The Implication Of Managerial Implementation Of Entrepreneurial Marketing In Business Organization

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Abstract: For a number of decades, customer orientation is considered as a key to reach success by organizations, while marketing orientation and entrepreneurship orientation each is seen as a fundamental philosophy in analyzing and responding to business activities. The combination and consistency of marketing orientation and entrepreneurship results in Entrepreneurial Marketing (EM). EM highlights the importance of entrepreneurship in creating markets, exploring and exploiting opportunities, and directing operational strategy proactively and dynamically. This article attempts to examine: 1) the evolution and legitimacy of EM conceptually, 2) the constructing dimension of EM, 3) the driver of successful implementation of EM, 4) the anticipated impact of the implementation of EM, and 5) the implication of managerial implementation of EM for business organization.

Keywords: Entrepreneurial Marketing, Entrepreneurial Marketing Dimensions, proactivity, opportunity, innovation

1. Introduction

Entrepreneurial Marketing (EM) as a field of research emerged in 1980s, whereby researchers began to question the assumptions that businessmen implements traditional marketing methods (mass media, combination of marketing, and quantitative marketing research) that are often adopted by organizations with adequate resource (finance and expert human resource) to execute these activities (Gruber, 2004; Morris et al., 2002). During the initial stage of development, EM has affirmative and contradictory discussion. There is a critique against customer centric model in marketing that causes the lack of innovation, hence, resulting in process and replica of similar product and service, and not results that is purely innovative (Sheth et al., 1991). For years, entrepreneur studies focused on businesses (Scott & Rosa, 1996). Researchers and practitioners attempt to understand factors that determine the success of a business, but yet to fully focus on the problem of marketing, whereby the EM domain at the time has not become a developing field of study with matured school of thoughts. EM can be seen as a subset of the entrepreneur field that has similarities with international entrepreneurship. EM can also be seen as a subset of marketing discipline that is closely related to marketing network. This paper analyses the synthesis of entrepreneurship and marketing that leads to unique studies to overcome on of aforementioned subsets. As recently recorded, the greater use of the term EM indicates the increasingly developed legitimacy among the EM researchers (Hills & Hultman, 2011). Even though EM term is used in national research meeting, it was first coined in 1982 by William Brannen, and it is increasingly used. Shane and Venkataraman (2000) built this growing momentum based on high quality conceptual/theoretical work in the early years of the last decade.

Marketing and entrepreneurship can individually be seen as fundamental philosophy to see and respond to the business world. Researches about EM have shown that this orientation is often combined and consistent with each other (Miles and Arnold, 1991). The research is followed by entrepreneurship orientation (EO) and market orientation (MO), and this analysis has documented the relationship. Proactivity, risk-taking, innovativeness, and other dimensions have been studied in depth, although with little focus on marketing. Definitive discussion with by Shane and Venkataraman (2000) gives focus on opportunity and problem solving that create new products and new organizations. On the other hand, the dominant focus in marketing is based on customers and how the organization is able to satisfy and fulfill the need of the customers. In the past few decades, customer orientation was considered as a mantra for organization to reach success. Customer orientation does not seem to only be limited to business, non-profit organizations and even government instances around the world are also customer oriented. Even though customer’s satisfaction is the most popular way of marketing, the majority of marketing practices is far from customers. The main reason of these paradoxical situations is the collapse of the limit of trust between consumer and marketers. Sheth and Sisodia (2006) suggested this issue in their landmark book called “Does Marketing Need Reform?” which emphasizes that marketing has lost its credibility in the eyes of consumers. To them, marketers have lost their efficiency and effectiveness in taking actions in the best interest of the clients and involve themselves in ant-destiny relationship that is mutually beneficial. Sheth and Sisodia (2006) argued that excessive and inaccurate marketing strategies decreases quality of life, disturbance to customers, and negatively impact on the organization, community and national competitiveness. Inevitably, marketing as a profession continues to draw unfavorable attention from the public opinions. A research by Sheth et al. (1991) suggests that up to 65% of consumers has a negative attitude toward marketing. On average, only 1-2 percent of consumers are aware and responded to the bombarding of up to 5000 marketing communication each day (Petty & Andrews, 2008). Besides raising consumer’s skepticism on traditional marketing practices, there is a constantly increasing pressure on the marketers to show

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the economic results from strategic decisions to primary stakeholders. This continuous pressure has pushed marketers to dive to new ways to communicate with customers and gain back customer’s attention (Kaikati & Kaikati, 2004; Petty & Andrews, 2008). Instead of chasing the classic segmentation process, past targeting and determination of positioning that works in the past, more marketing uses relatively new marketing techniques and has been proven effective in a very short time (Morris et al., 2010; Stokes, 2000). Consequently, the method of EM, whereby the marketers acts as creative businessmen, has emerged in marketing literature. EM gives entrepreneurs a voice and highlights the importance of entrepreneurial process in creating market and artifact. However, entrepreneurs who identify, explore and exploits opportunity find the organization and direct the next operational strategies (i.e. entry, growth and management) as well as strategic decision (such as divestment decisions, harvesting and external decisions), each influences the dynamics of the market. EM functions as a strategy to gain competitive advantage. The notion that the main purpose of organization is to make profit, while simultaneously fulfills the need and wants of consumers in wider market as taught in the business course. Superior performance (profitability) can emerged when organization possess a competitive advantage against other organizations, hence the assessment of organization’s advantage becomes an important process to do a differentiation within the market. To maintain the advantage over a period of time, organizations have to utilize strategic marketing. Strategic marketing involves the analysis of interaction of the organization and the “consumers, customers, competitors and other external constituents,” in the market (Varadarajan, 2009, p.1) and is intertwined with design concept to achieve the objectives, such as to achieve a sustainable competitive advantage. Varadarajan (2009) argued that strategic marketing also depends on how far do marketing functions encompass every area of business, including implementation of process and marketing activities that ensures the realization of the short term and long term goal when operating and align the core of marketing with competency and available resources. This process is often prescriptive in nature and depends on certain available resource. If the organization’s resource is rare or valuable, therefore, that organization is considered possessing competitive advantage, however, that advantage can only be maintained from time to time if the product could not be substituted and difficult to copy (Barney, 1991). Faced by the decreasing resource and fierce competition, organizations need to see beyond the resource and find other ways to compete. The focuses of the discussion of this article are:

a. how is the evolution and legitimacy of entrepreneurial marketing?
b. what are the dimensions that builds of entrepreneurial marketing?
c. what are the driving factors of the implementation of entrepreneurial marketing?
d. how to anticipate the impact of entrepreneurial marketing implementation?, and
e. how is the implication of the managerial implementation of entrepreneurial marketing on the organization’s business?

2. Evolution and Legitimacy of Entrepreneurial Marketing

According to the initial conceptualization, EM is often considered as reactive, unsophisticated and limited on the intention of the individual (Hultman, 1999; Kraus et al., 2012; Lodish et al., 2001; Morris et al., 2002). For instance, Morris et al. (2002, p.4) illustrates EM as “unplanned, non-linear and visionary action of the entrepreneur.” Morris et al. (2002, p.5) conceptualize EM as “proactive identification and exploitation against opportunities to gain and maintain benefiting customers through innovative approach to risk management, increase of resource and value creation,” new definition has been suggested in the literature (Hill & Hultman, 2013; Kraus et al., 2010). Meanwhile, Kraus et al. (2010), resume on a wider version that combines the definition of entrepreneurship with the American Marketing Association’s definition of marketing: entrepreneurship marketing is a function of an organization and a series of process to create innovation, communication, and providing value to customers through ways that benefits the organizations and its stakeholders, and this is marked by innovation, risk-taking, proactivity, that can be done without the current owned resource (p.7). The authors realized that these two definitions are in line with the core concept of EM and this article focuses on the dimension that based these two definitions. Morris et al. (2002, p.5) views EM as “proactive identification and exploitation against opportunities to obtain and maintain beneficial customers through innovative approach against risk management, increasing resource and value creation.” This definition is expanded by Hills and Hultman (2011, p.6) as, “…the spirit, orientation, and process of chasing after opportunities and launching of business that is full of excitement that creates customer value that is felt through relationship by using innovation, creativity, sales, market immersion, network and flexibility”. Miles and Darrock (2006) argued that EM approach could proactively utilize innovation and help manage risk as long as the marketing process to “create, communicate and providing value to customers” is in line with the new definition of marketing (Keefe, 2004, p.17). Parallel to this, a number of non-conventional marketing tactics, such as guerilla marketing, viral marketing, buzz marketing, stealth marketing, and word of mouth marketing, have been advanced. A tangible EM is introduced to marketing when entrepreneurship and marketing factors are united, and they quickly become an indispensable marketing tool (Uslay, 2002). Meanwhile, Shaw (1999) views EM as a way to portray the innovative and creative use of the organization’s resource. Morris et al. (2002, p. 5) define it as, “…proactive identification and exploitation against opportunities to obtain and maintain beneficial customers through innovative approach against risk management, increasing resource and value creation”. The construct of EM has evolved as a response to the contemporary market condition where creative and non-standard solution is needed to overcome chaotic and fragmented business environment. Bjerke and Hultman (2002) believe that EM cares about the identification of market opportunities and the hard and soft transformation of resources from internal and external location into valuable products. Collinson and Shaw (2001) concentrate on the nature of construct as the focus of change and opportunistic, as well as resulting in a form of innovative
management. Some experts also used the approach from the perspective of marketing and entrepreneurship definition in the context of relationship that complements each other. Marketing is “activity, series of institution and process to create, communicate, convey, and exchange of valued offer to customers, client, partners, and the general public (AMA, 2008, p.1). Entrepreneurship is a process that, “find, evaluate, and exploit opportunities,” (Shane & Venkataraman, 2000, p.218). Even though there has been an effort to define E/M interface in the past, one of the first comprehensive EM definition is, “...the spirit, orientation and also the process of chasing opportunities, developing startup business that creates valuable customers that are felt through relationship using innovation, creativity, sales, market immersion, network and flexibility (Hills et al., 2010, p.6). This definition recognizes a number of fundamental perspective (spirit, orientation, process) and also “passion” on individual level. Pursuing opportunity is important in the definition, as well as the execution in launching and developing a business. Consistent with marketing literature, creating customer value that is felt is a part of the core definition and definition is concluded with the discussion on: what is unique in the execution of EM compared with traditional marketing? Special attention is given to creativity, innovation, sales, relationship, networking, market immersion and flexibility. This definition is based on a number of research in recent decades, including a national survey that is represented in the U.S. that attempts to identify the uniqueness of EM and its different elements (Hills & Hultman, 2006; Hills & Hultman, 2007). Although there is progress, the fully developed and unique paradigm of EM has never been announced. Some progresses were made through the scientist gathering to fulfill this need was held in 2010 (Hansen & Eggers, 2010). Bridging the marketing discipline with the field of entrepreneurship and developing EM as two motivations for this article. EM is at the edge of becoming an official and accepted discipline. However, comparing it with the more advanced field of research, it is clear that the process of shaping the field is often achieved by branching into sub-disciplines. This among others is observed throughout the development of service marketing (Lovelock & Gummesson, 2004) and B2B marketing (Hutt & Speh, 2009). Hence, to further advance, researchers have to understand clearly the structure that can guide the research effort well in various subcategories. The first effort in this direction was started at the Charleston Gathering in 2010 (Hansen & Eggers, 2010). This finding showed that entrepreneurship needs marketing as an inseparable part, shows the role of marketing in entrepreneurship and developing a clearer image of this relationship can be beneficial for overall practice.

3. Dimensions of Entrepreneurial Marketing

A number of researches have explored a variety of dimension combinations of EM. Although fragmented, a number of researches have collectively shaped the paradigm of EM (Collinson & Shaw, 2001; Gruber, 2004; Jones & Rowley, 2011; Kraus et al., 2012; Miles & Darroch, 2005; Mort et al., 2012; Stokes, 2000). Further, researches were requested to better understand the interrelationship between these core constructs of EM (for example: the driven opportunities, proactivity, innovation focus, customer intensity, risk management, increase of resource and value creation) (Kraus et al., 2012; Morris et al., 2002). Fiore et al. (2013) have recently developed an EM scale and tested for convergent validity, discriminant and nominative. Recent development showed that EM is a multidimensional construct (Fiore et al., 2013). The dimension of EM is liquid and dynamic and not exclusive to one another. Other researchers identified general factors such as the entrepreneur’s effort, energy, commitment and perseverance in the competency spectrum of the marketing dimension and entrepreneurship that is overlapping (Carson et al., 1995; Hill and McGowan, 1997). Specific factor that is related with creative competency includes self-confidence, innovative thinking, imagination, vision, utilization of creativity in strategic understanding, idea transmutation, ambition, intuition, flexibility, and non-standard discovery of solution. Entrepreneur marketers use formal and informal ways in running a business and often have a special focus on the use of personal and business network (Gilmore et al., 2001; O’Donnell et al., 2001). The existing literature on EM has emerged that there are a number of important dimension in analysis EM. These are discussed as follows.

a. Proactivity Dimension

Proactive dimension is defined as the anticipation and taking action according to the need of the future through seeking new opportunities, including anticipating new offers ahead of competition, and minimalized or eliminate operations that are still in the phase of falling or decline (Venkatraman, 1989). This dimension is considered leading instead of reacting (Morris et al., 2002), whereby proactive ability of the organization supports its ability to anticipate the market and changes of consumers’ needs (Lumpkin & Doss, 2001). Proactivity promotes innovation, the EM dimension reflects the organization’s tendency to be involved in new things and create new products (Lumpkin & Doss, 1996). Morris et al. (2002) illustrates it as having, “healthy dissatisfaction,” with the status quo and healthy involvement with the consumer to predict future preferences and demands. Risk taking originates from the understanding that resource is limited and involves the organization’s capacity to handle ambiguity and random variance (Wiklund & Shepherd, 2003). Opportunity focus originates from the organization’s capacity to pursue opportunity apart from the currently available resource (Morris et al., 2002; Morris et al., 2013).

b. Dimension Orientation of Opportunities

Dimension of opportunities orientation is a dimension that relates to the imperfection of a market. In the context of this consumer’s perspective dimension orientation on opportunities, this relates to the perception of desire that cannot be fulfilled, including the effort to maximize the limited resources for optimal advantages (Morris et al., 2002). Entrepreneurial companies have effectively make use of the controlled resources to create different competencies (Miles & Darroch, 2006). If organizations are limited in resources to reach the market opportunity, there are likely that they would trade and perform outsourcing and negotiation with other organizations to succeed. This way, they could reduce risk, increase their own intellectual capital and gain additional resource (Miles & Darroch, 2006; Kraus et al., 2012). In the context of orientations of
opportunities. EM will emphasize on the effort to chase after opportunities, despite the existing supply of resources. The marketers respond to emerging opportunities by continually improvising and redirecting their resources. Even though opportunities can still randomly appear, entrepreneurial marketers are known to be proactive in looking for new opportunities. Foreseeing and possessing the willingness to be a pioneer enables entrepreneur marketers to serve the unmet needs and captures the opportunities before their competitors. Innovation and creativity is an important process that helps entrepreneur marketers to transform opportunities into reality.

c. Dimension Orientation of Value Creation
Dimension orientation of value creation is a key component of entrepreneurship (Stevenson et al., 1989) and implies the addition of value in every possible things in the marketing strategies as well as adding value to customers or adding value to consumer’s offer (Morris et al., 2002). The proximity of the market causes entrepreneur marketers to often have decision-making process that is closely related with customer’s culture. They make decision based on the feedback of customers or information gathered throughout the direct or face-to-face interaction with customers. This information enables them to implement marketing strategies and their communication effectively. Some entrepreneur marketers rely on their experience when making decision about new products and services because they believe that their experience helps them make competent marketing decision.

d. Dimension Orientation of Product Categories
Organizations that adopt EM often focus on creating new product categories and direct customers to use innovations that are not sustainable. Notice as well that innovation is not limited to product or service but could also encompass marketing process or strategies. The complete focus on entrepreneur marketer’s customers places customers as the main priority and treats customers as active participants in the decision-making process of their marketing. Marketers integrate customers into the operation and receive recommendation from customers regularly. Customers’ preferences directly play an important part in determining the product approach, price, distribution and communication of an organization. To follow the behavioral change of EM, marketers use a highly focused approached, flexible and adjustable to the market. They are willing to make new promises to give the most satisfying product or services to the customers. Value creation through marketing network is an important concept in EM.

e. Dimension Orientation in Networking
Entrepreneur marketers gather market information and gain access to potential customers through their network. Information from the network also assists the marketer to give their best quality product to customers and to create a competitive advantage compared to their competitors. The resources from the network can assist the organization to manage risks and allocate their resources more efficiently. This specifically applies for small or new business where marketing is limited by the lack of resources. Notice that entrepreneurial marketing network is not limited to the suppliers and customers but also the competitors. Informal market analysis showed that marketing under EM does not always depend on formal planning. The marketing strategy of an organization can manifest and adjusted when implemented. Entrepreneur marketers often follow their instinct when making marketing decisions and consider intuitive judgment as a crucial part to assess market potential. Marketers have the tendency not to do a formal market research because they believe that they have a rich intuitive understanding of their market through constant contact with the customers. By examining the customers’ perception during interaction, marketers are able to gain valuable market information and identify suitable market opportunities.

f. Dimension Orientation of Growth
Orientation of growth of EM is often linked with the sales growth. Entrepreneur marketers generally have long-term goal in their marketing activities and is aimed to create sales growth through long-term network. The marketer’s ambition to grow their organization determines the business model of the organization, competitive strategies and resource management. To grow, marketers adopt a number of ways to develop their business, including improving recurring business and creates customer community that is dedicated and loyal to products. The researcher advises characteristics that appear to promote growth as market target that is carefully and fully defined, market niche with limited size and balanced orientation of product.

3. The Driving Factor for Successful Entrepreneurial Marketing Implementation
One of the driving factors for successful implementation of EM is an organization that has core customers and entrepreneur centric. This means EM organization can also be market oriented (MO) and business oriented (EO). This enables entrepreneurial organization to navigate different market conditions whereby MO is more effective in static environment and EO in market environment that easily change. This enables EM organization to more likely demonstrate market shifters rather than market based behavior (Jaworski et al., 2000). This EM culture that focuses on opportunity directed to organizations does not always follow the strategy of identification, diagnosis, conception, and traditional realization (de Wit & Meyer, 2010). EM organization sometimes uses flexible emergency

Fig 1. Dimension Orientation of Entrepreneurial Marketing
Source: Processed Data, 2018
strategies that is not planned but will eventually be as time passes because entrepreneurs experiments and adapts with the changing environment (Morrish et al., 2010). The other driving factor for successful implementation of EM is the “marketing done by entrepreneurs or owner manager of the organization” using tactics to draw new business that is different from traditional marketing (Carson & Gilmore, 2000) which is called administration marketing (AM). EM entrepreneurs tend to be innovation oriented (driven by ideas and intuition) instead of customer oriented (driven by assessment of market need) and tend to use informal network compared to research system and formal intelligence (Stokes, 2000). Morrish et al. (2010) create conceptualization by seeing EM as entirely marketing and entirely entrepreneurial; suggesting that EM organizations are still conducting proactive traditional marketing process and risks that are innovative. EM is seen here as an argument to AM and is effective throughout every life stage cycle of the organization. In contrast to Stokes (2000), a relatively clear image from EM is oriented on innovation and AM is oriented on customers, suggesting that EM organization has focus on both factors in the organization that is run, becoming customer-centric and entrepreneur-centric instead of being exclusive customer-centric like AM organization. This means that both customers and organization plays the same role in creating culture tactic, strategy and marketing of the organization. Risk taking and innovative value from entrepreneurial team results in culture that is more committed to explore and utilize the benefits of more interesting opportunities. The driving factors of successful entrepreneurial marketing implementation is shown in Figure 2.

![Fig 2 The Driving Factors of Successful Entrepreneurial Marketing Implementation](image)

Source: Processed Data, 2018

4. The Anticipation of Impact of Entrepreneurial Marketing Implementation

In reality, the effectively of EM is not a common solution and the success of EM is not entirely without side effect. “Entrepreneurship” as a main concept focuses on innovation and creativity (Drucker, 1986). In this logic, developing concept and new ideas emerges first (innovation oriented) and then followed by checking customer reception (customer oriented) (Stokes, 2000). This perspective of concept enables entrepreneur marketers to draw consumer’s attention, however, it inevitably triggers futility or excessive consumption that is debated as one of the main cause of unsustainability problem in the environment and economy (Sheth & Sisodia, 2006; Assadourian, 2010). An extreme incident is that there are people who stay in luxurious hotels, and spend millions to gain unique experience. On aggregate: the level of consumption skyrocketed and credit card debt reduces the interest rate and high personal bankruptcy (Malhotra, 2006). Other problems are that EM or creative customers can ignite determination or breaking of rules or utilizing resources unethically and outside of their interest (Morris et al. 2002). Therefore, although effective to draw consumers’ attention, EM practices are often done unethically. Hence, EM that emerged as an alternative to the affectivity problem of conventional marketing also need to face a number of side effects that could potentially raise problems. So, it is recommended that “full attention” becomes a key concept that needs to be functioned as a filter in the EM framework for a wider sustainable approach. In this form, marketing can bridge the gap between production level and effective consumption and changes the way of understanding business model (Figure 3).

![Fig 3. The Entrepreneurial Marketing Implementation Source: Processed data, 2018](image)

5. Implication of Managerial Implementation of EM in Business Organization

Until the last decade, entrepreneur believes the need for causality approach to start a business, such as starting with identified market needs, conducting market research, increasing required capital and resources, and setting some measurable objectives. Many businesses has followed this method and succeed, this is evident by large businesses that was built without any expectation from the beginning. Entrepreneurs start with an idea and start to create a market and/or artifact using a set of means available to them at one point of time. Other methods used include the use of biography and other triangulations with survey techniques that are more conventional and face-to-face interview (Fillis & Herman, 2005; Fillis, 2007). The impact that is felt by the decision makers on EM is the number of organizations that runs the business through highly informal, unstructured, and reactive mechanisms, whilst other business develop approaches that are proactive and creative, whereby innovation and opportunity identification produces competitive advantages. At the two ends of the continuum, formal marketing involves consecutive decision-making that is highly structured, while entrepreneurial decision tends to be disorganized and opportunistic. The specific characteristic of the EM situation has a meaning of
recognition that must be done because of the impact of personality and motivation of the main decision makers in conducting EM (Chell et al., 1991; Hofer & Bygrave, 1992; Storey, 1994; Douglas, 2005; Pech & Cameron, 2006). The influence of these factors can produce construction of personalized management style (Scholhammer & Kuriloff, 1997). The collective effect from the abovementioned basis of EM often results in informal ways of adopting and creativity that withstands and growing in the market (Fillis, 2006; Martin, 2009). The practice of EM can add higher value to customers and organization through its ability to impact on new product development, as well as strategic process and planning (Miles & Darroch, 2006). This helps explain the difference of managers and organizations behaviors, remembering that many organizations compete in business creativity and marketing. With the existence of limited resource that is hard to control, entrepreneurial marketers develops cost that is lower. However, it does not compromise effectiveness to solve problem. Entrepreneurial marketer meetings connect creativity and innovation, whereby creativity relates to the development of new ideas that contributes on formal and informal strategic thinking (Shalley et al., 2004; Bilton, 2007). Innovation is the implementation of idea in practice (Van den Broeck et al., 2008; Oke et al., 2009). Moreover, creativity possess truth claim, which is not inferior to science (Gadamer, 1975). This also gives a multidimensional and multisensory perspective that is more complete and multisensory on understanding instead of focusing on self-explanation (Belk, 1986). Even though there is a variety of methodologies that developed in its general scientific research, research on management is still dominated with linear and consecutive thinking that is formed by the foundation in the rational paradigm and functional epistemology (Carr, 1999; Rutgers, 1999). However, artistic way of thinking has existed simultaneously with scientific perspective for centuries. Long before the debate about the rational and non-rational way of identifying problems started, Vico (1744) and Baumgarten (1750) promoted poetic policy or non-rational senses of logical thinking. Art in management illustrate the ability to make use of unusual combination and juxtapositions. Burrell (2001), for instance, questioned why we do not try harder to let ourselves lose creatively to step away from the main stream of thinking methodologies through developing a more critical dialogue. Critical thinking ideas relate to renovation, disclosure, and analysis of image and icon of domain.

Conclusion
Although EM has been developing in the last few decades, it has not received an acknowledgement it deserves. There are certainly overlapping dimensions between EM, however, entrepreneurial marketers were able to solve the issue of utilizing limited resources in an organizations more creatively from every measures, so it produces competitive advantages and achievement. This focuses also on the importance of understanding how decision was made in relation with dealing with physical and perceptual obstacles against growth. Construction is also enables us to consider the benefit of creating a market, not a continuous loyalty on customer orientation. The adoption of artistic position introduces an important element to think about EM, moving over basic descriptive analysis about the organization and managerial behavior. Besides this, the artistic position pushes the interrogation and utilization of domain that was not previously related in helping to explain the behavior of organization and managerial. Entrepreneurs, who are characterized by opportunistic and intuitive, drive EM. Organization that wants to survive will definitively receive benefits. EM offers something more and different from the competitors in terms of environment and industry whereby the organization operates. However, the context of the community will impact on the nature of the entrepreneurial activities in certain region because entrepreneurship is required to be assessed by the community. The EM offers additional value and is influenced by the competitor's activities, industry and market consideration. This is consistent with the external changing factor, depending on the flexibility and negotiation and based on knowledge and experience of the entrepreneur. Hence, EM is based on the adaptation of the standard marketing framework, using network to build and support 144 marketing activities, based on the use and the development of marketing management competition and attempt to become innovative whenever they can do it. Therefore, there are many different views, be it from the community of academics to practitioners. As discussed before, there are a number of similarities and differences between marketing perspective and entrepreneurship. Some use the marketing lens to view entrepreneur problems and some uses entrepreneur lens to view marketing (Hansen & Eggers, 2010). It needs to be questioned whether academics or practitioners comes from a marketing or entrepreneurship background, because marketing is a part of entrepreneurship and entrepreneurship involves marketing. There is room for all the different perspectives and there are many opportunities to continue research in this field because the economy needs EM to face challenges and opportunities of the future. Entrepreneur marketers develop a planning formulation and individual strategy based on the combination of formal rational method and artistic approach that is more informal. EM in the end is influenced by the individual's style in doing business that is shaped by the worldview and specific individual owner/manager; hence, the decision of management can become very difficult. The initial decision tends to be formed by the economic consideration; however, the end is made as a result of intuition and personal initiative. The ability of the key of entrepreneur marketers is to identify and act on the opportunities before the competitors take them. The job or action of the entrepreneur marketers cannot be reduced to be purely economic dimension. This factor is a qualitative action that will impact on behavior and performance in the end.

Suggestion
Entrepreneurial Marketing in addition to growing consumer skepticism over traditional marketing practices, putting pressure on marketing concepts to show the economic outcomes of strategic decisions to key stakeholders. This ongoing pressure has encouraged marketers to find new ways to communicate with customers and regain their attention. Instead of pursuing the classic segmentation process, targeting and positioning that are seen as effective in the past, today more and more marketers are using relatively new marketing techniques that have proven their
effectiveness in a very short time. As a result, the entrepreneurship marketing method (EM), where marketers act as creative entrepreneurs, has emerged in the current marketing literature. The fact is that the effectiveness of EM is not an outlet for all marketing affairs, and its success also has side effects. Thus the study of EM as a concept, especially should focus on innovation and creativity. In this logic, EM implementation will be initiated by developing new concepts and ideas first (innovation orientation), then checking customer acceptance (customer orientation). Further research on EM will require an understanding of the conceptual concepts of customer behavioral characteristics, such as decision making, resource decision making, intuition and experience decisions, focus on opportunity recognition, market flexibility approaches and the exploitation of smaller niche markets.

References


