Research at the Marketing/ Entrepreneurship Interface

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RECENT DEVELOPMENTS IN ENTREPRENEURIAL MARKETING: LITERATURE REVIEW, THEMATIC ANALYSIS AND RESEARCH AGENDA

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EXTENDED ABSTRACT

Entrepreneurial Marketing (EM) has been a field of interest in scientific research for almost four decades, and the body of literature is proliferating (Eggers et al., 2018; Most et al., 2018; Whalen et al., 2016). After the first UIC/AMA Research Symposium on Marketing and Entrepreneurship in 1986, the topic gained increasing attention. Consequently, fundamental contributions were made, which influence academic investigations until today (e.g., Miles & Arnold, 1991; Morris & Paul, 1987; Morris et al., 2002). Hansen et al. (2019) indicate that the theoretical development of EM can be roughly divided into four stages. While doing so, the first three stages till 2010 mark the general expansion, during which commonalities of the two related management disciplines were discussed, broadened, and reflected. The emergence and early development have been addressed frequently in the literature (e.g., Hills et al., 2008; Ioniță, 2012). In 2010, leading interface scholars gathered at the Charleston Summit and debated on different perspectives in EM and future research avenues (Hansen & Eggers, 2010). The summit represented a milestone in the development of the field and marked the beginning of the current phase in which EM research is spreading out into several directions (Hansen et al., 2019).

The development of EM is accompanied by numerous definitions, which evolve from a limited focus on small and medium-sized enterprises (SME) to a broader general concept (Alqahtani & Uslay, 2018). Generally, EM considers market-related challenges of smaller and resource-constraint companies or new ventures, which often act in a hostile business environment (Collinson & Shaw, 2001; Gilmore, 2011). In contrast, traditional marketing discusses issues of established businesses with sufficient capabilities and formalized marketing behaviour (Stokes, 2000). However, Miles and Darroch (2006) emphasized that EM is also suitable for large companies to gain a competitive advantage in a rapidly changing environment. Since there is no consensus on a unified definition of EM to date and a variety of different conceptualizations from both fields of marketing and entrepreneurship are applied, the interface is occasionally perceived as heterogeneous, fragmented, and confusing (Gross et al., 2014; Solé, 2013). Previous studies attempted to map the diverse EM research field narratively (e.g., Hansen & Eggers, 2010; Miles et al., 2015). Two bibliometric analyses provide an additional overview of different research clusters based on citation analyses (Kraus et al., 2012; Most et al., 2018). These studies offer a valuable basis for a general understanding of EM. However, narrative reviews are not holistic, and citation-based analyses can only provide objective relationships between publications. They lack in terms of qualitative, in-depth assessment and hardly cover the existing knowledge.

Systematic literature reviews (SLR) fill this gap by addressing the content of each article and providing a comprehensive picture of a field within a given time frame. They also extend previous reviews through a more replicable and reliable approach (Tranfield et al., 2003). Initial reviews have already been carried out in related areas of the interface (Bocconcelli et al., 2018; Datta et al., 2013; Yang & Gabrielsson, 2018). Nonetheless, to our knowledge, no one has conducted an SLR of EM as a field of research in general. Following the call for a broader review in terms of EM themes (Hansen et al., 2019), this paper aims to provide a systematic review of EM in the last decade (2010 till 2019 inclusively). Extensive research has been executed about the evolution and development of EM till 2010. To show the current state of research, we focus our review on the most recent period in which EM has been expanding into various directions. The analysis follows three research questions: (RQ1) How has EM developed in the last decade? (RQ2) Which are the dominant perspectives in EM research? (RQ3) What are the emerging issues that dominate EM, and what research is needed in the future?

We conducted a comprehensive review of peer-reviewed EM literature from the last decade. Similar to other studies in the field of entrepreneurship and management (e.g., Macpherson & Holt, 2007; Thorpe et al., 2005), we also followed the three stages provided by Tranfield et al. (2003). Within the first stage, the review process was planned in a scoping study, and a review panel was formed. The second stage comprised the literature review. A twofold literature search was carried out. First, we applied keyword searches within the three most used databases (Scopus, Business Source Ultimate & Web of Science Core Collection) for the best possible coverage. The term "entrepre*" AND "marketing" was used within title, abstract, and keyword search, similar to previous bibliometric analyses (Kraus et al., 2012; Most et al., 2018). Both conceptual and empirical studies were included. An abstract analysis examined more than 1700 hits for their fit to the topic

EM, whereby more than 200 core contributions were identified. Secondly, a manual search was conducted within the databases, and references form the obtained core contributions were scanned for further relevant articles. At the end of the second stage, the list of associated articles was compiled for in-depth thematic analysis. The central component of the review is the extraction of data concerning the research questions above. In the third stage, theoretical as well as practical results and implications will be reported.

The SLR extends the existing knowledge at the marketing and entrepreneurship interface. It offers an inventory of recent EM research, which also takes account of a qualitative assessment within the body of literature. Therefore, the review provides an improved understanding of the scientific field and an updated view on EM topics with multiple future research opportunities. The results of the review indicate a steady growth in the number of publications. The geographical coverage implies that EM is not only studied in developed economies. In addition, developing industries are researched as well as markets "at the bottom of the pyramid." Although a variety of different methods has been applied, qualitative research – especially case studies – dominates EM research. Quantitative investigations are mainly carried out about the constructs' entrepreneurial orientation and market orientation. Future studies should address this lack by employing multi-method approaches. Qualitative comparative analysis (QCA) seems particularly suitable in this context. Furthermore, the review points out that there are also possibilities for conceptual improvements since EM constructs often lack validity. Within the analysis, we provide an updated view of the expanding themes within the body of literature. The majority of reviewed papers discuss issues within SME. Since scholars indicate that EM is also suitable for larger firms, future research is needed in those businesses. Notably, there is still a lack of studies that focus on highly innovative start-ups. These firms are crucial for economic development, and it is assumed that EM is particularly applied in this case. EM is primarily researched from a business perspective. By examining the behaviour of customers and stakeholders or other elements in the business environment, future studies can add relevant implications to the sophisticated understanding of EM. Finally, as the field of EM expands, its relevance in domains such as sustainable, social, and female entrepreneurship appears to be growing. The current results of the SLR not only aim at giving academics a better overview but also at informing practitioners about EM. Moreover, the SLR offers a clearer picture of the recent development of EM over the last decade. In conclusion, the results of the review indicate that after almost 40 years, EM is still a promising field of research that will continue to expand.

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ENTREPRENEURIAL SELLING VS. PROFESSIONAL SELLING: WHEN AND WHY ENTREPRENEURS HIRE PROFESSIONAL SALESPEOPLE

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EXTENDED ABSTRACT

Selling is an overlooked, yet critical, component of entrepreneurship (Matthews et al., 2018; Morris et al., 1990). Entrepreneurial selling is very rarely the focal point of entrepreneurship or marketing scholarship, but existing studies on the topic demonstrate that successful entrepreneurs are also good salespeople (e.g., Addison et al., 2017; Dalecki, 2016; Matthews et al., 2018). As new ventures grow, entrepreneurs naturally have less time to spend on selling activities (Lewis and Churchill, 1983; Levie and Lichtenstein, 2010). Therefore, at some point in the maturation of new ventures, entrepreneurs must face the decision of hiring professional salespeople to pursue new customers and/or serve existing ones.

The purpose of this study is to examine when and why entrepreneurs add professional sales representatives to their companies. The study will revolve around two research questions, as follows:

1. When do entrepreneurs typically turn over their selling responsibilities to professional salespeople?

2. What additional factors (besides those related to the previous research question) affect entrepreneurs' decisions to hire professional salespeople?

Anecdotal evidence suggests that the decision to hire professional salespeople is one of the riskiest decisions that entrepreneurs face in the "success" and "take-off" stages of the new venture (James, 2012; Miller, 2016). Therefore, the timing of that decision is likely important (Wortmann, 2014). Individual-level factors, organizational characteristics, and industry norms may also influence the timing of the decision. In other words, there are factors beyond the stage of business development that affect the timing of the hire (Lewis and Churchill, 1983; Lumpkin and Dess, 1995).

The study will proceed in two phases. During the first phase, the researchers will conduct depth interviews with current and former members of small business development centers at Missouri State University and Wichita State University. The goal is to use Grounded Theory (Strauss and Corbin, 1998) to build a model of the new venture's transition from an entrepreneurial selling orientation to a professional selling orientation. Grounded Theory is an exploratory, inductive research design that employs a theoretical sampling technique in data collection. Under the Grounded Theory framework, analysis consists of methodical coding of qualitative data in order to identify emerging themes or concepts from the interviews that can be linked together to form a model (Strauss and Corbin, 1998). Once the researchers agree on the model, they will collect primary data from entrepreneurs and then empirically test the model with regression analysis (or structural equation modeling). The quantitative analysis will complete the second phase of the study.

At this point, the researchers are soliciting feedback regarding the two research questions and the mixed-methods approach to data collection and analysis. Furthermore, the authors are soliciting co-authors who have connections with small business development centers, accelerators, and/or incubators and can therefore facilitate data collection.

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WHAT ENTREPRENEURIAL EDUCATIONAL ACTIVITIES HAVE BEEN CARRIED OUT DURING THE COVID-19 PANDEMIC IN THE UNIVERSITIES OF DIFFERENT COUNTRIES TO MAINTAIN TEACHING QUALITY?

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EXTENDED ABSTRACT

The COVID 19 pandemic has created a great challenge to education in general and to higher education in particular, as Spring 2020 face-to-face educational activity was suspended in a significant number of education institutions and moved online. In this scenario, technology was and is the tool to access knowledge during the pandemic and social isolation, mitigating the effect of COVID 19, and supporting this non-face-to-face teaching.

The aim of this article is to highlight how this online teaching was carried out at different universities around the world during the COVID-19 pandemic in Spring 2020. We want to check how students were assessed, which platforms were used, what changes occurred in the continuous assessment, how teachers reacted, what teaching and institutional support was received and the degree of communication during the pandemic, to end with a SWOT analysis of the impact of COVID 19 in higher education.

The methodology has been exploratory, using higher education and COVID 19 cases in spring of 2020 at four universities on three continents. To achieve the above-mentioned objectives, four cases were generated through interviews with the different heads of the business faculties of the five universities. On one hand, the University of Vic-Central University of Catalonia (Spain-Europe); the Catholic University of the West in Angers, (France-Europe); followed by LHU University of Pennsylvania (USA-America), the University of the Punjab (Pakistan-Asia), and finally The Maharaja Sayajirao University of Baroda (MSUB) (India).

The structure of the comparison is based on presenting each University; identifying the pre-pandemic degree of face-to-face of each institution and explaining the rapid change produced by the pandemic. It also specifies the communication that each institution carries out among its university community and the enforced protective, safety, and health measures. Some of the descriptions follow the chronological order of the Provost/President/rector provisions to preserve the academic year 2019-2020 when facing the pandemic situation. The details of the web spaces of support to all the university community are also provided. In most institutions, support was given to non-contact learning through teaching support units using new technologies and platforms, online explanatory materials, online support courses for teachers on the new situation, and appropriate information and advice online.

As we could hardly base the research on the existing literature, it was crucial for us to explore what happens in real world in order to develop a global theory. The research must answer questions on the "how" and the "why" of the university behavior during the COVID-19 pandemic. The methodology that allows this exploration and answering such questions in order to establish a theory is the case study.

Some of the findings can be summarized as follows. The lockouts were very different from one university to another. It went from a total lockout (Uvic & LHU) to more flexible ones (UCO, Punjab, & MSUB). Everywhere, the lockout was lived as chaotic where decisions were changing by the hour. Punjab & MSUB do not have a centralized Learning Management System (LMS). Thus, they used WhatsApp, Zoom, and others to keep the communication and provide the documents. The researched universities tried to address the online gaps but in different ways. LHU provided devices and training following a precise and renown Quality Matters methodology. Punjab left the premises open for students & gave huge fee discounts but not on tuition. The Indian government gave some general advices on Gnomio, Zoom, Teams use. UVic closed the premises but provided online training to faculty and students. With some exceptions, online teaching was

basically done synchronously and did not follow typical online asynchronous methodology. Student assessment has encountered serious difficulties, some of them even legal and linked to accreditation requirements (UVic).

As unexpected findings we can mention that at MSUB the adaptation was done Dean by Dean and it was on how to deliver the content (Social Media + Zoom + Teams) and final assessment but not that much on the course content.

As conclusions we may say that all studied universities did implement some kind of palliative activities to sort the COVID-19 pandemic. However, we found out that all studied universities have focused on short-term strategies to sort the health and financial problems related to the lockout. Also, the strategies to face the pandemic can be named as “me too.” Thus, not very innovative or entrepreneurial driven. They all think they have significant strengths to go online and survive in the future higher education market. But their brick and mortar infrastructure limits their long-term online competitiveness compared to pure online institutions.

Some of the research limitations can be stated as that the amount of universities that have been interviewed is limited. It has been very difficult to get a clear picture of the events in such a short period of time. The pandemic still being active, the perspective on what is happening is limited. The impact of the pandemic has been significantly different from one spot to another. The studied universities are very different in culture, size and infrastructure.

For contributions, we can say that the literature review reflects what has happened in wealthy countries. This research shows how different the universities in less developed spots have behaved compared to literature that does not consider power outages or internet cost, which is a common problem in India. It is unknown how these institutions’ image will be affected if they go online and how they will do to convince prospects to enroll. There might be delayed enrollment or shifts to pure online universities. Further research is necessary if this pandemic will accelerate the forecasted reduction of higher institutions in wealthy countries. Also, further research is necessary to see if the institutions will start thinking longer term and/or start pivoting to a new reality. Finally, further research is necessary to see if a new world of Hybrid – High-Flex higher education will emerge out of this pandemic.

THE INFLUENCE OF EFFECTUAL NETWORKING IN WORD OF MOUTH: THE MEDIATING EFFECT OF SOCIAL CAPITAL IN TECHNOLOGY COMPANIES

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EXTENDED ABSTRACT

This project proposes a model to identify the influence of effectual networking in Word of Mouth, mediated by the effect of social capital. This study highlights that entrepreneurs with an effectuation logic plus a network orientation influence Word of Mouth (WOM) mediated by network constraints and tie strength (social capital). Effectuation plays a vital role in uncertainty environments with a lack of resources (Sarasvathy, 2001), and networking (or network capabilities) is a common condition that has a considerable impact on firm performance (Walter et al., 2006). Merging the two concepts, some authors have proposed the term "effectual networking" in order to understand the difficulties of planning networking activities (Engel et al., 2015). Therefore, effectual networking has emerged as a major area of interest within the field of marketing and entrepreneurship. Recent evidence suggests that these behaviors are positively related to the initial entry speed in international markets (Prashantham et al., 2019); however, the literature is still fragmented and incomplete (Kerr & Coviello, 2019).

The studies on marketing and entrepreneurship have highlighted the importance of effectuation in artifacts creation such as firms and markets (Sarasvathy, 2001). Effectuation is an entrepreneurial logic that follows an interactive process for new firmscreation in contrast with the traditional logic of reasoning (causation) because of the uncertainty of human behaviors (Dew et al., 2009). In this vein, Sarasvathy (2009) proposed five principles: means-driven, leveraging contingencies, affordable loss, partnership, and controlling an uncertain future. The link between effectuation and network capabilities is in the means-driven principle because of the specific aspect of "whom I know?" According to this, entrepreneurs can procure resources through the people they know using networking activities. Network capabilities refer to the abilities to develop and maintain relationships to gain access to several resources through this process (McGrath & O'Toole, 2013). For example, Greeve and Salaff (2003) identified three networking phases: in the first one, entrepreneurs talk only with the closest friends; in the second one, the network is enlarged with referrers, and finally, the social network is reduced to important and helpful people. However, the academic literature on effectuation and network capabilities has revealed the emergence of several contrasting themes. For instance, effectual networking is related to a negative international commitment speed (Prashantham et al., 2019).

H1: Effectuation is positively related to network capabilities.

Because network capability refers to create and maintain relationships, this behavior improves directly the social capital of an entrepreneur. Companies with large and open networks are associated with bigger success (Chollet et al., 2014) and the relationships with formal institutions such as financial, educational, and political eases the improvement of competitive advantage (Sahasranamam & Nandakumar, 2020). Social capital is defined as the investment in relationships with desirable incomes (Lin, 2019); for example, when a negotiator participates in a meeting expecting to create new businesses or referrals. In order to understand and measure this capital, Social Network Analysis (SNA) has been proposed as a technic (Borgatti et al., 2009). We focus on two SNA measures: network constraint and tie strength. Network constraint measures the gaps among subgroups in a personal network (structural holes) (Burt, 2004) and tie strength refers to the amount of frequency, duration, and emotional intensity of a relationship (Granovetter, 1977). Because network capabilities can modify these two measures exerting a stronger social benefit, we hypothesize that network capabilities can influence WOM mediated by social capital. The literature on WOM has highlighted the effect of the network structure in product diffusion (Muller & Peres, 2019); furthermore, Stokes & Lomax (2002) and Gilmore et al. (2001) found that marketing networking activities are related to WOM. Therefore and supported by the previous findings, the present a study sought to investigate the mediating role of social capital between network capabilities and WOM.

H2: The stronger the strength of the relationships in an entrepreneur's customer network, the more referrals she/he will obtain.

H3: The higher the number of structural holes in an entrepreneur's customer network, the more customer referrals she/he will obtain.

H4: Network Capabilities are positively related to WOM.

The research sample will consist of tech firms established in Bogotá (Colombia). Organizations in this area invest great efforts in innovations and deal with a fairly turbulent environment. In this research, we will apply a Structural Equation Modelling (SEM) technique to understand the relationships among variables and, in order to measure each of the constructs, we will adapt scales from previous literature, taking into account an expert review process. The items for effectuation were proposed by Chandler et al. (2011) and have been applied in several studies (Deligianni et al., 2020, 2017; Villani et al., 2018). Network Capabilities were defined by Walter et al. (2006) as a higher-order construct with four components: coordination, relational skills, partner knowledge, and internal communication. This measure is well-known and has been applied by other authors (McGrath et al., 2019, 2018; Shu et al., 2018). In order to extract the network constraint and tie strength measures, we apply a Social Network Survey proposed by Burt (1984). Finally, the WOM measure was proposed by Seevers et al. (2010), who suggest 6 items.

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TOWARDS A MODEL OF DIGITAL MARKETING COMMUNICATION IN SMALL FIRMS: STRIKING THE BALANCE BETWEEN IN-HOUSE AND OUTSOURCING

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EXTENDED ABSTRACT

Introduction

The literature highlights that small firms represent a special case with regards to outsourcing (Murphy et al., 2012). In the context of digital marketing communication, it can be argued that knowing how to identify when digital marketing communication should be pursued in-house versus outsourced poses great difficulty as the line between what is 'possessed internally' and what should be 'externalised' is particularly blurred. While there are many digital marketing communication educational resources available, none makes it clear how a small organisation, with some digital marketing communication knowledge and resources, should decide what to carry out in-house and what to outsource. This renders the application of existing outsourcing models very difficult; such models are predicated on the organisation's objective and strategic assessment of its own resources and abilities.

It is the contention of this project that decisions regarding what digital marketing communication is best to undertake in-house versus to outsource are being taken sub-optimally. The research is at an early stage and is positioned at the intersection of a few key literature bases: outsourcing and the small firm; digital marketing and digital marketing communication; and small firm marketing.

Outsourcing and the small firm

Outsourcing for larger firms, whether full or partial, continues to be the subject of much research. Amongst the theories applied, particularly dominant are: transaction cost theory; resource dependency theory; the resource based view (Gottschalk and Solli-Saether, 2005). Key reasons for outsourcing include a desire for financial savings, a need to overcome technological challenges and the requirement for the business to focus on core activities (Costa, 2001). It is accepted that small firms have fewer resources and absorptive capacities than large firms (Timmons and Spinelli, 2007) and they will generally feel pressure to expand the limits of these relatively scarce resources (Murphy et al., 2012). Small businesses, with their aforementioned pressure to do as much as possible internally, represent something of a special case in the context of outsourcing. It is thought that a need to focus on core activity is particularly key to small business (Elliott and Boshoff, 2009). However, understanding of the process by which outsourcing is managed in small firms is relatively limited and with contradictory perspectives emerging (Murphy et al., 2012). Furthermore, research on small firm deployment of outsourcing tends to focus on the outsourcing to suppliers who have some degree of overlap with the small firm, such as where the supplier, often a manufacturer, is in the same industrial sector as the small firm. With regards to IT outsourcing - which is argued here to be closest to digital marketing communication - stages of growth models are often considered as it is thought that adoption and implementation of IT by a firm goes through stages and the decision to outsource is then intertwined in this process. The overarching conclusion from research in this area is that successful management of IT outsourcing requires a mutual understanding and acceptance of the stage in the relationship (Gottschalk and Solli-Saether, 2005).

Digital marketing and digital marketing communication

While there has been considerable research undertaken to ascertain the factors that determine if, how likely, and how easy it is for small firms to adopt digital communication, knowledge of how smaller firms utilise digital channels in their marketing still requires more in-depth knowledge (Taiminen and Karjaluoto, 2015). There is a wealth of literature on 'how to do' digital marketing and digital marketing communication and a common feature of such guidance is an emphasis on approaching the implementation of digital marketing in a strategic way (Chaffey and Ellis-Chadwick, 2016; Karjaluoto and Huhtamäki, 2010). However, in practice there is limited understanding of the success of such initiatives, a point that this study will address.

Small firm marketing and small firm digital marketing/digital marketing communication

While the literature argues that traditional marketing theories are not wholly applicable to smaller firms (Reijonen, 2010), there is acceptance that the basic principles of marketing are broadly applicable to both large and small businesses (O'Donnell, 2014). A point of divergence between small and large firms is the degree of adherence to formal marketing planning, with smaller firms exhibiting a more informal, ad-hoc and reactive approach (O'Donnell, 2011). A similar view is taken of digital marketing in smaller firms: that while larger firm models may not apply entirely, the basic principles, such as the need for strategy, is applicable to any firm (Karjaluoto and Huhtamäki, 2010).

Rationale and proposed study

The literature highlights a lack of knowledge as to what is 'best practice' digital marketing communication coupled with an acknowledgement that digital marketing and digital marketing communication are not being carried out optimally by small firms (Taiminen and Karjaluoto, 2015). A limited amount of attention has been given to the concept of small firms managing their digital marketing by 'buying knowledge' (Taiminen and Karjaluoto, 2015) or sourcing 'outside support' and 'external help' (Karjaluoto and Huhtamäki, 2010). The outsourcing of social media, specifically, by small firms has been subject to some investigation but there is no agreement as to what exactly should be outsourced (Aral et al., 2013). In tandem with this, the literature reviewed highlights that outsourcing models for smaller firms are relatively under researched (Murphy et al., 2012). Taken together, a clear gap exists in the form of guidance for a small firm in assessing what digital marketing/digital marketing communication should be undertaken in-house, what should be outsourced and how such a process should be managed; these constructs are the focus of this project.

To seek to close that gap, this project aims to gather data gathered from three consistencies: small firms, digital marketing agencies, experts and educators (such as authors and academics). Semi-structured interviews have been conducted and more are planned with eligible participants. This approach is deemed suitable since, while some understanding has been deduced from reviewing relevant literature, there is still much to be discovered about the intersection of the fields of outsourcing, small firm marketing and digital marketing communication. The interviews will seek to discover, *inter alia*, participants' perceptions of the boundaries that currently divide the digital marketing communication that is carried out in-house and what is outsourced; what factors – internal and external - affect decisions; what the perceived ideal boundaries are; and perceptions of best practice.

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SUSTAINAINABLE DEVELOPMENT IN MUSEUMS AND HERITAGE SITES: IMPACT ON MARKETING

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EXTENDED ABSTRACT

Research into sustainability from a marketing perspective has been ongoing over the last few decades, (van Dam and Apeldoorn, 1996), with peaks during times of environmental disaster (Peattie, 2001) and more recently as climate change has gained increased coverage in the press (Boykoff, 2019). Almost ten years ago it was recognised that increased sustainable marketing theory could be attributed to the widespread recognition of the impending environmental crisis and climate change in the public domain (Leonidou and Leonidou, 2011). It is safe to say that the climate crisis is very much part of public discourse and indeed academia, as the number of sustainability themed conferences this year in the business academe is note-worthy (e.g. this symposium, British Academy of Management and the Irish Academy of Management). Sustainable development is development that meets the needs of the present population without comprising the ability of future generations to meet their needs (WCED, 1987). Sutton and Worts (2005) argue that much of museum sustainability research has been about 'sustaining' museums as they currently are, rather than innovating museums to become vehicles of sustainable change within society. In the context of this study sustainable development in relation to museums and heritage sites is defined as sustainable management practices and the role of organisations to raise public awareness of sustainability. Given this, there are opportunities for museum practitioners to use entrepreneurial marketing towards sustainable ends.

In reviewing the sustainable marketing literature, a gap has been identified in sustainable marketing implementation and practice and how sustainability is embedded throughout organisations (McDonagh and Prothero, 2014; Kemper and Ballantine, 2019). Analysing Kumar, Rahman and Kazmi's (2013) literature review, it is apparent that sustainability marketing strategy research is heavily dominated by conceptual and quantitative studies. One conceptual study by Pomering and Johnston (2018) focused on the role of the service environment on sustainability marketing. This study developed Booms and Bitner (1981) Servicing Marketing Mix by including an eight P for partnerships, deemed essential for sustainability marketing (Murphy, 2005; Chhabra, 2009). Further, it integrates the three pillars of sustainability into the framework, developing it from a mix to a matrix. This theoretical framework illuminates insights into the implementation of sustainability marketing in organisations and will be investigated qualitatively in this study.

Museums and heritage sites are of particular interest regarding sustainability, due to their purpose being focused on preserving collections and heritage for the benefit of future generations (Museum Association; UNESCO), this is inherently sustainable (Pencarelli, Cerquetti and Splendiani, 2016). Museum sustainability has been investigated from both practitioner (Museum Association UK Consultation study on sustainability 2009) and from an academic perspective. Museum sustainability has been investigated in terms of institutional existence (Alcaraz, Hume and Sullivan Mort, 2009), in terms of environmental education (Yuqin, 2008; Bunten and Arvizu, 2013; Jones, 2016), measuring sustainable development in museums and sustainability as a source of competitive advantage for museums (Pop and Bozra, 2016; Pop, Hahn and Radulescu, 2018). In these two studies, the goal of the research focused on the sustainable management of the museum. While recognising the influence of management and marketing strategies for sustainability, Pop and Bozra (2016) comment that these strategies are not a generic indicator of sustainability within museums, due to a shortage of marketing staff employed across their sample. Finally, museums have been investigated in terms of sustainability marketing by Chhabra (2009), who analysed marketing plans for evidence of long-term sustainable marketing planning. Cultural heritage has also been studied in terms of sustainable marketing and tourism (Boyd, 2008; McCamley and Gilmore, 2018).

This research differs from previous studies as it seeks to develop theory around those museums that have embraced sustainability and to investigate these initiatives from the service marketing perspective to glean best practice for museum and heritage sites but also to contribute to understanding sustainability and the role of marketing in organisations. Moreover, sustainable service marketing literature is currently underdeveloped (Fisk and Shirahada, 2011; Pomering and Johnson, 2018), and this study contributes in this area also. However, in order for any change to occur in how museums are managed there needs to be commitment and 'buy-in' from employees at all levels. This calls for a more creative, entrepreneurial marketing management perspective. Many museums have recognised the need for a culture change and a more entrepreneurial approach, emphasising the importance of creative management applied to the museum as a market-oriented

organisation (Gilmore and Rentschler, 2002). To achieve this, an entrepreneurial ambassador agent working within the museum management team is required to act as a change agent.

This developmental study involves six case studies within museum and heritage sites within the UK. This research will contribute to the sustainable marketing literature by extending research in the museum sustainability realm and by adding to the 'reformative' sustainable marketing literature, which consists of studies that seek to influence sustainable consumption, sustainable behaviours and attitudes (Kemper and Ballantine, 2019). Applying entrepreneurial marketing to the museum management context provides the opportunity to investigate the role of individuals in museums who embody entrepreneurial characteristics as change agents in the organisation.

The research from this study will contribute to theory on how sustainability within museums can be marketed, to both internal and external stakeholders. In doing so, sustainability best practice can be shared with other cultural and business organisations through the development of a sustainable services framework. A contribution is also made to the sustainable marketing literature by way of exploration of sustainable development from a non-commercial perspective and a practice contribution can also be made by aiding museum professionals to market their sustainability efforts. Given that museums are experiential venues (Alcaraz, et al., 2009), sustainability could become an experience in the museum servicescape.

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A STRATEGIC MARKETING PERSPECTIVE ON ENTREPRENEURS AND INNOVATION

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EXTENDED ABSTRACT

Objective: To uncover the underlying and, to this time, unexplored connections between the theories on strategic marketing and entrepreneurship, using innovation as the underlying phenomena.

Method/approach: This theoretical paper discusses the aforementioned literatures and shows that innovation can be used as the connection between the entrepreneurial theory of the firm and an organization's strategic marketing initiatives.

Main results: More than exposing the connections, the paper shows two results: a framework encompassing both fields' previous theoretical developments; and a comparative table with theoretical concepts and original contributions, both offer paths to be followed by future theoretical and empirical research.

Theoretical and methodological contributions: The work contributes by presenting the complementarity among the literatures, improving interdisciplinarity, and by taking a first step to (re)insert individualism as a valid methodological approach in (strategic) marketing. It does so, specifically, by considering the entrepreneur as a central figure in any organization.

Relevance/originality: This is previously unexplored territory. Some scholars discuss the importance of power-exercising individuals, but the use of entrepreneurial theory of the firm to discuss strategic marketing matters is unprecedented.

Management and social implications: By adopting an individualistic approach to the strategic marketing analysis, scholars will enhance their set of tools to understand organizational and market dynamism. It also contributes to approximate academic and managerial discussions.