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## Editorial

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### Katherine Gundolf\* and Annabelle Jaouen

Groupe Sup de Co Montpellier Business School, MRM,  
2300 Avenue des Moulins, F-34185 Montpellier, France

E-mail: k.gundolf@supco-montpellier.fr

E-mail: a.jaouen@supco-montpellier.fr

\*Corresponding author

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Research on entrepreneurial marketing is in a continuous improvement perspective. Early research focused on analysing the overlap between its two parent disciplines, entrepreneurship and marketing. The purpose was also to identify how they could benefit from each other (Collinson and Shaw, 2001). Consequently, researchers investigated subjects such as growth issues, networking, creativity, or opportunity alertness. In a large majority of cases, qualitative surveys were privileged, as they permitted a better understanding of processes and an exploration of new research areas. Literature proposes several definitions of entrepreneurial marketing concept. Kraus et al. (2010) list a certain number of them.

**Table 1** Definitions of EM

<i>Author(s)</i>	<i>Definition(s)</i>
Bäckbrö and Nyström (2006, p.13)	“Entrepreneurial marketing is the overlapping aspects between entrepreneurship and marketing; therefore it is the behaviour shown by any individual and/or organisation that attempts to establish and promote market ideas, while developing new ones in order to create value.”
Bjerke and Hultman (2002, p.15)	“Entrepreneurial marketing is the ‘marketing of small firms growing through entrepreneurship’.”
Duus (1997, p.297)	“The distinguishing feature of this new interpretation, which is essentially a market-oriented inside-out perspective, could be the development of the specific competencies of the firm by entrepreneurial action with a view to serving future customers’ latent demand for products that do not yet exist. [...] this can be called the entrepreneurial marketing concept.”
Hill and Wright (2000, p. 25)	“A new stream of research describes the marketing orientation of small firms as entrepreneurial marketing. This means a style of marketing behaviour that is driven and shaped by the owner manager’s personality.”
Miles and Darroch (2006, p.488)	“[...] firms adopting entrepreneurial marketing processes will engage in marketing processes emphasising opportunity creation and/or discovery, evaluation and exploitation.”

**Table 1** Definitions of EM (continued)

<i>Author(s)</i>	<i>Definition(s)</i>
Morris et al. (2002)	<p>“The proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation.” (p.5)</p> <p>“Entrepreneurial marketing synthesises critical aspects of marketing and entrepreneurship into a comprehensive conceptualisation where marketing becomes a process that firms use to act entrepreneurially.” (p.2)</p> <p>“The unplanned, non-linear, visionary marketing actions of the entrepreneur.” (p.4)</p>
Shaw (2004, p.197)	<p>“[...] four themes relevant to understanding entrepreneurial marketing within a social enterprise context emerged: opportunity recognition (OR); entrepreneurial effort (EE); an entrepreneurial organisational culture (EOC); and networks and networking (N&amp;N).”</p>
Stokes (2000a)	<p>“Marketing carried out by entrepreneurs or owner-managers of entrepreneurial ventures” (p.2)</p> <p>“The entrepreneurial marketing concept is focused on innovations and the development of ideas in line with an intuitive understanding of market needs; [...]” (p.13)</p>

These definitions show two perspectives of entrepreneurial marketing: the first emphasises on marketing for small or new ventures; the second defines aspects of marketing with an entrepreneurial state of mind (Kraus et al., 2010). However, those definitions seem not to be exclusive, but rather join each other, as small size may favour entrepreneurial spirit. In a more general way, Hills et al. (2010) define entrepreneurial marketing as “a spirit, an orientation as well as a process of pursuing opportunities and launching and growing ventures that create perceived customer value through relationships, especially by employing innovativeness, creativity, selling, market immersion, networking or flexibility”. Entrepreneurial marketing covers several strategic issues relevant for start-up and early-stage entrepreneurs, or for SMEs. For Carson et al. (1995), marketing is a crucial competence entrepreneurs of small firms should detain. Nevertheless, Stokes (1997) shows that small firm’s manager only give low priority to this function. However, SMEs seem to have specific marketing problems as narrow customer base, limited scope and impact of marketing activities, variable and unplanned effort, and over-reliance on the owner-manager’s marketing competency (Stokes, 2000b)

Entrepreneurial marketing also tries to respond to the demand of marketers. In fact, marketing is context dependent, and the today business environment is quickly and continually changing (Morris et al., 2002). Marketing tools may fail to reflect sufficiently these new market shifts and the conditions of the new competitive context (Srivastava et al., 1998). Indeed, traditional marketing tools may not be adequate for firms, as they were thought for stable environments. Recent studies propose firms to be more entrepreneurial in their marketing practices, which could enable them to deal better with market uncertainty and ambiguity (Read et al., 2009; Santos and Eisenhardt, 2009).

According to Hills et al. (2008), entrepreneurial marketing-oriented organisations do more often innovative products, process, strategy and domain. These authors also show that these firms often create new primary demand for an innovation, that they are more

flexible and focalise their marketing efforts on promotion and selling, that they tend to rely more on intuition than on tools, and that they feel less hindered by budget restraints as their strategies are more adaptive. Thus, entrepreneurial marketing seems much more opportunity-oriented than traditional marketing, and may that fore be more adapted to the new business context.

Entrepreneurial marketing may be seen as a new orientation in the field of entrepreneurship, but also as a new school within the marketing discipline (Hills et al., 2010). Since 1982, when the topic emerged with a meeting in Chicago, Illinois (Day, 1997), entrepreneurial marketing became of growing interest for both academic community and practitioners.

Morris et al. (2002) propose an integrative model of entrepreneurial marketing by identifying seven core dimensions of the concept. The first four derive from an entrepreneurial orientation of the firm: proactiveness, calculated risk-taking, innovativeness and opportunity focus. The next second: customer intensity and value creation are consistent with the market orientation of the firm. Last, resource leveraging is common to both disciplines.

Current research on entrepreneurial marketing answers such questions as: How do a small firm best leverage its limited marketing resources? What are major strategic constraints and issues confronted by entrepreneurs today and how can they identify and evaluate marketing opportunities? How do entrepreneurs achieve competitive advantages given limited marketing resources? What tools are most useful in an entrepreneurial setting?

This special issue intends to cover new dimensions of entrepreneurial marketing, by interesting in specific areas of this research domain: family firms, born-global firms, new ventures, but also the use of new technologies as social media in traditional firms. The first contribution is an analysis of the market orientation of family SMEs, then three articles focus on social media marketing and brand communities. The following three contributions centre on entrepreneurial marketing in new ventures. We finish this special issue with a methodological contribution.

H. Frank, A. Kessler and C. Korunka propose an analysis of the effect of market orientation in the specific context of family firms. Considering that due to their long-term strategies and customer-value orientation, family firms support the development of market orientation, the authors suggest that responsive and proactive market orientation has a positive impact on the share of regular customers, success with new products/services and sales growth of family firms.

The second article, written by W.A. Nakara, F-Z. Benmoussa and A. Jaouen, focuses on the social media marketing practices of SMEs. They show that, although social media provide affordable channels for marketing and are thus appropriate tools for firms with limited resources, some entrepreneurs still question their credibility. The authors describe SME practices, show that SMEs underuse these tools, and propose managerial recommendations to small business managers.

Then, A. Zauner, M. Fink, D. Maresch and E. Aschauer focus on Facebook and investigate whether

- 1 the image of the brand
- 2 the celebrity endorser credibility of a top sports team influence the perceived customer value of the sponsoring firm.

Finally, the authors emphasise on the relevance of coordinated marketing activities that use social media to create customer value.

More generally, D. Bhatli, F. Eggers and K. Gundolf analyse the role of information management in small firms. Focusing on how collecting and accessing relevant information in the digitised consumer universe, the authors show that brand communities are a valuable source giving entrepreneurial marketing related insights, helping SMEs to exploit opportunities and reduce market risks.

Entrepreneurial marketing also covers new ventures and firm's creation stage. So, three interesting contributions propose relevant knowledge in this context. In the fifth article, F.U. Siems, S. Kraus and P. Pollok focus their interest on pricing practices in SMEs and start-ups. By using the most current findings from marketing research, their paper shows which characteristics result for pricing in SMEs and start-ups, and what are the managerial implications of these practices.

Then, the sixth article of this special issue centres on born-global small and micro-businesses. C. Arpa, S. Tiernan and M. O'Dwyer propose, by considering owner-manager perceptions, an insight into entrepreneurial orientation, market orientation and internationalisation of these specific firms. They present a conceptual model which combines internationalisation and orientation approaches in studying small and micro-businesses.

R. Schulte examines in his contribution the financing relationships between new ventures and their bank creditors. The author develops a theoretical framework for an analysis of substantial problems in making financial contracts at reasonable terms for new ventures. He suggests the implementation of financing marketing as a basic strategy for start-ups in acquiring and maintaining financial contracts. Also, he introduces features of an entrepreneurial marketing needed to acquire financial resources, and discusses its suitability to reduce financing obstructions.

Finally, the last article offers a methodological contribution by using the card-game method to explore entrepreneurial marketing in small software technology firms. Through their study, R. Jones and J. Rowley show that the card-based game is recommended as a useful tool for SMEs to generate team discussions, to benchmark their current marketing activities and to inform and re-focus their future entrepreneurial marketing strategies.

Through these contributions, this special issue of *International Journal of Entrepreneurship and Small Business* offers new developments for the knowledge on entrepreneurial marketing. Indeed, this interface between two major disciplines, entrepreneurship and marketing, focuses on change, on opportunity and proposes an innovative approach to management. Researches in entrepreneurial marketing are currently developing e-marketing and social networks, and more quantitative surveys that could improve the construct robustness.

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