

Analysis of Entrepreneurial Marketing Dimensions - A Pilot Study with respect to MSMEs of Hubli-Dharwad and Belgaum Districts.

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Abstract:

Historically speaking, Many scholars though argue marketing and entrepreneurship as has been looked upon as a something what distinct and unreasonable relationship components, unrelated to each other, However, several the studies argue in favour of done till today have contributed to collate interlinking these two disciplines. In the last two decades, efforts have been made to theoretically as well as empirically Studies have also identified and evaluated the relationships between these two fields, which has led to the emergence of new area of theoretically as well as practically. In the last two decades, a new area of marketing is identified and, focused, and called known as “Entrepreneurial Marketing”.

Entrepreneurial Marketing has grown both as a discipline as well as a subject in various management schools. Entrepreneurial Marketing helps the firms to adopt bold postures in changing the business environment. Entrepreneurial Marketing is originates from two major discipline's, namely, Entrepreneurship and Marketing. Entrepreneurial Firms, Commonly as owner -managed firms, have the characteristics of Opportunity Focus, Pro-activeness, Customer Intensity, Risk Taking, Innovation, Resource Leveraging and

Value Creation which are seen similar to Dimensions of Entrepreneurial Marketing identified by various scholars/academicians over a period of time.

The aim of this paper is to bring out the origin and development of Entrepreneurial Marketing, How the definitions of Entrepreneurial marketing and its dimensions have changed over a period of time, and measuring dimensions of Entrepreneurial Marketing in MSME Entrepreneurial Firms in selected Industrial Clusters of Karnataka.

Key Words: Entrepreneurship, Marketing, Entrepreneurial Firms, Entrepreneurial Marketing, MSMEs, Hubli-Dharwad, Belgaum.

Introduction

Marketing and Entrepreneurship traditionally has been identified as two separate academic fields. Recently, various researchers and scholars have proposed models that combine the two fields of marketing and entrepreneurship. At present, entrepreneurship is recognised as a field of economic growth in developing countries like India. Due to the growing importance of entrepreneurship and marketing across the globe, the significance of entrepreneurial firms, entrepreneurial behaviour and entrepreneurial marketing has also increased.

Significance of Entrepreneurial Firm

Entrepreneurial firms are resource constrained firms that need to have network competent in establishing and using relationships with their partners to obtain significant resources for product development. They are characterized by their abilities to find and exploit opportunities to create products and services that would meet the future needs of people (Shane, 2000; Stevenson and Jarillo, 1990; Venkataraman, 1997).

However, these firms are subjected to volatile business environments that produce rapid and unexpected changes, which can be considered both as a boon in terms of opportunity creation or a bane in terms of threat to the firm. To convert the vicissitudes of changes favourably towards them, the firms should be proactive, innovative and willing to take risks (Covin and Slevin, 1991; Covin and Miller, 2014). As a definition, entrepreneurial firms are the ones that “engage in product-market innovation, undertake somewhat risky ventures, and are the first to come up with “proactive” innovations.

In entrepreneurial firms, ownership and decision-making is typically centred on entrepreneurs (Glancey, 1998). Covin and Slevin (1991) suggest that entrepreneurial firms consist of risk-takers who are innovative and proactive in their environments and behave entrepreneurially at three levels. The first level that comprises

top management are risk-takers pertaining to investment and its return. The second level entrepreneurs include production specialist who are innovative and have a tendency to be market leaders in terms of technology. The third level entrepreneurs include pioneers, who have aggressive characteristics against their competitors in the market.

The limited resources available to the entrepreneurial firms restrict their resilience and ability to adapt. Being new to the role, firm members are often inefficient and error-prone. They lack track record of buyers and suppliers and other constituents, which curb their success.

Entrepreneurial Marketing also have the similar dimensions based on Entrepreneur behaviour such as Opportunity, Focus, Pro-activeness, Risk-taking, Resource Leveraging, Innovation and Value creation. The emergence of entrepreneurial marketing as a field of study will be discussed in the ensuing section.

The term “Entrepreneurial Marketing” is emerges from two fields, namely, Entrepreneurship and Marketing. According to the American Marketing Association, marketing is “the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational goals”

In relation to this, Pride and Ferrell (2000, p. 14) define marketing management as “the process of planning, organizing, implementing and controlling marketing activities to facilitate effective and efficient exchanges.” Any definition of marketing should have the following five components as suggested by Zikmund and D’amico (2001):

1. Two or more parties.
2. Something that is given by a party.
3. Something that is received by a party.
4. Level of communication between the parties.
5. Mechanism to perform the exchange.

Entrepreneurship can be conceptualized as a process that occurs in organizations of all sizes and types (Bygrave, 1989; Cornwall and Perlman, 1990; Morris and Kuratko, 2001; Pinchot, 2000). Stevenson, Roberts, and Grousbeck (1989) define entrepreneurship as “the process of creating value by bringing together a unique package of resources to exploit an opportunity.” The process itself includes a set of activities necessary to identify an opportunity, define a business concept, assess the needed resources, acquire those resources, and manage and harvest the venture. Two key ingredients are necessary for accomplishing these activities: an entrepreneurial event and an entrepreneurial agent. The event involves the development and

implementation of a new concept (i.e., a new product, service, or process), while the agent is a person or group that takes responsibility for bringing the event to fruition.

A new field has emerged from the past two decades known as Entrepreneurial Marketing which has characteristics of creating, communicating and delivering value to the customers and stakeholders. Entrepreneurial Marketing enables the processes of finding an opportunity, providing environmental pro-activeness in conducting business, and managing customer intensity with calculated risk taking.

Prof. G. Hills promoted the concept of Marketing with-in and Entrepreneurship in marketing. In and entrepreneurship research conference, he first wrote first about the empirical study of the marketing and entrepreneurship interface, starting this way thus laying the foundation for marketing and entrepreneurship movement within marketing.

Table 1 depicts the evolution of Entrepreneurial Marketing.

Year	Milestone	Impact
1982	First marketing and entrepreneurship research conference (G. Hills)	Started the marketing and entrepreneurship movement within marketing
1985	First empirical study of the marketing and entrepreneurship interface in frontiers of entrepreneurship research (G. Hills)	Started empirical research at the marketing and entrepreneurship interface and documented the importance
1987	“The relationship between entrepreneurship and marketing in established firms,” published in the Journal of Business Venturing (Morris and Paul). Empirical study of the interrelationship between marketing and entrepreneurship.	Moves EM into higher academic standing with JBV acceptance
1989 – 1991	AMA Task Force (1989) and, later, Special Interest Group is established for the marketing and entrepreneurship interface—First Tracks are created in the AMA summer (1990) and winter (1991) conferences for EM. Also, Academy of Marketing Science Congress in Singapore (1989) (G. Hills). Best Paper in Summer conference (P. Braden and R. Merz).	This added entrepreneurship legitimacy for marketing academics
1995	Carson, Cromie, McGowan, and Hill published a textbook, Marketing and Entrepreneurship in SMEs: An Innovative Approach.	Helps establish the content and Structure of EM courses.
1995	First academy of marketing symposium (U.K.) (D. Carson, Andrew McAuley). Slater and Narver’s Market orientation and the learning organization, published in Journal of Marketing.	These two milestones helped move some scholars in mainstream marketing to look at the similarities between marketing and entrepreneurship

Year	Milestone	Impact
1999	Journal of Research in Marketing and Entrepreneurship created (J. Day, P. Reynolds also D. Carson, G. Hills)	JRME provided an academic journal dedicated to EM. JRME increased the acceptance of EM scholarship
2000	Special issue of the Journal of Marketing Theory and Practice on the marketing and entrepreneurship interface (M. Miles)	Provided additional credible publication outlet for scholars of EM.
2001	Lodish, Morgan, and Kallianpur published a book based on their pioneering MBA course in EM	This text enhanced the credibility of EM as a result of Wharton Business School's Reputation
2002	Bjerke and Hultman published Entrepreneurial Marketing: The Growth of Small Firms in the New Economic Era. Morris, Schindehutte, and LaForge publish Entrepreneurial marketing: A construct for integrating an emerging entrepreneurship and marketing perspective.	This text provided additional guidance on content and context of EM. Increased the visibility and creditability of work in EM and helped define and bound the EM construct.
2004	Buskirk and Lavik published Entrepreneurial Marketing.	EM textbooks move toward the mainstream in the U.S. market.

Regarding the definition of Entrepreneurial Marketing, many authors and scholars have defined Entrepreneurial Marketing in various dimensions. Table 2 illustrates the definitions of Entrepreneurial Marketing by different scholars and researchers over a period of time.

Author and Year	Definition	Dimensions Focused
Morris et al (2002)	EM is the proactive identification and exploitation of opportunities for acquiring and retaining profitable customer through innovative approaches to risk management, resource leveraging and value creation (2002;5)	Identification Exploitations Resource Leveraging Risk Management Value Creation
Miles & Darroch (2004)	Entrepreneurial Marketing is composed of a proactive organizational focus on customer satisfaction through innovative and efficient value creation throughout the value chain (2004).	Customer Satisfaction Value creation
Beverland & Lockshin (2004) and Becherer et al. (2006)	Define entrepreneurial marketing as effective action or adaptation of marketing theory to the specific needs of SMEs. Those effective actions should simultaneously solve matters such as restrictions regarding innovation, opportunities, risk and resources.	Innovation Opportunities Risk and resources
Bäckbrö & Nyström (2006)	EM is the overlapping aspects between entrepreneurship and marketing; therefore it is the behaviour shown by any individual and/or organization that attempts to establish and promote market ideas, while developing new ones in order to create value	Individual behaviour Organizational behaviour Create Value
Becherer et al (2008)	Entrepreneurial marketing is describe the marketing processes of firms pursuing opportunities in uncertain market circumstances	Market opportunities

Author and Year	Definition	Dimensions Focused
		leveraging resources
Hills, et al (2010)	“EM is spirit, an orientation as well as a process of pursuing opportunities and launching, and growing venture that create perceived customer value through relationship, especially by employing innovativeness, creativity, selling, market immersion, networking, or flexibility”	Create relationship
Kraus, et al (2010)	“EM is an organisational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organisation and its stakeholders, and that is characterised by innovativeness, risk-taking, pro-activeness, and may be performed without resources currently controlled”.	Creating value Communicating value Delivering value
Jones and Rowley (2011)	“Entrepreneurial marketing is (...) strategic direction and involves organizational members’ practice of integrating customer preferences, competitor intelligence and product knowledge into the process of creating and delivering superior value to customers”.	Creating superior value Delivering superior value
Hills & Hultman (2011)	“Entrepreneurial marketing is considered more proactive, more innovative, more opportunity and growth oriented, and more willing to take risks than conventional marketing”.	Proactive Innovative Opportunity Growth oriented Willing to take risk
Hacioglu et al, (2012)	“We define entrepreneurial marketing as a process with an entrepreneurial spirit (marketing by founder-entrepreneur)”	Process
Daniela IONIȚĂ, (2012)	“EM is a set of processes of creating, communicating and delivering value, guided by effectual logic and used a highly uncertain business environment.	Creating Communicating Delivering value

From the above definitions, it can be stated that Entrepreneurial Marketing is an activity of finding and exploiting an opportunity with environmental pro-activeness and it innovatively leverages resources with risk-taking abilities to maintain the customer intensity regarding delivery and create value for the stakeholder.

The difference between traditional marketing and Entrepreneurial Marketing is discussed here.

Table 3 provides the difference between traditional marketing and Entrepreneurial Marketing.

Elements	Traditional Marketing	Entrepreneurial Marketing
Basic Premise	Facilitation of transactions and market control.	Sustainable competitive advantage through value creation innovation.
Orientation	Marketing as an objective, dispassionate science.	Central role of passion, zeal, persistence and creativity in marketing.
Context	Established and relatively stable markets.	Envisioned, emerging fragmented high level of turbulence.
Marketers Role	Coordinator of marketing mix, brand building.	Internal and external category, change agent.
Market Approach	Reactive	Proactive
Customer Needs	Expressed by customers	Identified by lead users.
Risk	Risk minimization	Calculated risk taking, risk sharing
Resource Management	Efficient use of existing resources	Leveraging, doing more with less
New Product/Service Development	With R&D, marketing support	Innovative marketing, customer is co-producer.
Customers Role	External source of intelligence and feedback	Active participation in firms marketing decision

Source: Morris, Schindehutte, LaForge (2002)

Industrial Clusters:

Cluster theory and its application and cluster-based economic development policy; have been in the forefront of regional economic development theory and practice during the past decade. Cluster theory suggests that firms that are part of a geographically defined cluster benefit from being a part of that cluster and that these benefits result in growth in economic output for the region. These benefits accrue as a result of co-location or geographic proximity that, in turn, creates lower input costs for firms through agglomeration economies and facilitates knowledge spillovers that produce innovation and increased productivity. Consequently, firms in clusters that generate these benefits will be more competitive³, and regions with effective clusters will experience greater growth.

Porter (1998), who is the most frequently cited advocate and analyst of cluster policy, defines clusters as “Geographic concentrations of interconnected companies and institutions in a particular field, linked by commonalities and complementarities.”

In our review of the literature, we found a wide variety of conceptualizations of clusters, some of which focused entirely on inter-firm relationships and some of which included much broader links:

- Krugman, (1991): New economic geography: Clusters as co-location decisions of firms due to increasing returns to scale, lower costs of moving goods across space, etc.
- Rosenfeld (2005): clusters “are simply geographic concentrations of interrelated companies and institutions of sufficient scale to generate externalities.”

- Cortright (2006): “An industry cluster is a group of firms and related economic actors and institutions, that are located near one another and that draw productive advantage from their mutual proximity and connections”.
- Glaeser and Gottlieb (2009): “People cluster in cities to be close to something. At their heart, agglomeration economies are simply reductions in transport costs for goods, people, and ideas” (p.1005).
- Marshall (1890): Clusters as external economies created by labor market pooling and the benefits of moving people across firms, supplier specialization, knowledge spillovers.
- Porter (1998): “Geographic concentrations of interconnected companies and institutions in a particular field, linked by commonalities and complementarities”. Clusters include: linked industries and other entities (suppliers), distribution channels and customers (demand), related institutions (research organization, universities, training entities, etc) (see also Porter (2000), p.254 for definition)
- Saxenian (1994): Clusters as social and institutional phenomena: technological change, organizations, social networks, and other non-market relationship in which markets are embedded: organization within and between businesses, relationship among firms.
- Hill and Brennan (2000, p. 67-8): We define a competitive industrial cluster as a geographic concentration of competitive firms or establishments in the same industry that either have close buy-sell relationships with other industries in the region, or share a specialized labour pool that provides firms with a competitive advantage over the same industry in other places.”

Definition of MSME in India:

Micro, Small and Medium Enterprises (MSMEs) sector have proved to be an exciting and energetic sector since last five decades in the Indian economy. MSMEs in addition to contributing to the job creation at a lower capital cost, they also contribute to the industrialization of the country and undeveloped localities, which reduces the inequalities and ensures that the national income and wealth could be distributed equally. MSMEs complements big organizations and participate in the important production areas, MSMEs has a huge contribution to the socioeconomic development of the country. In India, MSMEs are defined according to MSME Act, 2006, by the investment made by them in factories and equipment's and on the machinery which provides services. (MSME at a GLANCE 2016).

Table 4: MSME Definition: According to Ministry of MSME ACT 2006:

Manufacturing Enterprises – Investment in Plant & Machinery		
Description	INR	USD(\$)
Micro Enterprises	up to Rs. 25 Lakh	upto \$ 62,500
Small Enterprises	above Rs. 25 Lakh & up to Rs. 5 Crore	above \$ 62,500 & upto \$ 1.25 million
Medium Enterprises	above Rs. 5 Crore & up to Rs. 10 Crore	above \$ 1.25 million & upto \$ 2.5 million
Service Enterprises – Investment in Equipment		
Description	INR	USD(\$)
Micro Enterprises	Up to Rs. 10 Lakh	Up to \$ 25,000
Small Enterprises	above Rs. 10 Lakh & up to Rs. 2 Crore	above \$ 25,000 & up to \$ 0.5 million
Medium Enterprises	above Rs. 2 Crore & upto Rs. 5 Crore	above \$ 0.5 million & up to \$ 1.5 million

Research Methodology:

The Study is Exploratory in nature. In this study, based on the dimensions of Entrepreneurial Marketing, marketing mix strategies were evaluated and measured to see if there are any relationship between antecedents of entrepreneur and marketing strategies, and evaluating the cluster characteristics and marketing strategies. Impact of effectual behaviour on Marketing Strategies was also evaluated.

Population and Sample Size:

The population considered for the study consists of Entrepreneurial (Single Owner Managed Firms) Micro, Small and Medium Enterprises associated with Hubballi-Dharwad Auto-Component Cluster, Hubballi-Dharwad and Belgaum Foundry Cluster, Belagavi. The Size of the total population is 137 Micro, Small and Medium Enterprises associated with two clusters. Data has been collected from 64 Entrepreneurs using Stratified Random Sampling Technique for better Validation Statistical Analysis. Due to confidentiality and ethical consideration, the list of entrepreneurs and contact details were not disclosed in the thesis.

Stratified Random Sampling Technique: The list of MSMEs collected from both Cluster offices. After Collecting the list, Started contacting the entrepreneurs over telephone this helped to find out the entrepreneurial firms which are available at the cluster. The Total Population of both clusters is 137 and out

of 137 Total Firms, Total no of Entrepreneurial Firm are 102. Based on this Data, We Selected 3 Stratums such as Micro, Small and Medium Enterprises.

Sampling Unit for Analysis:

The Sampling Unit is Entrepreneur of Micro, Small and Medium Enterprises associated with Hubli-Dharwad Auto Component Cluster and Belgaum Foundry Cluster.

Table 1.5. Sampling Unit of Analysis

Cluster Types	Micro Enterprises		Small Enterprises		Medium Enterprises		Total	
	Population	Sample	Population	Sample	Population	Sample	Population	Sample for Pilot Study
HDAC	22	14	20	16	4	2	46	10
BFC	21	8	26	18	9	7	56	10
Total	43	22	46	34	13	9	102	20

Data Collection Method:

Primary Data was collected using Structured Interview Schedule, The list of Micro, Small and Medium Enterprises is obtained from both Cluster offices and contacted the Entrepreneur personally. Out of 102 Entrepreneurs, 20 entrepreneurs response taken for Pilot Study.

Secondary Sources of Data has been obtained from Mysore University Library Open Access Resources, Articles, Journals, Research Papers, Reports and other various available sources.

Statistical Tools used for Analysis:

A multi-method data analysis was used on the collected data. Appropriate statistical techniques were used to analyze the data. The focus of the analysis was on the Entrepreneurial Marketing Dimensions and Categories of firms, the statistical test used for the analysis was One-way Analysis of Variance.

4.2. Hypothesis on Entrepreneurial Dimension and Categories MSME Entrepreneurial Firms.

H₀₅: There is no association between Entrepreneurial Marketing dimensions and Categories MSME Entrepreneurial Firms.

H₁₅: There is an association between Entrepreneurial Marketing dimensions and Product Strategy adopted by MSME Entrepreneurial Firms.

One-way ANOVA Table for EM Dimensions

One-way ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
	Between Groups	5.070	2	2.535	6.617	.003
	Within Groups	23.370	62	.383		
	Total	28.440	64			
	Between Groups	5.665	2	2.832	4.763	.012
	Within Groups	36.273	62	.595		
	Total	41.938	64			
	Between Groups	.164	2	.082	.812	.449
	Within Groups	6.175	62	.101		
	Total	6.340	64			
	Between Groups	3.739	2	1.870	6.491	.003
	Within Groups	17.570	62	.288		
	Total	21.309	64			
	Between Groups	10.831	2	5.415	5.928	.004

One-way ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
	Within Groups	55.728	62	.914		
	Total	66.559	64			
	Between Groups	3.623	2	1.812	6.360	.003
	Within Groups	17.377	62	.285		
	Total	21.000	64			
	Between Groups	.457	2	.229	1.211	.305
	Within Groups	11.523	62	.189		
	Total	11.980	64			

Thus, there is a significant association between categories of firms and Entrepreneurial Marketing Dimensions Such as Opportunity Focus ($0.003 < 0.05$) Pro-activeness ($0.012 < 0.05$) Risk Taking ($0.003 < 0.05$) Innovation ($0.004 < 0.05$) and Resource Leveraging ($0.03 < 0.05$) in Entrepreneurial MSMEs. In case of Customer Intensity(0.449) and Value Creation(0.305) there is in-significant relationship because p-value is greater than 0.05.

Conclusion:

MSMEs Clusters plays a critical role in promoting the performance of firms in developing countries by allowing for shared production networks and stimulating Mico, Small and Medium Entrepreneurs.

The present research focused on Entrepreneurial Marketing Dimensions such as Opportunity Focus, Pro-activeness, Customer Intensity, Risk taking, Innovation, Resource, Leveraging and Value Creation and Manufacturing Units of Micro, Small and Medium Enterprises of Auto-component cluster and Belgaum foundry clusters.

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