

Research Paper

Entrepreneurial Marketing: Conceptual Systematization in English and Portuguese Languages

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ABSTRACT

This study aims to provide a meaningful contribution to the theoretical field of entrepreneurial marketing (EM), by listing a conceptual systematization of the EM field, considering its evolution in recent decades. An extensive search has been carried out in the database Web of Science with the term "Entrepr * Marketing". The selection included the years from 1900 to 2016, in English and Portuguese and the research was conducted on 12 December 2016. It was compiled a bibliography of all publications related to the research (49 articles), in this database. The systematization of concepts presented can be used by managers in defining strategy and planning policies of EM. Our findings detail three clusters in EM research, which help in contextualising the literature review: (1) cluster 1 - entrepreneurial marketing process; (2) cluster 2 - international new venture; (3) cluster 3 - entrepreneurial orientation. This work contributes to a better understanding of the concepts, their thread in the theoretical field, its evolution in recent decades, listing a conceptual systematization. This study seeks to convey a large theoretical basis that may serve as the point of departure for future studies.

Keywords: Entrepreneurial Marketing; Marketplace; Entrepreneurial Orientation; Innovation

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1. INTRODUCTION

Over the past two decades the role of marketing has become an important asset for the success of new business (Gruber, 2004; Morris, Schindehutte, & LaForge, 2002; Morrish & Morrish, 2011) and influenced the growth and significance of research on entrepreneurial marketing (EM) (Sullivan Mort, Weerawardena, & Liesch, 2012). The authors also highlighted that marketing should embrace a "cross-functional" approach, with the focus on the creation of partnerships between organizations, in order to find new solutions. The emergence of global companies, the fast internationalization of high-performance SMEs, provided a suitable environment to understand the role of entrepreneurial marketing to the success of new businesses. EM is defined by marketing activities in SMEs that have limited resources. Thus, SMEs must rely on creative and unsophisticated tactics to improve their performance. EM is still used to describe unplanned, nonlinear, visionary marketing actions by entrepreneurs (Morris *et al.*, 2002; Sadiku-Dushi, Dana, & Ramadani, 2019).

While research in EM has been proficuous in corporate organizations, in small businesses is often ignored (Hills, Hultman, & Miles, 2008). Some of the underlying reasons relate to SMEs available resources and its size. The authors note that this context influence marketing communications, research and development (R&D), design, product development, selection of "set-ups" of distribution channels and market research. On the other hand, one of the advantages of SMEs relates to its flexibility and the capacity to respond to the changing market opportunities more rapidly than large companies (Bjerke & Hultman, 2002; Eggers, Hansen, & Davis, 2012). The established relationship with different stakeholders, which is one of the entrepreneurial marketing base, is frequently a characteristic that enables entrepreneurs to gain advantage (Hills *et al.*, 2008). In an high-growth market with high-tech companies (Morris *et al.*, 2002), the investor is one of those stakeholders, which constitutes a challenge in business marketing (Stokes, 2000). The author suggests that small businesses survive not only to their clients (who purchase their products or services) but also to the development of valuable relationships with other individuals and organizations. Moreover, individuals and organizations can be represented by investors, local government, public authorities,

and entrepreneurs. Wallnöfer and Hacklin (2013) also highlighted that EM should involve all organizations or individuals in order to generate a positive outcome in the business venture.

This study aims to provide a meaningful contribution to the theoretical field of EM, by listing a conceptual systematization of the EM field, considering its evolution in recent decades. It encompasses five sections: (1) introduction describes the main ideas of the study, as well as the research problem and the conceptual framework; (2) describes the process of data collection, the evolution of entrepreneurial marketing, the study's methods and systematic reviews; (3) describes the state of the art of the following concepts: entrepreneurial marketing, market orientation, customer orientation, entrepreneurial orientation and guidance for innovation; (4) discusses the results of the systematic review of the literature; and (5) presents the final considerations, limitations and offers suggestions for future research.

2. METHOD OF STUDY

In order to understand and delimitate the object of the study, an extensive search has been carried out in the database Web of Science with the term "Entrepr * Marketing". The selection included the years from 1900 to 2016, and the research was conducted on 12 December 2016. It was compiled a bibliography of all publications related to the research (77 references), in this database. Figure 1 shows 77 publications which are classified in different thematic areas. It is important to notice that a single publication may fit into more than one subject area.

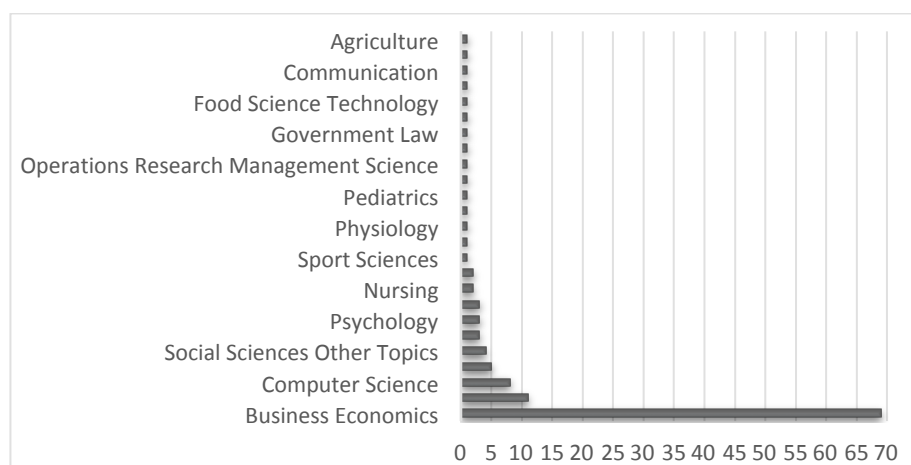


Figure 1 - Thematic Areas

Some of the publications included other subjects which were beyond the objective of this investigation and for this reason some filters were applied.

The first filter of the study respects to the inclusion only the publications of the general domain search "Social Sciences" since the subject of the study is part of that domain. Thus, two publications were excluded, remaining posts 75 (figure 2). The second filter considered more specific search fields, i.e., sub-domains namely "business economics", "social sciences other topics" and "education educational research", and a publication was excluded, leaving 74 publications. The third filter included only "article" and "review" because when analysing the summary of all publications that were not "article" or "review", they did not fit the theme, nor had relevance. Thus, 22 publications were excluded, ended up with 52 articles. Lastly, only selected items with the language in English and Portuguese. Most of the selected articles are written in English. However, articles written in Portuguese were also selected due to its interest for the study such as "What if it put pepper?: Chilli Beans' entrepreneurial construction" by the authors Leao, Franco, Costa, and de Oliveira (2015). In addition to the above, Portuguese is also the authors' native language. With this filter, three articles were excluded, leaving 49 articles to conduct a systematic review (figure 2).

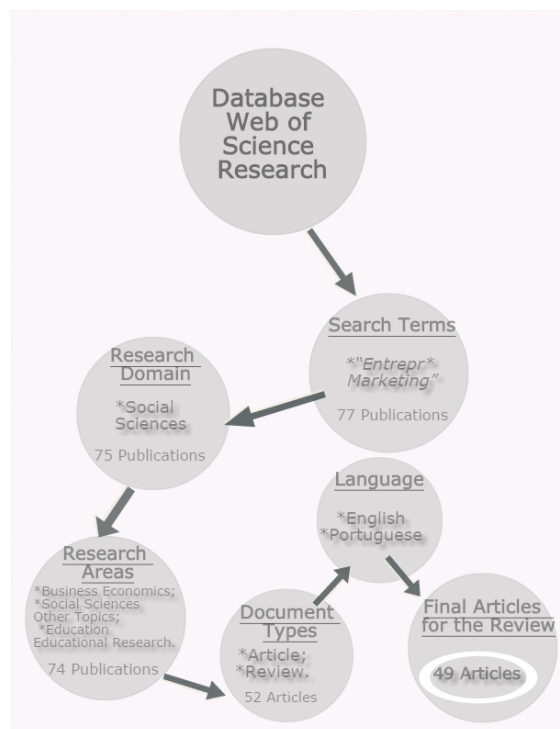


Figure 2 - Overview of Methodology

To proceed with the data collection and discussion of results, we used the VosViewer and Nvivo11 software. VosViewer allowed to analyze and visualize the data of each cluster, and Nvivo was used to calculate and visualize the frequency of words most repeated in each cluster. The definition of each cluster was based on these two analyses.

3. DATA COLLECTION AND DISCUSSION OF RESULTS

Evolution of publications

In order to check the development of EM (figure 3), we used the main collection of the web of science database. As suggested the term used for the research was "Entrepr * Marketing" and the selected time period was from 1900 to 2016. Results showed 3180 publications on the concerning the topic.

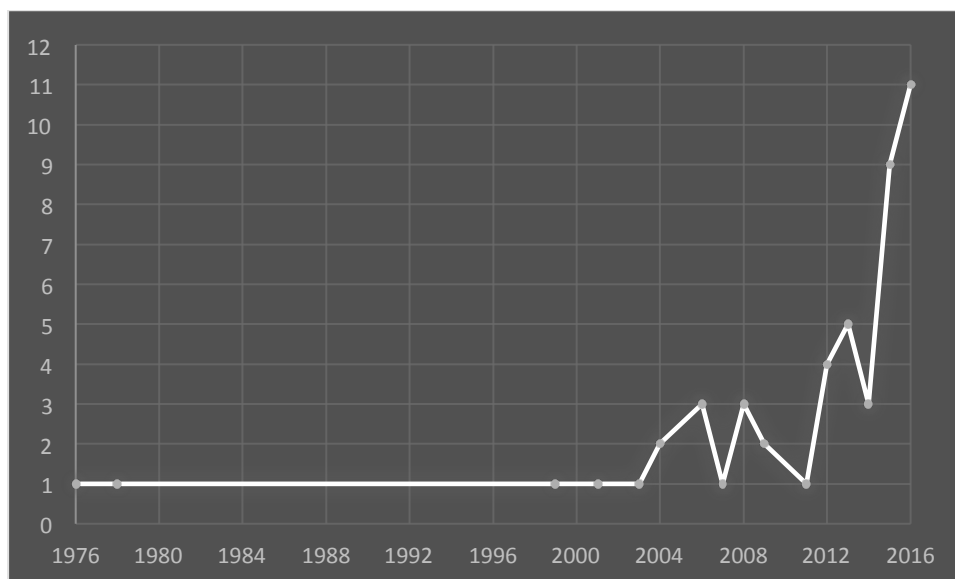


Figure 3 - Publication per year

Figure 3 shows that the first article related to EM was published in 1976 by Lee (1976) "Entrepreneurial marketing-management". In the 80s, business success was the main target of cost reduction programs, and there has been a decrease of structures, as well as an aggressive quality policy implemented by companies, which led to the development of EM. However, until 1990 the theme was undeveloped. In 2003 publications in entrepreneurial marketing began to grow substantially, reaching its peak in 2016 with 11 publications. One of the reasons that may justify the growing interest in the topic

concerns the major technological breakthrough related to the century change.

Contributions by country

Figure 4 shows the number of publications about the topic by country. It includes the analysis of countries for membership, considering whether the nationality of the authors either of the co-authors.

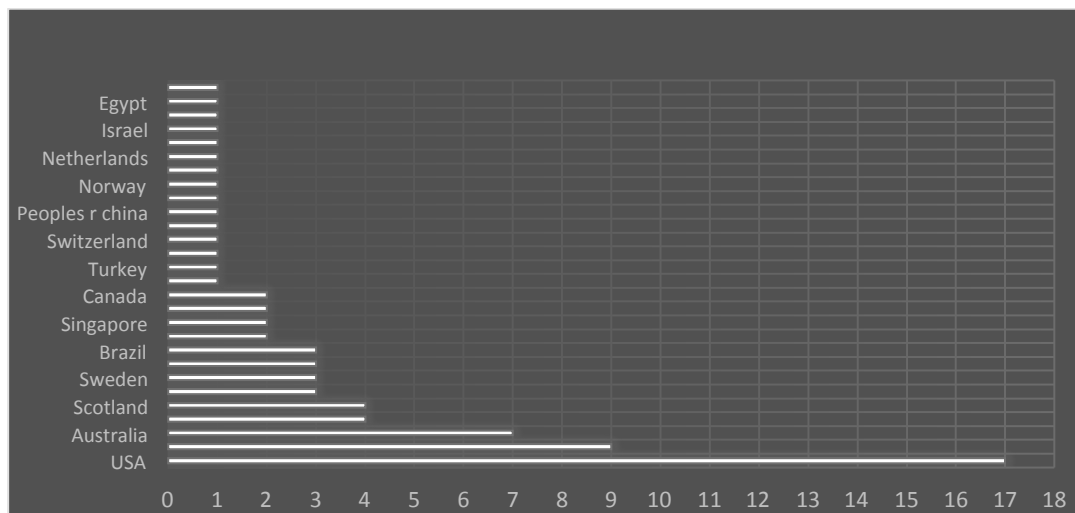


Figure 4 - Contributions by country

Results show that US is the country that has more articles about the subject (17). According to Collinson and Shaw (2001), the first studies in the field have focused on issues associated with conventional overlap between the marketing theories and defended by the enterprise, and most of these initial studies took place in USA (Hills, 1987; Omura, Calantone, & Schmidt, 1993). One possible reason for the prevalence of US articles considering the EM topic may be since they were the first to take an interest in the subject, driven by the economic and historical environment. Second is England with 9 published articles and third Australia. It is important to notice that US has almost twice as many articles published than England. With 4 published articles listed UK and Scotland, 3 publications listed Wales, Sweden, Finland and Brazil. South Africa, Singapore, Northern Ireland, Canada has two published articles. The remaining countries have only one article.

Performance of the authors

The following analysis describes which authors and co-authors are cited. It also highlights which of them have more articles published (Table 1). Authors and co-

authors without citations were not considered for table 1 (51 authors or co-authors).

Table 1 - Performance of the authors

Authors and Co-authors	Articles	Citations	Authors and Co-authors	Articles	Citations
Torode M	1	75	Eggers F	2	14
Pearson DT	1	75	Davis AE	1	14
Naughton GA	1	75	Wirtz J	1	11
Miles MP	3	64	Kashyap V	1	11
The Moen	1	60	Ehret M	1	11
Madsen TK	1	60	J Hallback	1	9
The Aspelund	1	60	Gabrielsson P	1	9
Hultman CM	3	41	Nieman G	1	7
GE Hills	3	41	The Maritz	1	7
The Kocak	1	32	Marino	1	7
Abimbola T	1	32	Suoranta M	1	4
Zhang J	1	29	Wallnöfer M	1	3
Wong Pk	1	29	Hacklin F	1	3
Souitaris V	1	29	Stellefson ML	1	2
Soh Ph	1	29	Schumann JH	1	2
V Shankar	1	29	Sandner P	1	2
Shane S	1	29	Eddy JM	1	2
The Kwaku	1	29	De Vries G	1	2
The Ko	1	29	Block H	1	2
Atuahene K-Gima	1	29	Fillis L	3	1
The	1	29	N Worgotter	1	1
Aravindakshan					
Jones R	3	25	Vatamanescu IN	1	1
Rowley J	2	25	Van Vuuren J	1	1
Finotto V	1	24	Stanciu P	1	1
Di Maria E	1	24	Pinzaru F	1	1
Bettiol M	1	24	Moore PS	1	1
J darroch	1	23	Meirelles DS	1	1
J Weerawardena	1	15	Hapenciuc CV	1	1
Sullivan G	1	15	Dayhoff NE	1	1
mort GS	1	15	Camargo AA	1	1
Liesch P	1	15	Abou-SH Warda	1	1
DJ Hansen	2	14	-	-	-

Table 1 shows the analysis of 49 articles with the presence of 114 authors or co-authors. It is important to notice the 75 citations of Pearson, Naughton, and Torode (2006) in the article "Predictability of physiological testing and the role of maturation in talent identification for adolescent team sports". This article identifies that business sports marketing increase the demand for sports development and allows to identify individuals, specifically adolescents, who are talented for sports. It also describes the practices that exist in physiological tests to identify individuals who are talented in sport. The author Pearson has 47 publications in the Web of Science database. His studies fall primarily in the area of "Business Economics". The author Naughton has 60 publications in the Web of Science database. The studies of this author appear mainly in the "Sport Sciences", "Pediatrics" and "Physiology". Torode has 13 publications in the Web of Science database. which fall under the category of "Anatomy Morphology", "Sport Sciences", "Pediatrics" and "Physiology".

Thereafter, the author Miles counts with three published papers and 64 citations. The author has published 133 articles in the Web of Science database, in areas such as "Sport Sciences", "Business Economics" and "Engineering".

The authors Aspelund, Madsen, and Moen (2007), have one of the most cited articles, namely "A review of the foundation, international marketing strategies, and performance of international new ventures", with 60 citations showing the importance of the topic.

With 41 citations contained 2 authors Hultman and Hills that each have three published articles. The authors Kocak and Abimbola (2009) that published the article entitled "The effects of entrepreneurial marketing born on overall performance" presented 32 citations. 40 of the authors or co-authors does not have any reference. Of these 40 authors or co-authors all have only one article, with the exception of 2 (Kasouf and Gilmore) who have published two articles each.

Performance of the journals

In this section, we perform an analysis of the performance of the journals on the subject. Results show the number of articles published by journal, as well as citations (Table 2). Journals without citations were not considered for table 2 (12 journals). It also aims to check the quality of the magazines and the country to which they belong, as well as the quality of the journals. Table 2 presents 33 journals encompassing 49 articles. One of the 33 journals is the European Journal of Marketing with three published articles and

98 citations, followed by the Journal of Science and Medicine in Sport with 75 citations in just one article.

Table 2 - Performance of the journals

Journals	Total citations	Articles	Quality	Parents
European Journal of Marketing	98	3	Q1	United Kingdom
Journal of Medicine and Science in Sport	75	1	Q1	Australia
Journal of Small Business Management	41	1	Q1	United Kingdom
International Entrepreneurship and Management Journal	38	3	Q2	United States
International Marketing Review	32	1	Q1	United Kingdom
Entrepreneurship Theory and Practice	29	1	Q1	United States
Management Science	29	1	Q1	United States
Organization Science	29	1	Q1	United States
International Small Business Journal	21	2	Q1	United Kingdom
Industrial Marketing Management	14	3	Q1	United States
International Business Review	9	1	Q1	United Kingdom
Journal of Healthcare Information Management:	7	1	Q3	United States
Service Industries Journal	4	2	Q2	United Kingdom
Health Promotion Practice	2	1	Q2	United States
Journal of Business Venturing	2	1	Q1	United States
Economic Amfiteatru	1	1	Q3	romania
Clinical Nurse Specialist CNS	1	1	-	United States
Consumption Markets & Culture	1	1	Q1	United States
International Journal of Educational Management	1	1	Q2	United Kingdom
Contemporary Administration Magazine	1	1	-	Brazil
South African Journal of Economic and Management Sciences	1	1	Q3	South Africa
Total	436	49	-	-

Thus, it defined entrepreneurial marketing process as cluster 1, cluster 2 as a new international entrepreneurial venture and orientation as cluster 3. Table 3 shows the distribution of the articles by cluster. It should be noted that there are articles that fall into more than one cluster.

Table 3 - Placement of articles in clusters

Cluster 1 - Entrepreneurial Marketing Process	Cluster 2 - International New Venture	Cluster 3 - Entrepreneurial Orientation
Czaplewski (1999)	Aspelund <i>et al.</i> (2007)	Attuahene-Gima and Ko (2001)
Miles and Darroch (2006)	Sullivan Mort <i>et al.</i> (2012)	Miles and Darroch (2006)
Pearson <i>et al.</i> (2006)	Hallback and Gabrielsson (2013)	Marino (2008)
Eddy and Stellefson (2009)	-	Kocak and Abimbola (2009)
Kocak and Abimbola (2009)	-	Jones and Rowley (2011)
Bettiol, Di Maria, and Finotto (2012)	-	Bettiol <i>et al.</i> (2012)
Eggers <i>et al.</i> (2012)	-	Eggers <i>et al.</i> (2012)
Sullivan Mort <i>et al.</i> (2012)	-	Hallback and Gabrielsson (2013)
Wallnöfer and Hacklin (2013)	-	Jones, Suoranta, and Rowley (2013a)
Fillis (2014)	-	van Vuuren and Woergoetter (2013)
Meirelles and Camargo (2014)	-	Block, De Vries, Schumann, and Sandner (2014)
Leao, Franco, Costa, and Oliveira (2015)	-	Abou-Warda (2015)
Anwar and Daniel (2016)	-	Alford and Page (2015)
Haden, Kernek, and Toombs (2016)	-	Hapenciuc, Pinzaru, Vatamanescu, and Stanciu (2015)_ENREF_36
Miles et al. (2016)	-	Kavandi and Westerlund (2015)
Whalen <i>et al.</i> (2016)	-	Leao <i>et al.</i> (2015)
Whalen and Akaka (2016)	-	van Rensburg (2015)
Zhu and Matsuno (2016)	-	Ahmadi and O'Cass (2015)
-	-	Kilenthong, Hultman, and Hills (2016)
-	-	Whalen <i>et al.</i> (2016)
-	-	Zhu and Matsuno (2016)
18 articles	3 articles	21 articles

A close observation of Table 3 shows that cluster 1 falls into 18 articles, in cluster 2, 3 articles, and cluster 3, 21 articles. It is important to notice that the articles that are not included in Table 3, are items that do not fit in any of the three clusters, although they may mention the subject under study.

In the following subparagraphs are described some items in each cluster. This selection was made by these articles address more focus to the corresponding sub-themes 3 clusters.

Cluster 1 - Entrepreneurial marketing process

The EM is seen as a process in the opportunity of discovery, exploration of opportunities and value creation. An individual often performs these processes, exhibit a proactive orientation, show a focused intensity and innovation on the client and can leverage relationships, resources and manage risk (Haden *et al.*, 2016).

According to Zhu and Matsuno (2016), managers should emphasize the most relevant aspects to pursue innovation, considering it a priority to growth and market expansion.

In the perception of consumers, EM might be described as a set of processes and activities that make it possible to legitimize the concept of an innovative business, and the relevance of the cultural dimension of entrepreneurship could help to better understand the marketing processes in the training strategy (Bettioli *et al.*, 2012).

EM should also consider co-creation opportunities as their research field since the importance of these processes is widely recognised by academia (Whalen & Akaka, 2016). These authors also suggest that the S-D logic has often been explained as an emerging perspective and a competing logic of G-D logic. The co-creation opportunity attempts to simplify the four axioms of S-D logic in a concise but comprehensive.

According to Paliwoda, Kocak, and Abimbola (2009), in a context of emerging economies, companies that face the challenge of internationalization should regard carefully which are the entrepreneurs' processes in setting up the business, and if it is present an orientation for marketing and learning.

The EM processes arise connected to the theory of competitive advantage in large companies (Miles & Darroch, 2006). The authors suggest that companies who adopt EM processes (which are responsible for the construction and renovation of competitive advantages) in their activities, are more conscious and prepared to discover and create, evaluate and exploit attractive business opportunities. Moreover, it is important to expand the customer focus where the company should proactively seek opportunities to

an innovative and efficient way to create greater value propositions to current and future customers and stakeholders

Cluster 2 - International New Venture

Aspelund *et al.* (2007) propose that the international marketing strategy of an International New Venture (INV) is influenced by the company's founding processes, organizational issues and factors related to the environment. The authors argue that the selected international marketing strategy has a significant impact on the international performance of the company. The conclusion is that INV is very different with considerable heterogeneity. Aspelund *et al.*, 2007 suggest the application of general theories of organizations on the INV phenomenon, in order to create new models of internationalization of companies, where internal, external and strategic factors are incorporated in an attempt to understand the internationalization pattern of the individual company.

Sullivan Mort *et al.* (2012) suggest that the acceleration of internationalization is driven by choice of the opportunity to create strategies, the intimacy established with the customer, innovative products, enhancing features and legitimacy. The authors also consider that the companies “born global”, rapidly enter in the global market, and they are challenged by their capacity to manage the resources.

Hallback and Gabrielsson (2013) identify the multifaceted nature and the different elements of innovation in INV, the study also shows that adaptation is an important dimension of the in INV, show that the EM evolves during the growth of INV. These authors suggest that the INV marketing performance is determined by the fit between the International EM strategies and conditions related to the industry environment and internal culture of INV. The authors also stress that companies which can promote a proactive and reactive market orientation will induce the use of a more entrepreneurial marketing strategy.

Cluster 3 - Entrepreneurial Orientation

The corporate behaviour reported by Kilenthong *et al.* (2016), is typical of young companies that are involved in a high-level behaviour of EM. The authors suggest that researchers should use the entrepreneurial orientation (EO) for the measurement of the company's level of entrepreneurship.

Alford and Page (2015) explore the role of EM that expresses the degree of complementarity between the EO and market orientation (MO) in driving innovation

activities of companies. The authors identify a significant effect on the complementarity of EO and MO on exploratory innovation activities. A comparative study in higher education institutions carried out by Abou-Warda (2015) concluded that the EO of each school appears to be different due to the organizational context of each university towards entrepreneurship.

EM, as a concept is a clear statement about the marketing approach adopted by SMEs and also recognizes the need to understand the marketing in SMEs within the broader conceptual base of small business (Jones & Rowley, 2011). The authors suggest that the notion of EM development is the relationship between MO and EO and how entrepreneurs are committed to marketing. They propose that these issues should be integrated into the EM development paradigm while recognizing that these guidelines operate and interact dynamically depending on the company size, market sector and stage of development.

According to Attuahene-Gima and Ko (2001), market orientation and entrepreneurship are important considering the performance of new products, the strategies and time to approach the market, product quality and support innovation management. Given the growing interest of managers in market orientation and entrepreneurship, they need to examine the extent to which these organizational guidelines affect a strategic activity. If MO is important for organizational performance, the task for managers is how to design and implement business processes that are consistent with and support such an orientation. However, despite the authors' opinion that the management should be aware of the attractiveness of high market orientation with high guidance entrepreneurship, for product innovation that can be superior over other combinations, it also can be more expensive because it involves greater emphasis in both orientations.

Previous systematic reviews

A search on the web of science database with the search equation "Entrepreneurial marketing and systematic review", showed the total number of citations (37), regarding the results of previous systematic reviews conducted before 2016 (table 4).

Table 4 - Number of citations in articles of previous systematic review

Title	Year	Source Title	Authors	Citations
Strategic Orientations in Management Literature: Three Approaches to Understanding the Interaction between Market, Technology, and Entrepreneurial Learning Orientations	2011	International Journal of Management reviews	Hakala, Henri	26
Intra-organizational dynamics the drivers of entrepreneurship among managers and physicians in hospitals of western countries	2012	Social science & medicine	Koelewijn Wout T .; Ehrenhard, Michel G .; Groen, Aard J .; van Harten, Wim H.	4
The utilization of lucerne (Medicago sativa): a review	2013	British food journal	Mielmann, Annchen	3
From Technological Inventions to Comment: A Systematic Review and Research agenda of the Main Enabling Factors	2015	European Management Review	Ardito, Lorenzo; Petruzzelli, Antonio Messeni; Albino, Vito	2
Who's going to provide the funding for high tech start-ups? The model for the analysis of determinants with fuzzy approach	2008	R & D Management	Minola Tommaso; Giorgino Marco	2

4. DISCUSSION OF CONCEPTS AND AN INTEGRATIVE MODEL

At this point, we analyze the concepts of EM, MO, customer orientation, Entrepreneurial Orientation and guidance for innovation. It also has been identified the internationalization strategies developed around the EM concept.

The concept of Entrepreneurial Marketing (EM)

EM originally came from the academic interest in the interface between marketing and entrepreneurship (Morris *et al.*, 2002). First studies in the field have focused on issues related to the overlap between the conventional marketing theories and issues specified by the entrepreneur (Sullivan Mort *et al.*, 2012). The "interface" between the marketing entrepreneurship was seen to be a productive focus for research, particularly when applied to the SME marketing behaviour (Hills *et al.*, 2008).

Morris *et al.* (2002) reported a gap about the necessity to develop theories that could support companies that operate in an EM context, providing them with processes and tools that could help in an asset for their activities.

More recently, authors who study the EM began to focus on understanding the importance of marketing in the success of new businesses or start-ups (Gruber, 2004). Some authors share the opinion that not all traditional principles existing in the marketing literature can, or even should be applied in the context of EM (Berthon, Ewing, & Napoli, 2008). With the development of an interface to be displayed with fundamental research in EM, studies have begun to address issues such as creativity, strategy and educational issues, followed by the key issues associated with the application of the practices in EM (Collinson & Shaw, 2001).

Sullivan Mort *et al.* (2012) stress that SMEs need to adapt their traditional marketing strategies and the role of the entrepreneur is fundamental in this process. Furthermore, the exploitation of resources should be taking into account since it is a critical aspect of EM regardless of the type/size of the company. It portrays/describes an attitude of doing more with fewer resources (Morris *et al.*, 2002).

The authors Gruber (2004) and Morris *et al.* (2002) indicate that the use of resources constitutes an important part of the proactive approach of small businesses who need EM to achieve better results with fewer resources. The authors state that they refuse to be limited by the resources they have at any point in time.

Some previous studies suggest that the use of networks in SMEs is an integral part of the EM (Gilmore & Carson, 1999). However, networks in SMEs are a tool or activities,

to get the missing features (Jørgensen, 2014; Mort & Weerawardena, 2006; Oviatt & McDougall, 2005).

As studied by Gruber (2004), the first models of MS are quite similar to those of traditional marketing, when they first appeared. The author indicates that it started from a primitive form in emerging companies and steadily gained professionalism, through the introduction of formal structures and marketing planning processes, and the development of marketing "know-how".

A growing number of researchers suggests implicitly that the role of the EM is the creation of higher value (Gruber, 2004; Morris *et al.*, 2002). The tools to create value in EM are considered innovative and deviate from the traditional marketing aspects such as; the interface with the customer; risk management; and leveraging resources (Morris *et al.*, 2002). However, the creation of value is not differentiated in EM, as all companies and marketing practices exist to create value. The authors mention that should be addressed the core strategies, which are different in EM and how these lead to better results in performance (Sullivan Mort *et al.*, 2012).

EM can be defined as a spirit, an orientation and a process of looking for opportunities, launching and growing companies that create noticeable value by the customer, through relationships, particularly through the application of innovation, creativity, sales, market plunge, network or flexibility (Hughes, Martin, Morgan, & Robson, 2010). Other authors consider EM as an organizational function with a set of processes to generate, communicate, and deliver value to customers, but also for customer relationships in ways that promote the organization and its stakeholders (Hills & Hultman, 2011; Jones, Suoranta, & Rowley, 2013b). The same authors also mention that the EM is characterized by innovation, risks, and proactivity.

Day (1998) stresses that SMEs should adopt all internal cultural aspects of relationship marketing, but without a culture of creative management, innovative and entrepreneurial success will be limited. Successful SMEs and growth must practice relationship marketing fully, in order to establish this competitive difference. However, the successful conduct of entrepreneurial SMEs, can be emulated to some degree by their competitors less enterprising.

EM is an area of marketing related to corporate behaviour, small business resources and practices that are based on effective rather than causality (Sullivan Mort *et al.*, 2012). The concept of EM progressed as a response to the conditions of a contemporary market

where creative solutions, not standardized, are needed to solve the problems of companies (Fillis, 2010). EM describes the marketing processes of the company, gives the opportunity to companies to pursue the market in uncertain circumstances (Becherer, Haynes, & Helms, 2008). The same is used to explore opportunities to acquire and retain more profitable customers through innovative approaches to risk management, using the resources and the creation of value (Morris *et al.*, 2002). The exploitation of opportunities requires fast learning on the market, as well as persistence to cope with obstacles, and they must have the ability to take advantage of unanticipated events (Sullivan Mort *et al.*, 2012).

Attempts to integrate entrepreneurship issues in EM led to some concerns with regard to the role of the opportunities and innovative attitude, proactive and risk-taking in companies that use marketing entrepreneur (Sullivan Mort *et al.*, 2012). Gruber (2004) puts the identification of opportunities as a key issue, indicates that demand for the site, i.e. the location, and research are important considerations in recognition of opportunity. Miles and Darroch (2006) also mention the importance of the opportunity and its detection in EM. The innovative product offerings have been called in earlier studies as being the main focus of entrepreneurial marketing, i.e. the idea comes first, and market acceptance check comes second (Stokes, 2000). However, the relationship between chance, innovative products and performance result has received little attention from researchers.

Several authors note the importance of recognizing opportunities either in marketing or entrepreneurship (Sullivan Mort *et al.*, 2012; Urban & Wood, 2015). However, EM is different from conventional marketing: instead of using the traditional 4 Ps marketing (product, price, place and promotion), EM highlights the entrepreneurial spirit of 4 Ps (effect, practices, processes and people) (Martin, 2009). EM covers innovation and customer value (Jones *et al.*, 2013a) through proactive, innovative companies to seize the opportunities and to risk, and which perform specific actions for growth (Hills & Hultman, 2011). Some authors see EM as a combination of strategic guidelines (Ahmadi & O'Cass, 2015; Jones & Rowley, 2011; Morris *et al.*, 2002).

The relationship with customers has been reported to be a key role in EM (Jones & Rowley, 2007). Morris *et al.* (2002) reference "intensity" of customers or "intimacy" client. Already Jones and Rowley (2007) call the customer orientation, that puts the focus on the client. The authors they call for a strengthening of passion to the customer,

i.e. the marketing should be a client agent, bringing the customer to the planning and operations of the companies.

The customer intensity was also recognized as carrying value for large companies that adopt EM processes (Miles & Darroch, 2006). Jones and Rowley (2007) indicated as "co-creation" to identify the importance of customer intensity. The authors state that "co-creation" must be included investigation agenda of entrepreneurial marketing.

Market orientation, customer orientation, entrepreneurial orientation and guidance for innovation

The market orientation (MO) is abundantly recognized as having a positive effect on business performance (Jaworski & Kohli, 1993; Kotler, 1984; Kotler, Andreasen, & Kotler, 1987; Narver & Slater, 1989; Narver & Slater, 1990; Sousa & Rodrigues, 2015; Webster, 1988). Kohli, Jaworski, and Kumar (1993) adopt MO as a behavioural perspective, using marketing intelligence instead of putting the customer as the main element. Conversely, Narver and Slater (1990, 1999) are based on a cultural perspective, behavioural identifying three components: (1) customer orientation; (2) guidance for the competition; and (3) functional Intercoordination. Kohli *et al.* (1993) identifies three dimensions of MO included in Entrepreneurial Market Orientation Model (EMO) namely: (1) generation of market intelligence; (2) responsiveness in relation to competitors; and the integration of business processes (Narver & Slater, 1990).

Kavandi and Westerlund (2015) also highlight that customer orientation, entrepreneurial orientation and innovative guidance are essential market guidelines. Customer orientation refers to the importance of customer satisfaction, which means that companies should position themselves to meet the needs and customers wants. The customer orientation has three dimensions: 1) responsiveness to customers; 2) communication with clients; and 3) understand and deliver value to the customer (Jones & Rowley, 2011). The first dimension concerns the responsiveness to customers, which means that employees/companies should pay special attention to customer feedback and be able to provide an appropriate and timely response. The second dimension, communication with clients, refers to a feedback policy with a steady customer to build long-term customer relationships (Kavandi & Westerlund, 2015). The third dimension, understanding and delivering value to the customer, indicates that in cases where there is no business experience, managers and business owners are likely to rely on generic information, which limits their ability to be innovative and to create greater value for

the customer (Miles, Gilmore, Harrigan, Lewis, & Sethna, 2014).

In accordance with Jones and Rowley (2011) entrepreneurial orientation has three dimensions: 1) propensity for risk-taking; 2) proactively for opportunities; and 3) Innovation. Keh, Nguyen, and Ng (2007), suggest that the three dimensions have a positive effect on business performance. The propensity for risk-taking indicates that the company accepts the risk to seize new opportunities and revolutionary activities (Jones *et al.*, 2013a). It adds that the company has a penchant for high-risk products, the risk is seen as a positive attitude (Ahmadi & O'Cass, 2015). The proactivity for opportunities describes a commitment to finding new opportunities, more economical and more simple and effective ways to complete tasks (Jones *et al.*, 2013a). Innovation refers to the receptivity to innovation (Jones & Rowley, 2011).

Keh *et al.* (2007) conclude that entrepreneurial orientation has positive effects on organizational performance, mostly due to its direct and indirect effects partially mediated by the use of information. Thus, a positive relationship between the use of information for marketing and subsequent decisions of the company performance can be found.

The orientation towards innovation is related to creativity in identifying new opportunities and applying innovative techniques to solve customer problems (Jones & Rowley, 2011). The orientation towards innovation also refers to driving ideas and intuition, which is the opposite of customer orientation, which is related to the evaluation of market needs (Morrish & Morrish, 2011). Guidance for innovation has two dimensions: 1) infrastructure knowledge and 2) propensity to innovate (Jones *et al.*, 2013a). The infrastructure knowledge means making the knowledge of infrastructure in formal and informal procedures, and these practices should be intensive, data must be collected, the information has to be disseminated from within using external resources (Jones & Rowley, 2011). Jones *et al.* (2013a) also enhance the propensity to innovate within the culture of the organization, as well as its use to promote creativity and innovation towards different types of processes and services.

EM and new international developments

Concerning the entrepreneurial marketing and the internationalization of companies, Hallback and Gabrielsson (2013) suggest that EM might be a potential tool, helping companies that seek to go global, specifically if the resources are limited. In an increasingly global market, innovative marketing strategies are valuable for these

companies.

Few studies on INV adopted the EM approach as its theoretical basis (Paliwoda *et al.*, 2009; Sullivan Mort *et al.*, 2012). Previously the literature highlights the innovative capacity as essential to the INV (Hughes *et al.*, 2010). On the other hand, (Kim, Basu, Naidu, & Cavusgil, 2011) suggest the customer orientation as a key tool for innovation. Hallback and Gabrielsson (2013) suggest that an understanding of business marketing strategies INV considers two dimensions: (1) strategic innovation and marketing and (2) adaptation of marketing strategies for countries or customers. The authors indicate that the definition of international entrepreneurial marketing strategy on INV should consider the strategic options for the ability to innovate and adapt marketing to international markets.

Several factors influence the development of international strategies for entrepreneurial marketing. The characteristics of the INV, as well as the situations around them, are susceptible to influence and intervene in the development of international entrepreneurial marketing strategies, but also can influence the performance achieved by marketing. Some authors suggest factors that must be considered in the development of international strategies for entrepreneurial marketing: the external environment; market orientation of the company; the growth phase. The external environment concerns turbulence and diversity because both create restrictions, contingencies, facing opportunities and problems for companies (Achrol, 1991). They are all susceptible to influence entrepreneurial marketing strategies (Hallback & Gabrielsson, 2013). The EM strategies are affected by market orientation (Morris *et al.*, 2002), i.e., the company's culture and approach to customers and competitors, must be in perfect coordination (Narver & Slater, 1990). The market orientation in INV has been linked to innovation in order to improve performance (Paliwoda *et al.*, 2009). The growth phase by standard usually involves major management decisions, and money markets (Brush, Ceru, & Blackburn, 2009).

The EM is likely to change the nature of the business, allowing better performance in the process of the company's internationalization (Morris *et al.*, 2002) and so advance its global growth (Hallback & Gabrielsson, 2013).

Innovation has been associated with the early stages of growth, and the global expansion of companies influenced the strategies adopted by INV (Gabrielsson, 2005; Scott & Bruce, 1987).

According to Knight (2000) globalization response is associated with the necessary changes to marketing and other business strategies. So, any company should analyse which channels are adequate to their business and affect resources to achieve international success (Knight, 2000). Foreign markets are distinct, and SMEs should cope with the turbulence associated with globalization, taking into account the following approaches: (1) Entrepreneurial orientation, emphasizing product innovation capability/process and a proactive approach to the external environment, development quality leadership, in which companies emphasize the product quality and product-service; (2) Response globalization, changing marketing strategies and others, as necessary, It is positively associated with the performance of companies; and (3) Preparation of internationalization, the commitment of adequate resources to enter foreign markets; and adapt, when necessary, product and marketing dimensions, positively associated with the company's performance (Knight, 2000).

Figure 7 presents and systematizes the main concepts and evolution of EM, resulting from the synthesis and interception of authors and models of MS. We emphasize the emergence of EM with the intersection of traditional marketing with the field of entrepreneurship, embodied in recent decades EM with the approaches of the spheres of entrepreneurial orientation, orientation towards innovation and customer orientation and market.

It describes the movement at the junction between the EM value creation, creativity, strategy and educational issues. Act as spheres "gear", resulting from the EM and development field. The four set out guidelines act as support propellant to the development of MS, in a perspective of market and customer approach, other optical entrepreneurial orientation and innovation. In view of the customer interface, risk management and relationship marketing as elements that favoured and started the main concept of EM. The issue of internationalization and development of EM strategies focus applications of the concept and its expansion.

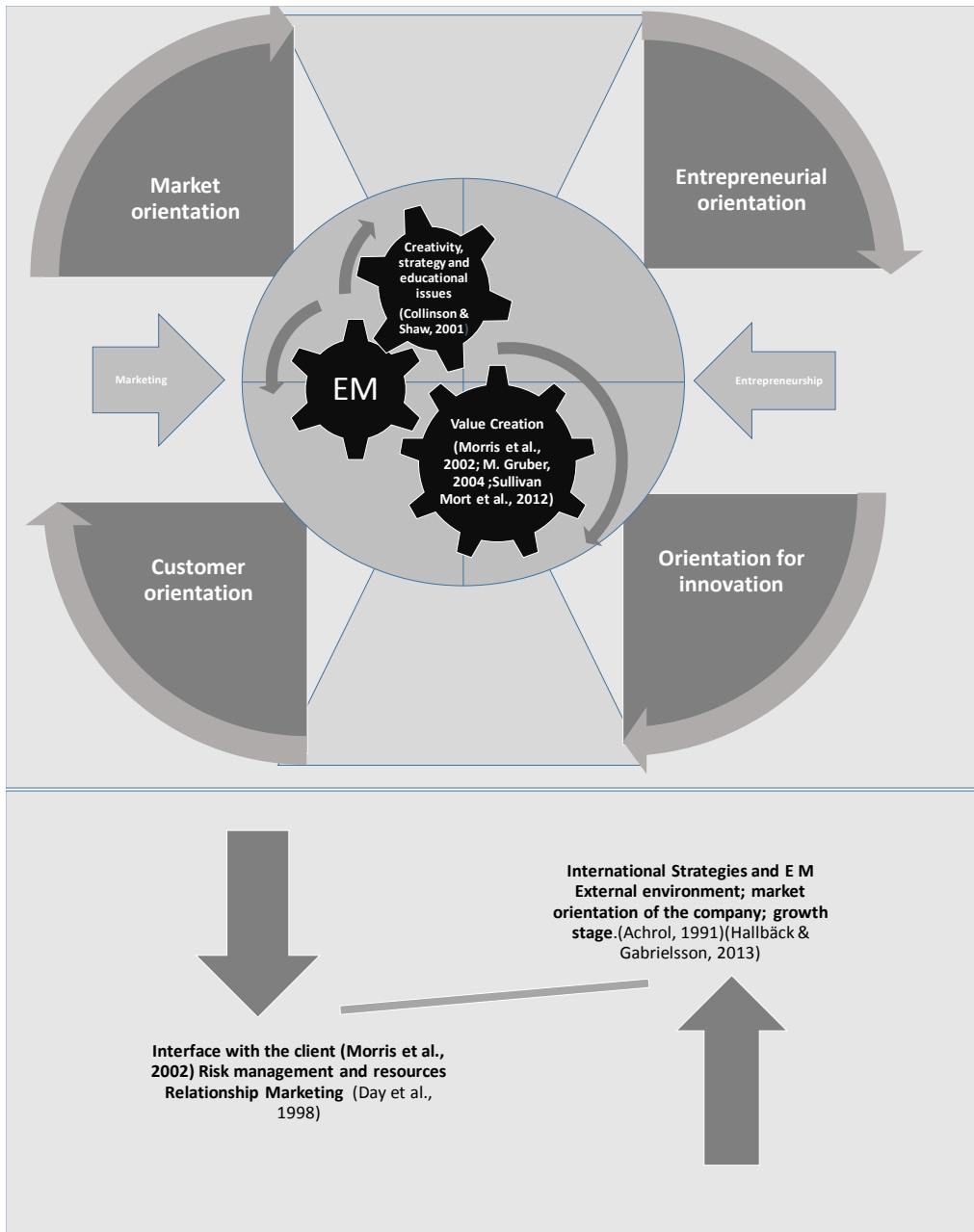


Figure 7 - Systematization of concepts of Entrepreneurial Marketing (EM)

5. FINAL REMARKS

Given the goal to provide a better understanding about the concepts that involve EM, it was elaborated a systematic review of the literature, filling the gap about the lack of studies on the systematization of the EM concept.

The EM concept results from the interception of entrepreneurship and traditional marketing, being influenced by the spheres of entrepreneurial orientation, orientation towards innovation and customer and market orientation. Therefore, EM might be

described, such as a spirit, an orientation and a process of looking for opportunities. If companies' managers embrace this view, it will be easier to deliver value for customers, through the establishment of efficient relationships, and the valorisation of innovation, creativity, sales, market plunge, network or flexibility.

The EM is most often found in small than in large enterprises, and market orientation is recognized as a positive effect on the performance of business enterprises. Customer orientation positions enhance the importance of customer satisfaction. The entrepreneurial orientation fosters the attitude and culture of innovation. The orientation towards innovation fosters creativity in identifying new opportunities and applying innovative techniques.

The four set out guidelines act as support propellant to the development of EM, in a perspective of market and customer approach, other optical entrepreneurial orientation and innovation. The issues of internationalization and development of EM strategies focus applications of the concept and its expansion in external contexts.

The systematization of concepts presented in this work can be used by managers to define strategies and planning policies of EM.

Regarding the limitations of the study, it would be beneficial to include other subjects in the analysis of the cluster EM. Another limitation relates to the process of the selection of the articles, which might have included other databases. The use of other software to map the literature could lead to further analysis.

Future research should consider the possibility to develop longitudinal studies in order to assess the evolution and development of the concept, considering the adoption by small firms which it occurs more often than in larger ones. Another avenue for future research consists of compare and evaluate the effects of entrepreneurial cognition and its influence on the recognition of opportunities.

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