

EXPLORING THE ROLE OF FOUNDER ENTREPRENEUR IN ENTREPRENEURIAL MARKETING CASE STUDIES FROM SMES IN PAKISTAN

Mudassir Husnain¹, Dr. Muhammad Kamran Naqi Khan²,
Dr. Fauzia Syed³ and Waheed Akhtar⁴

ABSTRACT

Current study is aimed at exploring relatively emerging phenomenon of entrepreneurship; particularly it unearths the interplay between founder entrepreneur and entrepreneurial marketing (EM) in SMEs. Business founders are classified as entrepreneurs and non-founding executives are classified as small business managers. Qualitative research design is adopted to conjecture the findings of present study. Primarily three case studies of Pakistani SMEs are selected to examine the underlying phenomenon of entrepreneurial marketing. Interviews and documentary analysis were used for data collection and content analysis is used to achieve the results of the study. Findings indicate that (a) entrepreneurial marketing and its importance varies considerably with respect to firm size; (b) for SMEs taken in current study, entrepreneurial marketing is found to be highly reactive to market opportunities and were informal; moreover, decision-making process were mostly carried by founder-entrepreneur. Present research adds to current stream of studies by elaborating the role of owner/founder in enhancing firm's capability to maintain EM activities. From practitioners' view, it contends that for entrepreneurs, networking is in compliance with EM for further strengthening marketing activity and marketing management competencies. Thus, marketing managers and founders should pay attention on developing the networks that are essential for the success of their entrepreneurial ventures. Current study is unique in the sense that it has highlighted new avenues in existing research by extending the nascent domain of entrepreneurial marketing. Moreover, this study developed and tested an integrative and holistic model of EM in SMEs.

Keywords: Communication, SMEs, entrepreneurial marketing, pakistan, founder-entrepreneur, networking

INTRODUCTION

Due to fast paced global environment, emerging needs of consumers and technological advancement, competitive paradigms seems in continuous change. Those advancements are taking businesses to strive in various horizons such as communication, marketing, design, product development and distribution (Rocks, Gilmore, & Carson, 2005; Singh, Garg, & Deshmukh, 2008). Marketing offers a vital part not only in the achievements of big companies; but, is equally considerable for SMEs, because getting/losing even a single prospect can often define the existence of SMEs (Becherer, Haynes, & Helms, 2008).

Managing marketing activities is the core concern for small firms, but it is surprisingly referred as one of the most vital and crucial activities for SME progress (Oparaocha, 2015). Entrepreneurs observe marketing as an approach to explore opportunities for their small firms (Stokes, 2000). SMEs have features that separate them from larger counterparts these dissimilarities include size, management style, objectives and marketing strategies (Carson, 1990; Mc Cartan-Quinn & Carson, 2003; Oparaocha, 2015). In the same line of reasoning Reijonen (2010) stated that, conventional theories of marketing are not in position to give a reasonable clarification of marketing applicability in small enterprises. Therefore, entrepreneurial marketing in SMEs attract many researchers (Becherer et al., 2008; Berthon, Ewing, & Napoli, 2008; Reijonen, 2010). Gilmore, Kraus, O'Dwyer, and Miles (2012) even say that business strategies and assessment in small enterprises has been the concern of academic research for at least three decades.

In the same lines, Stokes (2000) defined marketing in small enterprises as "marketing carried out by entrepreneurs of entrepreneurial ventures"; employing techniques to gain innovative insights for enterprises that are distinct from conventional marketing (Carson & Gilmore, 2000) and sometimes referred as administrative marketing. Here, we define entrepreneurial marketing (EM) as the process with spirit of entrepreneurship (marketing by entrepreneur/founder) (Hacioglu, Eren, Eren, & Celikkan, 2012). Moreover, in this study, owner-entrepreneur is represented as an individual who forms a venture, a self-employed and founder, while a non-founder or a manager is a salaried person who perform his/her tasks under supervision of entrepreneur.

SMEs make up important part of the developing country economies including Pakistan. Although, in Pakistan no sufficient attention has been given to entrepreneurial marketing (Muhammad, Day, Ali, & Sabir, 2015), however, prevalence of SMEs in the Pakistani economy is apparent (Ahmed, Ali, & Pathan, 2015).

¹PhD Scholar, International Islamic University Islamabad, Pakistan.

²Professor of Marketing, Hamdard University Islamabad, Pakistan.

³Assistant Professor, International Islamic University Islamabad, Pakistan.

⁴PhD Scholar, International Islamic University Islamabad, Pakistan.

Moreover, in comparison to other developing countries SME sector in Pakistan is not properly structured as its economy which also hampers development of SME sector competitively (Mirani & Shah, 2012). According to SMEDA SME Policy (2007), economy of Pakistan is largely small enterprises driven. These SMEs counted for almost 88 percent of all firms, offer employment up to 75 percent of what has been remaining other than agricultural labor force and contributing 38 percent of the GDP in economy of country (Malik & Nilakant, 2011). Based on facts, nearly 3.3 million ventures in Pakistan, among them 3 million are small enterprises and nearly 85% of the totals are engaging 95 percent employees. Though, the support of these small and medium enterprises to GDP found to be nearly 32 percent, considered quite not significant. It seems that small and medium firms are not primary sponsor to the country's economic outcome however they count to 92 percent of the entire trades (Khalique, Isa, Shaari, & Abdul, 2011; Kureshi, Mann, Khan, & Qureshi, 2009; Mirani & Shah, 2012; Walsh & Lipinski, 2009). Given the importance and constant competitive pressure these small and medium ventures face in the economy of Pakistan; there is paucity of research to examine marketing challenges in this sector. Thus, it was considered reasonable to investigate role and prominence of entre-marketing in these small ventures in Pakistani context. As these small enterprises trigger out path barriers in shape of limitation of customers and capitals for trade and promotion (Jones & Rowley, 2011; Kolabi, Hosseini, Mehrabi, & Salamzadeh, 2011), therefore, entrepreneurial marketing is an appropriate option for these types of firms (Hill, 2001). Accordingly current research determines the significance and role of EM in SMEs growth and development.

These small and medium firms normally have deficiency of marketing experts just as owner-founder is the key decision maker. Current studies in this area (Franco, de Fátima Santos, Ramalho, & Nunes, 2014; Guido, Marcatti, & Peluso, 2011; Phua & Jones, 2009) has focused the significance of the essential traits of owner/founder in undertaking to implement a marketing oriented tactics in their ventures. Thus, current study responds to key research question:

RQ1. Is there founder-entrepreneur has an influence on entrepreneurial marketing process?

LITERATURE REVIEW

Marketing in SMEs

SMEs contribute and gradually plays vital role in global trade, and are reflected as pillar of flow growth in several economies. They are a source of job creation and also provide goods or services to big companies. Besides, Jutla, Bodorik, and Dhaliwal (2002) have given the fact that around 80 percent of worldwide growth originates from this small and medium sized sector. Numerous studies are available and have proven the importance of Small and medium sized firms for growth and country's economy (Cunningham, 2011; Dixit & Pandey, 2011). The unique characteristics of SMEs not have always a vast impact on the markets, in fact, it should be accepted that their mass matter to get the competitive edge. According to Hill (2001) another significant feature associated to SMEs is its close connectedness to entrepreneurship, subsequently decision-making process is closely related to entrepreneurship (Carson & Gilmore, 2000). In SMEs, firm's owner is right in charge of firm's financial, technical, social & moral responsibilities, whatever its legal form.

Firms offering greater customer value and make them to give patronage to their specialized products (Zortea-Johnston, Darroch, & Matear, 2012). Bettiol, Di Maria, and Finotto (2012) connotes that this form of innovative nature of marketing has also some drawbacks. In these situations, it has been revealed that conventional marketing philosophies are not in a position to better underpin marketing in SMEs (Reijonen & Laukkanen, 2010). This author added that application of marketing is employed on the spur of the moment, not much focus being given to strategies, planning and on situational analysis, in contrast with strategies in big enterprises, where it is evident as well formalized and thoroughly planned.

Beside this, numerous scholars in the field have stated "haphazard" application of marketing practiced as EM in small and medium enterprises, thereby emphasizing its instinctive and context bound nature, along with its application with absence of preplanned activities. Summarizing, feature of SMEs that we can differentiate from big organizations are not due to huge resources, but also with respect to management style, objective and decision making. Small enterprises have not sufficient resources (i.e. business promotion and time), a deficiency of specified knowledge and limited market impact.

Entrepreneurial Marketing

Agreeing to (Becherer et al.), marketing should be labeled as entrepreneurial marketing in small and medium sized firms, as it embodies advanced and unconventional methods, capable to offer ways for entrepreneurs and to assure achievements in their enterprise matters regardless of their insufficient resources. Jones and Rowley (2011) and Eggers, Hansen, and Davis (2012) also argued that EM is mainly appropriate to SMEs. Beverland and Lockshin (2004) and Becherer, Haynes, and Fletcher (2006) define E-M as fruitful tool or alteration of theories in marketing to customized requirements of small enterprises. These tools should at the

same time resolve issues such as constraints relevant to innovation, opportunities, threats and resource management. According to Zortea-Johnston (2012) concluded that with entrepreneurial orientation, companies can attain a better stability because marketing is stimulated by promoting innovativeness in markets, thus to attain long term benefit as it make possible for firms to customize their strategies according to market (Fillis, 2002; Ramaswami, Srivastava, & Bhargava, 2009). Current stream of literature on entrepreneurial marketing emphasizes that SMEs undergo particular promotional strategies that are normally not witnessed in big firms (Bettiol et al., 2012).

Role of the Founder-entrepreneur

Defining entrepreneurship have mainly shaped differences among entrepreneurs and non-entrepreneurs positioned on measures like position of firm originator, life of firm, or orientation for progression (Begley, 1995). However, the basic difference among managers and entrepreneurs of SMEs is that entrepreneur's works for newness focused on long run development, while executives of SMEs by distinction follow their own objectives. Entrepreneur can be defined in simplest way that whoever creates his or her own business (Begley & Boyd, 1987). Academician heavily relied on this definition without acquiring further clarification but orientation toward growth element is still missing. In this study, we initiate with a notion that non-founding and founding can be separated as non-founder as non-entrepreneur and founder as entrepreneur, whereas the owners himself initiate its business from scratch. Comparatively non-founding manager just take over existing established venture (Begley, 1995). The entrepreneur did not get directions, but controls the whole firm, including subordinates and managers.

More precisely, small enterprises' marketing diverges with respect to the motivations for initiating business, and how it has formed (Becherer et al., 2008). Entrepreneurial behavior and pro-active adaptations comes from motivation and decision of founder entrepreneur (Dess, Lumpkin, & Covin, 1997). The focus of concern on Entre-Marketing actions is nearly related to the founder-entrepreneur who has impact on the firm directly, despite through hierarchy of management (Becherer et al., 2008).

METHODOLOGY

In research methodology section, we shed light on philosophical foundation, research design, respondent's details and methods used for data collection.

Philosophical Foundation

Present study is a qualitative case study and we will follow the epistemology of constructivism. Because this approach of epistemology stated that unlike all individuals build sense in different means, while they experienced similar events (Crotty, 1998). Crotty acknowledged several fundamentals of constructivism which encapsulate the basis of current study. Firstly, as human beings shaped their own meanings as they interact with the situation they are inferring; participants have to give their views for open ended questions in qualitative research. Secondly, as they are interacting with a situation is totally dependent on societal and historical perspectives. Third, words of meaning are continually social, disseminating in and out of communication with society.

Research Design

Stake (1995) stated studying case is a way of investigation in which the experts examines in detail phenomenon, processes, event, and activities of one or more persons. Case constrained by duration of time and activities, in which investigators gather exhaustive information by utilizing diversity of data collection methods over a sustained time period. For present study, the stance is to determine is there founder-entrepreneur has an influence on the entrepreneurial marketing.

According to Yin (1994) unit of analysis should be considered as focus of the study. One of the foremost concerns is to measure the adaptability of the situation on hand which considered flawless recommendation that leads to undiminished nature of the activities. It also concerns the case bounded tasks for almost every aspect unable the entrepreneur owner/founder of the firm that how he undertakes marketing in his business. For the configuration of the strategies it also comprehends the observer to conclude facts and adjustments which also seek recommendations for this study, unit of analysis were entrepreneur and the firm. It was cross sectional study whereas present case study consisted on the founder-entrepreneur of SMEs located in Northern and southern Punjab Pakistan. For data collection we used purposeful sampling technique. Maxwell (2005) define purposeful sampling as "a selection strategy in which particular settings, persons or activities are selected deliberately in order to provide information that can't be gotten as well from other choices". Selecting founder-entrepreneur of SMEs interviewed was purposive. All firms were classified as SMEs, according to Chamber of Commerce Recommendations (Sargodha, Sahiwal, and Lahore). In present case study have used different data collection procedures for the collection of detailed information, such as semi structured interviews, observations and additionally reviewed documents related to their enterprises

(Coviello & Joseph, 2011). The cases are purposefully selected with replication logic under following criteria: (a) Owner himself running business (b) less than 10 peoples employed (c) The owners/entrepreneurs accountable for marketing planning and implementation (d) The businesses last for at least 2 years.

Case A: Ambala Foods

The first case under consideration is of Ambala Foods Ltd. This entrepreneurial venture is being run by Mr. M. Hanif. Ambala foods mission is to sell all the food items at reasonable cost at, get favorable recognition in the market, promote and make them available, within 25-30 minutes in any part of the city.

Mr. M. Hanif joined his father business of food corner after his matriculation but continued enhancing his education while still as a college student; he completed his BA from Govt College Sargodha in 1996 and chef course 1999 in Lahore. Due to persistent struggle in his life and vision he successfully appeared as an entrepreneur who achieved greatness in life. Mr. Hanif commenced his professional career as a certified chef by taking over his family business of food Dhaba to restaurant in Sargodha. He even tried his luck in shopping bags business; however his destiny forced him to move to food business. Being entrepreneurial by nature he created differentiation in local food market by introducing traditional new-to-taste delicious food items to local customers i.e. Fish karahi for the first time.

Subsequently, he ventured into food hub and set-up restaurant named Ambala foods. In the beginning, he concentrated on small domestic household sector comprising of local town residents, colleges and schools. He provided them discounted coupons, and they reciprocated by referring customers to his restaurant. By providing customized services efficiently and competently he generated a loyal customer base. According to him marketing still yet, could be helpful in able to shape unpredictable future in food market. For taking order of upcoming events in local institutes and functions Mr. Hanif used to continuously keep in touch with key customers by capitalizing on referring customers and word-of-mouth marketing. He confirmed that regarding marketing this networking strategy suited best

“It is suited to the company’s limited resources as the cost is practically zero.”

This SME has two collaborators: one is supplying material and the other one act as a third party logistics (3PL) that provide transportation for customer order delivery purpose for reduction in transportation cost as said by Mr. Hanif. Analysis of the answers from him he also recognized the importance of marketing as it’s imperative for its restaurant growth and sustainability. Surprisingly Ambala foods have no marketing department as the owner/entrepreneur believes that traditional marketing tools are very expensive and we are lacking behind with sufficient resources. Mr. Hanif stressed that by contacting with customers is the only way to “bring benefits and this resulted when I took the responsibility to answer to their suggestions and feedback and made all the decisions of the restaurants, even I keenly observe and discuss with chefs and waiters about the changes required in the siting arrangements, new ways to cook traditional dishes and menu items at start of each season”.

Thus we can conjecture that, this SME largely depends on the competencies of owner/entrepreneur. Their communication network “friends and acquaintances” has been developed over the years by the means of social networking, because they were the ones contributed to the fame and popularity of the restaurant. Ambala foods have around 1780 fans following on Facebook who usually spread positive word of mouth about their product and services, opinions and experiences (network marketing).

Based on the documents supplied by owner, it is evident that the new experiments to cook in an entirely new way and the legislative certification have been properly done by the Ambala Foods, it also witnessed by certification and legal documents attached concerning the quality food approved by district food department. Also an attached certificate mentioned Mr. Hanif as a Vice President of Sargodha Association of Restaurants; moreover it highlighted Ambala as a well-known trustworthy brand name backed by good image and impressive performance. In order to achieve this goal he kept on venturing on different ideas and business. The owner/entrepreneur believes in what is required is to recognize opportunities and give the best shot without being afraid of failure.

Case B: Franzy Water Lahore

The second entrepreneurial venture Franzy Water is located in the Lahore i.e. central Punjab. The main activity of this SME is conventional production of bottled water. Founder entrepreneurs of this SME Mr. Amir and his close friend Mr. Fiaz intent to start the project of purified bottled water production in December 2013.

Mr. Amir is presently in mid-thirties. His early education is from Govt College Lahore where he did his graduation. He interned at many marketing firms but during the time, he realized that his passion actually is to start his own venture in the beverages industry. His vision, “Offer the best quality to customers at a reasonable price. Purified drinking water for everyone)” was what really he decided to do. Moreover their statement of mission clearly depicts “With time we want to grow Franzy brand bigger while keeping value

and quality.” And the way we are maintaining quality is now appreciated by Pakistan Council of Research in Water Resources.

As Mr. Amir stated that

[...] this sector of purified bottled water is becoming “never ending ever spending “as this segment grows exceptionally with fast paced.

Currently they have 3 collaborators responsible for filling, partnering with competitors, and transportation. Though the market is highly competitive, yet there are still certain areas in this mega city where supply is not adequate. Competitors’ based in their area as well as in other areas notable Aftab Qarshi, Gourmet, Oxywater, Sufi, Kinley and Nestle are well established in the market and will not allow others to enter. The owner thus decided to penetrate in the market through capitalizing on referrals of friends and personal contacts by social networking. According to empirical evidence obtained and Mr. Amir stated that

[...] by doing this practice we are now able to have golden enormous customer as we are supplying Franzy to Pakistan Hockey Federation in Lahore (PHF) with the help of one of our friend doing job there.

Interviewers carefully analyzed the answers of the Franzy Water owner, their response thus makes it clear and it could be concluded that “marketing has been recognized for them as an important function for business sustainability and expansion.” Regardless of this they stated that they have no formal department of marketing as “due lack of sufficient resources.” This leads to conclude that the owner of this SME himself carried out the marketing related decision. To bring awareness of Franzy communicating the brand occurs basically by “pushing product to retailers, by benefits for retailers as next week payment and by giving allowances i.e., one bottle free for each pet.” Its also due to “partners and collaborators, who promote/publicize the business and bring opportunities.”

Case C: Zaib Party Planning

People love to celebrate special occasions, whether big or small. However, planning parties are not easy and are often fraught with sleepless nights and logistical nightmares. It takes loads of creativity, close attention to details and mastery of logistics to pull off a successful party. For many, it makes sense to hire a professional party and event planner.

Miss Zaib Un Nisa runs a successful party planning business based in the Southern Punjab city of Sahiwal Pakistan. Her company The Party People does planning and decorations for birthday parties for the young and old, weddings and other celebrations. A trained economist and writer, Miss Zaib discovered her knack for creating festive party decor and setup when she organized her son’s birthday party. While inquiring what you offer, she replied we offer party styling services and candy buffet packages at very reasonable prices. We could also arrange for certain party-related services and suppliers as the client may require. Our simple approach to styling is maintained on the premise that stylish parties need not be over-the-top nor expensive. Thus, we are fond of using inexpensive materials in executing our designs and usually engage in projects which after all lend a rather heart-warming aesthetic to our parties.

In mid-2012, she decided to plan and style her son, Azaan first birthday party which was to happen in November that year. At that time, she did not know what was on trend in party planning but knew that she was creative enough to make her son’s party unique, special and most of all, reflective of her own brand of party planning. The party was a success and the experience triggered her interest in doing party planning professionally. In January 2013, after inviting her nephew and two other friends to join team, ZPP was born. Initially, they envisioned ZPP to be a party planning group and plotted a business plan accordingly. However, in 2015, they decided to concentrate on party styling (with some assistance in party planning) as this seemed what she enjoyed doing the most.

The owner of this SME was asked to encapsulate challenges she faced she shared that the first challenge was actually building a portfolio to market ZPP to prospective clients. *“We initially had to do mock-up parties just to showcase our skills and talents in party styling. Luckily now, after having done more than a hundred parties, we already have a solid portfolio. But the task of coming up with new designs and fresh styling treatments remains our biggest challenge. And, balancing the business and creative sides of running ZPP could be a problem as well”.*

They mainly do their marketing via Facebook and Instagram. , But, it helps, in a huge way, to be featured on popular blogs. Thus time and again, they submit parties to party styling blogs here in the cities like Sahiwal, Mian chanu and Bahawalnagar. Social media helped them to spread the word out about their business in a huge way. Without Facebook and Instagram, they could not have come this far. But, the key really is to keep accounts active. Thus, ZPP accounts are constantly updated and improved. And, they make sure to distribute

calling cards in parties they do, so they could visit their social media accounts to check out portfolio and packages. *"I consider business as a mean by which the money was made. That one has to do continuous research; about how to improve the services being offered, about the market, and about the competition."*

Cross-case Analysis and Discussion

Three university graduate students independently coded three cases. Before getting into main cross case analysis these graduates were trained for two weeks. The two training session comprises of coding practice with three SMEs that were not taken into account in main cross case analysis. Several problems become apparent during the data collection process in pilot phase: poor control in data collection process due to excessive number of interviewers- all the main enquires were not been questioned from each founder-entrepreneur of SMEs and additionally, field notes were available but not all of the transcripts for interviews, mainly due to shortage of video recorders, resulted mismatches in comparability. The situation was not satisfactory!

Nevertheless to disentangle these problems, complete material for these piloted interviews was studied by all of the research team members. Multiple group discussion sessions were scheduled to mitigate possible incongruities related to meanings and nuances of the themes (Neuendorf & Kumar, 2006; Vega, 2009)(Neuendorf & Kumar, 2006; Vega, 2009)(Neuendorf & Kumar, 2006; Vega, 2009) (Nelson & Paek, 2007). Subsequently a total of three substantial interviews of founders-entrepreneurs of SMEs were selected, critically read and themes were identified by examiners. Concerns raised to need additional explanation in transcripts were highlighted (Churchill & Iacobucci, 2010). All of the resulted themes then were discussed with research team members and improved to rectify discrepancies (Bluhm, Harman, Lee, & Mitchell, 2011). During this, consensus was made regarding interpretations of three piloted interviews along with notes mentioning how answers might be inferred. Finally to interpret, the same outline of analysis criteria was used by researchers for final selected interviews of founder-entrepreneurs of SMEs. Consistent checks were done in order to minimize inconsistencies between coders.

All the SMEs cases were found to be very dependent on their owner/entrepreneurs as "they are mostly engage; they tend to give feedback by closely monitoring their customers usually by contacting regularly as evident from" (case I). "To develop some activities relevant to marketing and in order to act upon opportunities we have sufficient knowledge how to do well" (case II). As pointed by Carson and Gilmore (2000), competency of small enterprise founder's is vital, due to particular specialties and the leading part they perform while making firm's decision. Also supported by (Baron & Ensley, 2006; Becherer et al., 2008).

Consequently, it is suggested that small and medium enterprises are mainly categorized by founder-owner traits and their management style (Hill, 2001; Stokes, 2000). In Ambala Foods (case 1), entrepreneur is confident enough on his competencies to figure out marketing problems and capable to assure venture's success in market. For case 2 and 3, firms have plans to hire marketing experts depending on situation if getting positive results in new markets. So basically they were owner-entrepreneurs who carried out all the decisions regarding marketing exclusively despite having little knowledge in the area.

Most of them (owner-founders) recognize themselves having not sufficient marketing knowledge, mainly due to their interest and lack of educational background relevant to marketing that limits them to import specific marketing skills to their business. Thus, for, advancements in skills in management for carrying out marketing are imperative for firm's owner for their entire life of firm. These enterprise relevant marketing decisions become inseparable as compare to any other. All small and medium enterprises studied (cases 1, 2 and 3) do not opt prescribed well thought documented marketing programs mainly due to financial and human constraints. Marketing is an important promotional tool, indeed the most influential in today's business world, but due to high developmental cost that mismatch with less resources of firms, thus none of them have formal marketing department.

These findings are confirmed by (Gilmore, Carson, & Grant, 2001), found that marketing in SMEs is infrequent, not formal, loose structured. Also supports by Beaver and Harris (1995), that SMEs' features effect the means in which they apply their marketing plans in an informal ways, as well as Moriarty, Jones, Rowley, and Kupiec-Teahan (2008), who argue that smaller enterprises favor action rather than planning. While conventional marketing has embraced customer as central place of all dedicated activities with tailored offerings to match up with target market need, EM recognizes that the entrepreneur is prominent and key player in marketing practices (Morrish, Miles, & Deacon, 2010). Knowing E-M is based on understanding how small enterprises are run by entrepreneurs and how decisions made by them, their ideas in market within the restraints of insufficient capitals, capability and size (Gilmore et al., 2001).

Based on empirical findings, all SMEs studied have highly emphasized on networking and word of mouth communication to grow entrepreneurial marketing. Such form of interactivity is central for Franzay's development. For the sake of promoting brands, this SME relay on direct publicity along with some promotional activities in client presence. It was worthwhile to invest some resources in promotion in order to

make entry into new and emerging markets. Hence, these findings are in line with our theoretical underpinnings (Carson & McCartan-Quinn, 1995; Hill, 2001; Stokes, 2000).

Agreeing to Gilmore et al. (2001), most of the entrepreneurs know that keeping and growing long term sustainable relationships is advantageous. Networks and networking are bases that tell how he/she does business and the entrepreneur business lies on inherent networks (Gilmore, Carson, Grant, Pickett, & Laney, 2000). Networking assist the entrepreneur to comprehend additional clues and data that will be helpful for decision making, aids valuation of current situation prevailing in market and also helps in attaining knowledge regarding issues pertaining in market (Rocks et al., 2005). Interestingly, marketing varies in small firms in comparison to their larger counterparts that are more reactive i.e. arises based on needs and wants shaped in market, and informal rather than structured and proactive. Finally these small firms have limited financial and human resources and are highly backed by their owner-entrepreneur word of mouth. Table 1 specifies key facets of the marketing activities in the three SMEs studied.

Table1: Entrepreneurial marketing: comparative analysis

	Case A: AMBALA FOODS	Case B: FRANZY	Case C: ZPP
Marketing department	None	None	None
Type of marketing	Informal, Very dependent on the founder-entrepreneur who believes he has all the necessary competences	Reactive, Very dependent on the founder-entrepreneur who believes he has sufficient competences	Very dependent on the founder-entrepreneur who believes she has expertise
Marketing budget	Some money is spent	Not referred to	Some money is spent
Communication methods	Social networks (extremely important) WOM Exhibitions	Collaborator network WOM Exhibitions	Social networks, WOM, blogs, Instagram, Facebook
Importance of marketing	Publicizing and selling products	Publicizing products	Creating Buzz
Opinion of formal marketing	High investment, Need for personals, Costs greater than benefits	High investment Need for expert personals	Impressive impacts but comes on expenses
Position regarding marketing	Going to continue with the same type of marketing	According to firm growth, will consider formal marketing	Plan to invest in formal marketing
Advantages of marketing used	Creates the need in the customer's mind, Good strategic segmentation, good positioning, Powerful communication tool Alternative to direct advertising	Effective with clear results Good strategic segmentation Positioning	Reap benefits in the form of clear outcomes Economical
Disadvantages of marketing used	No disadvantage mentioned	Not mentioned	Necessary but expensive

CONCLUSIONS AND IMPLICATIONS

The purpose of current research was to recognize the role and significance of EM in small and medium sized enterprises and to study the influence of owner-entrepreneur in business operations. To achieve this objective, a qualitative study with multiple cases through analyzing transcripts of interviews and documentary analysis were used. Cases chosen were: Ambala Foods (case 1), Franzy Water (case 2) and Zaib Party Plan (case 3).

On the basis of empirically verified evidences, It can be summarized that despite the centrality of marketing in growth and consistency of business, three small enterprises did not follow well documented and structured marketing plans as opposed to marketing in large firms, reasoning behind this are certain financial and human constraints (Patton, 1990). Also tailored marketing plans were executed in these small enterprises in response to needs and opportunities surfaced in the marketplace, while more emphasis is given to networking and communicating brands in networks of existing customers. This seems apparent in case 1, as compared to case 2 and case 3, where it mostly occurred through collaborators and clients. It is also plausible to suggest that decisions relevant to marketing in small enterprises are heavily dependent on

entrepreneur, as they are sole responsible of all business operations. The visibility and transparency of entrepreneurial marketing is evident in our study's result. Consequently to deliver value to esteemed customers, these small firms are now getting benefits of such type of marketing.

The findings of the current study are valuable as it also confirms the results that are in line with quantitative studies of conventional research, and are predominant (Lin & Viswanathan, 2015; Renton, Daellenbach, Davenport, & Richard, 2015). Figure 1 shows an integrated and holistic view depicts how these small ventures undergo in flow of entrepreneurial marketing dimensions i.e. Entrepreneur characteristics and marketing practices, firms may show association at various stages with various task for entrepreneurial marketing. Two further essential constructs of communication and networking are presented in current study. Additional variables in constructs were consulted in reviewing the literature and considered as ingredients of entrepreneurial marketing in small and medium enterprises. Thus our conceptual model becomes the main major contribution of current study.

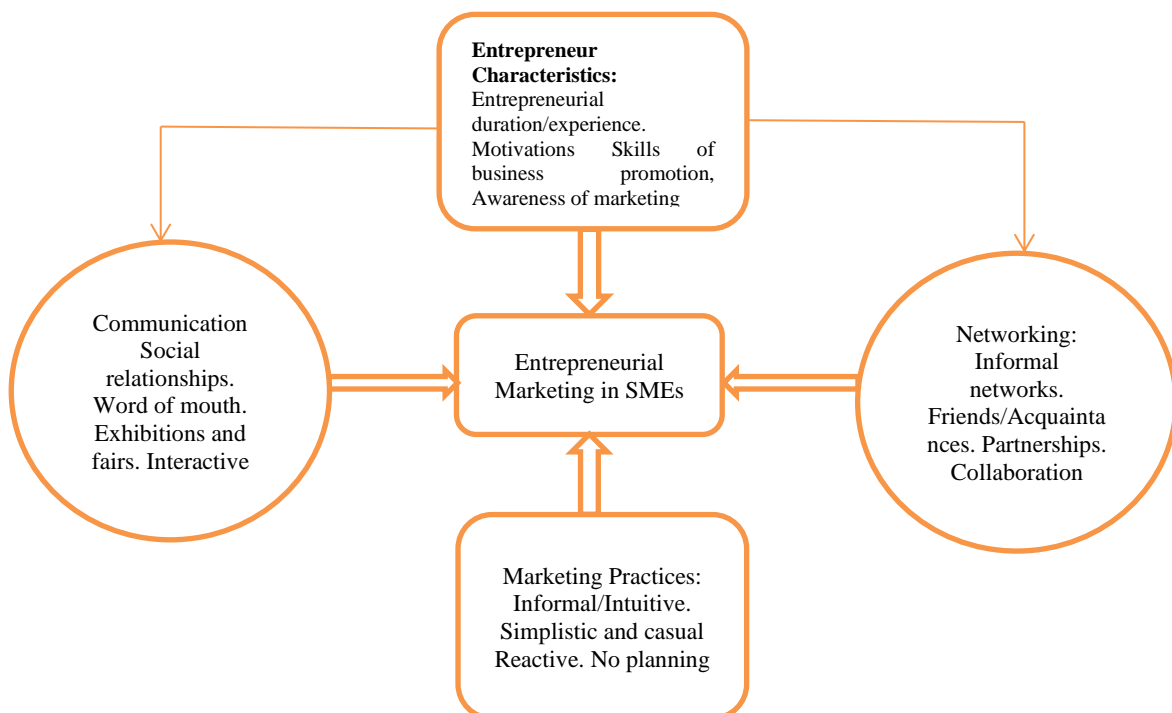


Fig. 1: key association of dimensions with entrepreneurial marketing in SMEs

Several practical and theoretical implications based on this holistic model are suggested for owner-entrepreneurs of small firms. Theoretically, current study adds to existing literature regarding role of founder entrepreneurs in the capabilities of a firm to cultivate EM activities. Entrepreneurial experience and motivations for creating a business were found to be main variables while skills and knowledge of marketing were also well witnessed. Thus, current study invites to further examine entrepreneurial marketing in small and medium enterprises in different regions. Dimensions presented in the study provide useful basis for further examination both in qualitative or qualitative nature.

Certain limitations are associated with the study; obviously the facts revealed are mainly attached to SMEs studied that doesn't permit to draw general conclusions. To be able to generalize findings firms in large scale in different contexts should be studied in detail. Moreover, triangulation technique should be used to overcome demerits of cross sectional study like this one to get more objective and discrete findings. According to (Jack and Raturi (2006)) mixed method investigation both in qualitative as well as quantitative aspects is advised for future studies instead of using single method.

One more avenue in current research could be to underline the cultural differences in entrepreneurial marketing framework. As culture has main role in shaping up the social norms and acceptance of different phenomenon, thus culture based examination and development of entrepreneurial frameworks can provide us more in depth understanding of differences and similarities in cultural infestations of marketing in entrepreneurial ventures. Finally, as founder-entrepreneurs in SMEs are sole responsible for decision making in their firms it is then plausible to examine whether psychological or personality traits vary from one enterprise to another and how their marketing approach differs warrants further inquiry.

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