

Entrepreneurship and Marketing – The Essential Complementarity of Purpose

Rahul Gupta Choudhury

International Management Institute (IMI),

Bhubaneswar, India.

Abstract: *Marketing and Entrepreneurship has developed over the years and has been treated as separate domains by the academicians. However, now there is a lot of overlap between the two functions - so much so that entrepreneurial marketing is taking off as an independent subject of its own. This paper takes a look at the development of the subject in literature and then comes up with certain observations about the complementarity of both the fields in furthering the cause of business. The paper clearly shows how market orientation, innovation, and entrepreneurship are connected. It also highlights the differences between conventional marketing and entrepreneurial marketing.*

Key Words: *Entrepreneur, Marketing, Entrepreneurial Marketing, Innovation, Value Creation, Strategy.*

Date of Submission: 06-08-2022

Date of Acceptance: 21-08-2022

I. Introduction:

Entrepreneurship, at the most basic level, is defined as “the activity of setting up a business or businesses, taking on financial risks in the hope of profit” (Definitions from Oxford Languages). In other formats, entrepreneurship may be defined as the creation or extraction of value. The value creation or extraction may not be limited to economic values only but may also encompass other values like political, cultural, and social values as well. The purpose of marketing is also creation of value. Over the years, marketing has been perceived as a sub-set of business management and hence the creation of value is understood to be within the perimeters of business only. In recent times, however, the scope of marketing has been increased to include value creation in our social lives as well. The concepts of marketing are being used effectively and efficiently in many other areas as in the political and cultural domains of communities, societies, and countries. We observe a parallel movement of entrepreneurship and marketing from the perspective of creation of value in our lives.

As of now, and well into their history, the two areas share a lot of **commonality**. Marketing and entrepreneurship has long been recognized as two key areas for organizations to succeed. Entrepreneurship is ultimately about identification of opportunities in the market which may be contemporary as well as futuristic. Marketing also is about understanding the customer's need better and having insights of the customer. When there is a gap in customer demand and products or services available at that point in time, marketing provides the direction to the organization. So, this is also in a way, about identification and fulfillment of unmet needs of the customer. Given this understanding, it is quite clear that entrepreneurship and marketing share common traits and factors. Both have to be creative and innovative in order to serve their customers better.

In my view, however, **entrepreneurship** – more often than not – has a much larger scope compared to marketing, although their purposes as well as many of the methods used and processes followed are very similar to each other. Very often, in the history of the world, high profile entrepreneurs have succeeded in changing the course of the world. So, in these cases, the entrepreneur has taken an invention and turned it into a very successful product which changed the way people live and work. Examples like Thomas Alva Edison, Graham Bell, and Bill Gates come to the mind immediately. All of them understood with a long-term vision and an uncanny sense of the financials involved, the impact that such an invention can have on human lives and the entire human civilization. These inventions are so strong in terms of potential that not much of marketing was required to sell the product across the globe. As the new innovation seeped through the world, many competitors surfaced as they began to understand the commercial prospect of the new product – and then, marketing became very important.

In the process of **creation of value** for the customer, marketing plays a big role in the formation and the maturation of the nascent industry and then again, in the process of offering many choices to the prospective customer. Understanding what is it that the users require and also what the future trend is likely to be – is the job of marketing. At this point, entrepreneurship and marketing merges to provide the best possible value to the customer. However, in order to reach this point, the entrepreneur had to go through a few steps. He had to organize and collectively use resources like finance, proper manpower etc. and then acquire fixed assets like

land, buildings, machinery etc. in order to produce the product and then offer it for the consumption of the customers. There is obviously no guarantee of the success of the efforts of the entrepreneur. He may still fail and the reasons can be manifold. It is not only poor marketing that leads a commercial venture to failure, but issues like lack of proper financing, or sudden changes in government policies, or simply the lack of adequate market demand.

II. Literature Survey:

In academia, researchers has long taken note of this phenomenon and there has been a lot of discussion on the topic of the complementarity between marketing and entrepreneurship. This has given rise to a whole new bunch of subjects in the marketing area primarily. However, the one subject that is attracting a lot of research these days is entrepreneurial marketing. Delving into the literature pertaining to this form of marketing will enrich our understanding and appreciation of how the areas of marketing and entrepreneurship are making joint progress towards the larger goal.

Way back in 1987, Morris et al studied the relationship between entrepreneurship and marketing in established firms. The entrepreneurial orientation of any firm has three key dimensions. They are innovativeness, risk taking, and pro-activeness. Marketing orientation on the other hand meant the investments made in marketing activities and, primarily, customer-orientation. The results provide support for the research hypothesis. It was found that firms which had a formal marketing department scored higher on entrepreneurial orientation. Scores were also higher when marketing professionals were in senior executive positions, when marketing research is a regular activity, and when marketing was felt to play a major role in innovation and the strategic direction of the firm.

Stokes, David (Spring 2000) composed a conceptual model in which he studied processes of marketing as undertaken by entrepreneurs. According to him, marketing is a key factor in the survival and development of business ventures. However, there are a few entrepreneurial characteristics that do not follow the traditional marketing theories. These include over-reliance on a restricted customer base, limited marketing expertise, and variable, unplanned effort. Entrepreneurs tend to be 'innovation-oriented', driven by new ideas and intuitive market feel, rather than customer oriented, or driven by rigorous assessment of market needs. They rely more on recommendations of customers and other influence groups, rather than the traditional segmentation, targeting and positioning processes. They prefer interactive marketing methods to the traditional mix of the four or seven 'P's'. They garner and collate information through informal networking rather than formalized intelligence systems. These processes play to entrepreneurial strengths and represent marketing that is more appropriate in entrepreneurial contexts.

According to a research paper (Maritz, Alex et al 2009-10), **entrepreneurial marketing** has evolved over a period of more than 50 years. The fundamental difference between development of the two streams and their interface is that they primarily operate and thrive in two different environments. Marketing operates in a consistent environment where they have to satisfy the identified consumer needs. However, entrepreneurship operates in an environment of uncertainty where the consumer needs are not clearly known or understood. In today's situation, the interface is becoming very important as the pace of change is increasing very fast. So, entrepreneurial marketing is gaining the attention of academics and practitioners alike. One definition given by Morris et al (2002) of entrepreneurial marketing is the following: "the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation". Stokes (2000) made an interesting observation in his paper on entrepreneurs and how they approach marketing. His research showed that entrepreneurs approach marketing in an unconventional manner. Entrepreneurs are most likely to focus on innovation first and then look into customer needs. They also do not approach segmentation, positioning, and targeting in a conventional manner. Rather they adopt a bottom-up elimination process to target their customers – existing as well as prospective. Their approach to marketing mix also is quite different from the conventional methods. They rely more on interactive marketing which does the intended work through more of word-of-mouth rather than conventional marketing mix methods.

Many scholars in the interface of entrepreneurship and marketing are discussing a comparatively recent phenomenon termed the '**born global**' firms. These firms may be small or medium size, but their operations and impact span the entire world. Off late, a lot of them has sprung up and this has been made possible by the evolutionary changes in the environment. These changes are things like globalization and the emergence of sophisticated information and communication technologies (ICT). However, it is not only about technology. It is also about adaptability and a tremendous amount of innovation spirit even though the resources available to them are not very high. The capability for innovativeness and the accumulation of a particular type of knowledge base helps them to succeed in the interface of international marketing and entrepreneurship (Knight, Gary; 2015). In another paper on SMEs in Iran (Niazi, Amir; 2017), the author finds from his research that marketing capability along with a strong innovation culture is essential for the entrepreneurial SMEs to survive

in the marketplace. He also found that there is a positive and significant effect of entrepreneurship, and marketing capability on the innovation and performance of the firms. So, in the beginning, entrepreneurship has to understand the importance of marketing and they both go hand-in-hand in ensuring the good performance of the firms.

In terms of **strategic orientation**, entrepreneurial marketing seeks to create, communicate and deliver value to customers and manage customer relationships in ways that benefit the organization (Shows, G. David et al; 2017). The authors ran a survey in North Carolina Wineries to understand whether enhanced entrepreneurial marketing had a positive effect on the performance of the firms. Their results showed that not only entrepreneurial marketing, but innovation also played a key role in the improved performance of the wineries. The key factors other than nurturing long-term customer relationships, are generation of new ideas from both, inside and outside the organization. The organizations who did that and also delivered superior value to their customers were able to register much higher percentage growth in sales. Lilien et al (2002) found that proactive marketing practices in firms with an entrepreneurial culture have both a direct and an indirect effect on market performance. Jones, Rosalind et al (2013) observes that firms adopting a combination of entrepreneurial orientation and market orientation have greater performance, whereas firms adopting other strategic orientations with market orientation are more likely to perform even better than those who have only market orientation. The authors carried out their research on knowledge-intensive technology firms in the US and UK. The study was done on SMEs in US and England and there were differences in the strategic path that both sets of the companies pursued. However, although the weightages given to different activities out of the 15 strategic parameters shortlisted by the authors were different between the two sets of companies, the overall orientations of the firms were aligned with entrepreneurial and marketing orientations.

It has been noted by many researchers that entrepreneurship and/or innovation depends a lot on the **culture & structure** of a country. In a book on changing economies and emergence of new markets in Eastern Europe, (Dana, Leo Paul; 2013) observes that culture is a primary determinant of innovation but is strongly moderated by the structural aspects of a society. Globalization, according to the author, has neither standardized societies, nor has produced a homogeneous world culture. So, entrepreneurship has different forms in different countries of the world depending on so many different cultures and local issues. In another study of boutique hotels (Pentyala, Rambabu; 2016) it is found that entrepreneurial marketing is being used with promising results in this sector as well. The concept is described in this paper as unplanned, non-linear and visionary. The author also goes on to identify three key areas of interface between marketing and entrepreneurship. They are that both the subjects are change-focused, opportunistic in nature, and innovative in their approach to management. It is often seen in SMEs that entrepreneurship is required to take full advantage of the marketing capabilities and advantages the firm might have.

Kotler (2003) made a lot of observations on the **core dimensions** of the firm. He observed that in the initial stages of the firm, level of entrepreneurship is high but the degree of formalization of marketing practices are low. As the firm begins to grow, the marketing practices start to become more and more formalized. Morris et al (2002) developed seven core dimensions of entrepreneurial marketing. They are: pro-activeness, calculated risk-taking, innovativeness, opportunity focus, resource leveraging, customer intensity, and value creation. As can be seen, the first five dimensions are that of entrepreneurial orientation and the last two dimensions are that of marketing dimensions. The researcher found that all these seven core dimensions are to a certain extent interrelated as well. Let us now have a look at the differences between traditional marketing and entrepreneurial marketing (Morris et al 2002) as it is developing now. In the dimension of marketing concept, conventional marketing is customer oriented and market driven where product development follows. Entrepreneurial marketing, on the other hand, is innovation oriented and idea driven and assesses market needs intuitively. Moreover, conventional marketing is essentially a reaction to the external environment, whereas entrepreneurial marketing tries to influence/redefine the external environment.

As was seen in our earlier discussions also, **identification of opportunity** is an important dimension for both, entrepreneurship and marketing. Webb et al (2010) did a detailed study on entrepreneurship and marketing. They observe that marketing orientation of a firm enhances the ability of the entrepreneur to recognize opportunities. So, they opine that a market orientation positively moderates the relationship between entrepreneurial alertness and opportunity recognition within a firm. Now, recognition of opportunity is a process where sense has to be made of whether key market needs exist and whether value can be created in the process of satisfying those needs through existing internal (i.e. technological/operational) competencies. They also propose that market orientation positively moderates the opportunity between opportunity recognition and innovation. It is possible that the firm identifies an unmet customer need which they can serve with their internal capabilities. However, market plurality exists and hence it is advisable for the firms to identify the multiple needs of the customers and try to satisfy a number of them through parallel introduction of different product lines. It happens often that conventional marketing oriented firms fail to identify possible unmet needs in the market. At the same time, entrepreneurial marketing identifies the gap and the opportunity in the market and decides to serve that niche segment through technological developments which may be incremental or may be a

complete discontinuity in the existing market system. There is a lot of knowledge or intelligence spread across the organization. The firm has to utilize that in order to create environments of creativity which fosters innovation. For example, sales should collate market intelligence including consumer feedback and help the company to come out with new improved products which satisfies the unmet needs of the consumers. Intelligent use of the 4Ps, especially sales promotion, helps in reducing the information asymmetries of the consumer. However, excessive use of sales promotion may impact the brand equity of the firm and its products adversely. The same thing happens with pricing. Firms are tempted to keep price low. However, low prices may signal poor quality or just act as inducements to try out the product.

III. Observations & Findings

History of Entrepreneurship: Unlike marketing, the study of entrepreneurship dates back few centuries. Entrepreneurship was even debated and discussed by Adam Smith and other contemporary economists in the late 17th century and early 18th century. Then in the early 19th century, Jean-Baptiste Say, the French economist, enlarged the definition of entrepreneurship by saying that entrepreneurship shifts economic resources out of an area of lower and into an area of higher productivity and higher yield. In all the discussions, the characteristic of the entrepreneur which stood out was his initiative and his ability to take risks. The capability to organize and bring together diverse resources in the process of commercialization of an idea or invention for the betterment of the larger society is also still regarded as an essential ingredient of the process of entrepreneurship. Then Joseph Schumpeter and many other economists boosted the study of entrepreneurship in the 1930s. Schumpeter introduced the concept of ‘creative destruction’ whereby the old gives way to the new – meaning, the existing industry structures/business models/products and services – has to be replaced by new innovations which are much better than the existing structures, models, or products and services. The innovations which are better in not only the economic sense of the term, but also in the matter of serving the society in particular and the human race in general, will in due course of time become better substitutes for human beings by uplifting their lives through better standard of living and offering much better overall quality of life.

Essential Characteristics: Traditional marketing first identifies a need in the market and then develops a product to meet the needs of the market. Entrepreneurial marketing is just the opposite. The entrepreneur has an idea and develops a product. He then goes about identifying a suitable consumer base, i.e. a segment, who may find the product of value to them. Then the product is modified based on the feedback given by the target segment and is then finally launched in the market.

One of the most important characteristics of an entrepreneurial firm or an entrepreneur is to be innovative. Innovative products and/or services attract customers which is beneficial to the firm. New ideas are crucial elements of any business and is a basic requirement for maintaining a continuous flow of new products and services. Innovativeness is not only restricted to new products or services. It can be used very well to maintain a steady stream of improvements in the processes of the firm which then goes on to improve its efficiencies and effectiveness. Another important characteristic of the entrepreneur and entrepreneurial marketing is to be proactive. This means that the entrepreneur has to be in continuous search of new methods and new ideas which, if implemented properly, will enable the firm to establish a competitive advantage over its competitors in the marketplace. Focus on customers is another component which is very important for the survival of the entrepreneurial firm. The insights that the entrepreneur gets from his understanding of the customer is a very vital input for such organizations. Products and processes can be improved upon or completely new products and services can be offered based on the feedback received from the customer. This is absolutely necessary and critical for survival and growth of the firm. Opportunities do not knock on our doors every day. So, they have to be utilized fully as soon as they are identified. Utilizing opportunities is very important for the entrepreneur as it may give him a completely new product or process through which he is able to take the firm to the next level. Risk Management is a characteristic which is embedded in the concept of entrepreneurship. The entrepreneur is tuned to taking risks. However, the entrepreneur has to take calculated risks and not venture in to a project blindly. There are high risk high return projects and then the appetite for risk varies from person to person. In entrepreneurial marketing, it is always better to tone down the risks and delve in to domains that promise reasonable returns. Another characteristic that the entrepreneur must be highly aware of is value creation. Customers will buy the product only when they see value in the product or service being offered. The ideal situation is when the customer perceives that the benefits accruing out of the consumption of the product far outweighs the price he has paid for it. Consumers will always look forward to new innovative offerings which provides value to them and is different from the hackneyed existing products and services available in the market (6 Essential Characteristics of Entrepreneurial Marketing, Institute of Entrepreneurship Development Blog, 12th May 2021).

Challenges of Entrepreneurship: The biggest challenge facing the entrepreneur is to compete with companies which are much larger and has much more resources. The larger companies are much more well-

known as well and hence has established customer relationships with a much higher consumer acceptance level. However, start-ups can be much more flexible and definitely non-traditional in their approach. So, entrepreneurs can use marketing in unconventional ways in order to make an impact in the minds of their consumers. This is one way by which the products/services of the entrepreneur can stand out in a crowded market place. The budding firm may try to highlight the strong points of the firm and emphasize their value to the consumers. The entrepreneur may follow one or some or all of the following strategies:

- **Relationship Marketing** – Focuses on creating a strong link between the brand and the customer.
- **Expeditionary Marketing** – Involves creating markets and developing innovative products. Companies act as leaders rather than followers.
- **One to One Marketing** – Customers are marketed to as individuals. All marketing efforts are personalized.
- **Real Time Marketing** – Uses the power of technology to interact with a customer in a real time.
- **Viral Marketing** – Places marketing messages on the Internet so they can be shared and expanded on by customers.
- **Digital Marketing** – Leverages the power of Internet tools like email and social networking to support marketing efforts

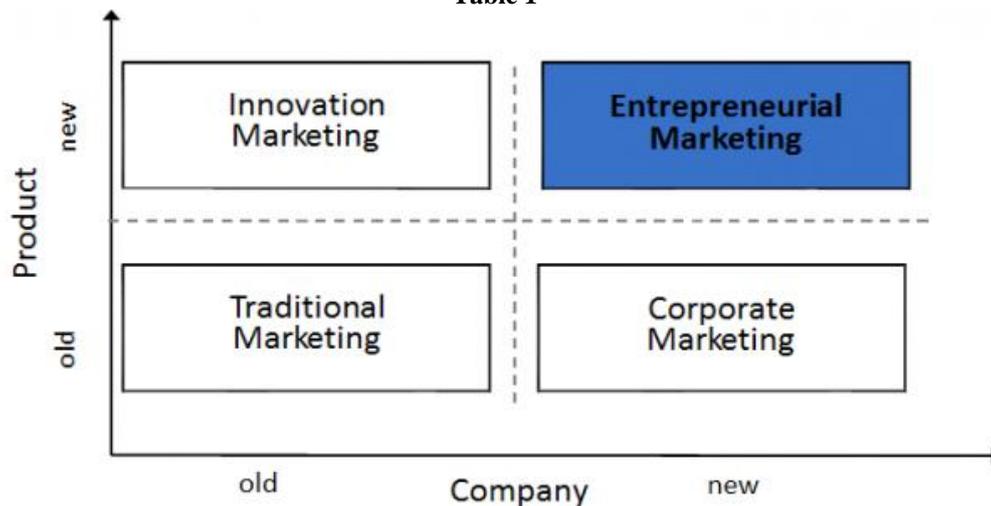
Entrepreneurial firms in emerging industries are different from small firms. Entrepreneurial firms aim to grow and over time, wants to be established as a large firm. So, growth is one of the important considerations of these entrepreneurial firms and marketing is the only vehicle which will surely deliver growth to the firm. There is no fixed marketing strategy especially of the long term variety as seen in large corporates; marketing strategy is continuously evolving depending on the growth path and requirements of the firm at that point in time.

Marketing: The objective of marketing is the same. Creation of value for the betterment of society is the overall vision of marketing. However, marketing does not start with the broad presumption of changing existing structures. The basic structural changes in organizations may become necessary in the process of carrying out the changes brought in by the necessities identified by marketing – but the changes, under normal circumstances, are carried out more by supply change reengineering, both – backward and forward. So, the bird's eye-view of innovations bringing in the changes in organizations gives a wide scope to entrepreneurship, while marketing becomes an essential component of the entire process. The entrepreneurial approach requires the active participation of marketing for the economic engine to keep growing. Marketing also, like entrepreneurship, brings in the energy and the dynamism to industries - which is believed to be at the core of long-term sustainable growth. So, industry (and society) can be viewed as if in a continuous state of flux where the innovative entrepreneurial processes continuously search for better and better methods and products or services. This is what Schumpeter termed as a state of 'dynamic disequilibrium'.

Entrepreneurship & Marketing Mix: The marketing strategy and marketing tactics as well as the activities are operationalized through the effective use of the marketing mix more commonly known as the 4Ps. This is composed of product, promotion, price, and place (distribution). So, the entrepreneur needs to have a good idea of how to effectively use the marketing mix in order to make the maximum impact on the consumers. **Product** is the most important among the 4Ps in case of the entrepreneurial firm. There is a saying in marketing that you cannot market a bad product for a long time because that tantamount to fooling the consumers. It is the job of the entrepreneur to convince the consumer that the product he is offering meets the demand of the consumers and is able to fulfill the consumer's need irrespective of whether they are articulated or latent. If there is acceptance of his product by the consumers, the entrepreneurial firm must then go on to establish the competitive advantage in the market. Now only a good product is not good enough. The consumers must be aware of the product and must at least be willing to give it a trial. So, **promotions** are very important as the entrepreneur needs to reach out to its potential consumers and customers. The promotional campaign must be able to effectively convey to the consumers the value that the product is offering and how the consumer will benefit by using the product. Marketing communication is a complicated area and needs to be planned out very well as at this stage the campaign needs to be cost-effective simultaneously creating a positive impact on the minds of the consumers. This is also because there are many alternatives and choices and one needs to map out the entire process by considering the product and the consumer as well as the cost and reach of the planned media mix. Another important component of the marketing mix is the **pricing**. Pricing will have an impact on both, the topline as well as the bottom line – i.e. the revenues as well as the profits. Pricing decisions, to a large extent, will determine the sales of the product because everybody operates in a competitive environment and one of the major criteria used by consumers in their buying decisions is the price of the product. At the same time, the price determines the difference between cost and earnings and hence the profits. So, the entrepreneur has to balance the pricing decision keeping in mind the projected sales figures and the consequent profits. There are

many pricing strategies, the major ones being – cost led pricing, premium pricing, penetration pricing, customer-led pricing, loss leader pricing, introductory offers, skimming, and bundling. Last but not the least is the component of **place**, which means sales and distribution. The purpose of sales and distribution is to ensure that the product is made available to the consumers as and when they want it. Now there are many ways in which sales can be organized and there are an equal number of ways by which distribution is achieved. Sales can be direct or indirect and each one has its cost implications and effectiveness. Similarly channel management or distribution has many options and there is obvious link between the costs and the returns associated with each channel. So, the entrepreneur, once again, has to balance the costs with the expected benefits. At the infancy stage of the product life cycle, the entrepreneur has to ensure that there are maximum number of trials and then a very good word of mouth feedback of the consumers for the product. In order to achieve this, one of the major goals at this stage is that the consumer should not go back from the retail store empty handed because of non-availability of the product

Table 1



Source: STRATIFY 7, Webinars 2017 with Ilinc

Innovation: This continuous search for the better, and the consequent implementation, is what is commonly shared between marketing and entrepreneurship. The disequilibrium paves the way for a temporary equilibrium through innovations, entrepreneurship, and marketing - which then again moves towards the next disequilibrium, with the passage of time. What needs to be kept in mind is that most improvements does not change the society in a short span of time. There are very few innovations which has changed the human race overnight. Most innovations are incremental in nature and most of them has taken a long time to be completely commercialized. Most of them has taken a long time to be completely accepted by the society and a long time before they have become a part and parcel of our daily lives. Similarly, marketing also is rigorous and overall, a slow process. It takes a lot of patience and a lot of ground-breaking research or field work to unearth consumer choices – especially the underlying trends in the change of consumer behavior. This unmet needs of the consumer forms the basis for all innovations and subsequently becomes the cradle of future entrepreneurship and marketing solutions which fulfills the needs of the consumers.

Market Orientation: For the organization to succeed in today’s marketplace, one of the basic requirements is that it must be customer or market oriented. It also has to be aware of all activities of all competitors and must create an environment within the organization which is conducive to all forms of marketing efforts. This means that the departments within the organization will coordinate and act in such a manner that facilitates the implementation of all marketing activities. The entrepreneur, on the other hand, does not have the luxury of a ready organization which will just implement his vision. The smooth functioning and coordinated efforts of all departments including the marketing orientation aspect of one and all, has to be built up by the entrepreneur himself. That way, the ground work for entrepreneurship is harder and much more complicated. It can be difficult for marketing also if the changes required within an established organization is high, or the resistance to the new way of working or the new ground realities of supply chain reengineering is too difficult for people to accept. The good news is that the major objectives and the way of working for the entrepreneur and the marketer is almost the same. The marketer as well as the entrepreneur needs to have the skill of being able to anticipate the forthcoming changes in either consumer behavior or on a much larger scale, the way people go about their lives. All said and done, it finally boils down to recognition of future changes and a clear path to exploitation of the opportunities the changes will offer.

Common Goals: The entrepreneur and the marketer also has the tough task of convincing people of their chances in succeeding in their new projects. So, they both require a high degree of leadership skills which can make people believe in them and thus remain motivated even during the uncertainties which they are sure to confront at least in the initial stages. The external (and also internal) communication to the customers are the prime responsibilities of marketing. While the primary focus of marketing is on things like market share, customer satisfaction etc. the entrepreneur is more obsessed with growth and profits (and also maybe the share price). However, in today’s conditions, marketers are also taking on the responsibility of revenues and profits – thus the topline as well as the bottomline are becoming joint responsibilities of both of them. Marketers are learning fast to become ‘intrapreneurs’ and are squarely taking on the responsibility of brands and sometimes, even complete product categories (in terms of growth, revenues, profits, market share etc.). So, entrepreneurship and marketing are now consistently serving the same purpose and are fully complementary to each other.

Conventional vs Entrepreneurial Marketing: Conventional marketing focusses on efficient management of the marketing mix and primarily operates in stable and established markets. Entrepreneurial marketing, on the other hand, tries to create new markets and operates mostly on fragmented and emerging markets. The focus of entrepreneurial marketing also is to create value and that may take place through formation of relationships etc. – not necessary for them to depend on management of marketing mix alone. From the perspective of risk taking, conventional marketing tries to reduce the risks while entrepreneurial marketing uses marketing as a vehicle for calculated risk taking. While conventional marketing depends on the 4Ps, entrepreneurial marketing depends more on word-of-mouth. Conventional marketing also depends heavily on top-down STP (segmentation-targeting-positioning), while entrepreneurial marketing follows a bottom-up targeting of customers. Conventional marketing is quite structured, organized and formalized in such a way that customer needs are identified and customer’s feedback or response to their products and services are collected, collated and analyzed through formal processes like market research etc. It is more of customer management than anything else. The scenario in case of entrepreneurial marketing is just the opposite. It is unstructured and dependence is more on informal processes of feedback. Customer needs has to be sort of created and then monitoring is done on whether the customer is finding it worth the money – or, whether it is adding value to them. So, the marketer’s role also is different in both these cases. In conventional marketing, building the brand and management or coordination of the STP and the 4Ps of marketing takes the priority. Also, the marketer is more focused on the communication to the prospective or existing customer as well as promotional aspects of the brand like advertising and sales promotion activities. This is not the case with entrepreneurial marketing. Here, marketing cannot think of itself as a separate or independent function, but as a driver of the entire process of creating, launching, and sustaining the product in the market place. So, marketing is cross-disciplinary and inter-functional in the entrepreneurial marketing environment.

Table 2

Traditional Marketing	Entrepreneurial Marketing
Greater amount of resources	Few to no resources; founder drives efforts (equity)
Management of an established brand, reminder advertising	Must be ingenious, energetic, and persistent story and brand; leads to trust
Financial and market share goals	Satisfaction and awareness goals
Manage existing customers	Capture first customers; develop a client based long term relationships
Manage existing products, promotion, pricing, placement, people, physical environment, and process (the “7 Ps”)	Develop new products, price points, channels (placement), communication, process, training, and design
Continue doing what works	Trial and error; market pilots
Communication with customers standardized, one-directional; more difficult to create one-to-one relationships	Communication with customers is more spontaneous; two-way relationships

Source: OpenStax, Rice University

Learning: The authors believe that firms can identify and make use of opportunities much better and also end up serving the customers much better through the proper use of innovation of marketing activities. When the results of the firm does not match up with the expectations, the firm usually reviews the internal theories of how it works and tries to rectify things so that the future turns out to be closer towards their overall objectives. The threats against market orientation can come from competitors as well as consumers. Competitors may have a better understanding of the market and may bring in disruptive technologies to the market which will result in complete waning off of the demand for the firm’s products. Another thing that may happen is that the consumer taste and preferences may change altogether thus requiring different kinds of products and services. Then also, the firm will lose out heavily in terms of demand of its products in the market. In situations where market orientation is not sufficient, learning has to take place in the entire organization. Learning will influence innovation and here, innovation need not be only product oriented. Innovation may be in the processes and systems of the organization encompassing the entire supply or value chain of the firm. These innovations may focus on internal processes only or may include external systems like delivery mechanisms etc.

IV. Conclusion:

In conclusion one can say that the development of entrepreneurial marketing has opened up a new vista for marketing subject in general and it really reflects the ground realities of today's corporate functioning. It is not that conventional marketing is being turned upside down because of this new development. Conventional marketing remains extremely important for established firms. Though the concept of entrepreneurial marketing is more applicable to the start-ups and similar other entrepreneurial ventures, there is no doubt that the basic tenets of conventional marketing still holds good and will continue to do so in the foreseeable future. Entrepreneurial marketing is the state of the art which draws from the essential aspects of conventional marketing and will be progressively continuing to further the cause and prospects of all firms and entrepreneurial ventures.

References:

- [1]. Maritx, Alex; Frederick, Howard; Valos, Michael; A discursive approach to entrepreneurial marketing: Integrating academic and practice theory; *Small Enterprises Research* (2009-10), Volume 17, Issue 1, pp. 74-86.
- [2]. Gundry, Lisa K; Kickul, Jill R; *Entrepreneurship Strategy: Changing patterns in New Venture Creation, Growth, and Reinvention*; Sage Publications; 2007.
- [3]. Zou, Shaoming; Xu, Hui; Shi, Linda Hui; *Advances in International Marketing*, Volume 25; Emerald Books, 2015.
- [4]. Niazi, Amir; *The Role of Entrepreneurship, Innovation, and Marketing Capability in Small and Medium-Sized Enterprises (SMEs)*; *International Journal of Economic Perspectives*; Volume 11, Issue 3, 1748-1759, 2017.
- [5]. Shows, G. David; Albinsson, Pia A.; Stoddard, James E.; *Entrepreneurship Marketing in North Carolina's Wine Industry*; *Atlantic Marketing Journal*, Volume 6, Number 2, Summer 2017.
- [6]. Jones, Rosalind; Suoranta, Mari; Rowley, Jennifer; *Entrepreneurial marketing: a comparative study*; *The Service Industries Journal*, Vol. 33, Nos. 7-8, pp. 705 – 719, 2013.
- [7]. Dana, Leo Paul; *When Economies Change Hands: A Survey of Entrepreneurship in the Emerging Markets of Europe from the Balkans to the Baltic States*; Routledge, 2017.
- [8]. Pentyala, Rambabu; *Interface Between Marketing and Entrepreneurship: A Study of Boutique Hotels*; *ASBM Journal of Management*, Volume 9, Issue 2, July – December 2016.
- [9]. Webb, Justin W.; Ireland, R. Duane; Hitt, Michael A.; Kistruck, Geoffrey M.; Tihanyi, Laszlo; *Where is the opportunity without the customer? An integration of marketing activities, the entrepreneurship process, and institutional theory*; *Journal of the Academy of Marketing Science*, Volume 39, pp. 537-554, 2011.
- [10]. Stokes, David; *Putting Entrepreneurship into Marketing: The Processes of Entrepreneurial Marketing*; *Journal of Research in Marketing and Entrepreneurship*; Vol 2, No 1; pp 1 -16, Spring 2000.
- [11]. Morris, Michael H.; Paul, Gordon W.; *The Relationship Between Entrepreneurship and Marketing in Established Firms*; *Journal of Business Venturing* 2, 247-259, 1987.
- [12]. *Explore the Strategies of Entrepreneurial Marketing: Entrepreneurial Marketing, STARTIFY 7*, Retrieved from <https://startify7.eu/wiki/>entrepreneurial-marketing>; 16th January 2020
- [13]. *Entrepreneurial Marketing and the Marketing Mix*, OpenStax, Rice University, Retrieved from <https://openstax.org/>books/>entrepreneurship>; 16th January 2020
- [14]. *6 Essential Characteristics of Entrepreneurial Marketing*, Institute of Entrepreneurship Development (Blog), 12th May 2021.
- [15]. *Entrepreneurial Marketing: STARTIFY7, Webinars 2017 with Ilinc*.

Rahul Gupta Choudhury. "Entrepreneurship and Marketing – The Essential Complementarity of Purpose." *IOSR Journal of Business and Management (IOSR-JBM)*, 24(08), 2022, pp. 01-08.