# “Entrepreneurial and innovative marketing: a systematic review of the literature”


| | |
|---|---|
| **AUTHORS** | Alex Maritz<br>Anton de Waal<br>Bert Verhoeven |



| | |
|---|---|
| **ARTICLE INFO** | Alex Maritz, Anton de Waal and Bert Verhoeven (2011). Entrepreneurial and innovative marketing: a systematic review of the literature. *Innovative Marketing* , *7*(4) |
| **RELEASED ON** | Wednesday, 29 February 2012 |
| **JOURNAL** | "Innovative Marketing " |
| **FOUNDER** | LLC “Consulting Publishing Company “Business Perspectives” |


| NUMBER OF REFERENCES | NUMBER OF FIGURES | NUMBER OF TABLES |
|---|---|---|
| 0 | 0 | 0 |


© The author(s) 2026. This publication is an open access article.

Alex Maritz (Australia), Anton de Waal (Australia), Bert Verhoeven (Australia)

# Entrepreneurial and innovative marketing: a systematic review of the literature


## Abstract

The purpose of this paper is to investigate the concepts of entrepreneurial and innovative marketing and how these concepts may be identified in the singular and/or plural context. No comprehensive theory exists in the domain of the integration of entrepreneurship and marketing. This paper proposes a conceptual entrepreneurial and innovative marketing approach from the literature, integrating academic and practice theory. Based upon abstract, generalized and explicit theoretical concepts, this paper is the first to integrate an implicit, intuitive and tacit resource of practice within a single conceptual model. Theoretical underpinnings are developed from a newly conceptualized definition of entrepreneurial and innovative marketing, perspectives on the emerging nature of entrepreneurial and innovative marketing, and models of application of entrepreneurial and innovative marketing. The proposed model facilitates entrepreneurs, innovators and corporate venturers toward establishing high growth ventures. Opportunities for further research are identified from a conceptual and empirical approach.


**Keywords:** entrepreneurial marketing, innovative marketing, academic and practice theory.

## Introduction

This paper considers the concepts of entrepreneurial and innovative marketing as singular concepts, as well as integrating both into a unilateral junction. This paper seeks to address, revisit and extend previous research studies in the domain of entrepreneurial marketing (EM) and innovative marketing (IM). The purpose is to provide an entrepreneurial and innovative, conceptual framework, integrating academic and practice theory, commonly referred to as theory for practice sake. The discursive approach is due to proceeding by academic and practice integration reasoning rather than intuition. Such integration has not been developed in the literature to date. Most literature in this domain is predominantly theory based (Collinson & Shaw, 2001; Morris, Schindehutte & LaForge, 2002; Hills & La Forge, 1992; Hill & Wright, 2000; Duus, 1997; Shaw, 2004; Stokes, 2000; Miles & Darroch, 2004; Lodish, Morgan & Kallianpur, 2001; Martin, 2009), with limited availability of practice based theory (Stokes, 2000; Quinton & Harridge-March, 2006; Maritz & Nieman, 2008; Maritz & Prebble, 2005; Morris, Berthon, Pitt, Murgolo-Poore and Ramshaw, 2001). An opportunity thus exists to integrate these two theoretical concepts into a single article, providing a 'theory for practice sake' perspective. Theoretical and literature integration is predominantly from the scholarly work of Morris, Schindehutte & LaForge (2002) and Maritz (2008); the former representing academic theory, and the latter practice theory.

As entrepreneurship and innovation lack a single defining theory, there is constant, unresolved tension between theory and practice (Steyaert & Bouwen, 1997). This is particularly so regarding entrepreneurial and innovative marketing. Practical theory emerges from the implicit, intuitive, tacit and situated resource of practice, whereas academic theory is abstract, generalized, explicit and seeks to be provable. Practical theories are derived from and relevant to the practical experiences and learning of entrepreneurs, yet contribute to the theoretical understandings and acts of entrepreneurship, bridging the artificial divide between theoretical knowing and practical action (Rae, 2004). Practical theory further gives testimony of learning from failure (Gulst & Maritz, 2009). The intention is to provide a single reference point on appropriate theoretical and practice integration to entrepreneurs, nascent entrepreneurs and innovators.

## 1. Entrepreneurial and innovative marketing literature

Whilst much has been written on entrepreneurship and innovative marketing literature, our intention is to provide substance regarding the history, definition and understanding of peculiarities specific to this mode of marketing. We take cognizance of overlying concepts of marketing orientation as an important contributor to business and new venture performance (Jones & Rowley, 2011). Furthermore, we acknowledge the significance of the interaction between entrepreneurship, innovation and marketing as a means to venture growth and performance (O'Dwyer, Gilmore & Carson, 2009). The relatively recent developments of entrepreneurial and innovative marketing theory has generated a substantial body of literature surrounding the interface between marketing, entrepreneurship and innovation, albeit fragmented and no integrated analysis or comprehensive theory in existence (Kraus, 2010).

**1.1. A historical perspective.** The historical development of entrepreneurial and innovative marketing has evolved over three decades (Collinson & Shaw, 2001).

© Alex Maritz, Anton de Waal, Bert Verhoeven, 2011.

Early work in this domain focused on issues associated with the overlap between conventional marketing theories and those advocated by entrepreneurship and innovation (Hills, Hultman & Miles, 2008). Traditional marketing is seen to operate in a consistent environment, where market conditions are continuous and the organization satisfies clearly perceived customer needs. Entrepreneurship and innovation however operates in an uncertain environment, where market conditions are discontinuous and the needs of the market and stakeholders are as yet unclear. The early 1990s saw scholars working on the areas of the interface between entrepreneurship, innovation and marketing, which has now been developed within mainstream marketing research. Further enhancement has been the identification and conceptualization of specific entrepreneurial and innovative marketing academic theory (Morris et al., 2002), complimented by entrepreneurial and innovative marketing practice theory (Maritz, 2008). A further integration of EM and IM is the American Marketing Association (AMA) definition of Marketing, placing emphasis on managing customer relationships to benefit the organization and stakeholders. An implication from this for EM and IM is social networking and relationships with customers and other stakeholders as the foundation. It is often the capability that allows EM and IM firms to gain advantage (Hills et al., 2008).

**1.2. Entrepreneurial and innovative marketing definitions and developments.** Whilst no single definitive definition exists for these dynamic marketing initiatives, many scholars highlight the integration of generic marketing with that of pure entrepreneurialism and innovation (Hiils & Laforge, 1992; Lodish & Morgan, 2001; Frederick, Kuratko & Hodgetts, 2007; Duus, 1997; Stokes, 2000). Other scholars relate entrepreneurial and innovative marketing to entrepreneurs, innovators and corporatism as a process rather than function (Miles & Darroch, 2004), as well as encompassing the orientation of entrepreneurial and innovative activities (Morris et al., 2002; Collinson & Shaw, 2001). Further developments are in specific and niche areas such as technology, innovation, competitive advantage, social entrepreneurship, economics, research and non-for profits (Shaw, 2004; Marvel & Lumpkin, 2007; Miles & Darroch, 2006; Duus, 1997; Hill & Wright, 2000; Quinton & Harridge-March, 2006; Morris et al., 2001).

Despite an array of applications and implementations, the integration of generic marketing and entrepreneurship dominates the development of entrepreneurial marketing. Morris et al. (2002; p. 13) define the concept as "the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation." This notion parallels entrepreneurial orientation and the managing of opportunities as opposed to the managing of resources (Maritz, 2008). This train of thought encapsulates the interface between entrepreneurship and marketing, and serves as an umbrella for a myriad of emerging prospective marketing initiatives and innovations. Schindehutte, Morris & Pitt (2009) provide insight by contrasting conventional and entrepreneurial marketing via bases of basic premise, orientation, context, marketer's role, market approach, customer needs, risk perspective, resource management, new product/service development and the customer's role. To this end, Morris et al. (2002) place emphasis on the integration through dimensions of proactive orientation, opportunity-driven, customer-intensity, innovation-focused, risk management, resource leveraging and value creation. One can argue that these are all similar dimensions to specific entrepreneurship topics, such as opportunity evaluation (Shane & Venkataram, 2000). Notwithstanding, Morris et al. (2002) provide a substantial addition to the body of knowledge, applying levels of marketing culture, strategy and tactics to these entrepreneurship dimensions.

Whilst Collinson & Shaw (2001) do not provide a direct definition of EM, they do however place emphasis on the interface of change focus, opportunistic in nature and innovative in approach. They are disciples of the integration of marketing and entrepreneurship. The authors further identify an entrepreneurial focus to marketing, including entrepreneurial culture, entrepreneurial management and entrepreneurial competencies. The latter relates to experience of both the industry and the job, knowledge of the product and the market, communication skills and sound judgment (Carson, Cromie, McGowan & Hill, 1995). These competencies are however not alienated to entrepreneurs.

Miles & Darroch (2006) add a new dimension of competitive advantage to the entrepreneurial marketing processes. They do not directly link entrepreneurship and marketing, but explore how larger firms leverage EM processes to gain or renew competitive advantage. Their integration encapsulates discovery or creation, opportunity assessment, leveraging innovation and shifts in the environment. They too include dimensions as developed by Morris et al. (2002); customer intensity, value creation, resource leveraging, risk-management, innovation, and proactivity. Their research provides insights on how EM can be used strategically to foster entrepreneurship within marketing processes, building and renewing competitive advantage.

Hill & Wright (2000) examined the EM/entrepreneurship interface in SMEs, highlighting the entrepreneurial orientation in these systems. One must however take

cognizance that not all SMEs portray an entrepreneurial orientation (Maritz, 2008). Notwithstanding, this research highlighted the appropriateness of the interface, highlighting EM initiatives as: the sales and selling focus, marketing skills and competencies, decision making, personal contact networks and marketing planning. To this end, Frederick et al. (2007, p. 204) define EM as "the restless pursuit of opportunity, the obsession with the customer, a focus on sales above all else." The dominance and importance of the sales function in EM is once again highlighted by Maritz & Nieman (2008).

Stokes (2000) provided a rather pragmatic, yet practice based view on EM and IM. His results indicated that successful entrepreneurs undertake marketing in unconventional ways. They tend to focus first on innovations, and only second on customer needs. They target customers through a bottom-up process of elimination, rather than deliberate segmentation, targeting and positioning strategies. Furthermore, they rely on interactive marketing methods, communicating through word-of-mouth, rather than a more conventional marketing mix. In agreement herewith, Maritz & Nieman (2008) place emphasis on unconventional initiatives, but the disregard of customer needs, or rather lack of customer centralism is in contradiction to many scholarly works (Morris et al., 2002; Frederck et al., 2007). Stokes however adds to the body of knowledge with insights to practice theory (Rae, 2004).

Although dated, Hills & LaForge (1992) complimented grounded theoretical approaches of the marketing interface to advance entrepreneurship theory. Despite the concentration on EM in this paper, their integration identified unique relevance. Such relevance included innovation, new venture creation, growth and uniqueness. Interestingly enough, profit was seen as irrelevant to the marketing interface. Of particular relevance to this paper is their integration of academic and practice theory, with the following notation: A research program dominated by logical positivism or logical empiricism would (in part) rely exclusively, or almost exclusively, on formative measures (operational definitions). On the other hand, a research program dominated by scientific realism would (again, in part) rely exclusively, or almost exclusively, on constructs which measures are reflective in nature. The former represents academic theory, whilst the latter represents practice theory.

One can consider the EM works of Duus (1997) as an outsider to the above scholars, as he introduces and identifies the relationship between economic foundations and entrepreneurial marketing. The theories underlying his concept can be divided into two main groups, with innovation, entrepreneurship and disequilibrated economic systems as connecting themes. On the one hand, he finds theories on the evolution of industries, markets and vertical business-to-business structures. On the other hand, he finds theories on the evolution and organization of skills, routines and competencies within the firm. Shaw (2004) also identified a somewhat left field approach, that of EM in a social enterprise context. She identified constraints and challenges in this context, identifying prevalent themes: opportunity recognition, entrepreneurial effort, culture and networking. Whilst these themes are certainly not contradictory to previous research, it does however provide EM insights to the social enterprise.

More recently, Hills et al. (2008) empirically examined peculiarities to EM, specifying differences between traditional marketing in the following observations: strategic orientations, commitment to opportunities, opportunity recognition, skills, and commitment of resources, control of resources, and management structure of traditional and EM. Their study found that EM firms tend to be more tactically flexible and focus their marketing efforts on promotion and selling. Traditional firms tend to use formal market research, while EM firms tend to rely on experience, immersion and intuition. This somewhat parallels the integration of academic and practice theory (Gulst & Maritz, 2009). Similarly, studies by Maritz (2008) place emphasis on the nature of the management of opportunities by entrepreneurs, opposed to management of resources by traditional managers and leaders.

Kraus & Harms (2010) further placed emphasis on entrepreneurial marketing as marketing with an entrepreneurial mindset, not only restricted to new or small ventures. They identified, in particular, elements including guerilla marketing, buzz marketing and viral marketing. Schmengler & Kraus (2010) placed emphasis on entrepreneurial marketing over the Internet. They proposed that the Internet has specific value for small and new ventures.

No marketing definition should exclude insights of the marketing mix, commonly referred to as the traditional four P's: product, price, place and promotion. Schindehutte, Morris & Pitt (2009) mention that the four P's are dead: long live the four C's. They inform that some skeptics refer to the four P's as prescriptive, polemical, permanent and problematical – generally ill-equipped to deal with the challenges the marketers facing today in which paradox, profusion plurivalence and poligny prevail. A new abstract and conceptual approach includes the four C's, the era of Generation C (Sprinwise, 2006), where C stands for content; this generation is connected, creative, collaborative and contextual. This incorporates the new dominant logic (Vargo & Lusch, 2004), engaging

new terminology as the Four C's: co-creation, community, customization and choice. Entrepreneurial marketing by no means ignores the traditional marketing mix, but encapsulate the four C's.

Examining a divergence of philosophies and practice between corporate/traditional marketing and EM, Martin (2009) also highlighted that rather than relying on the traditional four P's, entrepreneurs should encapsulate the entrepreneurial marketing mix: purpose, practices, process and people. Communication competency was seen to be foundational to successful EM. As such, the practice integration of the Martin (2009) study would encourage entrepreneurs to assess their personal situations and identify ways to improve their organizational and interpersonal communication skills and personal contact network process.

Innovation in the marketing context (O'Dwyer, Gilmore & Carson 2009; Maritz & Nieman, 2005) directly integrates with innovation in the entrepreneurship context (Marvel & Lumpkin, 2009), and EM integrates this within entrepreneurship and corporate venturing (Johnson, 2001). To this end, innovative marketing does not just relate to products, new product development, and technological development, but is also evident in other aspects of marketing related activities and decisions and is very specific to the context and needs of entrepreneurs. Such innovative marketing and EM integration may be seen in practice in social media and social-network marketing (Gilmore & Carson, 1999). Social media are online technologies and practices that people use to share opinions, insights and experiences. This allows participants to interact in real time with greater levels of connectivity, user control and customization than traditional media. Applications include, and certainly not limited to Facebook, Twitter and many other forms of viral marketing (Jurvetson & Draper, 1997).

Innovative marketing, whilst integrating with entrepreneurial marketing, is defined as doing something new with ideas, products service, or technology and refining these ideas to a market opportunity to meet market demand in a new way (O'Dwyer et al., 2009). Whilst this may well overlap directly with entrepreneurial marketing (hence the integration in this paper), O'Dwyer et al. (2009) identify the following innovative marketing variables: marketing variables, modification, customer focus, integrated marketing, market focus and unique proposition.

In a study about SMEs' Vikash (2010) define marketing innovation as improvements in product design, placement, promotion or pricing. The use of innovative marketing techniques is predominant in small and medium enterprises due to reasons like poor cash flow, lack of marketing expertise, business size, tactical customer-related problems and strategic customer-related problems. They also identify that SMEs adopt different marketing concepts compared to larger firms and their marketing practices are situation specific, variable in terms of sophistication and effectiveness. Marketing innovation is a key resource and capability that small and medium manufacturers can use to manage their environment, perform and even survive in tough economic times (Vikash, 2010).

Innovative marketing is made up of six components given as marketing variables (product enhancement, alternative channels and methods of product distribution, and altering the marketing mix), modification (proaction and change management), integrated marketing (marketing integration and the permeation of marketing), customer focus, market focus (vision, profit and market-centred), and unique proposition (uniqueness, newness and unconventionality) (O'Dwyer, Gilmore & Carson, 2009). Yongmin (2006) distinguish marketing innovations based on acquiring effective customer information and reducing customer transaction costs.

The emerging innovative marketing concepts of SME image, strategic alliances and product quality are integral to innovative marketing activities and practices (O'Dwyer, Gilmore & Carson, 2009, 2011). Communication and co-operation are two principal tools of innovative marketing (Harms et al., 2002). Innovative marketing is useful at a more strategic level (O'Dwyer, Gilmore & Carson, 2011). Innovative marketing is required because conventional marketing techniques are expensive (O'Dwyer, Gilmore & Carson, 2011).

Cummins et al. (cited in O'Dwyer, Gilmore & Carson, 2011) argue that innovative marketing activities do not need to be original and they can be an adaptation of an existing marketing concept or practice, therefore, the innovation lies in its unique application to a particular company or situation. Vikash (2010) identify that marketing innovation can present an attractive strategy to attempt reversing the flow of declining sales. According to Carson & Gilmore (2000), innovative marketing covers the whole spectrum of marketing activities and contributor to the marketing mix of the firm.

**1.3. A new conceptual definition.** Despite the vast developments in the literature on EM, and whilst commonalities between marketing and entrepreneurship have been identified (Hills & LaForge, 1992), there is still no agreed definition of entrepreneurial and innovative marketing. This may be because EM and IM are characterized by responsiveness to the environment and an intuitive ability to

anticipate changes in customer demands (Shaw, 2004). To this end, an adaptation of the Morris et al. (2002) definition is conceptualized for this research.

*"Entrepreneurial and innovative marketing is the proactive identification and exploitation of opportunities for acquiring and retaining appropriate stakeholders through innovative approaches to risk management, resource leveraging, unique propositions and value creation".*

We introduce stakeholders as opposed to customers, as marketing activities incorporate relationships and integrated marketing communications with all appropriate stakeholders, not limited to customers. In addition, we exclude profit, as this excludes social entrepreneurship (Shaw, 2004; Morris et al., 2001). Furthermore, the profit concept is in line with the findings of Hills & LaForge (1992). Key links include opportunity evaluation (Shane & Venkataraman, 2000), risk (Frederick et al., 2007), resources (Timmons & Spinelli, 2007) and value (Maritz & Nieman, 2008). Proactive identification mirrors entrepreneurial orientation (Maritz, 2006). The acquisition and retention of stakeholders integrates with the service profit chain (Maritz & Nieman, 2009). Furthermore, innovative approaches reflect the integration of innovative marketing (Maritz & Nieman, 2005) and EM. We place emphasis on the relationship between entrepreneurship and radical innovation, whereby innovation transforms existing markets, create new markets, and stimulate economic growth (Marvel & Lumpkin, 2009). It is important to note that we define EM as a process (Martin, 2009), not limited to the entrepreneur, but also adaptable to corporate venturing (Covin & Miles, 1999; Zahra, Nielsen & Bogner, 1999). Finally, we add unique propositions, an innovative marketing variable as identified by O'Dwyer et al. (2011).

**1.4. Entrepreneurial marketing frameworks and models.** Scholars have developed entrepreneurial and innovative marketing models over the past decade, albeit predominantly from an academic theory perspective (Maritz & Prebble, 2005; Morris et al., 2002; Stokes, 2000). The Maritz & Prebble (2005) framework conceptualized an entrepreneurial marketing planning overview; based upon a variety of frameworks in entrepreneurship and related disciplines. Morris et al.'s (2002) model of antecedents and outcomes of entrepreneurial marketing delineated the linkages between EM and its drivers and outcomes. Stokes (2000) introduced a model of the EM process, incorporating innovations as a starting point, followed by target markets, interactive marketing initiatives and networking. He referred to it as the 4 I's model: innovations, identification, interactive and information.

Stokes' (2000) entrepreneurial marketing processes were predominantly developed from practice-based theoretical approaches, as opposed to the Maritz & Prebble (2005) and Morris et al. (2002) models being based upon academic theoretical principals. Of particular reference to the development of the Morris et al.'s (2002) model was the propensity of perspectives on the emerging nature of marketing. This is particularly relevant to initiatives adopted in entrepreneurial marketing. Such perspectives include, but are not limited, to relationship marketing, guerrilla marketing, viral marketing, digital marketing, radical marketing, buzz marketing, customer centric marketing and convergence marketing. A weakness on the perspectives is the omission of social marketing (Brennan & Binney, 2008), taking particular cognizance of the growth of social entrepreneurship (Austin, Stevenson & Wei-Stiller, 2006). The author since included the origins of social marketing back to 1971, with an appropriate definition and domain update some 20 years later by Andeasen (1994). Opportunities exist to compliment services marketing and social network marketing, particularly technological developments, to the perspectives identified. Convergence of mobile telephone marketing (3G in particular) and the web are relevant additions, although being innovative initiatives of digital marketing back in 1998. Social-network marketing and social media are such an interface between technology, radical innovation and EM. Perspectives of the emerging nature of marketing (Morris et al., 2002) have been adapted to incorporate the inclusion of developments in EM. Table 1 depicts such perspectives.

Table 1. Perspectives on the emerging nature of marketing, entrepreneurial marketing and innovative marketing

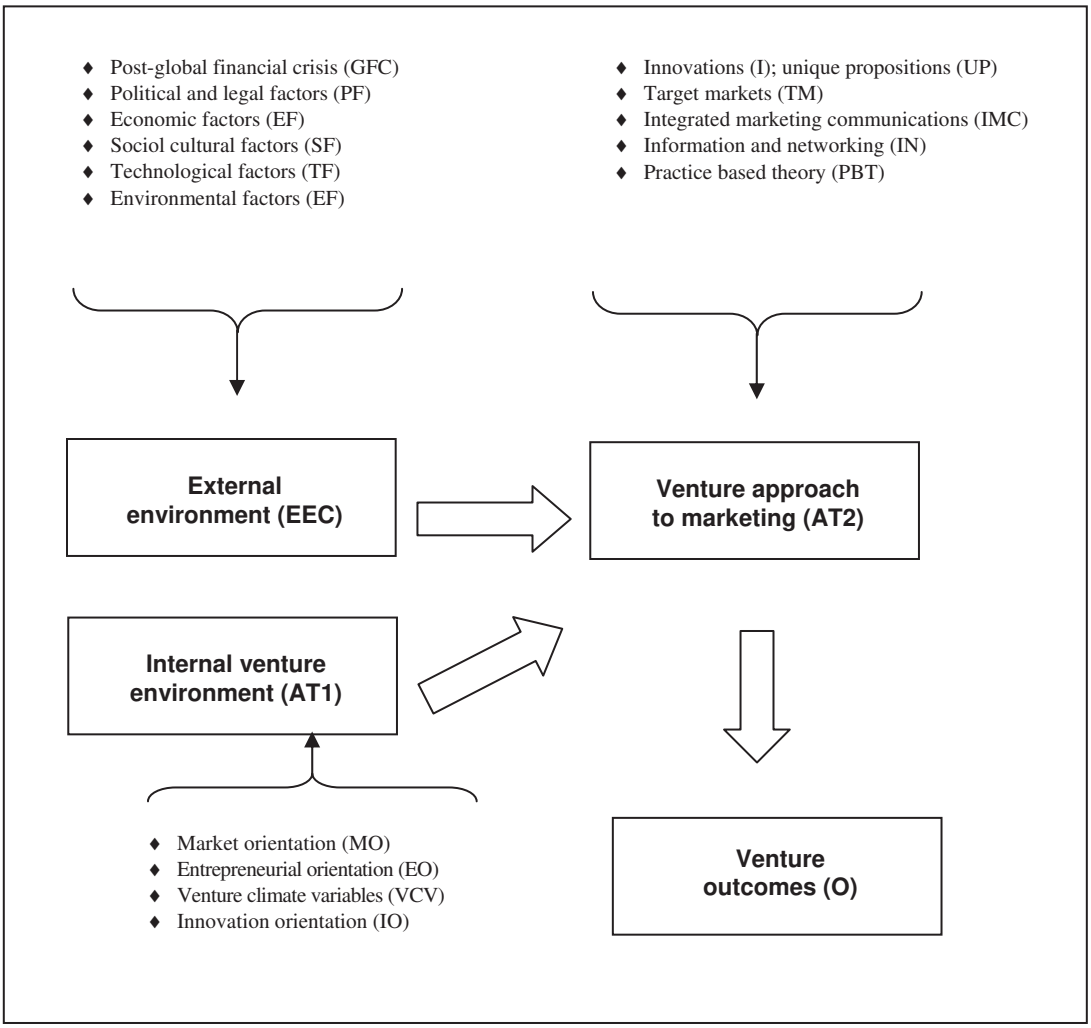
| Term/date | Underlying dimensions | Factors leading to use | Type | Source |
|---|---|---|---|---|
| Social marketing (1971) | The systematic application of marketing, along with other concepts and techniques, to achieve specific behavioral goals for a social good | Integration of social sciences and social policy, and commercial and public sector marketing approaches | Paradigm | Kotler & Zaltman (1971) |
| Relationship marketing (1983) | Identifying, establishing, maintaining and terminating relationships with customers and other stakeholders, at a profit; achieving objectives of both parties | Sophisticated customers want individualized attention; new technology; maturing markets | Paradigm, perspective/ approach | Berry (1983), Gronroos (1990, 1994, 1999) |
| Services marketing (1985) | The rationale for a separate treatment of services marketing centers on the existence of a number of characteristics of services: intangibility, inseparability of production and consumption, heterogeneity and perishability | Focus on dynamic characteristics of services and service quality | Strategy/ approach | Zeithaml, Parasuraman & Berry (1985) |

Table 1(cont.). Perspectives on the emerging nature of marketing, entrepreneurial marketing and innovative marketing

| Term/date | Underlying dimensions | Factors leading to use | Type | Source |
|---|---|---|---|---|
| Expeditionary marketing (1992) | Creating markets before competitors; continuous search for innovative product concepts; overturning price/performance assumptions; leading rather than following customers; tolerance of failure | Increased focus on speed (cycle time), quality and cost | Strategy | Hamel & Prahalad (1992) |
| Guerrilla marketing (1993) | Low cost, effective communications; cooperative efforts and networking; leveraging resources, using energy and imagination | Changes in markets, media, methods, marketing; limited budgets, resources, time | Tactic | Levinson (1993) |
| One-to-one marketing (1993) | Marketing based on knowing the customer through collaborative interactions (dialogue and feedback) to tailor individualized marketing mix on 1:1 basis, product-centric | Technology-generated discontinuities; emergence of 1:1 media | Strategy/ approach | Peppers & Rogers (1993) |
| Service Profit Chain marketing (1994) | A strategic service vision integrating long-term growth and profit to employee and customer satisfaction. This includes internal marketing and part-time marketing | Strategic marketing initiatives of service quality; implementations include referrals, related sales and retention | Strategy/ approach | Heskett, Jones, Lovemore, Sasser (1994) |
| Real-time marketing (1995) | Technology-facilitated, real-time dialogues with interactive services | Information technology; high speed communication; customized software | Strategy | McKenna (1995, 1997) |
| Disruptive marketing (1996) | Shattering culturally embedded biases and conventions; setting creativity free to forge a radical new vision of a product, brand or service | Discontinuities | Process/ methodology | Dru (1996, 2002) |
| Viral marketing (1997) | Self-replicating promotion fanning out over community webs and spreading like a virus, multiplying and mutating as like-minded people market to each other | Internet boom | Tactic | Jurvetson & Draper (1997) |
| Digital marketing (1998) | New forms of interaction lead to deeper relationships and greater personalization | IT-enabled interactivity | Strategy | Parsons, Zeisser & Waitman (1998) |
| Network marketing (1999) | Advocates that networking is an inherent tool of marketing that is wholly compatible with entrepreneurial decision-making | Networking can be harnessed into proactive marketing infrastructure | Tactics | Gilmore & Carson (1999) |
| Permission marketing (1999) | Approach to selling goods and services in which a prospect explicitly agrees in advance to receive marketing information | Advent of the Internet and e-mail | Approach | Godin & Peppers (1999) |
| Radical marketing (1999) | Redefine competitive rules; challenge conventional wisdom of the industry; strong visceral ties with target audience; maximal exploitation of limited budget | Focus on growth and expansion rather than short term profits; limited financial resources | Approach | Hill & Rifkin (1999) |
| Buzz marketing (2000) | Consumer-generated information dispersal through individual network hubs by creating excitement, infatuation and missionary zeal | Rise of Internet; cost-effective WOM; growing dissatisfaction with standards set of solutions | Tactic | Rosen (2000) |
| Customer-centric marketing (2000) | Marketing function seeks to fulfill needs/wants of individual customers, focuses on the needs, wants and resources of customers as staring point in planning process | Increased pressure to improve marketing productivity; increased market diversity; emerging technology | Orientation | Sheth, Sisodia & Sharma (2000) |
| Convergence marketing (2002) | Fusion of different technologies or combination of channels creating new possibilities for the hybrid consumer | Internet as commercial platform; empowered/hybrid consumer | Strategy | Wind, Mahajan & Gunther (2002) |
| Dominant-logic marketing (2004) | Marketing has moved from a goods-dominant view, in which tangible output and discrete transactions were central, to a service-dominant view, in which intangibility, exchange processes, and relationships are central | Service provision rather than goods is fundamental to economic exchange | Strategy | Vargo & Lusch (2004) |
| Innovative marketing (2005) | The implementation of entrepreneurial and innovative initiatives to enhance the marketing outcomes of new and existing ventures | Focus on risk-taking, proactive marketing tactics to gain competitive advantage through marketing outcomes | Tactic | Maritz & Nieman (2005) |
| Value-creating marketing (2006) | Emerging shift in the conceptualization of value creation in ventures, the emergence of value ecology thinking | Shift from thinking about consumers to thinking about co-creators of value | Strategy/ orientation | Hearn & Pace (2006) |
| Social-network marketing and social media (2008) | (Internet and technology specific): A dynamic shift in how people are using the Internet: creating and participating in social spaces through the Internet; extension of convergence marketing | Online social networks present an efficient platform to use in distribution marketing messages | Tactic | Gilmore & Carson (1999) |

Source: Adapted from Morris et al. (2002).

Following the perspectives, various models as identified above were presented to delineate the EM and IM process. An adaptation and incorporation of Morris et al. (2002) and Stokes (2000) model is introduced as conceptualization for this research. Figure 1 represents this in a newly developed conceptual format.




Source: Adapted from Morris et al. (2002) and Stokes (2000).

**Fig. 1. A model of application for entrepreneurial and innovative marketing**

According to the integration of the Morris et al. (2002) and Stokes (2000) models, organizational outcomes are the result of the external and internal environments, plus organizational approach to marketing. The internal venture environment includes opportunity evaluation (Shane & Venkataraman, 2000), risk (Frederick et al., 2007), resources (Timmons & Spinelli, 2007), innovation orientation (O'Dwyer et al., 2009) and entrepreneurial orientation (Maritz, 2006). Organizational approaches incorporate EM and IM activities. Such activities include marketing variables, modification, customer focus, integrated marketing, market focus, unique propositions (O'Dwyer et al., 2009), acquisition of stakeholders (Maritz & Nieman, 2009), and adapting marketing strategies to anticipated changes in customer demands (Shaw, 2004). Venture outcomes are predominantly determined (in this context) by value (Maritz & Nieman, 2008).

## 2. Discussion and implications for theory and practice

The new conceptualized EM and IM definition, perspectives on the emerging nature of EM and IM (Table 1) and model of the application of EM (Figure 1) all contribute to the academic theoretical concepts of this article. These conceptualizations are abstract, generalized, explicit and seek to be provable. The EM and IM initiatives to be implementedby entrepreneurs and innovators represent practice theory. These are derived from the practical experiences and learning of the entrepreneurs and innovators and emerge from the implicit, intuitive, tacit and situated resource of practice.

This is the first study of its kind which addresses a discursive approach to entrepreneurial and innovative marketing using grounded theory, to integrate academic and practice theory. Implications include the

practical application of EM and IM initiatives, predominantly in a technological and innovative manner, made available in a conceptual model. As such, using academic research in the EM and IM domains, practice-based theories have been recommended, whereby entrepreneurs may implement such initiatives in the overall objective of adding value to their ventures. This is certainly not limited to net wealth only, but to social enterprises adopting an EM and IM approach. Furthermore, these initiatives are recommended for entrepreneurs, innovators and corporate venturers.

By taking a more contextualized view of innovative and entrepreneurial marketing and by defining the concept through consideration of the appropriate and associated literature, this article has sought to integrate discussion of EM and IM activities into the wider conceptual base and framework, and proposes a new conceptual model. This model requires further testing in a range of different contexts, but has the potential to inform the development of both practice and theory in innovative and entrepreneurial marketing.

## Conclusion

These processes are unique to entrepreneurs, innovators and corporate venturing, and do not represent a broad-scale of traditional marketing concepts. Of course, not all entrepreneurs implement these EM and IM initiatives, nor do all entrepreneurs operate exactly like this. The conceptual model does however provide a framework for entrepreneurs to adopt toward developing high-growth business ventures. The conceptual model incorporates academic theory from the conceptual definition introduced in this article, the perspectives of the emerging nature of EM and IM, and the application of EM and IM. In addition, the conceptual model incorporates practice theory, by introducing EM and IM initiatives.

There are inferences in some of the literature that entrepreneurs do not conform to traditional marketing methods, largely due to scarcity of resources. This does however not mean that EM and IM initiatives are sub-standard or inferior to traditional marketing strategies. In fact, many EM and IM initiatives are well strategized and implemented, and from the success of the entrepreneurs, provided exceptional value to their ventures. An opportunity certainly exists to compare the effectiveness of such EM initiatives against traditional measures, obviously taking cognizance of resource allocation. This opens a new avenue for research in EM and IM. It may well be documented that EM and IM is marketing for entrepreneurs, innovators, corporate venturers and initiatives within entrepreneurial contexts.

Research limitations are subject to the limited literature in the field, albeit limited to the practice theory components only. Future research may well relate to learning outcomes of EM and IM initiatives, but a greater understanding of innovation in EM and entrepreneurship *perse* is required. This is particularly the case regarding technology, innovation and social media, whereby social interaction is predominant. It furthermore supports the democratization of knowledge and information, transforming people from content consumers into content producers. Research is extremely scant within this EM and IM domain. Opportunities for further research are to examine these conceptual frameworks empirically, with recommendations for further research to develop further conceptual models.

## References


1. Andreasen, A.R. (1994). Social marketing: Its definition and domain, *Journal of Public Policy and Marketing*, 13 (1), pp. 108-114.
2. Austin, J., Stevenson, H., Wei-Skillern (2006). Social and commercial entrepreneurship: same, different, or both? *Entrepreneurship Theory and Practice*, 30 (1), pp. 1-22.
3. Berry, L.L. (1983). Relationship Marketing, in Emerging Perspectives of Services Marketing, Berry, L.L., Shostack, G.L., Upah, G.D., eds., Chicago, American Marketing Association, pp. 25-28.
4. Brown, S. (1996). Art or Science? Fifty years of marketing debate, *Journal of Marketing Management*, 12 (4), pp. 243-268.
5. Brennan, L. Binney, W. (2008). Concepts in conflict: social marketing and sustainability, *Journal of Nonprofit and Public Sector Management*, 20 (2), pp. 261-281.
6. Carson, D., Coviello, N. (1996). Qualitative research issues at the marketing/entrepreneurship interface, *Marketing Intelligence and Planning*, 14 (6), pp. 51-58.
7. Carson, D., Cromie, S., McGowan, P., Hill, J. (1995). *Marketing and Entrepreneurship in SMEs, An Innovative Approach*, Prentice-Hall, Englewood Cliffs, NJ.
8. Collinson, E., Shaw, E. (2001). Entrepreneurial marketing – a historical perspective on development and practice, *Management Decision*, 39 (9), pp. 761-766.
9. Cope, J. (2005). Researching entrepreneurship through phenomenological inquiry, *International Small Business Journal*, 23 (2), pp. 163-189.
10. Covin, J.G., Miles, M.P. (1999). Corporate entrepreneurship and the pursuit of competitive advantage, *Entrepreneurship Theory and Practice*, 23, pp. 14-29.
11. Dru, J.M. (1996). *Disription*, New York: John Wiley and Sons.

12. Duus, H.J. (1997). Economic foundations for an entrepreneurial marketing concept, *Scandinavian Management Journal*, 13 (3), pp. 287-305.
13. Frederick, H.H., Kuratko, D.F., Hodgetts, R.M. (2007). *Entrepreneurship: Theory, Process, Practice*, Thomson: Victoria, Australia.
14. Gibb, A.A. (1990). *Organising small firms research to meet the needs of customers of the 21st century.* In Robertson, Chell and Mason (Eds), *Towards the 21st Century, The Challenge for Small Business*, Nadamal Books, Macclesfield.
15. Gilmore, A., Carson, D. (1999). Entrepreneurial marketing by networking, *New England Journal of Entrepreneurship*, 6 (1), pp. 31-38.
16. Godin, S., Gladwell, M. (2001). *Unleashing the idea virus*, San Fransisco: Do You Zoom Inc.
17. Godin, S., Gladwell, M. (2001). *Permission marketing: turning strangers into friends and friends into customers*, New York: Simon and Schuster.
18. Gronroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organizational interface, *Journal of Business Research*, 20 (4), pp. 3-11.
19. Gulst, N., Maritz P.A. (2009). Venture Failure: Commonalities and Causes, AGSE Conference, February, Adelaide.
20. Hamel, G., Prahalad, C.K. (1992). Corporate Imagination and Expeditionary Marketing, *Harvard Business Review*, 69 (4), pp. 31-43.
21. Hearn, G., Pace, Cassandra (2006). Value-creating ecologies: understanding next generation business systems, *Foresight*, 8 (1), pp. 55-65.
22. Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, W.E., Schlesinger, L. (1994). Putting the service profit chain to work, *Harvard Business Review*, March-April, pp. 3-14.
23. Hills, G.E., Hultman, C.M., Miles, M.P. (2008). The evolution and development of entrepreneurial marketing, *Journal of Small Business Management*, 46 (1), pp. 90-112.
24. Hill, J., Wright, L.T. (2000). Defining the scope of entrepreneurial marketing: A qualitative approach, *Journal of Enterprising Culture*, 8 (1), pp. 23-46.
25. Hill, S., Rifkin, G. (1999). *Radical marketing: from Harvard to Harley, lessons from Ten that broke the rules and made it big*, New York: Harper Collins.
26. Hills, G.E., LaForge, R.W. (1992). *Entrepreneurship Theory and Practice,* (Spring), pp. 33-58.
27. Johnson, D. (2001). What is innovation and entrepreneurship? Lessons for larger organizations, *Journal of Industrial and Commercial Training*, 33 (4), pp. 135-140.
28. Jones, R., Rowley, J. (2011). Entrepreneurial marketing in small businesses: A conceptual exploration, *International Small Business Journal*, 29 (1), pp. 25-36.
29. Jurvetson, S., Draper, T. (1997). Viral marketing, Netscape M-Files (original version). Edited version published in Business 2.0, November 1998.
30. Kotler, W., Zaltman, A. (1971). Social Marketing: An approach to planned social change, *Journal of Marketing*, 35, pp. 3-12.
31. Kraus, S., Harms, R. (2010). Entrepreneurial marketing: moving beyond marketing in new ventures, *International Journal of Entrepreneurship and innovation Management*, 11 (1), pp. 19-33.
32. Levinson, C. (1993). *Guerrilla Marketing: Secrets for Making Big Profits from Your Small Business*, Boston: Houghton Mifflin Company.
33. Lodish, L., Morgan, H. (2001). *Entrepreneurial marketing: Lessons from Wharton's Pioneering MBA course*, John Wiley: New York.
34. Martin, D.M. (2009). The entrepreneurial marketing mix. *Qualitative Market Research: An International Journal*, 12 (4), pp. 391-403.
35. Maritz, P.A. (2008). Entrepreneurial services marketing initiatives facilitating small business growth, *Journal of Small Business and Entrepreneurship*, 21 (4), pp. 49-53.
36. Maritz, P.A., Nieman, G. (2008). Implementation of service profit chain initiatives in a franchise system, *Journal of Services Marketing*, 22 (1), pp. 13-23.
37. Maritz, P.A. (2006). A cross-tasman perspective of entrepreneurial orientation of franchisees, *New Zealand Journal of Applied Business research*, 5 (1), pp. 1-8.
38. Maritz, P.A., Nieman, G. (2005). Innovative marketing initiatives in a franchise system, *Journal of Innovative Marketing*, 1, pp. 21-33.
39. Maritz, P.A., Prebble, D. (2005). Integration of entrepreneurship through frameworks: a marketing perspective. Proceedings of the International Research Conference: Creating an Entrepreneurial Economy, the role of Enterprise and innovation, July, Waikato: NZ.
40. Marvel, M.R., Lumpkin, G.T. (2007). Technology entrepreneurs' human capital and its effects on innovation radicalness, *Entrepreneurship Theory and Practice*, 3, pp. 807-828.
41. Miles, M.P., Darroch, J. (2006). Large firms, entrepreneurial marketing processes, and the cycle of competitive advantage, *European Journal of Marketing*, 40 (5/6), pp. 485-501.
42. Morris, H.M., Schindehutte, M., Laforge, R.W. (2002). Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives, *Journal of Marketing Theory and Practice* (Fall), pp. 1-18.
43. Morris, H.M., Berthon, P.R., Pitt, L.F., Murgolo-Poore, M.E., Ramshaw, W.F. (2001). An entrepreneurial perspective on the marketing of charities, *Journal of Nonprofit & Public Sector Marketing*, 9 (3), pp. 75-87.

44. Peppers, D., Rogers, M. (1993). The new marketing paradigm: one to one, *American Advertising*, 9 (4), pp. 93-102.
45. McKenna, R. (1995). Real-time marketing, *Harvard Business review*, 73 (4), pp. 87-95.
46. McKenna, R. (1997). Real-time: Preparing for the age of the never-satisfied customer, *Upsie*, 9 (10), pp. 138-143.
47. O'Dwyer, M., Gilmore, A. & Carson, D. (2011). Strategic alliances as an element of innovative marketing in SMEs, *Journal of Strategic Marketing*, Vol. 19 (1), pp. 91-104.
48. O'Dwyer, M., Gilmore, A., Carson, D. (2009). Innovative marketing in SMEs, *European Journal of Marketing*, 43 (1), pp. 46-61.
49. Parsons, A., Zeisser, M., Waitman, R. (1998). Organizing today for the digital marketing of tomorrow, *Journal of Interactive Marketing*, 12 (1), pp. 31-46.
50. Quinton, S., Harridge-March, S. (2006). The interaction of technology in entrepreneurial marketing: an illustrative case from a wine merchant, *Strategy and Change*, 15, pp. 85-102.
51. Rae, D. (2004). Practical theories from entrepreneurs' stories: discursive approaches to entrepreneurial learning, *Journal of Small Business and Enterprise Development*, 11 (2), pp. 195-202.
52. Rosen, E. (2000). *The anatomy of buzz: how to create word of mouth marketing*, New York: Doubleday.
53. Schindehutte, M., Morris, M.M., Pitt, L.F. (2009). *Rethinking Marketing: The Entrepreneurial Imperative*, Pearson Education Inc: New Jersey.
54. Schmengler, K., Kraus, S. (2010). Entrepreneurial marketing over the internet: an explorative qualitative empirical analysis, *International Journal of Entrepreneurial Venturing*, 2 (1), pp. 56-69.
55. Shane, S., Venkataraman, S. (2000).The promise of entrepreneurship as a field of research, *Academy of Management Review*, pp. 217-226.
56. Shaw, E. (2004). Marketing in the social enterprise context: is it entrepreneurial, *Qualitative Market Research*, 7 (3), pp. 194-205.
57. Sheth, J.N., Sisodia, R.S., Sharma, A. (2000). The antecedents and consequences of customer-centric marketing, *Journal of the Academy of Marketing Science*, 28 (1), pp. 55-66.
58. Springwise (2006). Generation C. Accessed April 12, 2007, http://www.trendwatching.com/trends/GENERATION_C.htm.
59. Steyaert, C., Bouwen, R. (1997). Telling stories of entrepreneurship – towards a narrative-contextual epistemology for entrepreneurial studies, in Donckels, R., Miettinen, A. (Eds), Entrepreneurship & SME Research, Ashgate, Aldershot.
60. Stokes, D. (2000). Putting entrepreneurship into marketing: The process of entrepreneurial marketing, *Journal of Research in Marketing and Entrepreneurship*, 2 (1), pp. 1-16.
61. Stokes, D. (2000a). Entrepreneurial marketing: a conceptualization from qualitative research, *Qualitative Market Research*, 3 (1), pp. 47-54.
62. Timmons, J.A., Spinelli, S. (2007). *New Venture Creation, Entrepreneurship for the 21st Century*, McGraw-Hill Irwin: Sydney.
63. Vargo, S.L., Lusch, R.F. (2004). Evolving to a new dominant logic for marketing, *Journal of Marketing*, 68, pp. 1-17.
64. Vikash, N. (2010). Firm survival through a crisis: The influence of market orientation, marketing innovation and business strategy, *Industrial Marketing Management*, Vol. 39 (8), pp. 1311-1320.
65. Wind, Y.J., Mahajan, V., Gunther, R.E. (2002). *Convergence marketing: Strategies for reaching the new hybrid consumer*, Upper Saddle River, NJ: Prentice Hall.
66. Zahra, S.A., Nielsen, A.P., Bogner, W.C. (1999). Corporate entrepreneurship, knowledge and competitive development, *Entrepreneurship Theory and Practice*, 23, pp. 1-14.
67. Zeithaml, V.A., Parasuraman, A., Berry, L.L. (1985). Problems and strategies in services marketing, *Journal of marketing*, 49 (Spring), pp. 33-46.