BIC. First, dynamic innovations keep migrating from one market to another in search of better profit despite losses from market exit. Therefore they are based on short-term sporadic relationships and bank on the exploitation of serendipity without settling down in any market for long. Effectual processes count on the exploitation of contingencies, which may turn into serendipity depending on whom comes on board (Baker and Nelson 2005; Sarasvathy 2001). Secondly, co-creation of new markets for dynamic innovations to move into is non-predictive since such co-creators could be partners in regulation, or in investment, or in distribution. Last but not least, opportunities in market co-creation do not materialize until the co-creators who come on board are fully committed, which was again non-predictive.

Three more reasons explain why the non-effectual BIC is adaptive instead of effectual. First, static innovations will not
thrive without customer loyalty. Long-term relationship gives rise to customer loyalty, easing startups’ resource constraints. Effectuation may no longer apply when sufficient resources are present (Arend, Sarooghi and Burkemper 2015), while causation tends to arise with lenient constraints in resources (Sarasvathy 2001). Therefore, long-term relationships empower static innovation introducing startups to engage in planned causation instead of effectuation. Second, the non-effectual BIC is based on long-term relationship. Long-term relationship based BIC is responsive to customer feedback and hence tends to be predictable. Therefore it is adaptive instead of effectual. Finally, thanks to a symbiotic relationship under this low and static innovation context, customers perceive brands as predictive in-group members instead of non-predictive market co-creators/partners. Non-predictive market co-creation is necessary for effectuation processes to take place (Read et al 2009).

Three propositions are conceptualized for the above-mentioned three routes of startups’ BIC. We follow up with some suggestions for future research and conclusion.

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WISHFUL THINKING IN ENTREPRENEURIAL MARKETING

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EXTENDED ABSTRACT

When speaking with new and seasoned managers, they immediately share stories in which they, in spite of evidence, forecast a higher market size than the actual potential, i.e., the inner dialogue that says, “I wish the market size was...” rather than “the actual market size is...” (Ecken et al., 2011). Talking about entrepreneurs, who exhibit high levels of innovativeness, risk taking, and proactiveness (Cruz and De Moraes, 2013; Muñiz et al., 2014; Santillán-Salgado et al., 2015; Sarasvathy, 2001) – the entrepreneurial orientation – and usually leverage resources to set an innovative value proposal to attract a number of consumers and engage in creating value from a risk management approach – the entrepreneurial marketing orientation – (Morris et al., 2002; Schumpeter, 1934), entrepreneurs engage in distorted conjectures about the future of a new venture. The answer comes in terms of success: increasing sales, reaping a higher market share, lowering administrative costs, or a remarkable competitive advantage, even survival (Gudmundsson and Lechner, 2013); therefore, there is a distinction between how entrepreneurs tend to see reality and how they would like reality to be.

In assessing success, entrepreneurs engage in risk-based activities, involving market potential calculations, sales forecasts based on few data, and strategic alliances (Gudmundsson and Lechner, 2013). In doing so, two contradictory paths appear: the actual probability of success, and the inner desires for success that drive the entrepreneur to think. The mismatch between reality and desire may lead the entrepreneur to think that success is at hand when actually it is not. In Mexico, the third reason for failure in technology-driven enterprises relates to deficient marketing decisions such as lack of customer diversity and incorrect target market selection (Failure Institute, 2016), which contributes to the 30% businesses death rate in the country after the 1st year of operations.

Several psychology scholars have studied why people tend to inflate likelihood of desirable events or deflate the likelihood of undesirable events through the development of the bias concept (Krzan and Windschitl, 2009; Bar-Hillel et al., 2008; Krzan et al., 2010). As the ability of entrepreneurs to predict success of new ventures is critical, research about why and how these biases affect entrepreneurship becomes necessary. Even though various biases have been found in psychology literature, some of them have not been analyzed in entrepreneurial marketing literature. That is why this research aims to introduce the notion of the bias “wishful thinking”, which has been discussed in psychology literature as an important bias; nevertheless, it has been ignored in entrepreneurial marketing literature. A systematic literature review was performed to demonstrate that wishful thinking is an important bias in psychology literature, but that it has been ignored in entrepreneurial marketing.

Some scholars tend to confuse wishful thinking with other biases such as over-optimism and over-confidence, but Krzan and Windschitl (2007) argue that wishful thinking is different from other constructs because: first, wishful thinking is a subtype of motivated reasoning (motives to reach a particular conclusion influence beliefs) since wishful thinking depends on verifiability of outcomes, that is, the individual can compare the prediction against the actual outcome; hence, people may experience happiness or disappointment depending on whether such a comparison was compatible or not. Second, wishful thinking is different from over-optimism (the tendency to assign higher probability to a desired outcome); the difference lies in that over-optimism may be affected by situational factors but not being biased by preferences or motivational factors. Third, literature on experiments with cards, sport fans, and voters discusses the preference-expectation link, but assumes that preferences cause expectation because correlation between such constructs has been found to be positive and high. Finally, wishful thinking refers to situations in which the individual does not have full – or even partial control – over the target outcome. This goes in contrast to exaggerated perceptions of control in which the individual may experience a heightened sense of control on the task which, in turn, may affect the outcome.

As the conceptual definitions on wishful thinking remain open in the entrepreneurial marketing literature, this research has as a specific purpose to determine an operational definition of wishful thinking for entrepreneurial marketing research. A qualitative semantic network analysis of the concept has been conducted through the study of a variety of conceptual definitions in order to reach this research’s objective. Therefore, the aim of this paper is to introduce and promote the debate.
about the potential of the notion of wishful thinking in entrepreneurial marketing literature from understanding what the concept means and its relevance in the field of entrepreneurship.

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EXTENDED ABSTRACT

Understanding post-disaster entrepreneurial decision-making is crucial to disaster recovery process. In essence, such knowledge helps in the stimulation of entrepreneurial actions that could restore the disrupted entrepreneurial activities because of economic shock from disaster. The post-disaster environment is saturated with risk and uncertainty, notwithstanding, entrepreneurs have demonstrated resilience. Effectuation and causation logics have presented the entrepreneurial process with pragmatic principles that make entrepreneurial decision-making feasible in an environment of uncertainty and risk laden with constraints. Recent development in the field of entrepreneurship has witnessed the growth of effectual entrepreneurial research, however, a systematic understanding of how effectuation and causation logics contributes to post-disaster entrepreneurial decision-making is still lacking. Furthermore, few studies on entrepreneurial resilience have only examined what drives entrepreneurs to be resilient in adverse condition, yet, there has been no empirical investigation of the causal depth and consequences of post-disaster entrepreneurial decision-making in research ambience. To address the gaps, this study will examine the place of effectuation and causation logics in the decision-making of resilient entrepreneurs in a post-disaster environment, as well as evaluate the influence of prosocial motivation on their decisions.

Risk and uncertainty which are central in the entrepreneurial process are heightened in a post-disaster environment as a result of negative emotions from the disaster. Thus, entrepreneurial decision-making logics are imperative for entrepreneurs under environmental uncertainty, given the scarce nature of resources and investors’ fear in a post-disaster environment (Wiltbank, Read, Dew, & Sarasvathy, 2009; Dew et al., 2008). Moreover, risk perception differs significantly between natural and man-made disasters, research conducted by Grimm et al. (2012) found that victims from man-made disasters like terror attack exhibit higher risk perception than those from natural disasters such as flood. Consequently, there is need to evaluate the role of effectuation and causation in both natural and man-made disasters. Thus, this study examines the emerging role of entrepreneurial decision-making logics in the context of post-disaster environments.

Entrepreneurship has evolved into a global phenomenon prompting a major paradigm shift and our understanding of entrepreneurial principles witnessed a dynamic turnaround (Perry, Chandler, & Markova, 2012). Effectuation presents a more pragmatic view of the entrepreneurial process, contrary to the conventional understanding of entrepreneurship from the trait perspectives, effectuation likened entrepreneurial process to the development of expertise (Dew, Read, Sarasvathy, & Wiltbank, 2015; Sarasvathy, 2001). As Sarasvathy (2008: xvii) writes: “Causal logic provides useful decision criteria to achieve given goals subject to environmental selection in the face of an uncertain future. Effectual logic provides useful design principles for transforming extant environments into new futures in the face of ambiguous goals”. Entrepreneurs have defied adverse conditions such as wars, terrorist attacks and natural disasters, finding and exploiting opportunities during challenging times. Recently, research in the field of entrepreneurship has witnessed the resilience of entrepreneurs under environmental uncertainty such as war, insurgency and terrorism (Ayala & Manzano, 2014; Branzei & Abdelnour, 2010; Bullough & Renko, 2013; Bullough, Renko, & Myatt, 2014; Prasad, Su, Altay, & Tata, 2015). Entrepreneurial resilience is imperative in a post-disaster recovery (Huggins & Thompson, 2015; Rose, 2007), but as crucial as it appears, there is dearth of research in this area. Previous studies have highlighted what drives entrepreneurial decision-making in challenging ambience, however, in this study, it is important to examine why and how these decisions are made.

Disasters could either be natural and man-made and the nature of disaster is crucial to the recovery process because it has huge impact on risk perception and the level of uncertainty in a post-disaster environment (Viscusi & Zeckhauser, 2006). Victims in a post-disaster environment live with the perception of risk of future disasters, therefore individuals with the experience of natural disasters exhibit risk-avoidance with decreasing willingness to be entrepreneurial (Park, 2011). On the other hand, victims of man-made disasters are found to likely develop entrepreneurial intention in such a dangerous environment for survival which may likely cause competition amongst survivors as against collaborations mostly common in a post-natural disaster environment (Bullough, Renko, & Myatt, 2014; Cameron & Shah, 2015).

P1a: Entrepreneurial decision-making in post natural disaster environment are likely to favour effectuation than causation.
P1b: Entrepreneurial decision-making in post man-made disaster environment are likely to favour causation than effectuation.

Entrepreneurial actions are recognised as outcome of the level of perceived uncertainty and the willingness to bear uncertainty (McMullen & Shepherd, 2006). Risk management determines the level of perceived uncertainty and the willingness to bear uncertainty which is found to differ across economic status (Bronfman & Vázquez, 2011; Freel, 2005; Liesch, Welch, & Buckley, 2011). Developed economies with robust financial and insurance systems manage risks better than developing economies (Bhattamishra & Barrett, 2010; Krysiak, 2009; Psaltopoulos, Stathopoulou, & Skuras, 2005).

P2a: Entrepreneurial decision-making in a developed economy is likely to favour effectuation over causation.

P2b: Entrepreneurial decision-making in a developing economy is likely to favour causation over effectuation.

Entrepreneurs that persisted in post-disaster environments have shown that they are motivated. Having suffered losses both financially and emotionally coupled with environmental uncertainty, the role of non-economic considerations in post-disaster motivation of resilient entrepreneurs deserve academic perusal (Shepherd, 2015; Shepherd, Williams, & Patzelt, 2015). Researchers in the field of motivation have linked persistence to prosocial motivation and difference in prosocial motivation across cultures (Grant, 2008; Luria, Cnaan, & Boehm, 2015). Prosocial motivation is defined by Grant (2007: 393) as “the desire to benefit other people or groups”. Consistent with previous research we conceptualise the role of prosocial motivation in entrepreneurial resilience and entrepreneurial decision-making in a post-disaster environment.

P3a: Effectual entrepreneurial logic is positively related to entrepreneurial resilience

P3b: Causal entrepreneurial logic is negatively related to entrepreneurial resilience

P4a: Prosocial motivation moderates the positive effectual entrepreneurial logic—entrepreneurial resilience relationship such that this relationship is strengthened at higher levels of prosocial motivation

P4b: Prosocial motivation moderates the negative causal entrepreneurial logic—entrepreneurial resilience relationship such that this relationship is weakened at higher levels of prosocial motivation

REFERENCES


ENTREPRENEURIAL MARKETING IN RETAIL BANKING: INNOVATION FOR VALUE CREATION AND INCREASED CONSUMER LOYALTY

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EXTENDED ABSTRACT

This research sought to explore the two main dimensions of entrepreneurial marketing in the banking sector in Albania: consumer-intensity and innovation. How do these two entrepreneurial marketing dimensions move the banking service sector closer to market orientation and help marketing managers to increase consumer loyalty and growth?

The study focuses on the retail banking sector in Albania and its potential to enable growth of the sector by being proactive by discovering new opportunities and future challenges. This study presents a synthesis of findings from experiences of marketing directors and specialists in retail banking. The study aims to measure the weight that retail bankers give entrepreneurial marketing and respective innovation performance. This study includes structured questionnaires with senior managers and strategy makers, leaders of Marketing, Retail and Innovation sectors in National Commercial Bank, Raiffeisen Bank and Intesa San Paolo Bank in Albania.

In entrepreneurial marketing, innovation is continuous. Managers are constantly in search of new methods for segmentation, pricing, brand management, customer communication and relationship management, credit, logistics, and service levels, among other operating activities (Morris et al., 2002). The senior managers and strategy makers in the banks participating in the study admitted that they are considering creating new partnerships with digital communities, manufacturers, and retailers that all consume these services to enable the bank to leverage economies of scale and increase revenue.

One key point made by participating banks is that they have already identified demands of increasingly digital and mobile customers and they are fulfilling their demands with the support of the IT department by transitioning from single transactions to interactions. By doing so, banks are taking a further step in empowering and transforming their workforce with new digital tools and greater access to data insights, creating a new customer experience across channels and reducing cost.

By using Entropy method, we obtained weights of the seven dimensions and twenty-six items of entrepreneurial marketing. The weights priorities for each of the dimensions are: Proactive, Focus on Opportunities, Calculated Risk Taking, Resource Leveraging, Consumer Intensity, Innovation, Value Creation. We used then a Shannon Entropy method (Shannon, 1984) to weight the dimensions. Entropy is defined in the context of a probabilistic model.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Proactive</th>
<th>Focus on Opportunity</th>
<th>Calculated Risk Taking</th>
<th>Innovation</th>
<th>Consumer Intensity</th>
<th>Resource Leveraging</th>
<th>Value Creation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach Alpha</td>
<td>0,954</td>
<td>0,684</td>
<td>0,832</td>
<td>0,920</td>
<td>0,662</td>
<td>0,705</td>
<td>0,618</td>
</tr>
</tbody>
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Source: data from the study conducted
The main focus of the surveyed banks is Consumer Intensity. Financial-services industry in Albania is focused on identifying how they can increase customer loyalty while still protecting the banks’ profits.

Banks are proactively looking to drive innovation. Ensuring loyalty (Resource Leveraging) is the first step in helping to enable that kind of innovation. The six dimensions of entrepreneurial marketing as revealed through the study are successfully applied by the surveyed banks. In a virtuous circle, innovation generates success and success supports innovation.

References Available Upon Request.
EXTENDED ABSTRACT

Sales representatives in enterprise-level solution-selling environments are frequently engaged in new-product-development given that they are often involved in attempting to sell new product, service and solution configurations. In this sense, professional solution-sales representatives are engaged in certain sales activities similar to bootstrapping entrepreneurs offering new products and services to prospective buyers. The primary purpose of this conceptual study is to explore the extent to which academic theories and practitioner perspectives regarding entrepreneurial selling and effectual selling can generate fresh insights in relation to the professional-selling oriented CEB Challenger Sale framework and vice-versa; an all but comprehensive analysis of the Challenger Sale model in relation to the assumptions and theory undergirding entrepreneurial and effectual selling is thus undertaken. Though Saras Sarasvathy’s research does not focus directly on the sales process or on sales personas per se, it is demonstrated that the highly successful effectual entrepreneurs participating in her Ph.D. dissertation study showed a remarkable tendency to use sales calls to prospective clients as both a market-validation process and as a feedback process for product improvement, along very similar lines to the customer-development / minimum-viable-product process posited by Steve Blank. Other findings include preliminary indications that highly effectual entrepreneur-salespeople tend to combine both a dominant challenger persona along with a subdominant lone-wolf persona. Personality parallels between challengers, lone-wolfs, entrepreneurial salespeople and effectual salespeople are also revealed, including the following shared attributes; deal with a variety of both routine and non-routine tasks on a daily basis; work independently with a great degree of personal freedom; perform challenging work due to high level of business uncertainty; operate in ambiguous situations; develop creative solutions to business problems; driven by opportunities rather than resources, work under significant pressure and stress; receive fairly immediate feedback from job performance; define success largely in measurable financial terms; income tied to performance; organize own time and work schedule, and; directly responsible for performance.

Given the comparative, conceptual, and discursive approach undertaken in the study, one limitation is the extent to which alternative divergent comparisons may just as reasonably have been explored. An additional limitation is that although the current study does investigate a very wide array of both the academic literature and the trade literature focused at the sales and entrepreneurship interface, the study’s coverage cannot claim to be all-inclusive. Practical implications are that professional sales divisions can benefit by identifying salespersons with entrepreneurial and effectual traits, as well as by encouraging entrepreneurial and effectual sales approaches via entrepreneurial and effectual sales coaching programs. Additionally, COOs, sales managers, entrepreneurs and venture capitalists might benefit by assessing the entrepreneurial and effectual traits of founder-salespersons, assuming that assessment instruments are developed which quantitatively determine the degree of alignment between challengers, lone-wolfs, skilled entrepreneurs and effectuators. Wider-ranging future research might focus on extensions of the Challenger Sale model in domains where high degrees of timely counter-persuasion are extremely critical, such as in crucial instances of emergent international diplomacy, unfolding military operations, surgical procedures and aviation activities. This is the first study to explicitly focus on highlighting parallel elements between the Challenger model, various entrepreneurial selling models and the effectuation framework.

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ENTREPRENEURIAL MARKETING AND TECHNOLOGY ORIENTATION

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EXTENDED ABSTRACT

Introduction

This paper contributes to the strategic orientation literature from an entrepreneurial marketing perspective. Technology orientation (TO) literature has almost exclusively focussed on innovative product development and decision-making support, despite the fact that firms more frequently deploy technologically driven marketing to find new customers, generate new business and increase firm growth. Trainor et al. (2011) make calls to researchers which includes the study of marketing technologies and information technologies within the overarching exploration of TO. More recently, researchers have noted that there are few studies which discuss emerging technologies, such as social media, websites, mobile marketing and other marketing technologies and, what findings there are, show that positive relationships exist between a firm’s TO and firm performance (Ali, Leifu, & Rehman 2016; Mutlu & Surer 2015). Therefore, this research investigates this area further using young, small, energy service industry firms which are able to provide a rich research context for EM from several aspects, including entrepreneurial orientation (EO), market orientation (MO) and their interface with TO. The paper reports on an EM study which builds on prior literature and empirical research to develop the Technology Entrepreneurship Marketing and Performance (TEMP) model which enables identification of the different orientations and activities used in firms within this industry context.

Literature Review

A number of EM researchers have studied the survival and growth of start-ups to help understand relationships between firm performance and entrepreneurial activities, since SME marketing is a unique classification of EM (Jones & Rowley 2009; Hills & Hultman 2008). Entrepreneurial activity refers to ‘orientation’ as a set of entrepreneurial behaviours which involves business and marketing activities, and using this term helps researchers to identify new knowledge of the interface between entrepreneurship and marketing from different aspects, such as EO, MO and TO. By using ‘orientation’, previous researchers (Franco et al. 2014; Jones & Rowley 2011; Lumpkin & Dess 2001 1996) identify a number of EM dimensions including proactiveness, risk-taking, innovativeness, entrepreneurial experience and behaviours. Hills and Hultman (2006) emphasise ‘market intelligence’ as a critical aspect for surveying for changes in environmental uncertainty, policy changes and technological changes while Webb et al. (2010) found that being market orientated helps entrepreneurial firms to identify opportunity from the reaction of the market.

In this study, TO is examined in relation to the interface of EO and MO. TO is defined by researchers as the degree of a firm’s intention to use different technologies in new product development and innovation (Gatignon & Xuerub 1997) and, technological knowledge to support decision-making from a strategy aspect (Miles & Darroch 2008; Zhou, Kim & Tse 2005). We suggest that TO research may be beneficial in extending knowledge and understanding of EM. By using an ‘orientation’ focus we are able to explain the activities and processes which occur within the firm in relation to TO and technology driven marketing activities. Harrigan et al. (2011) identified digital marketing as a useful tool for small firms which can assist in the development of relationships with customers and other companies and enhances decision making. While TO researchers (Zhou, Kim & Tse 2005; Gatignon & Xuerub 1997) focus on the degree of technology in product development and innovation, a more recent trend in the literature shows that EM researchers have cautioned that very few studies have been conducted on emerging technologies such as e-marketing, social media and other marketing technologies (Ali, Leifu, & Rehman 2016; Mutlu & Surer 2015). Trainor et al. (2011) claim that a firm’s TO should involve IT and e-marketing and their research results show TO positively impacts firm performance and customer engagement.

Methodology

The methodology for this paper begins with a qualitative industry case study which includes young firms who have signed up to the UK government’s Green Deal policy. The government provide a financial package to encourage firms and
customers to take up energy saving products at home. A qualitative study is used as the basis for the study as the research is primarily inductive in nature, noting that the TEMP model is constructed using empirical data and theory and then populated deductively using the ‘en vivo’ statements from research participants and web-based research. The web-based content analysis of 34 firm web-based activities and key respondent interviews was used to identify themes that align with the academic literature and any emergent themes to extend specific knowledge of EM practice adopted by entrepreneurs in the digital era. Firms were selected using purposive sampling criteria (Shaw 1999; Patton 1987). All firms were SMEs, under 50 employees, managed by an entrepreneur or small team and had at least a website. Secondary data was analysed from company websites, Facebook, and Twitter from 2012 to 2016. Also, three in-depth exploratory interviews were carried out with key participants. The transcripts were analysed and categorised to affirm dimensions identified in past EM literature and also to identify emergent themes. Finally, a final interview sample of firms using the card-based method (Jones & Rowley 2011) is being carried out with entrepreneurs to affirm the themes identified in literature and to identify any new emerging themes. This iterative process enhances content validity as does understanding the research phenomenon from multiple perspectives.

Findings

The findings so far from the web-based analysis and 3 key participant interviews are included below. Collection of data from the final sample is ongoing to be completed by May 2017. EO and the dimension of Work Experience is confirmed as 85.3% of firms (out of 34 firms examined) (n=29), Motivation with 50% (n=17), and Entrepreneurial Experience with 20.6% (n=7). The identification of entrepreneur’s idea and intention was low (41.2% n=14) from the web-based data and is not confirmed by the three exploratory interviews. Entrepreneur’s intention has a greater prevalence in the sample’s web-based data with 64.7% (n=22) and two exploratory interviews. The most prevalent subthemes of TO were Digital Marketing with 76.5% (n=26), New Product Development with 55.9% (n=19), and Innovativeness with 29.4% (n=10). Amongst the three exploratory interviews, analysis revealed that one key participant was identified as presenting all three of these prevalent subthemes, whereas the remaining two key participant interviews only showed Digital Marketing (and not New Product Development and Innovativeness). Key participants aided in the identification of these TO subthemes by highlighting, in particular, Search Engine Optimization (SEO). MO shows that the most prevalent subthemes were Administrative Marketing with 61.8% (n=21), Networking with 29.4% (n=10), Partnerships with 23.5% (n=8), and Market Intelligence with 20.6%. Emergent themes were also identified including firm use of Direct Marketing, Guerrilla Marketing, International Marketing and Buzz Marketing. Surprisingly, Customer Needs rated very low in prevalence in both interviews (33.3% n=11) and web-based data (23.5% n=8). In terms of Environmental Factors, most firms (85.3% n=29) attempted to demonstrate their understanding of the green policy and how to transform green policies into energy efficient solutions. Environmental uncertainty was lower in both data sets while venture capital investments and government funds were prevalent in all three interviews but less visible on websites at 41.2% (n=14) of the firm sample.

Conclusion

This paper examines activities, behaviours and potential relationships between dimensions within the concepts of TO, EO and MO by identifying themes from EM literature and using a combination of web-based observation and key participant interviews. This paper argues that EM researchers should consider all marketing approaches, such as e-marketing, buzz marketing, direct marketing and digital marketing which enable entrepreneurs to transform their ideas into new opportunities. The paper contributes to the paucity of research in the area of Technology Orientation (TO) that relates to research at the Entrepreneurship and Marketing interface, Entrepreneurial Marketing (EM), from the young venture perspective. This area of research extends knowledge of EM from a TO perspective for a number of reasons. Firstly, it extends TO research to include not only productive technology adoption but also marketing and digital technologies. Secondly, it contributes to growing EM theory by investigating potential relationships between EO and digital marketing technology adoption in technology oriented start-ups. Finally, there is very little research in the ‘green’ technologies (Bertoldi et al. 2014) and much less in the SME research field.

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ENTREPRENEURIAL MARKETING AND PROGRESSION TOWARDS THE DIGITAL AGE: THEORY AND EVIDENCE

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EXTENDED ABSTRACT

Introduction

This paper presents and discusses prior research at the marketing and entrepreneurship interface associated with innovative marketing techniques and the adoption of e-business, digital marketing and social media by entrepreneurs in small and growth orientated ventures. As such, the paper articulates and discusses pioneering research from a marketing ‘lens’ perspective (Hansen & Eggers, 2010). In addition, the paper illustrates research development in this area using prior established empirical research and also introduces current and new research findings, proffering more recent insights of the research phenomenon, while offering suggestions for future research in this contemporary area where rapid consumer adoption of technology creates new opportunities for entrepreneurs but also significant new challenges.

Digital Marketing – A Historical Perspective

The marketing literature is dominated by computer databased systems in the Customer Relationship Marketing literature (CRM). Actively promoted for large firms in the 1990s, companies found that there were inherent difficulties with embedding CRM systems within the firm’s processes and there were substantial failures recorded. Smaller firms, perhaps thankfully were unable to invest due to more limited budgets and were often unable to purchase ‘off the shelf’ CRM products until they became larger and more established. Creation of the world wide web (www) created new opportunities for all businesses globally, with greater and lesser success. Basic requirements for being able to access the internet are often lacking, particularly in under-developed or developing economies, with unreliable internet in even the most developed countries created a barrier to markets where it is becoming more important to access new and current customers through technology based communications. It is no surprise to find that small business researchers continue to report a lack of adoption of e-business and e-marketing technologies and, associated challenges (Fillis et al, 2003; Jones et al., 2014; Harrigan et al., 2011; Gilmore et al., 2013) while later digital marketing came to the fore with website developments creating virtual environments for consumers to shop rather than bricks and mortar. Small business researchers reported further challenges for the small firm including competency and knowledge and a constrained view of the benefits of digital marketing (Heini and Heikki, 2015).

SMEs are failing to capitalise fully on the opportunities offered by digital marketing, owing in large part to the inability of the owner to set effective, measurable goals, utilise fully digital marketing data, and to consider the ways in which the technology can enable more dynamic and entrepreneurial marketing. This lack of knowledge is limiting the adoption of technology for marketing as the benefits are not fully understood. Where digital marketing is being used, it is done so within the constraints of an existing model, often one-way, sales driven communication; an entrepreneurial marketing framework is missing which could assist SME owners in understanding where technology can facilitate a more agile test and learn marketing model (Hoffman and Novak, 2011). See Breur (2011) for a detailed overview of how digital marketing data can provide powerful insights. In this brave new world, the modern marketer must be part strategist, part analyst, and part technologist. Durkin (2013) cautions that we are in danger of losing a clear marketing orientation as we overly dwell on the technology at the expense of the value proposition that underpins all marketing.

Digital Marketing – Opportunities

The digital marketing landscape is unfamiliar terrain for most SMEs and particularly the owner-managers of micro enterprises. For example, Google constantly updates its algorithms (Chaffey, 2010), often requiring a response from marketers. For instance, a relatively recent change meant that those websites that were not ‘responsive’ (display effectively on a mobile device) would be ranked lower by Google in its search engine results pages. Chaffey’s digital maturity model focuses on the proficiency with which companies practice digital marketing and includes monitoring and enhancing conversion rates, cross channel management and digital marketing governance and change management. Donnelly et al.
(2015) observed how the availability of digital ‘big data’ encouraged small business owners to be more formalised in their market orientation – illustrating the opportunity for digital marketing to promote new ways of marketing.

Despite this, opportunities were also identified for new and growth focussed ventures, including development of a suite of digitally enhanced marketing capabilities including social networking sites, content communities, blogs etc. This has allowed new formations of ventures entirely reliant on the internet for crowdsourcing, marketing and doing business transactions. While smaller firms are more likely to have social media policies than large firms in the U.S. and are able to enhance customer relationships and identify new customers through effective use of digital marketing, they are also able to create their own websites and suite of digitally enhanced customer communication tools such as Twitter, Hootsuite, Google ads etc. Authors have acknowledged to some extent the role of digital with networking (Jones, Rowley & Suoranta, 2013) but they note that while networking is an essential implicit activity, the role of digital and its involvement in networks is essential yet difficult to articulate and untangle from other non-digital activities, especially in a new and growing firm where activities and roles become fluid and often merged across people, teams and departments. While Harris, Rae and Misner (2011) observe small firms operating nationally were twice as likely to use online media such as Twitter and LinkedIn than local firms who preferred face-to-face networking. Although there are positive acknowledgments in the literature, there is a significant lag behind research with what happens in entrepreneurial business marketing practice and with entrepreneurial marketers. Hence, there are calls in the mainstream marketing and entrepreneurial marketing and other literatures (Alford and Page, 2015) to examine more closely the role of digital marketing on the entrepreneur (or entrepreneurs) and entrepreneurial marketing, and, to extrapolate the complexities, challenges and opportunities for new and growing ventures.

Method

The paper draws on the following prior literature sub-fields of entrepreneurial marketing: small business and e-commerce, SME marketing, innovative marketing in SMEs in different contexts and also, digital marketing and the role of the entrepreneur. The paper addresses a number of critical theoretical streams that have emerged over the last few decades and highlights a number of empirical works including a large scale small firm digital project, which will enhance our understanding of the topic of entrepreneurial marketing in the digital era. The paper then presents a number of future research avenues for research scholars in the light of the conceptualisation of the main emergent topics and notes the significant value for governments and agencies working with nascent and growth-oriented firms across the globe in diverse countries and regions.

Findings

Research findings suggest that orientation research demonstrates that a market orientation and entrepreneurial orientation (and other orientations) are more likely to succeed in challenging markets. Despite measures which assess this, there is very little research which extrapolates the digital learning and competencies required of the entrepreneur from other activities and processes in the business. The paper reports on how the entrepreneur copes with markets in a continued state of flux and, how they deal with learning how to deploy digital toolsets, and also, how they measure their effectiveness (ROI time/costs). In addition, the role of digital and also how much and which activities are solely or exclusively the domain of digital are examined.

Conclusion and Recommendations

It is assumed that digital marketing is the panacea or ‘cure all’ for small business marketing. Yet globally very few SMEs have access to the internet or high speed and reliability of internet services. Research has continually recorded a reluctance by the entrepreneur to accept the new technology driven business environment and yet, there are outstanding successes such as crowd sourcing campaigns offering new support for nascent ventures and creative new technology based businesses entirely operating in technology driven markets. So, the focus of the associated challenges need to focus on those entrepreneurial individuals who use effectual reasoning to create new income streams for their businesses and who directly market to their consumers via innovative means (guerrilla marketing etc) and also, those ventures in more traditional markets and industries where younger consumer groups expect the business to create new ways of being contacted and to keep in touch. The paper presents an evidence based roadmap for entrepreneurs to navigate digital and embed it within business practices. A number of recommendations are proposed for future research directions along with recommendations for governments and policy makers.
REFERENCES


A FUTURE LOOK AT GENERATION Z/MILLENNIAL CUSP: MEASURING THE IMPACT OF ENTREPRENEURSHIP AND GRIT ON EMPLOYER LOYALTY

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EXTENDED ABSTRACT

The current study explores the latest generation of the workforce, Generation Z/Millennial cusp and the loyalty concerns hiring managers experience. Utilizing the results of a content analysis, the authors explore how the characteristics of entrepreneurship and grit can potentially impact employee loyalty to an organization (intent to stay in an organization). Two studies were conducted to empirically test conceptual model. Study 1 analyzed the responses of 283 global business students. The findings revealed a negative relationship between individual entrepreneurship orientation (IEO) and loyalty and a positive relationship between grit and loyalty. Study 2 looked at the same relationships but replaced the construct loyalty with turnover intentions (intent to leave the organization). We also added organizational entrepreneurship orientation in the model. Study 2 analyzed the results of 260 B2B/B2C sales professionals. The findings show there was a positive relationship between IEO and turnover intentions, there was a negative relationship between grit and turnover intentions. Study 2 also found that organizational entrepreneurship orientation moderated the relationship between IEO and turnover intentions. This study provides several contributions to the stream of research focused on Generation Z and employee loyalty/turnover intentions. First, due to the changing demographic of the workforce, sales managers need to hire and retain younger sales professionals and think differently of the hiring process for this younger generation. Second, the research looks at an organization’s entrepreneurial spirit and how it moderates the relationship between IEO and a sales professional intentions of leaving. Lastly, the study creates a discussion that can help sales managers evaluate future talent for their organization by looking more closely at entrepreneurial intentions and ability to handle adversity (grit); especially in the challenging environment of sales.
According to recent reports (e.g., New York Daily News 2016; Geoscape 2015; Morris 2015), Hispanic-owned businesses founded by entrepreneurs are the fastest-growing businesses in the United States. With over three million firms and a growth rate of 40%, Hispanic-owned businesses have reportedly grown at a rate 15 times higher than that of other firms in the United States. Additionally, Hispanics represent the largest ethnic minority in the United States (Suárez 2016). However, while research focusing on entrepreneurship has grown over the past few decades, Canedo et al. (2014) reported that research on Hispanic entrepreneurs has languished.

The research reported here focuses on Hispanic entrepreneurs in the context of the ethnic enclave theory and customer orientation. While much of the ethnic enclave research explores the impact of an enclave mentality from spatial (i.e., community living) and employment (i.e., working for coethnics) perspectives, the current research sought to explore the ethnic enclave from a customer perspective. That is, does coethnicity exist within the customer base of an Hispanic-owned business and, if so, what is the relationship between the customer base and business performance?

Wilson and Portes (1980) introduced the concept of an immigrant enclave and explored the labor market experiences of Cubans in Miami. The “ethnic enclave” hypothesis sprang from this seminal piece of research, with ethnic solidarity at the heart of the enclave effect in entrepreneurial activities (Waldinger 1993). Portes (1981, p. 291) formally defined ethnic enclaves as: “…immigrant groups which concentrate in a distinct spatial location and organize a variety of enterprises serving their own ethnic market and/or the general population. The basic characteristic of an ethnic enclave is that a significant proportion of the immigrant workforce works in enterprises owned by other minorities.”

Evolving from previous research is the concept of an ethnic network, with scholars believing that ethnic enclaves create social networks between minorities of common ethnicity living in close geographical proximity (Damm 2006). Such network effects (Edin et al. 2003), in conjunction with the rise of immigrant entrepreneurs, led Ndofor and Priem (2011) to suggest that immigrant entrepreneurs face a product/market strategic choice. Unlike traditional ethnic enclave research addressing self-employment decisions or the selection of an industry for a new venture, Ndofor and Priem focused on the marketplace as a key component of immigrant entrepreneurship. From this perspective, Ndofor and Priem defined an enclave strategy as one in which the immigrant entrepreneur serves an ethnic community (i.e., customer coethnic) and a dominant strategy as one in which an immigrant entrepreneur serves the locally dominant, mainstream community (i.e., regardless of ethnicity).

Amidst social networks and the resulting effects of social capital (Clarke & Chandra 2011), research into customer coethnics (customer enclaves) has produced mixed results. For example, Korean consumers were noted as patronizing coethnic businesses, with Korean-owned businesses engaged in considerable intra-ethnic transactions. However, Jews in Manhattan and Japanese on the West Coast were examples of ethnic enclaves in which customer coethnics were non-existent. That is, the marketing of goods was not restricted to an ethnic enclave but rather targeted the mainstream or dominant market. Both of these large ethnic enclaves competed effectively in the mainstream or dominant market, with many ethnic businesses catering to non-ethnic customers. In a study of Hispanic business enterprises, Curci and Mackoy (2010) found that regardless of the product type (Hispanic or non-Hispanic products/services) over half of the enterprises targeted primarily Hispanic customers. Corroborating this finding to some extent, Moon et al. (2014) reported that urban Latino entrepreneurs in Arkansas had a statistically significant higher rate of Latino-only customers.

With Texas having the second-largest population of Hispanics in the USA (Sullivan 2010) and the highest share of Hispanic-owned businesses in the United States (Bernardo 2016), Texas was a logical state in which to explore Hispanic customer coethnics. Data were collected by means of a mail survey from 2,761 Hispanic business entrepreneurs in Texas whose firms have employees. Firms represented many industrial sectors and consisted of service-based firms and product-based firms. Preliminary survey results indicated that approximately 46% of the firms reported an “equal” mixture of Hispanic and non-
Hispanic customers. About 24% reported their customers were primarily Hispanic, whereas 30% reported that their customers were primarily non-Hispanic. Using a 5-point perceived business performance scale as the dependent variable (Q: How does your business perform compared to others in your industry? Much less profitable/About average/Much more profitable), there were no differences in the means across the three categories of firm customers (2.94 for the “equal mixture,” 2.91 for the “primarily Hispanic,” and 2.92 for the “primarily non-Hispanic” customer set). This counters those researchers arguing for the enclave theory as related to customer coethnics. (Note that, on average, the Hispanic entrepreneurs studied here generally considered their firm to be a little below average in terms of business performance.) Other analyses were conducted to identify possible moderators of the “customer type-business performance relationship,” including the ethnic composition of the Hispanic entrepreneurs’ workforce, length of time in business, and selected demographic characteristics (age, education, etc.). In general, the results support the conclusions of Scott, Curci, and Mackoy (2012) and Aguilera (2009) regarding the business performance of Hispanic entrepreneurs across customer groups.

References Available Upon Request.
PORTFOLIO ENTREPRENEURSHIP AND THE BUSINESS MODELS OF SOUTH-ASIAN OWNED
RETAILERS IN THE UK:
AN ENTREPRENEURIAL MARKETING PERSPECTIVE

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EXTENDED ABSTRACT

The objective of this study is to investigate the business models of portfolio entrepreneurs from a South-Asian origin that own retail businesses in the UK. There is an intensity of competition among industry rivals in the retail sector, hence understanding the entrepreneurial marketing strategies employed and questioning whether business models are sustainable provides a rationale for this study.

Earlier studies have suggested, to varying degrees, that particular entrepreneurial marketing behaviour such as being proactive, innovative, and risk seeking are perhaps common characteristics of entrepreneurs irrespective of their ethnicity. Furthermore, access to finances may impede businesses irrespective of ethnicity. In contrast, cultural knowledge of, and networks within, community members have been recognised as providing advantages to certain ethnic entrepreneurs. This is especially important in areas exhibiting a concentration of ethnic community members; that is, what has been termed in existing literature as ‘enclaves’. Furthermore, other existing literature has considered the extent to which communities are ‘embedded’ and for that matter ‘acculturated’ to the host country in respect of new or in fact later generations of ethnic entrepreneurs.

Nevertheless, a disadvantage highlighted in earlier work is that the unwillingness or inability to employ strategies to generate custom from outside the local ethnic niche can present an obstacle to business growth if not sustainability. There has been a call for entrepreneurs to ‘break-out’ of what they see as local ethnic community niches and move into ‘majority’ or ‘mainstream’ markets. This has implications for aspects of the respective entrepreneurs’ business models.

The boundary of the study was restricted to portfolio entrepreneurs of a South Asian origin that owned small retail businesses in the Midlands area of the UK. ‘Progressive focusing’ was undertaken and this required a degree of iteration between theory and the data. Certain themes in respect of the research objective overlapped. ‘Particularization’ was the aim whereby there was a need to take account of the context, narratives and personal engagement undertaken; an appreciation of the social context was important in the cross-cultural research team. Semi-structured interviews with 20 entrepreneurs (10 first and 10 second generation) lasted about one hour; this enabled interviewees to account for their business practices, addressing the themes in the literature review. Within and between case analyses was independently undertaken using the interview data. Varying cultural perspectives could therefore be applied to the coding in the data analysis to allow commonalities to be agreed upon.

It can be concluded that all of the first generation portfolio entrepreneurs operated businesses that were focused on threshold rather than dynamic capabilities and employed a ‘me-too’ business model. This was in comparison to those in the second generation who had acculturated and adapted business models to reflect the needs of a multi-cultural society. Furthermore, at the portfolio level, risk/rewards were balanced and their businesses cross-subsidised each other; this included mini-marts, off-licences, laundrettes, and other retail businesses. With particular countries facing increasing immigration and generational changes of ethnic preferences among communities, multi-cultural markets are developing. Research can build on the current study and include comparisons of the entrepreneurial marketing strategies employed between sub-groups of entrepreneurs from various ethnic minority communities.
ENTREPRENEURIAL RECOVERY: IMPLICATIONS FOR THE STUDY OF ENTREPRENEURIAL MARKETING

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EXTENDED ABSTRACT

Introduction

This paper reports on a study which extends our knowledge and understanding of entrepreneurial marketing (EM) and entrepreneurial recovery in the context of an environmental disaster. The entrepreneurship literature contains a raft of evidence which demonstrates that situational entrepreneurial endeavours can positively impact on regional development and development of country competitiveness. Inevitably, should governments look to focus on facilitation of entrepreneurial endeavours following natural disasters? Indeed, very little is known about the complex issue of grass roots survival (and failure) of small enterprises in disaster zones. Such basic firm survival may depend on a particular entrepreneurial mind set and, adoption of a range of activities and processes. To examine this issue in greater depth, this paper reports on part of a wider New Zealand study on entrepreneurial ecosystems, explanatory style and post-disaster business survival of hospitality firms, following the earthquake in Christchurch.

Literature

Our study explores entrepreneurial action, attitudes and behaviours related to EM activities and extends knowledge of the entrepreneurial mind-set and strategies for continuously creating opportunity in uncertain environments (Haynie et al., 2010; McGrath & MacMillan, 2000) and the effect of self-efficacy (Mauer, et al., 2000), explanatory style (Kasouf et al., 2013) and opportunity (Ardichvili et al., 2003; Baron, 2006; Sarasvathy et al., 2003). More recently the influence of EM processes and entrepreneurial self-efficacy on community vulnerability, risk, and resilience have been explored (Miles et al., 2016) with the ability to create value and leverage resources being a basic premise that differentiates entrepreneurial firm behaviours from those that are more traditional (Morris et al., 2002). Our study extrapolates empirical findings and examines these in the context of the entrepreneurship and EM research. This study investigates the hospitality industry and although there are calls in the tourism literature for more research of entrepreneurship, innovation and marketing, our research foci is not on the tourism industry here, but on the entrepreneur and on entrepreneurial recovery. That said, the researchers acknowledge this sample as geographically situated in the impact region and are service based and predominately customer oriented according to definitions of researchers (Jones and Rowley, 2009; 2011).

Method

This research was carried out using qualitative research approaches, as the research was inductive in nature. A purposive sample of firms (Shaw, 1999; Jones et al, 2013) were selected from a number of firms on the basis that they had met the sampling criteria for survival following the earthquake. Research participants owned an established business before the earthquake, were founders or co-founders, were in the hospitality business (in particular bar/café or restaurant) and also, the business was affected by the earthquake and then, restarted. Research including semi-structured interviews, were conducted four years after the disaster giving enough time for the recovery strategies to emerge and be apparent. Interviews were carried out with entrepreneurs to elicit their viewpoints and reflections of events. Open ended questioning was carried out and included pre and post experiences about all aspects of their business and restarting the business after the earthquake. Questions included major challenges post-quake and how they overcame them. External factors were also explored. Entrepreneurial outlook was also investigated in relation to the event (optimistic v. pessimistic). Future directions for the entrepreneur and for their business were also explored. Data was analysed by interpretive coding of data using a process of analytic induction with each individual case study to inform and contribute to the key findings related to the whole group sample (Yin, 1994).
Findings

The study reveals a number of critical impacts on businesses post-quake. These included instant removal of any opportunities in the red-zoned central city districts and either repair of buildings or/or relocation of the business ranging from moderate to severe impact. Timings of business re-start were from a few days to six months. Recovery strategies included swift replacement of the geographic situation of businesses, making use of insurance payments to re-invest where possible and, developing a portfolio by expanding into the suburbs. New business bases included shipping containers and a container mall in the city centre. Success varied, with changes of location causing loss of patronage, then finding new patronage i.e. a renewed focus on creating new custom from post-quake clean-up operations. Opportunities for fast movers included increased patronage where competitor restaurants and cafes had closed, and became the new destination for new customers and tourists. Some restaurants managed to retain custom with existing customers despite relocating. Effects on personal circumstances included increased stress, relationship breakdowns and also difficulty controlling finances. The explanatory style of this group of entrepreneurs was extremely positive evidenced by a display of resilience and determination to reopen and get back to work as well as a passion for creating the food and enjoyment for customers. As one entrepreneur described ‘I was just hands on. That’s my personality type ... ....when there’s a crisis, just get stuck in...and crash later.’ This was challenging for entrepreneurs as a process of acceptance and moving on had to take place ‘it’s just the new norm and that you worked back to a stable environment again.’ Others in the sample took time to re-evaluate their personal and career direction. These entrepreneurs displayed opportunity-seeking behaviours and effectual reasoning and, were highly motivated to continue the business or, relocate the business and make adaptations where necessary. Businesses were restarted because there was passion for what they were doing and, they were already established in the business, so it made sense as it was also out of necessity, with the limited choice of a new location. Some businesses have done much of what they did before and have developed a ‘settled established trade’ while others have had to re-focus the business, learn new skills and expand into wholesale and other new successful opportunities.

Conclusion

This research contributes to growing research in a new and significant area of research, this being post-disaster survival and explanatory style of the entrepreneur. Those entrepreneurs who were successful post-quake had a positive attitude to the sudden and dramatic changes in the business and social landscape. Several elements need to be in place for entrepreneurial recovery to take place. These include: an entrepreneurial mind-set and passion for the business and, value creation with customers; resilience and coming to terms with the ‘new normal’, and; adaptation to the new situation personally and with the business. Findings further inform the EM literature by highlighting aspects which drive the entrepreneurial recovery strategy following major market disruption and failure. EM activities essential in the recovery context were: quick deployment of adaptive short term strategies to overcome obstacles and challenges, opportunity seeking behaviours, value creation activities and co-creation using customer relationships. Implications include the significant role of individual entrepreneurs at the grass roots level for recovery and renewal of town, cities and regions that experience unexpected natural disasters.

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