CINEFORUM
ISSN: 0009-7039
Vol. 66. No. S2, 2026 (Special Issue 2)

The Place Of Entrepreneurship In Marketing Practice: A Global And Comparative Analysis

Cosmas Anayochukwu Nwankwo[1], Catherine Ekene Asiagwu[2], Nkoli Augustina Chendo[3], Jacinta Chinyere Nwangwu[4], Goodfaith Nnenna Dike[5], Ijeoma Hellen Oranye[6]

[1] Chukwuemeka Odumegwu Ojukwu University, Nigeria.
Email: ca.nwankwo@coou.edu.ng
ORCID: 0000-0002-3135-7788
[2] Dennis Osadebay University, Asaba, Nigeria.
Email: catherine.asiagwu@dou.edu.ng
[3] Chukwuemeka Odumegwu Ojukwu University, Nigeria.
Email: na.chendo@coou.edu.ng
ORCID: 0009-0008-3555-179X
[4] Chukwuemeka Odumegwu Ojukwu University, Nigeria.
Email: jc.nwangwu@coou.edu.ng
ORCID: 0009-0000-5979-5678
[5] Chukwuemeka Odumegwu Ojukwu University, Nigeria.
Email: gn.okeke@coou.edu.ng
ORCID: 0000-0002-8209-6004
[6] Chukwuemeka Odumegwu Ojukwu University, Nigeria.
Email: ih.oranye@coou.edu.ng
Corresponding Author:
Cosmas Anayochukwu Nwankwo
Email: ca.nwankwo@coou.edu.ng

Abstract
The convergence of entrepreneurship and marketing has given rise to the dynamic field of Entrepreneurial Marketing (EM), which has become increasingly critical in the contemporary global business landscape. This paper explores the place of entrepreneurship in marketing practice through a global and comparative lens. It examines the theoretical underpinnings of EM, highlighting its departure from traditional marketing through dimensions such as proactiveness, innovativeness, risk-taking, and opportunity focus. Through a comparative analysis of different regions, including North America, Europe, Asia, and Africa. The paper identifies how institutional environments, cultural factors, and technological advancements shape EM practices. The findings reveal that while developed economies like the United State (US) and European Union (EU) emphasise structured research and development (R&D) and innovation-led growth, emerging economies in Asia and Africa leverage mobile technology and fintech to drive necessity-driven and rapid-growth innovations. The study concludes by discussing the challenges and opportunities in global EM and providing directions for future research and practice....
Keywords Entrepreneurship, marketing, entrepreneurial marketing, digitalisation, continental analysis...

INTRODUCTION

In an era characterised by rapid technological change, market volatility, and intense global competition, the traditional boundaries between business disciplines are increasingly blurred. One of the most significant convergences in recent decades is the interface between entrepreneurship and marketing. This intersection, often referred to as Entrepreneurial Marketing (EM), represents a paradigm shift in how organizations—regardless of their size or age—approach value creation and market engagement (Hills, Hultman & Miles, 2008).

Entrepreneurship, traditionally associated with the creation of new ventures and the exploitation of opportunities, and marketing, focused on understanding and satisfying customer needs, were once viewed as distinct functions. However, the emergence of EM acknowledges that in turbulent environments, marketing must become more entrepreneurial, and entrepreneurship must be grounded in market realities (Morris, Schindehutte & LaForge, 2002). EM is not merely "marketing for small businesses"; rather, it is a resource-conscious approach that is proactive, innovative, and uncertainty-embracing, applicable to startups, SMEs, and large corporations alike (Ionita, 2012).

The global landscape of EM is far from uniform. The "place" of entrepreneurship in marketing practice is profoundly influenced by regional contexts. In developed economies, EM often manifests as a strategic orientation aimed at maintaining competitive advantage through continuous innovation and R&D (Jones, Suoranta & Rowley, 2013). In contrast, in emerging and developing economies, EM is frequently a survival mechanism or a vehicle for rapid growth, often bypassing traditional infrastructure through digital and mobile-based innovations (Al-Shaikh & Hanaysha, 2023).

This study aims to provide a comprehensive and comparative analysis of EM practices globally. It begins by establishing the theoretical frameworks that define EM, followed by an exploration of the interface between entrepreneurship and marketing practice. A significant portion of the study is dedicated to a comparative analysis of regional perspectives, highlighting the unique drivers and manifestations of EM in North America, Europe, Asia, and Africa. Finally, the study discusses the overarching challenges and opportunities in the global EM domain, offering insights for practitioners and scholars.

2. THEORETICAL FRAMEWORKS OF ENTREPRENEURIAL MARKETING

The theoretical foundation of Entrepreneurial Marketing (EM) is built upon the integration of Entrepreneurial Orientation (EO) and Market Orientation (MO). While traditional marketing theory often emphasizes a reactive approach to customer needs and a focus on established market structures, EM theory posits a more dynamic and proactive stance (Amjad, Rani & Sa'atar, 2020).

2.1. Dimensions of Entrepreneurial Marketing

Scholars have identified several key dimensions that distinguish EM from traditional marketing practices. These dimensions form a conceptual framework for understanding how entrepreneurship is embedded in marketing (Morris et al., 2002):

Proactiveness: Unlike traditional marketing, which may wait for market signals, EM involves anticipating future needs and being the first to act on emerging opportunities. It is about leading the market rather than following it.

Innovativeness: This dimension refers to the pursuit of creative and novel solutions to market problems. In EM, innovation is not limited to products but extends to processes, business models, and marketing strategies.

Risk-Taking: EM acknowledges that pursuing opportunities involves inherent risks. Entrepreneurial marketers are willing to commit resources to uncertain ventures, provided the potential for value creation is significant.

Opportunity Focus: The core of EM is the constant search for and exploitation of market opportunities. This requires a high degree of environmental scanning and the ability to pivot quickly.

Resource Leveraging: Entrepreneurial marketers are often resource-constrained. They excel at "doing more with less" by leveraging external resources, forming strategic alliances, and using creative bootstrapping techniques.

Customer Intensity: While traditional marketing focuses on customer satisfaction, EM emphasizes deep, often emotional, engagement with customers. It involves co-creating value and building intense relationships.

Value Creation: The ultimate goal of EM is the creation of superior value for customers and the organization. This is achieved through the unique combination of the other dimensions.

2.2. EM vs. Traditional Marketing: A Conceptual Shift

The shift from traditional to entrepreneurial marketing represents a fundamental change in strategic thinking. Traditional marketing is often characterised by the "4Ps" (Product, Price, Place, Promotion) and a focus on market share and stability. In contrast, EM is characterised by an "opportunity-driven" approach, where the focus is on market creation and disruption (Rahim, Wahab & et al., 2015).

Feature	Traditional Marketing	Entrepreneurial Marketing
Primary Focus	Market share, stability, 4Ps	Opportunity, innovation, value creation
Approach	Reactive, analytical	Proactive, experimental
Risk Profile	Risk-averse, incremental	Risk-embracing, disruptive
Resource Use	Large budgets, internal resources	Resource leveraging, bootstrapping
Customer Interaction	Transactional, satisfaction-focused	Intense, engagement-focused, co-creation

Feature	Traditional Marketing	Entrepreneurial Marketing
Market View	Established segments, competition	Emerging opportunities, market creation

This theoretical shift is particularly relevant in the global context, where different institutional and economic environments necessitate varying degrees of entrepreneurial intensity in marketing practice. For instance, in highly regulated European markets, EM may focus on navigating institutional constraints through innovative compliance and CSR strategies, whereas in the fast-paced digital ecosystems of East Asia, EM may be defined by rapid experimentation and "born global" strategies (Guerrero, Urbano & Cunningham, 2014).
The following sections will delve deeper into how these theoretical dimensions are applied in practice across different global regions, providing a comparative analysis of the place of entrepreneurship in marketing.

3. THE INTERFACE BETWEEN ENTREPRENEURSHIP AND MARKETING PRACTICE

The interface between entrepreneurship and marketing practice is a dynamic and evolving domain that has gained significant attention from both scholars and practitioners. This interface is characterised by the integration of entrepreneurial thinking into marketing activities and the application of marketing principles to entrepreneurial ventures. At its core, the interface represents a shift from a functional, siloed approach to a more holistic and strategic orientation (Hills et al., 2008).

3.1. Entrepreneurial Thinking in Marketing

In contemporary marketing practice, entrepreneurial thinking is no longer confined to startups. Large corporations are increasingly adopting "intrapreneurial" marketing strategies to remain competitive in rapidly changing markets. This involves empowering marketing teams to act as entrepreneurs within the organization, encouraging experimentation, and tolerating failure as a necessary part of the innovation process (Nwankwo & Kanyangale, 2020).
Entrepreneurial thinking in marketing manifests in several ways:
Agile Marketing: Drawing from the agile software development methodology, agile marketing emphasizes iterative cycles, rapid testing, and data-driven decision-making. This approach allows marketing teams to respond quickly to market changes and customer feedback, much like an entrepreneur would (Ionita, 2012).
Growth Hacking: This is a prime example of the entrepreneurship-marketing interface. Growth hacking involves using creative, low-cost strategies to achieve rapid user acquisition and business growth. It combines marketing, engineering, and data analysis to identify and exploit growth opportunities (Forbes, 2022).
Customer Co-Creation: Entrepreneurial marketers often involve customers in the product development and marketing process. This co-creation not only ensures that the final product meets customer needs but also builds a sense of ownership and loyalty among the customer base (Nwankwo & Kanyangale, 2022).

3.2. Marketing in Entrepreneurial Ventures

For startups and small businesses, marketing is often the most critical function for survival and growth. However, these ventures typically face significant resource constraints, including limited budgets, lack of brand recognition, and a small customer base. In this context, marketing practice is inherently entrepreneurial (Nwankwo & Kanyangale, 2022).
Marketing in entrepreneurial ventures is characterised by:
Bricolage: This involves "making do" with the resources at hand. Entrepreneurial marketers use their networks, social media, and other low-cost tools to reach their target audience and build their brand (Baker & Nelson, 2005).
Relationship Marketing: Given their limited resources, entrepreneurial ventures often focus on building deep, personal relationships with their customers. This can lead to high levels of customer loyalty and word-of-mouth marketing, which are crucial for early-stage growth (Grönroos, 1994).
Niche Marketing: Startups often begin by targeting a specific, underserved niche in the market. This allows them to focus their limited resources and build a strong position before expanding into broader markets (Kotler, 2003).

4. GLOBAL TRENDS IN ENTREPRENEURIAL MARKETING

The practice of Entrepreneurial Marketing (EM) is being shaped by several overarching global trends. These trends are influencing how organizations across different regions approach marketing and entrepreneurship, creating both challenges and opportunities (Hills et al., 2008).

4.1. Digital Transformation and the Rise of Platforms

Digital transformation is perhaps the most significant trend impacting EM globally. The rise of digital platforms, such as Amazon, Alibaba, and Jumia, has fundamentally changed how products are marketed and sold. These platforms provide entrepreneurial ventures with access to global markets that were previously out of reach (McKinsey, 2024).

Digital tools, including social media, search engine optimization (SEO), and data analytics, have leveled the playing field for small businesses, allowing them to compete with larger corporations on a more equal footing. However, this digital landscape is also highly competitive and rapidly changing, requiring entrepreneurial marketers to be constantly learning and adapting (Nwankwo & Chendo, 2024).

4.2. Sustainability and Social Entrepreneurship

There is a growing global trend towards sustainability and social responsibility in business. This has led to the rise of social entrepreneurship, where organizations seek to create both social and economic value. In this context, EM is used to communicate the organization's social mission and build a community of supporters (Al-Shaikh & Hanaysha, 2023).

Entrepreneurial marketers are increasingly focusing on "purpose-driven" marketing, where the brand's values and social impact are central to its identity. This trend is particularly strong among younger consumers, who are more likely to support brands that align with their own values (Kotler, Kartajaya & Setiawan, 2010).

4.3. The Shift Towards Personalization and Experience

In a crowded global marketplace, organizations are increasingly focusing on providing personalized experiences for their customers. This involves using data and technology to tailor products, services, and marketing messages to the individual needs and preferences of each customer (Pine & Gilmore, 1998).

Entrepreneurial marketers are at the forefront of this trend, using their agility and customer focus to create unique and memorable experiences. This shift from a product-centric to an experience-centric approach is a key driver of value creation in the contemporary global economy (Hills et al., 2008).

4.4. Globalization and "Born Global" Ventures

The ease of international communication and transportation has led to the rise of "born global" ventures—startups that seek to compete in international markets from their inception. These ventures use EM strategies to build a global brand and reach customers across different regions (Knight & Cavusgil, 2004).

Born global ventures often leverage digital platforms and global networks to overcome the traditional barriers to international expansion. This trend is particularly evident in the technology sector, where software and digital services can be easily distributed globally (Nwankwo & Chendo, 2024).

The following section will provide a comparative analysis of how these trends and theoretical dimensions manifest in different global regions, highlighting the unique characteristics of EM in North America, Europe, Asia, and Africa.

5. COMPARATIVE ANALYSIS: REGIONAL PERSPECTIVES

The practice of Entrepreneurial Marketing (EM) is not a one-size-fits-all approach. It is deeply embedded in the institutional, economic, and cultural contexts of different global regions. This section provides a comparative analysis of EM in North America, Europe, Asia, and Africa, highlighting the unique drivers and manifestations of entrepreneurship in marketing practice.

5.1. North America and Europe: Innovation and R&D Focus

In developed economies like North America and Europe, EM is often characterised by a strong focus on innovation, research and development (R&D), and strategic orientation. These regions have well-established institutional frameworks, access to capital, and a highly skilled workforce, which shape how EM is practiced (Jones et al., 2013).

North America (US and Canada):

Venture Capital and Ecosystems: The US, particularly Silicon Valley, is home to a robust venture capital ecosystem that supports high-growth, technology-driven startups. EM in this context is often focused on rapid scaling, disruptive innovation, and "winner-takes-all" market strategies (Saxenian, 1994).

Data-Driven Marketing: North American firms are at the forefront of using data analytics, AI, and machine learning to drive marketing decisions. This data-driven approach allows for highly personalized and targeted marketing campaigns, which are key dimensions of EM in this region (Davenport & Harris, 2007).

Entrepreneurial Culture: There is a strong cultural emphasis on entrepreneurship, risk-taking, and individual achievement. This culture encourages marketers to be proactive and innovative in their approach to value creation (Hofstede, 2001).

Europe (EU and United Kingdom (UK)):

Structured Innovation: European EM often emphasizes structured R&D and a focus on quality and sustainability. Many European countries have strong government support for innovation, particularly in the green energy and manufacturing sectors (Guerrero, Urbano & Cunningham, 2014).

Institutional Constraints and Compliance: European firms operate in a highly regulated environment, particularly concerning data privacy (GDPR) and environmental standards. EM in this context involves navigating these constraints through innovative compliance and CSR strategies (European Commission 2018).

Regional Clusters: Europe is known for its strong regional clusters, such as the "Mittelstand" in Germany—a network of highly specialized, family-owned SMEs that are global leaders in their niches. These firms use EM to maintain their competitive advantage through continuous, incremental innovation and deep customer relationships (Simon, 2009).

5.2. Asia: Rapid Growth and Digital Transformation

Asia, particularly East and Southeast Asia, has become a global powerhouse for EM, driven by rapid economic growth, a large and young population, and a high rate of digital adoption. EM in this region is characterised by speed, experimentation, and a focus on mobile-first strategies (Otieno & Muathe, 2022).

East Asia (China, Japan, South Korea):

Digital Ecosystems and Super-Apps: China, in particular, has seen the rise of massive digital ecosystems like Alibaba and Tencent. These platforms, and their "super-apps" (e.g., WeChat), have created unique opportunities for EM, where marketing, social media, and e-commerce are seamlessly integrated (Alibaba Group, 2023).

Rapid Experimentation: Asian firms are known for their speed and agility. EM in this region often involves rapid prototyping, testing, and iterating on products and marketing strategies, allowing firms to respond quickly to changing market conditions (McKinsey, 2024).

Born Global Internationalization: Many Asian startups, particularly in the technology and gaming sectors, are "born global," seeking to compete in international markets from their inception. They use EM to build a global brand and reach customers across different regions (Nwankwo & Chendo, 2024).

Southeast Asia (India, Indonesia, Vietnam):

Mobile-First Strategies: With a high rate of smartphone penetration and a young, tech-savvy population, EM in Southeast Asia is predominantly mobile-first. Firms use mobile apps and social media to reach and engage with their customers (Google, Temasek, & Bain & Company. 2023).

Frugal Innovation: In many parts of Southeast Asia, firms practice "frugal innovation"—creating high-quality, low-cost products and services for price-sensitive consumers. This is a key dimension of EM in this region, where resource leveraging is crucial (Radjou, Prabhu & Ahuja, 2012).

5.3. Africa and Latin America: Necessity-Driven Innovation and Fintech

In emerging and developing economies like Africa and Latin America, EM is often driven by necessity and a desire to overcome institutional voids. These regions have seen a surge in entrepreneurial activity, particularly in the fintech and mobile services sectors (Otieno & Muathe, 2022).

Africa (Nigeria, Kenya, South Africa):

Fintech and Mobile Money: Africa is a global leader in mobile money and fintech innovation. Firms like M-Pesa in Kenya and various fintech startups in Nigeria have used EM to provide financial services to the unbanked population, bypassing traditional banking infrastructure (GSMA, 2023).

Necessity-Driven Innovation: In many parts of Africa, entrepreneurship is a survival mechanism. EM in this context involves identifying and addressing basic needs, such as access to clean water, energy, and healthcare, through innovative and low-cost solutions (UNODC. 2021).

Resource Leveraging and Bricolage: African entrepreneurs are masters of bricolage, using their limited resources and social networks to build and market their businesses. This resource-conscious approach is a core dimension of EM in the region (Baker & Nelson, 2005, Nwankwo & Kanyangale, 2022).

Latin America (Brazil, Mexico, Argentina):

Entrepreneurial Ecosystems: Latin America has seen a growing entrepreneurial ecosystem, with a focus on addressing regional challenges through technology. EM in this region often involves adapting global business models to local market conditions (Melchor-Duran, 2024).

Social Entrepreneurship: There is a strong trend towards social entrepreneurship in Latin America, where firms seek to create both social and economic value. EM is used to communicate the organization's social mission and build a community of supporters (Austin, Stevenson & Wei-Skillern, 2006).

5.4. Comparative Summary

The following table provides a comparative summary of EM practices across different global regions:

Region	Primary Drivers	Key Manifestations	Strategic Focus
North America	Venture capital, tech innovation	Data-driven marketing, rapid scaling	Disruptive innovation, market leadership
Europe	Structured R&D, sustainability	Quality, compliance, regional clusters	Incremental innovation, Corporate Social Responsibility (CSR)

CINEFORUM
ISSN: 0009-7039
Vol. 66. No. S2, 2026 (Special Issue 2)

Region	Primary Drivers	Key Manifestations	Strategic Focus
Asia	Digital transformation, rapid growth	Super-apps, mobile-first, speed	Rapid experimentation, born global
Africa	Necessity, institutional voids	Fintech, mobile money, bricolage	Frugal innovation, social impact
Latin America	Regional challenges, social mission	Social entrepreneurship, local adaptation	Community building, social value

This comparative analysis highlights that while the core dimensions of EM—proactiveness, innovativeness, risk-taking, and opportunity focus—are universal, their application and manifestation are profoundly influenced by regional contexts. The following section will discuss the overarching challenges and opportunities in the global EM domain.

6. CHALLENGES AND OPPORTUNITIES IN GLOBAL ENTREPRENEURIAL MARKETING

The global landscape of Entrepreneurial Marketing (EM) presents a unique set of challenges and opportunities for organizations of all sizes. As the boundaries between entrepreneurship and marketing continue to blur, navigating this complex environment requires a strategic and adaptive approach (Hills et al., 2008).

6.1. Challenges in Global EM

Institutional Voids and Regulatory Complexity: In many emerging economies, the lack of formal institutions, such as reliable legal systems and financial infrastructure, creates significant challenges for entrepreneurial marketers. Conversely, in developed economies, complex regulatory frameworks, such as data privacy laws (GDPR), can constrain innovation and marketing activities (Khanna & Palepu, 2010).

Resource Constraints and Competition: Entrepreneurial ventures, particularly in developing regions, often face severe resource constraints, including limited access to capital, skilled labor, and technology. At the same time, they must compete with large, well-resourced multinational corporations that are increasingly adopting entrepreneurial marketing strategies (Nwankwo, Kanyangale & Abugu, 2021).

Cultural and Market Diversity: Global EM requires a deep understanding of diverse cultural and market contexts. Marketing strategies that work in one region may not be effective in another, necessitating a high degree of local adaptation and cultural sensitivity (Hofstede, 2001).

Rapid Technological Change: The fast pace of technological change is both a challenge and an opportunity. While it provides new tools for EM, it also requires constant learning and adaptation, and can lead to the rapid obsolescence of products and marketing strategies (Christensen, 1997).

6.2. Opportunities in Global EM

Digital Platforms and Global Reach: The rise of digital platforms provides entrepreneurial ventures with unprecedented access to global markets. These platforms level the playing field, allowing small businesses to reach customers across different regions with minimal investment (McKinsey, 2024).

Fintech and Financial Inclusion: The growth of fintech and mobile money, particularly in Africa and Asia, has created new opportunities for EM by providing financial services to previously unbanked populations. This has opened up new markets and enabled more efficient transactions (GSMA, 2023).

Sustainability and Purpose-Driven Marketing: The global trend towards sustainability and social responsibility provides a significant opportunity for entrepreneurial marketers to differentiate their brands and build deep, emotional connections with consumers who share their values (Kotler, Kartajaya & Setiawan, 2010).

Data Analytics and Personalization: Advances in data analytics and artificial intellegence (AI) allow for highly personalized and targeted marketing, which is a key dimension of EM. This enables firms to create superior value for their customers and build long-term loyalty (Davenport & Harris, 2007).

7. CONCLUSION AND FUTURE DIRECTIONS: CHARTING THE PATH FORWARD

The preceding analysis has underscored the transformative power of Entrepreneurial Marketing (EM) in shaping contemporary global business. Far from being a peripheral concept, EM has emerged as a fundamental strategic orientation that enables organizations, regardless of their size or stage of development, to navigate dynamic markets, create superior value, and achieve sustainable growth. This study has systematically dissected the theoretical underpinnings of EM, elucidated its core dimensions, differentiated it from traditional marketing paradigms, and provided a comprehensive comparative analysis of its manifestations across diverse global regions. Furthermore, it has delved into the intricate challenges and profound opportunities that characterise the global EM landscape.

7.1. Synthesis of Key Findings

The synthesis of our findings reveals several critical insights:

Universality of Core Dimensions, Contextualized Application: The seven dimensions of EM—proactiveness, innovativeness, risk-taking, opportunity focus, resource leveraging, customer intensity, and value creation—are universally applicable. However, their specific application and strategic emphasis are profoundly shaped by regional socio-economic, cultural, and institutional contexts. For instance, North America excels in disruptive innovation driven by venture capital, while Europe prioritizes structured innovation and sustainability within a robust regulatory framework. Asia leads in digital ecosystem integration and hyper-speed experimentation, whereas Africa demonstrates remarkable ingenuity in necessity-driven fintech innovations. Latin America, in turn, showcases a strong inclination towards social entrepreneurship and local adaptation.

EM as a Strategic Imperative: EM is no longer merely an option but a strategic imperative for firms seeking to thrive in an era of rapid change and intense competition. It provides a framework for fostering agility, resilience, and continuous innovation, enabling organizations to not only respond to market shifts but also to proactively shape them. The integration of entrepreneurial thinking into marketing functions and marketing principles into entrepreneurial ventures creates a synergistic effect that drives enhanced competitive advantage, improved resource efficiency, accelerated growth, and market creation.

The Transformative Role of Technology: Digital transformation, particularly the advent of AI, automation, and immersive technologies, is fundamentally reshaping the EM landscape. These technologies offer unprecedented opportunities for hyper-personalization, predictive analytics, global market access, and efficient resource leveraging. However, they also introduce challenges related to ethical AI, data privacy, and the need for continuous skill development.

Sustainability and Social Impact as Core Value Propositions: There is a growing global recognition of the importance of sustainability and social responsibility. EM is uniquely positioned to integrate these values into core business models, fostering purpose-driven marketing that resonates deeply with conscious consumers. The rise of social entrepreneurship and the circular economy model exemplify how EM can drive both economic prosperity and positive societal impact.

7.2. Expanded Future Research Directions

Building upon the identified gaps and emerging trends, several expanded avenues for future research and practice warrant attention:

The Ethical Implications and Governance of AI in EM: As Artificial Intelligence (AI) becomes increasingly pervasive in Entrepreneurial Marketing (EM), future research must delve deeper into its multifaceted ethical implications. This includes a thorough investigation of algorithmic bias in targeting and personalization, which can lead to discriminatory practices or reinforce existing societal inequalities. Research should also address the growing concerns around data privacy breaches, the potential for manipulative marketing practices facilitated by AI, and the broader impact of AI on consumer autonomy and decision-making. Furthermore, it is crucial to explore and develop robust frameworks for ethical AI governance specifically tailored for EM contexts. This involves identifying best practices for responsible AI deployment, ensuring transparency in AI-driven marketing decisions, and establishing clear accountability mechanisms for AI systems. Such research is paramount for maintaining consumer trust, mitigating regulatory risks, and preventing potential societal backlash against AI-powered marketing initiatives.

EM and the Circular Economy: Beyond Conceptualization to Implementation: While the conceptual alignment between EM and the circular economy is well-established, there remains a significant need for empirical research that moves beyond theoretical discussions to practical implementation. Future studies should focus on how entrepreneurial firms are actively designing and implementing circular business models, such as product-as-a-service, repair, reuse, and recycling initiatives. Crucially, research needs to explore how EM strategies are specifically employed to promote circular consumption patterns among consumers. This could involve detailed case studies of successful circular economy ventures, quantitative analyses to measure the impact of circular EM on firm performance, resource efficiency, and overall sustainability outcomes. Additionally, investigations into the challenges and facilitators of adopting circular practices across diverse industries and geographical regions are essential. Research should also explore the role of EM in educating consumers about the benefits of circularity, fostering behavioral change towards more sustainable consumption, and creating new market demand for circular products and services.

Longitudinal and Mixed-Methods Cross-Cultural Studies: To achieve a more nuanced and comprehensive understanding of EM across diverse global contexts, future research should transition from predominantly cross-sectional studies to embrace longitudinal and mixed-methods approaches. Longitudinal studies are vital for tracking the evolution of EM practices, their long-term impacts on firm performance, and their adaptation to changing market dynamics over extended periods. Mixed-methods research, combining the statistical rigor of quantitative analysis with the rich, in-depth insights of qualitative inquiry, can provide a holistic view of the complex contextual factors influencing EM. Cross-cultural studies, in particular, should employ robust comparative methodologies to systematically identify both the universal principles that underpin EM globally and the specific context-dependent adaptations that arise from cultural nuances, institutional variations, and socio-economic conditions. Moving beyond broad regional categorizations to examine specific cultural dimensions (e.g., individualism vs. collectivism, power distance) and their influence on EM dimensions will offer a more granular and actionable understanding of how EM translates and thrives in different global settings.

Intrapreneurial Marketing in Large, Established Corporations: While EM is traditionally associated with startups and Small and Medium-sized Enterprises (SMEs), its principles are increasingly pertinent for large, established corporations striving to maintain agility, foster innovation, and respond effectively to market disruptions. Future research should investigate the specific organizational structures, cultural elements, leadership styles, and incentive systems that are most effective in fostering successful intrapreneurial marketing initiatives within these larger firms. This includes exploring strategies for overcoming bureaucratic inertia, managing internal resistance to change, and effectively leveraging the vast resources (e.g., brand equity, distribution networks, R&D capabilities) that large corporations possess to implement entrepreneurial marketing strategies. Case studies of successful intrapreneurial marketing programs, alongside quantitative analyses of their impact on corporate innovation, market performance, and competitive advantage, would be particularly valuable. Such research can provide actionable insights for established firms seeking to embed entrepreneurial dynamism within their marketing functions.

The Role of EM in Crisis Management and Resilience: The recent succession of global crises, including pandemics, economic downturns, and geopolitical conflicts, has unequivocally highlighted the critical importance of organizational resilience. Future research should systematically explore how EM strategies contribute to a firm's ability to not only adapt and survive but also to thrive during periods of extreme uncertainty and disruption. This could involve examining how entrepreneurial marketers leverage their inherent proactiveness, resourcefulness, and customer intensity to pivot business models, adjust marketing strategies, communicate effectively with stakeholders during crises, and ultimately build brand resilience. Understanding the specific mechanisms through which EM fosters organizational resilience—such as rapid experimentation, agile resource reallocation, and deep customer engagement during turbulent times—will be crucial for developing robust frameworks for crisis management and strategic planning in an increasingly volatile global environment.

EM in Emerging Technologies and Industries: As humanity stands on the cusp of new technological frontiers, with the emergence of fields like quantum computing, advanced biotechnologies, space commercialization, and sustainable energy solutions, there is a pressing need to investigate how EM principles are applied in these nascent and often highly uncertain domains. Research could explore how entrepreneurial marketers identify opportunities in these uncharted territories, build initial customer bases for entirely novel products and services, and effectively create markets where none previously existed. This would involve examining the unique challenges (e.g., high technological risk, lack of established demand, regulatory ambiguity) and opportunities (e.g., first-mover advantage, disruptive potential) presented by these emerging technologies. Furthermore, studies should analyze how EM strategies—such as early customer co-creation, rapid prototyping, ecosystem building, and visionary storytelling—are adapted and innovated to suit the specific contexts and demands of these cutting-edge sectors.

7.3. Conclusion

Entrepreneurial Marketing (EM) stands as a vibrant, indispensable, and continually evolving field, offering a dynamic lens through which organizations can not only survive but also flourish within an increasingly complex and interconnected global landscape. By steadfastly embracing its core dimensions—proactiveness, innovativeness, risk-taking, opportunity focus, resource leveraging, customer intensity, and value creation—entrepreneurial marketers are uniquely positioned to drive significant innovation, create profound value, and foster sustainable growth across diverse sectors and geographies. The strategic integration of cutting-edge technologies, coupled with a nuanced adaptation to specific regional contexts, empowers these marketers to navigate market turbulences, capitalize on emerging trends, and forge lasting connections with their target audiences. The future of EM is characterised by its promise of continued evolution and adaptation, presenting fertile ground for both rigorous scholarly inquiry and impactful practical application. This ongoing development will undoubtedly play a pivotal role in shaping the trajectory of global business for decades to come, underscoring EM's enduring relevance and strategic importance in an ever-changing world..

References

1. Al-Shaikh, M. E., & Hanaysha, J. R. (2023). A conceptual review on entrepreneurial marketing and business sustainability in small and medium enterprises. World Development Sustainability, 2, 100039.
2. Alibaba Group. (2023). Annual Report. https://www.alibabagroup.com/en/ir/reports

3. Amjad, T., Rani, S., & Sa'atar, S. B. (2020). Entrepreneurial marketing theory: Current developments and future research directions. SEISENSE Journal of Management, 3(2), 1-20.
4. Austin, J., Stevenson, H., & Wei-Skillern, J. (2006). Social and commercial entrepreneurship: Same, different, or both? Entrepreneurship Theory and Practice, 30(1), 1-22.
5. Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. Administrative Science Quarterly, 50(3), 329-366.
6. Christensen, C. M. (1997). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail. Harvard Business School Press.
7. Davenport, T. H., & Harris, J. G. (2007). Competing on Analytics: The New Science of Winning. Harvard Business School Press.
8. European Commission. (2018). General Data Protection Regulation (GDPR). https://ec.europa.eu/info/law/law-topic/data-protection_en
9. Forbes. (2022, February 4). Key Insights On Entrepreneurial Marketing When You Have No Budget For Your Small Business Or Startup. https://www.forbes.com/sites/bernhardschroeder/2022/02/04/key-insights-on-entrepreneurial-marketing-when-you-have-no-budget-for-your-small-business-or-startup/
10. GSMA. (2023). The State of the Mobile Internet Connectivity Report 2023. https://www.gsma.com/r/state-of-mobile-internet-connectivity/
11. Google, Temasek, & Bain & Company. (2023). e-Conomy SEA 2023 Report. https://www.thinkwithgoogle.com/intl/en-apac/consumer-insights/consumer-trends/e-conomy-sea-2023-report/
12. Grönroos, C. (1994). From marketing mix to relationship marketing: Towards a paradigm shift in marketing. Management Decision, 32(2), 4-20.
13. Guerrero, M., Urbano, D., & Cunningham, J. (2014). Entrepreneurial universities in two European regions: A case study comparison. The Journal of Technology Transfer, 39(3), 415-434.
14. Hills, G. E., Hultman, C. M., & Miles, M. P. (2008). The evolution and development of entrepreneurial marketing. Journal of Small Business Management, 46(1), 99-112.
15. Hofstede, G. (2001). Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations. Sage.
16. Ionita, D. (2012). Entrepreneurial marketing: A new approach for challenging times. Management & Marketing, 7(1), 131-150.
17. Jones, R., Suoranta, M., & Rowley, J. (2013). Entrepreneurial marketing: A comparative study. The Service Industries Journal, 33(7-8), 705-719.
18. Khanna, T., & Palepu, K. G. (2010). Winning in Emerging Markets: A Road Map for Strategy and Execution. Harvard Business Press.
19. Knight, G. A., & Cavusgil, S. T. (2004). Innovation, organizational capabilities, and the born-global firm. Journal of International Business Studies, 35(2), 124-141.
20. Kotler, P., Kartajaya, H., & Setiawan, I. (2010). Marketing 3.0: From Products to Customers to the Human Spirit. Wiley.
21. Kotler, P. (2003). Marketing Management. Prentice Hall.
22. Melchor-Duran, I. L. (2024). Comparative analysis of the determinants of entrepreneurial ecosystems, Latin American development, and the evolution and future. MDPI, 5(2), 10.
23. McKinsey. (2024, May 2). The rise of MSMEs (micro, small, and medium enterprises). https://www.mckinsey.com/mgi/our-research/a-microscope-on-small-businesses-spotting-opportunities-to-boost-productivity
24. Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002). Entrepreneurial marketing: A construct for integrating emerging entrepreneurship and marketing perspectives. Journal of Marketing Theory and Practice, 10(4), 1-19.
25. Nwankwo, C. A., & Kanyangale, M. I. (2020). Deconstructing entrepreneurial marketing dimensions in small and medium-sized enterprises in Nigeria: Literature analysis, Journal of Entrepreneurial Venturing, 24(1), 1-14.

26. Nwankwo, C. A., Kanyangale, M. I. & Abugu, J. O. (2021). The basics of a mobile money-based financial service: perceptions of university students in Nigeria, Foundations of Management, 13, 209-218 DOI: 10.2478/fman-2021-0016.
27. Nwankwo, C. A., & Kanyangale, M. I. (2023). Entrepreneurial marketing: Exploring its place in social enterprises, International Journal of Research in Business and Social Science 12(5), 74-85.
28. Nwankwo, C. A., & Kanyangale, M. I. (2022). Entrepreneurial marketing and a new integrative model: An evaluation of the survival of manufacturing small and medium enterprises. Academy of Entrepreneurship Journal, 28(1), 1-13.
29. Nwankwo, C. A., & Kanyangale, M. I. (2022). The evolution from pre-academic marketing thought to the new paradigm of entrepreneurial marketing. Academy of Strategic Management Journal, 21(2), 1-15.
30. Nwankwo, C. A., & Chendo, N. A. (2024). Entrepreneurial marketing and sustainability of small and medium restaurants: An analysis of South-East, Nigeria., Innovations, 78, 1814-1833.
31. Otieno, V., & Muathe, S. (2022). A comparative study on Asia and Europe on start-up led innovations as a vehicle for development: Any lesson for Africa Continental Free Trade Area. American International Journal of Social Science Research, 12(1), 14-22.
32. Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. Harvard Business Review, 76(4), 97-105.
33. Radjou, N., Prabhu, J., & Ahuja, S. (2012). Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth. Jossey-Bass.
34. Rahim, H. A., Wahab, K. A., & et al. (2015). The shift from traditional marketing to entrepreneurial marketing practices: A literature review. Business and Management Horizons, 3(2), 1-15.
35. Saxenian, A. (1994). Regional Advantage: Culture and Competition in Silicon Valley and Route 128. Harvard University Press.
36. Simon, H. (2009). Hidden Champions of the 21st Century: Success Strategies of Unknown World Market Leaders. Springer.
37. UNODC. (2021). National Drug Control Master Plan (NDCMP) 2021–2025. https://www.unodc.org/conig/uploads/documents/NDCMP_2021-2025.pdf