

[DOI: 10.20472/EFC.2022.016.014](https://doi.org/10.20472/EFC.2022.016.014)

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CREATING CODE FRAME AND COMMON DIMENSIONS FOR ENTREPRENEURIAL MARKETING CONCEPT

Abstract:

This research was conducted to combine elements of the scattered entrepreneurial marketing (EM) concepts. The EM concepts of various researchers from the secondary sources appeared in the SSCI database since 1988 were reviewed. Seven papers selected by convenient sampling method were found. Concepts were analyzed by deductive coding, thematic analysis. Finally, there were 9 common dimensions of EM concept including innovation, niche marketing, promoting by word-of-mouth, networking, using available resources, setting affordable loss, taking opportunities, proactiveness and customer relationship at personal level. Under innovation dimension, there were four codes including creating new product form intuitive feel, innovation in every part, continuous initiative and customer centric to create value. Under niche marketing, there were two codes including positioning based on niche group then targeting later and niche in product, price, place, promotion with the support of e-technology. Under networking, there were five codes including sharing resources among network, co-create opportunities as teamwork from network connections, networking help create innovation, Informal research by listening to customers / connection and all stakeholders and knowledge sharing among network.

Keywords:

Entrepreneurial marketing, Deductive coding, Thematic analysis, Entrepreneur, Entrepreneurship, Entrepreneurial marketing code frame

JEL Classification: L26, M00, M31

1 Introduction

Lacking of entrepreneurial marketing (EM) implications is one of the important factors leads to entrepreneur failure (Amjad, T., Rani, S. H. B. A., & Sa'atar, S. B., 2020). On the other hand, applying EM increases the effectiveness in running small businesses (Solé, M., 2013; Hoque, A. S. M. M., & Awang, Z., 2016) including creating innovation (Fard, M. H., & Amiri, N. S., 2018; Hacıoglu, G., Eren, S. S., Eren, M. S., & Celikkan, H., 2012).

From mid 1980's until present, EM has been studied widely (Hill, J., & Wright, L. T., 2000; Jones, R., & Rowley, J., 2011). The definition of the word has been defined. EM is concerning the techniques to satisfy customers with innovation, proactiveness and risk-taking action (Solé, M., 2013) under unstable conditions and limited resources (Hacıoglu, G., et. al., 2012).

However, the definition varies and the dimensions is fragment (Jones, R., & Rowley, J., 2011). This paper will integrate several concepts together and make coding frame for further analysis. Therefore this paper aim to gather concepts of EM from several paper existed from the past until present and offer an EM code frame and define common dimensions in EM concept.

2 Expected benefits

The concepts gathered will help acknowledging the evolution of the concepts which help analyzing the gap to be filled in the area.

The code frame developed will benefit analyzing case studies of small and medium enterprises with the thematic analysis methods, the deductive technique. The code frame can be used later on by academicians to do thematic analysis. For example, the interview from small and medium companies can be conducted and this coming code frame can be used as base to analyze whether the owner of companies use the techniques in entrepreneurial concepts. It would shorten half of the time span because the researchers can use the code and analyze immediately without develop a code frame.

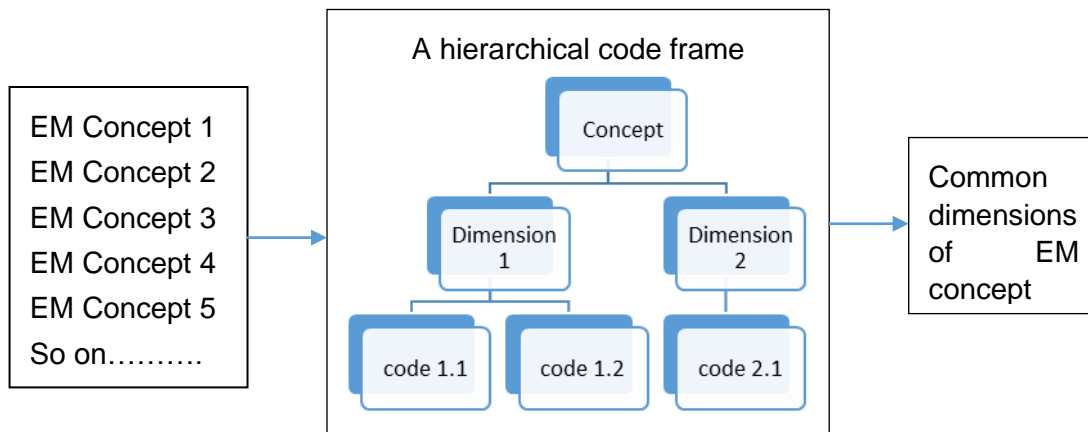
Common dimensions will help academicians in further analysis. The fragment dimensions will give a part of view while common dimensions will allow researchers to understand whole picture. Common dimensions will also help practitioners in applying the concept in implications with the same reason.

3 Conceptual framework

In thematic analysis, there are two types of coding: deductive and inductive. Deductive coding or top-down way is when the researchers make code frame from existing theories or concepts. Once the code frame is built, the frame will be the structure for analyze the raw data from open-end question. Inductive coding or bottom-up way does not need code frame at the beginning. Raw data is analyzed to generate code to find the themes in a research. Inductive coding is called when the sample data is based, not the theories.

Conceptual framework is presented in figure 1. EM concepts will be gathered. Deductive coding will be conducted to get a hierarchical code frame. Dimensions from code frame will be concluded to be common dimensions of EM concept.

Figure 1 Conceptual Framework



Sources – author

4 Methodology

Methodology of the paper is presented in table 1.

Table 1 Methodology

Research design	Exploratory research from secondary data
Research type	Qualitative research
Population	EM concepts in research papers
Sampling frame	The research papers in SSCI journals published from 1988 until present
Sampling method	Convenience sampling by searching key word related to EM concept in Web of Science database
Sample size	7 papers (accessible papers about entrepreneurial marketing dimensions found)
Data collection	Reading through papers and gathering concepts
Data analysis	deductive coding to get hierarchical code frame to define common concepts

Sources – author

This paper is designed to be exploratory research from secondary data which is qualitative technique. The population is EM concepts existed in research papers. Sampling frame is the research papers that published in journals in Social Science Citation Index (SSCI). Sampling frame error from not finding EM concepts published in other journal indexes is small because this database covers 3400 journals across 58 social science disciplines from 1988 until present. Convenience sampling will be used to choose accessible papers in Web of Science database by using keywords in search engine of the database. Keywords include, but not limit, entrepreneurial marketing, marketing in small and medium enterprises, entrepreneur and marketing. Sample size will not be determine at the beginning. All found papers will be gathered. The researches will be

read through and EM concepts will be listed. All concepts listed will be analyzed by deductive coding. The first concept will be coded. The second concept will be analyzed with the predefine code. The different code will be added in the predefine code. The same step will be done for the third concept and so on until all concepts will be examined. The code will be conclude into hierarchical code frame. Finally, the integrated dimensions will be conclude from first level of hierarchical code frame.

5 Literature review

The study of EM has continued for last ten years (Amjad, T., Rani, S. H. A., & Sa'atar, S., 2020) As Jones, R., & Rowley, J. (2011) presented that the dimensions of EM were fragment, examining on EM dimensions was conducted. The finding supports Jones, R., & Rowley, J. (2011).

Several papers concluded dimensions in different ways. A few papers such as of Martin, D.M.'s (2009) and Gilmore, A. (2011) tried to explain the concept base on traditional marketing. Many papers offered concepts especially for EM without basing on traditional marketing such as of Morris, M. H., et. al. (2002), Sarasvathy, S. D. (2001), and Stokes, D. (2000).

EM concepts found are presented as follow. (Table 2)

Stokes, D. (2000) introduced four dimensions of EM. First, innovation or novelty was the orientation instead of customer orientation. Second, in targeting strategies, niche strategies was used instead of targeting to mass or differentiate targeting. Third, customer relationship was based for planning marketing program for each of marketing mix. Forth, connection was important.

Sarasvathy, S. D. (2001) introduced five dimensions. First, bird-in-hand was that available resources were the starting point of entrepreneur businesses. Second, affordable loss was that entrepreneurs would set the level of affordable loss and that under the level, they took risk. Third, lemonade was that entrepreneurs took risky opportunities just like sweet and sour lemonade. Forth, patchwork quilt was that entrepreneurs worked with network to run businesses just like small pieces of clothes made a big flat sheet. Fifth, pilot-in-the-plane was that entrepreneurs determined the rule of industries just like pilot was take charge of the whole plane.

Morris, M. H., et. al. (2002) introduced seven dimensions of EM. First, proactiveness was the activities of controlling environment and not letting the environment control. Second, opportunity focused was the activities of keep taking opportunities that businesses has resources. Third, calculated risk taking was the activities of taking only manageable risks. Forth, innovation-oriented was the activities of creating innovation in every process. Fifth, customer intensity was the activities of planning strategies based on customers' need. Sixth, resource leveraging was the activities of sharing resources from networks so that limited resources will expand. Seventh, value creation was the activities of creating processes that increase benefits and decrease cost. (Becherer, R. C., et. al., 2008; Becherer, R. C., et. al., 2012; Morris, M. H., et. al., 2002).

Martin, D.M.'s (2009) introduced four dimensions for EM. First, products precede customers' need, not the opposite. Second, entrepreneurs should start with positioning, targeting and segmenting, not the opposite. Third, unofficial researches is faster and easier to get information. Fourth, entrepreneurs create innovation in person, process, purpose and practice, not product, price, place and promotion.

Table 2 Dimensions of Entrepreneurial Marketing Concepts from Several Papers

Author	Dimensions
Stokes, D. (2000)	Novelty Niche target is the starting point Customer relationship is key Connection
Sarasvathy, S. D. (2001)	Bird-in-hand Affordable loss Lemonade Patchwork quilt Pilot-in-the-plane
Morris, M. H., et. al. (2002)	Proactiveness Opportunity-focused Calculated risk taking Innovation-oriented Customer intensity Resource leveraging Value creation
Martin, D.M.'s (2009)	Products precede customers' need Backward STP Unofficial research Creative thinking
Gilmore, A. (2011)	Choose niche product, price, place, promotion Networking and relationship Innovation
Alqahtani, N., & Uslay, C. (2020)	Innovation Proactiveness Value Co-creation Opportunity Focus Resource Leveraging Networking Acceptable Risks Inclusive Attention
Nwankwo, C. A., & Kanyangale, M. (2020)	Proactiveness Innovativeness Calculated risk-taking

	Resource leveraging Customer intensity Value creation Market sensing Alliance formation Teamwork
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Source – author

Gilmore, A. (2011) introduced three dimensions of EM. First, among the span of targeting strategies from mass to differentiation to niche, entrepreneur should choose niche in all include product, price, place and promotion. E technology help support niche strategy. Second, network and connection is jigsaw of business. Third, innovation is a key success factor.

Alqahtani, N., & Uslay, C. (2020) introduced eight dimensions of EM. There were innovation, proactiveness, value co-creation, opportunity focus, resources leveraging, networking, acceptable risk, and inclusive attention.

Based on seven dimension of Morris, M. H., et. al. (2002), Nwankwo, C. A., & Kanyangale, M. (2020) introduced nine dimensions of EM including innovativeness, proactiveness, calculated risk-taking, resource leveraging, customer intensity, value creation, market sensing, alliance formation and teamwork.

6 Result

Dimensions and codes which are sub-dimensions are formed in table 3. The dimensions in each concept seem to be similar in some points and different in some points. Concepts of Stokes, D. (2000) and Sarasvathy, S. D. (2001) were different. Therefore four dimensions from Stokes, D. (2000) and five dimensions from Sarasvathy, S. D. (2001) were listed to form common nine dimensions: innovation, niche marketing, promoting by word-of-mouth, networking, using available resources, setting affordable loss, taking opportunities, ruling industries / proactiveness and customer relationship at personal level. The rest concepts from Morris, M. H., et. al. (2002), Martin, D.M.'s (2009), Gilmore, A. (2011), Alqahtani, N., & Uslay, C. (2020) and Nwankwo, C. A., & Kanyangale, M. (2020) support these nine dimensions and form codes.

The first common dimension code one, innovation in product comes from intuitive feel, is merged from the first dimension in Stokes, D. (2000)'s concept and the first dimension in Martin, D.M.'s (2009)'s.

The first common dimension code two, innovation happens in every part such as service, process, technology, market, practice, person, purpose, is merged from the fourth dimension in Morris, M. H., et. al. (2002)'s, the fourth dimension in Martin, D.M.'s (2009)'s, the third dimension in Gilmore, A. (2011)'s, the first dimension in Alqahtani, N., & Uslay, C. (2020)'s and the second dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

The first common dimension code three, continuous initiatives, is expanded from the fourth dimension in Morris, M. H., et. al. (2002)'s.

The first common dimension code four, customer centric to create value, is expanded from the sixth dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

The second common dimension code one, positioning based on niche group then targeting later, is merged from the second dimension in Stokes, D. (2000)'s and the second dimension in Martin, D.M.'s (2009)'s.

The second common dimension code two, niche in product, price, place, promotion with the support of e-technology, comes from the first dimension in Gilmore, A. (2011)'s.

The third common dimension, promoting by word-of-mouth, comes from the third dimension in Stokes, D. (2000)'s.

The fourth common dimension code one, sharing resources among network, is merged from the fourth dimension in Sarasvathy, S. D. (2001)'s, the sixth dimension of Morris, M. H., et. al. (2002)'s, the fifth dimension in Alqahtani, N., & Uslay, C. (2020)'s and the fourth dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

The fourth common dimension code two, co-create opportunities as teamwork from network connections, is merged from the seventh dimension in Morris, M. H., et. al. (2002)'s, the second dimension in Gilmore, A. (2011)'s, the third dimension in Alqahtani, N., & Uslay, C. (2020)'s and the eighth dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

The fourth common dimension code three, networking help create innovation, is from the sixth dimension in Alqahtani, N., & Uslay, C. (2020)'s.

The fourth common dimension code four, informal research by listening to customers / connection and all stakeholders, is merged from the fourth dimension in Stokes, D. (2000)'s, the fifth dimension in Morris, M. H., et. al. (2002)'s, the third dimension in Martin, D.M.'s (2009)'s, the second dimension in Gilmore, A. (2011)'s, the eighth dimension in Alqahtani, N., & Uslay, C. (2020)'s and the seventh dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

The fourth common dimension code five, knowledge sharing among network, is from the ninth dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

The fifth common dimension, using available resources, is from the first dimension in Sarasvathy, S. D. (2001)'s.

The sixth common dimension, setting affordable loss, is merged from the second dimension in Sarasvathy, S. D. (2001)'s, the third dimension in Morris, M. H., et. al. (2002)'s, the seventh dimension in Alqahtani, N., & Uslay, C. (2020)'s and the third dimension in Nwankwo, C. A., & Kanyangale, M. (2020).

The seventh common dimension, taking opportunities, is merged from the third dimension in Sarasvathy, S. D. (2001)'s, the second dimension in Morris, M. H., et. al. (2002)'s and the fourth dimension in Alqahtani, N., & Uslay, C. (2020)'s.

The eighth common dimension, ruling industries / proactiveness, is merged from the fifth dimension in Sarasvathy, S. D. (2001)'s, the first dimension in Morris, M. H., et. al. (2002), the second dimension in Alqahtani, N., & Uslay, C. (2020)'s and the first dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

The ninth common dimension, customer relationship at personal level, is from the fifth dimension in Nwankwo, C. A., & Kanyangale, M. (2020)'s.

Table 3 Common Dimensions and Codes of Entrepreneurial Marketing Concept

Dimensions and codes	Stokes, D. (2000)	Sarasvathy, S. D. (2001)	Morris, M. H., et. al. (2002)	Martin, D.M.' s (2009)	Gilmore, A. (2011)	Alqahani, N., & Uslay, C. (2020)	Nwankwo, C. A., & Kanyangale, M. (2020)
Dimension 1 Innovation							
<u>Code 1</u> Creating new product from intuitive feel	1			1			
<u>Code 2</u> Innovation in every part such as service, process, technology, market, practice, person, purpose			4	4	3	1	2
<u>Code 3</u> Continuous initiatives			4				
<u>Code 4</u> Customer centric to create value							6
Dimension 2 Niche marketing							
<u>Code 1</u> Positioning based on niche group then targeting later	2			2			
<u>Code 2</u> Niche in product, price, place, promotion with the support of e-technology					1		
Dimension 3 Promoting by word-of-mouth	3						
Dimension 4 Networking							
<u>Code 1</u> Sharing resources among network		4	6			5	4
<u>Code 2</u> Co-create opportunities as teamwork from network connections			7		2	3	8
<u>Code 3</u> Networking help create innovation						6	
<u>Code 4</u> Informal research by listening to customers / connection	4		5	3	2	8	7

and all stakeholders							
<u>Code 5</u> Knowledge sharing among network							9
Dimension 5 Using available resources		1					
Dimension 6 Setting affordable loss		2	3			7	3
Dimension 7 Taking opportunities		3	2			4	
Dimension 8 Ruling industries / proactiveness		5	1			2	1
Dimension 9 Customer relationship at personal level							5

Sources – author

7 Conclusion

There are 9 common dimensions of EM concept including innovation, niche marketing, promoting by word-of-mouth, networking, using available resources, setting affordable loss, taking opportunities, proactiveness and customer relationship at personal level. Under innovation dimension, there are four codes including creating new product form intuitive feel, innovation in every part, continuous initiative and customer centric to create value. Under niche marketing, there are two codes including positioning based on niche group then targeting later and niche in product, price, place, promotion with the support of e-technology. Under networking, there are five codes including sharing resources among network, co-create opportunities as teamwork from network connections, networking help create innovation, Informal research by listening to customers / connection and all stakeholders and knowledge sharing among network.

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