Research at the Marketing/ Entrepreneurship Interface

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INNOVATION IN ENTREPRENEURIAL MARKETING EDUCATION

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EXTENDED ABSTRACT

Entrepreneurial Marketing (EM) continues to attract attention from a broad range of stakeholders, including academics and scholars (Gilmore *et al.*, 2020). Within education and universities, it can be used to equip marketing students specifically with skills to support those undertaking entrepreneurial ventures.

Educational innovation is important given the changing environmental conditions facing organisations (Serdyukov, 2017). One educational response to these changes is curriculum innovation (Supriani *et al.*, 2022), which impacts the important question in EM education namely what knowledge (content) and skills should be included within the curriculum (Gilmore *et al.*, 2020).

While there is a continuing discussion on a definition of EM, innovation or innovativeness has been a key component of EM definitions (Alqahtani & Uslay, 2020; Eggers *et al.*, 2020; Ionita, 2012; Morris *et al.*, 2002; Whalen *et al.*, 2016). The definition that underpins the curriculum is similar to those previously proposed and is important as it highlights the key aspects addressed in the curriculum.

EM is a mindset that innovatively leverages resources and networks, taking acceptable risks to (co)create, communicate, and deliver value to stakeholders including customers, entrepreneurs, employees, marketers, their partners, and society at large.

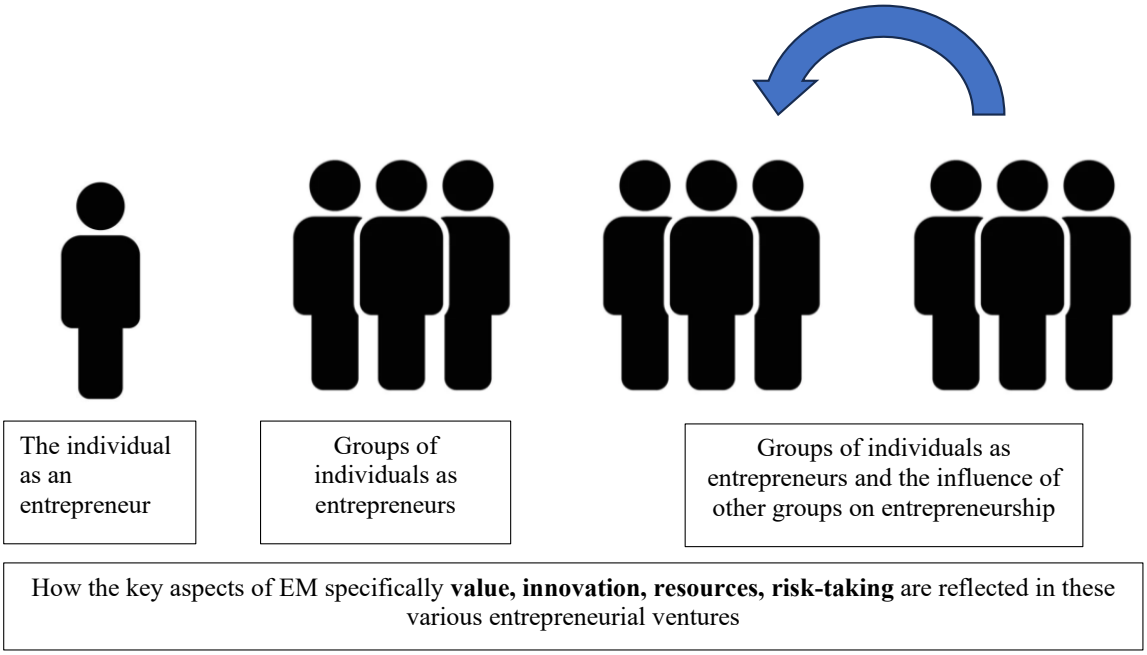
Any course requires a decision on what is to be taught and the methods to be used (Amjad, 2020) and in this context, the curriculum holds "an outstanding place when seeking to promote innovation in education, as it reflects the vision for education by indicating knowledge, skills and values to be taught to students" (Kärkkäinen, 2012 p. 3). In changing situations, the required knowledge and skills have to be adapted to these environmental changes, influenced by the perspective of educators (Lopez-Castro *et al.*, 2023).

In many instances, EM courses in universities cover topics related to the creation of markets, the creation of new products, marketing activities and the development of value propositions (Gilmore *et al.*, 2020). These courses are aimed at senior students with some marketing knowledge. Curricula are also organised from a marketing perspective, using a market strategy perspective, specifically market segmentation and the Ps which tends to cover topics that have been addressed in other courses, resulting in a potential overlap between EM and other marketing courses. This raises the question: *How do we educate in a more dynamic way?*

One alternative is to structure EM education using the source or origin of value (e.g., the individual entrepreneur). The curriculum is centred around three groups that can develop innovative ideas which are then reflected in diverse ventures and forms of SMEs, as seen in Figure 1.

The first group is the individual entrepreneur (including celebrity entrepreneurs) who exploit their skills and knowledge, including their technical knowledge and celebrity capital (in the case of celebrities). The second source of innovative entrepreneurship is associated with groups of people such as family businesses, franchises, social entrepreneurs, and transactional and digital entrepreneurs. They can also be a source of innovation as by working together, they can exploit broader networks and have access to a broader range of resources. Examples of these groups include families (in a family business), franchises (where innovation is largely undertaken by the franchisee and which is associated with a lower degree of risk) and transnational and immigrant entrepreneurial ventures, where innovation is connected to culture. The third source of innovative entrepreneurship is those associated with external groups who influence entrepreneurship, thus covering topics such as crowdsourcing and crowdfunding. Crowdsourced ideas can be sourced from groups such as consumers (e.g., prosumers and knowledge workers) who contribute to entrepreneurship through presumption behaviour. Crowdfunding, while focused on attracting financing, is an activity that relies on the use of marketing theories (e.g., engagement), making it relevant for marketing students.

Figure 1: Entrepreneurial marketing: a value perspective



Changes to the curriculum can impact what is taught and need to be connected to the changing environment. The curriculum presented a marketing perspective on entrepreneurship innovation (Hansen & Eggers, 2010) based on marketing theories to exploit knowledge in this disciplinary area to the benefit of entrepreneurs by enabling students to obtain better insights into innovative behaviour.

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ENTREPRENEURIAL ROLLERCOASTER: EXPLORING THE UPS AND DOWNS OF START-UPS' SCALING IN SAUDI ARABIA

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EXTENDED ABSTRACT

In an ever evolving and increasingly uncertain marketplace environments, entrepreneurs and start-ups continually find it challenging to thrive and remain resilient (Adomako, Opoku, & Frimpong, 2018; Alqahtani & Uslay, 2020; Hitt & Reed, 2000; Rauch et al., 2009; Whalen et al., 2016). They always find themselves confronted with existential questions such as: Can they scale up their businesses? When to seek hypergrowth? When and how to slow down? When and how can they re-gain momentum and restore their growth? Instructively, these questions are underexplored by researchers in the field and therefore represent fertile domains for scientific inquiry (Felzensztein & Bagheri, 2024).

Thus, this research aims at investigating start-ups' scaling, de-scaling, and re-scaling processes and shed light on the multidimensional challenges, obstacles, and enablers of start-ups' scaling journey. It intends to examine relatively small organizations (start-ups) in the high-tech, science, and engineering industries. This research focuses on the Saudi Arabian context to offer an emerging market's perspective to such a globally underexplored research domain (Fuerst & Felzensztein, 2023). It digs deeper into the critical instances when these organizations decide to halt or restart their scaling efforts. It seeks to contribute to our understanding of start-ups' scaling experiences, while answering imperative questions that could help in proposing effective policies/strategies and theoretical models for sustainable growth and resilience for entrepreneurs, start-ups, and the entrepreneurial ecosystem at large.

Data and Methodology: This research follows an inductive approach to examine the research questions. It adopts a multi-case study methodology (Stake, 1995), where we observe and interact with entrepreneurs and start-up founders, within the limited context of technology and engineering industry, to better understand the challenges and opportunities they come across during their scaling journey (Eisenhardt, 1989). The data were obtained with an interview guide developed by the authors, based on insight from literature and our conceptualized view of the drivers and inhibitors of firm evolution. This research seeks the views of a key decision-makers (a purposive sample of entrepreneurs, founders, co-founders, CEOs, and top management team members) of technology and science start-ups in Saudi Arabia. Ten interviews were completed and a sample of questions that were examined include:

1. *When did you start growing the business?*
2. *What motivated you to grow your business?*
3. *Which challenges did you have when starting to grow?*
4. *Which obstacles did you have when starting to grow?*
5. *What did help you start growing the business?*
6. *Why did you stop scaling?*
7. *How did you conclude that you should stop growing the business?*
8. *How did you stop scaling the business?*
9. *Why did you restart the process of scaling?*
10. *What were the challenges and obstacles of re-scaling?*
11. *What facilitated re-scaling your business?*
12. *How did you conclude that your business can re-start the process of scaling?*
13. *How did you restart the process of scaling?*

Preliminary Findings: Although the current research broadly aims at investigating the cross-cultural variations of start-ups' scaling, de-scaling, and re-scaling dynamics, challenges, and enablers, the findings we share here are based on the initial (collected between January to February 2024) results of the ten completed in-depth interviews with entrepreneurs, which were transcribed and cleaned and content analyzed.

Motivations for Scaling: Overall, the study reveals that the possibility of finding product market fit and observing the readiness of their minimum viable product (MVP) were primary motivators for entrepreneurs to start the process of scaling their start-up. In addition, the respondents indicated the importance of being fast to market, leveraging resources, and effective networking with key stakeholders as vital factors in having successful scaling journey.

Challenges of Scaling: One major challenge in scaling start-ups that was frequently cited by the sampled entrepreneurs, is the difficulty with attracting and retaining the right talent given their limited resources (as compared to larger firms and government institutions). Other scaling challenges include difficulties with attracting investors and obtaining funding in early stages, cash flow management, invoicing and payment terms, cash runway management, regulatory and compliance, demand management, fluctuating and seasonal demand fulfillment, operations and efficiency, technical issues, ineffective marketing strategies and tactics, pricing optimization, finding product market fit, offering attractive value proposition and effectively explaining them to prospective customers, balancing growth and profitability, networking and stakeholders relationship management. In particular, the respondents also mentioned limited access to special, technical, and deep expertise as key obstacles to scaling.

Enablers for Scaling: On the other side, government support programs (especially during COVID-19) and the Saudi Vision 2030's direction in nurturing entrepreneurship in the Kingdom, were highlighted as key enablers for start-ups scaling process. Other enablers for start-ups' scaling were: Access to incubators and accelerators as well as to no-equity grant support, networking with start-up founders, the development of the local venture capital market, adopting lean recruitment strategies, and developing internal start-ups' culture of learning and growth.

Descaling Factors: Various external and internal factors contributed to start-ups' de-scaling and slowing-down trajectories. For instance, environmental variables such as the economic, social, and legal challenges brought by the rise of the COVID-19 pandemic, forced many start-ups into a de-scaling mode. Also, other internal drivers for start-ups' de-scaling include dysfunctional business models, pivoting and changing the business model, technical issues, and cash runway challenges. During the de-scaling phase, many startups went through cost restructuring, by cutting down on expenses, such as marketing and promotional costs, and trying to develop more agile and efficient operations. Descaling strategies also included organizational restructuring that often resulted in the laying off non-core employees or organization-wide pay cuts. Additionally, they redirected resources to what they perceived as more important operations and eliminated and discontinued unprofitable products and services.

Rescaling Process: Start-ups frequently pivoted, amended their business models and tried to explore new opportunities before engaging in re-scaling activities. In the re-scaling phase, start-ups commonly prioritize hiring new leaders who can execute and deploy the new business models and revised strategies. Instructively, in re-scaling, these firms mostly utilize digital and entrepreneurial marketing, personal branding, and networking strategies to communicate and connect with their audience.

Conclusions: The preliminary findings from our qualitative investigation into the scaling and descaling of Hi-tech start-ups in the nascent entrepreneurial ecosystem in Saudi Arabia, offer some interesting and nuanced revelations about the growth patterns and dynamics of emerging technology firms. Overall, the findings indicate a topsy-turvy trajectory in the evolutionary path of these start-ups. While there may be some commonalities regarding the motivations, enablers and challenges that confront these firms, the insights reported here suggest that the start-ups in Saudi Arabia/other emerging markets, would need greater support in vital areas such as technical knowledge, financial and talent management to successfully navigate the rollercoaster, volatile and weak environments in which they operate. These have important implications for further research and policy development.

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DECENTRALIZING ENTREPRENEURIAL MARKETING: HOW ENTREPRENEURS CAN USE DECENTRALIZED AUTONOMOUS ORGANIZATIONS IN MARKETING APPLICATIONS

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EXTENDED ABSTRACT

Web 2.0 promised to free entrepreneurs from the constraints and costs of traditional retail, namely by cutting out intermediaries that prevented direct access to their customers. Contrary to this expectation, digital platforms have become an intermediary. Further, these platforms have accumulated significant power, particularly after they gain the advantage of network effects (Rietveld et al., 2020). This places founders at a competitive disadvantage when launching and running their new venture due to their overdependence on these platforms for customer access. In addition, centralized platforms foster price competition that can result in a race to the bottom and make it difficult for new ventures to differentiate themselves from their competitors (Gielens & Steenkamp, 2019).

The heralded promise of Web3 technology lies in its ability to directly connect businesses to their customers and a direct mechanism to exchange value (McKinsey & Co., 2022). In particular, the Web3 technology of decentralized autonomous organizations (DAOs) presents a promising alternative to the barriers entrepreneurs face between their business and their (potential) customers (Goldberg & Schär, 2023). DAOs can be considered a type of club hosted on the blockchain, where the rules governing it are written in code known as smart contracts (Buterin, 2014). A DAO is unique in that no individual leads or controls it, but all members have a say in how and what things are done, which they enact through various types of token-based voting (Bellavitis et al., 2023). The blockchain technology underpinning a DAO affords it transparency and security—all members have visibility into decision-making, and rules can only be changed with members' collective agreement.

The current literature on DAOs primarily focuses on finance (Riaza & Gnabo, 2023) and regulatory contexts (Lumineau et al., 2021) but fails to consider their application in marketing, particularly in the context of SMEs and start-ups. Due to the important implications DAOs hold, I advocate the application of DAOs, framed by the three schools of thought of entrepreneurial marketing (EM): 1) EM as entrepreneurship in marketing (EM), 2) EM as relationship and network marketing in SMEs, and 3) EM as marketing in entrepreneurship (Miles et al., 2015).

This approach suggests that EM is a different way of marketing (Hills et al., 2008). DAOs represent an innovative approach to marketing by first leveraging the community-building aspects inherent in DAOs to actively involve customers in processes such as product design and organizational decision-making (Goldberg & Schär, 2023). Moreover, while the stakes for failure on centralized platforms can be high, DAOs allow entrepreneurs to experiment and recover from failure much more quickly (Bellavitis et al., 2023). Compared to centralized platforms that can remove or ban users (Chen & Bellavitis, 2020), DAOs allow start-ups to experiment effectively in their marketing, reducing the probability of business failure (Davis et al., 1985).

This school of thought identifies how entrepreneurs harness the networks within which they are embedded to execute marketing strategies and tactics (Collinson & Shaw, 2001). SMEs and start-ups often differentiate themselves from traditional or corporate marketing by the deeper level of interaction their organization has with their customers (Stokes & Nelson, 2013). DAOs empower customers by allowing them to make proposals—a formal suggestion or plan put forward by a member(s) for the entire community to vote and potentially act upon (Goldberg & Schär, 2023). In this way, entrepreneurs can engage in high-touch collaboration and community engagement with their customers (Bellavitis et al., 2023).

This school of thought presents EM as a tactic and function of opportunity discovery and exploitation (Miles et al., 2015). Building an exclusive customer community via a DAO can allow a business to tap into its most valued customers and gather valuable feedback in a scalable way. These are similar to reward loyalty programs, with the most elite section reserved for those customers who generate the most significant amount of value (typically financial value) for a firm. Second, DAOs represent a means of opportunity discovery by enabling entrepreneurs to evolve beyond KPIs that merely track product sales to more holistically measure and discover the value created between an SME or start-up and its customers (Wichmann et al., 2022).

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ENTREPRENEURSHIP IN PRECARIOUS ENVIRONMENTS: A TALE OF DIGITAL WIZARDS AND SOCIAL WARRIORS

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EXTENDED ABSTRACT

Entrepreneurship is widely recognized as a catalyst for economic growth and innovation, but its social ramifications are often overlooked. This research aims to elucidate how entrepreneurship in challenging contexts, facilitated by digital technologies such as artificial intelligence (AI), blockchain, augmented reality (AR), and virtual reality (VR), impacts social dynamics such as gender equality, social inclusion, and community cohesion. These are critical issues for attaining the Sustainable Development Goals (SDGs), which are a set of universal aspirations to eradicate poverty, safeguard the planet, and ensure peace and prosperity for all by 2030. Therefore, this paper explores the need for developing a comprehensive entrepreneurial ecosystem in the age of digital technologies (e.g., artificial intelligence (AI), blockchain, augmented reality (AR), and virtual reality (VR)).

We focus on the following research question: *How does digital transformation influence SMEs' entrepreneurial ecosystems at the micro-, meso-, and macro-levels?* This study examines the effects of entrepreneurship in precarious environments, enabled by digital technologies such as AI, blockchain, AR, and VR, on social dynamics, including gender equality, social inclusion, and community cohesion. We utilize the entrepreneurship ecosystem as the theoretical framework, defining it as "a set of interconnected entrepreneurial actors, organizations, institutions, and activities that formally and informally coalesce to connect, mediate, and govern strategies and performance within an entrepreneurship environment" (Moore, 1993; Brown & Mason, 2017; Edmondson et al., 2023).

Employing a mixed-methods approach, the research scrutinizes the motivations, challenges, and opportunities of entrepreneurs in diverse contexts. Through snowball sampling, we identified 24 entrepreneurs who shared their life stories about the challenges they encountered during their entrepreneurial journey. The research participants, both women and men entrepreneurs, were engaged within entrepreneurial (family) firms in precarious environments. The research will probe how these entrepreneurs surmount obstacles and harness digital technologies to initiate and expand their ventures, and how they cope with the uncertainty and instability of their environments. The preliminary findings indicate that entrepreneurs in such precarious environments face sustainability issues, labor shortages, technical infrastructure, and the need for tailor-made policies that influence and are influenced by digital technologies, which in turn impact entrepreneurship ecosystems.
These entrepreneurs are mainly underrepresented, as they often encounter discrimination, biases, and stereotypes based on their gender, which constrain their access to resources and opportunities to engage with entrepreneurship.

This research will also examine how entrepreneurship in precarious environments affects the dimensions of social dynamics, such as gender equality, social inclusion, and community cohesion. Gender equality refers to equal rights, responsibilities, and opportunities for women and men. Social inclusion refers to the process of ensuring that all individuals and groups have access to resources, opportunities, and participation in society. Community cohesion refers to the sense of belonging, trust, and solidarity among members of a community. Therefore, the research will also appraise the impact of their entrepreneurial activities on the social fabric of their communities, and how they engender social change and empowerment.

The research will generate novel theoretical and empirical insights on the role of entrepreneurship in precarious environments, and provide pragmatic recommendations for policymakers, practitioners, and educators to support and empower entrepreneurs. The research will also demonstrate the potential of digital technologies to enable and enhance entrepreneurship in challenging contexts, and how they can be leveraged to create positive social outcomes. The research will contribute to the advancement of the field of entrepreneurship and the achievement of the SDGs. The research will also have implications for other fields, such as sociology, psychology, economics, and political science, that are interested in understanding the interplay between entrepreneurship, technology, and society. The research will build on the existing literature on entrepreneurship in precarious environments and on the emerging literature on digital technologies and entrepreneurship.

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REVOLUTIONISING DIGITAL MARKETING EDUCATION WITH GENERATIVE AI INTEGRATION: AN ENTREPRENEURIAL MARKETING (EM) APPROACH

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EXTENDED ABSTRACT

The discipline of marketing has seen a significant shift toward the use of artificial intelligence (AI) over the last 10 years, more recently with Generative AI (Gen AI) such as ChatGPT accelerating uptake in a discipline most impacted through digital disruption (Crittenden & Peterson, 2019). This is due to Gen AI's accessibility, reasonably low cost and capacity toward assisting individuals and teams to efficiently deliver many of their marketing activities, particularly where content generation and ideation is required (Dell'Acqua et al., 2023). Given this reality, a research project has been developed and funded at Ulster University to innovatively incorporate strategic marketing applications of Generative-Pre-training-Transformers (GPTs) into an online digital marketing course in a higher education context to explore developing students' capabilities in leveraging Gen AI.

AI in marketing has continued impacting as a technology leading the quest for firm competitive advantage which has seen a significant escalation in its application. The recent and seismic impact of Gen AI such as through ChatGPT has compounded this impetus and due to its relative ease of use and accessibility, stands to see a paradigm shift in how AI is applied across many business domains. Gen AI serves enterprises in lots of ways - from sales and marketing to operations, HR, IT, legal, accounting and finance (Fui-Hoon Nah et al., 2023). In order to narrow focus, this research is targeted on Gen AI's integration into Entrepreneurial Marketing (EM) education (Tariq et al., 2022) given the potential that AI "positively impacts entrepreneurs in four ways: through opportunity, decision-making, performance, and education and research" (Giuggioli & Pellegrini, 2022, p.816). This research is framed through exploration of Gen AI in relation to participant's EM behaviour. Morrish and Jones (2020) propose a theoretical framework initially developed to assess and assist in post-disaster business recovery where they highlight entrepreneurs' EM activities. They label these behaviours as opportunity-seeking, resource organising, creating customer value and accepting risks. This emerging ORCAr model was deemed fitting to frame this research in exploring whether Gen AI is a suitable partner to develop these behaviours in the participants. Digital marketing in particular, lends itself to such EM behaviour where evolving technology applications such as Gen AI, offer opportunities to be proactive and take measured risk with resources, given the opportunity for scaling content creation efforts across websites, blogs, video, audio and advertising. These are activities which Gen AI through its multi-modal capacity can often deliver effectively with appropriate prompting, allowing for the pursuit of new customer value through EM approaches (Hills and Hultman, 2011). What is less explored in research to date is marketing practice with Gen AI, where it can be used as a means to apply various analysis and strategy. This application could potentially narrow the gap between EM pedagogy and practice where marketing skills are enriched through a more practical approach (Worthington and Eggers, 2023). It is this strategic focus on Gen AI as a conduit to upskilling and enhancing EM behaviour which is the focus of this research and around which an asynchronous education experience is explored.

Funding was secured to run a pilot project focused on targeting a small group of startup entrepreneurs/enterprise owners/marketers in tourism related industries in Africa. Through exploring the potential to enhance digital marketing strategy and application through exposure and proactive use of Gen AI, it is hoped that the outcome will be a more entrepreneurial and proactive capacity to leverage Gen AI toward seeking competitive advantage and uncovering new marketing opportunities.

The chosen methodology is case study research. As argued by Yin (2014, p.2), case studies are particularly relevant when '*the main research questions are 'how' and 'why' questions; (2) a researcher has little or no control over behavioral events; and (3) the focus of study is a contemporary (as opposed to entirely historical) phenomenon'*. On the one hand, the contemporaneity of recent technology, and more specifically AI can hardly be questioned. On the other hand, and considering the project's ultimate scope, teaching African start-ups to leverage this technology in developing their digital marketing strategies, questions such as 'how' and 'why' emerge organically. Primary data is being collected from several streams including observation, focus group and interviews to provide opportunity for in-depth investigation (Easterby-Smith et al., 2015, Saunders et al., 2016; Veal, 2011; Yin, 2014).

Given the geographies of the learners who are based in Africa, and educators based in Europe, a traditional asynchronous distance education method through online learning provides a flexible online learning engagement for a self-paced exploration (LaTour and Noel, 2021). The learning activities take less than 1 hour per workshop and are designed to expose learners to ways to apply Gen AI through strategic marketing frameworks and ways in which to exploit Gen AI for competitive advantage as a means to stimulate their further Gen AI enquiry. Participation for the programme was based on a snowballing sampling method (Patton, 2015) to find entrepreneurs and owners of travel startups and small businesses sought through the Africa Chapter of the International Federation of IT in Travel and Tourism (IFITT.net). An initial online on-boarding process secured x10 participants and explored their digital marketing needs, competencies and prior AI experience.

Over a period of 1 month a total of four asynchronous workshops were delivered culminating in a live, online workshop to support learners apply specific strategic models and approaches to developing digital marketing strategy. The asynchronous learning platform selected was through Nearpod which offers a 'self-paced' option suitable for integrating a variety of content, activity and external links. Initial course delivery challenges included device use, internet connectivity and full completion of activities (Hollenbeck et al., 2011).

This project is supporting learners with varying educational experiences in using Gen AI as a strategic partner and has successfully supported new engagement opportunities for African startup founders and travel entrepreneurs who have capitalised on the experience. Highlighting potential to increase EM behaviour and linked to the ORCAr model, learner 1 highlighted opportunity seeking potential when sharing "*the learning experience is far better than I had expected before the beginning of the sessions and the learning materials are also quite helpful to understand the sessions. More practice will help us get better in delivering the best outputs*." Learner 2 shared "*this will definitely be memorable when learning to use these tools*" supporting a willingness for further opportunity seeking. The study is in its infancy but evolving interestingly in terms of outcomes.

This research is currently confined to one small cohort of one asynchronous course in one discipline (digital marketing) which somewhat limits the generalisability of findings. To improve insight, the aim is to open up the asynchronous workshops to a broader range of participants and then survey those participants for a more quantitative understanding of impact. One avenue in consideration is EM theory such as ORCAr and the opportunity of Gen AI as a tool to empower deeper learning and increased proactivity in enabling marketers/entrepreneurs to increase firm level competitive advantage. This innovative pedagogic approach and practical application of Gen AI contributes to EM discourse by exploring how Gen AI can be used to stimulate proactivity in seeking competitive advantage through opportunity identification.

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CONNECTING THEORY TO PRACTICE IN AND BEYOND THE CLASSROOM

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EXTENDED ABSTRACT

For many years, Rutgers Business School (RBS) has offered an undergraduate experiential learning courses in Entrepreneurial Marketing: Marketing for Entrepreneurs and Small Business. (Available to non-RBS students who wish to minor in entrepreneurship as a complement to a non-business major.)

To enable these students apply entrepreneurship and marketing theory and concepts in real time to actual business practice, our course includes a signature project in which students work in "consultant" teams to develop marketing plans working directly with the founder(s)/leaders of an entrepreneurial enterprise; generally, these enterprises conform to the US Small Business Administration (SBA) definition of a small business. (Some projects have been completed for non-profit organizations.) There is no charge for clients to participate, and these clients come from a variety of sources including faculty's professional/personal networks, The New Jersey Small Business Development Center at Rutgers-New Brunswick, municipal and professional organizations (e.g. Chambers of Commerce, "Main Street", etc.), business incubators, referrals and the colab at Bell Works. (I am their pro-bono Entrepreneur in Residence.) Students benefit from:

- Connection of theory to practice through application of their learning in real time, by working with an entrepreneurial enterprise
- Creation of a demonstration project for use on the students' resume
- Potential pathway to internships/jobs.

To facilitate project success, the student consulting teams:

- Engage initially with clients to understand their organization, needs and scope of work.
- Meet regularly with their clients and Prof. Minkoff to clarify questions/project details and to ensure deliverable quality and value. (Several classes are allocated for these meetings and for project field work, etc.)
- Submit multiple deliverables including:
    - "Organization snapshot/scope of work"
    - Draft situation analysis and recommended strategy, tactics, budget, implementation and success metrics/evaluation criteria
    - Final presentation (refining/further detailing the draft presentation as needed) to the client; after a real-time exchange for questions/answers and feedback, the client issues a grade-worth 20% of the final project.

Several of these projects have led to students' receiving paid internships or in some cases, more permanent roles with the client.

As a major public university, these projects also enable us to provide a meaningful community service. To date (I estimate) we have worked on 200+ such projects.

Research in Entrepreneurial Marketing and Effectuation

The American Marketing Association (AMA) defines marketing as: "…the activity, set of institutions, and processes for creating, communicating and delivering, and exchanging offerings that have value for customers, clients, partners and society at large" (AMA website, 2017).

The construct of entrepreneurial marketing has been described as an "integrative conceptualization that reflects such alternative perspectives as guerrilla marketing, radical marketing, disruptive marketing and others." (Morris, et. al, 2002). The article further discusses this term: "It has most frequently been associated with firms that are small and resource constrained, and therefore must rely on creative, often unsophisticated marketing tactics that make heavy use of personal networks. Alternatively, the term has been employed to describe the unplanned, non-linear, visionary marketing actions of the entrepreneur." (ibid p. 5).

A more recent approach characterizes EM as: "… an agile mindset that pragmatically leverages resources, employs networks, and takes acceptable risks to proactively exploit opportunities for innovative co-creation, and delivery of value to stakeholders, including customers, employees, and platform allies." (Alqahtani, Uslay, 2020).

Panel Presentation

As a complement to the research presented at the conference, and to connect the theories presented above to the practice of entrepreneurial marketing, I moderated a panel featuring entrepreneurs who have been clients of the RBS Marketing for Entrepreneurs and Small Business course.

- Five entrepreneurs from various industries/backgrounds were panelists; a sixth contributed insights/recommendations from the students and how they are being used in his organization.
    - *Scream Truck*- Ice cream truck company utilizing big data/franchise model for scaling (bootstrapped/venture-back enterprise)
    - *Studio 7*-Dance studio owned/operated by a former student of Prof. Minkoff (family-owned/bootstrapped enterprise)
    - *Elite Fitness Alliance*-A boutique gym/small group training facility (bootstrapped)
    - *Somerset County NJ Office of Economic Development*-business/talent attraction department of the Somerset County NJ Board of Commissioners (Government Agency)
    - *Startery.io*-an online platform that matches entrepreneurs with student talent and that enables acceleration of the participating ventures through training, mentoring, and access to talent and other resources (bootstrapped)

  The sixth contributing venture was *Aersys.io,* a last-mile robotic delivery solution founded/operated by a Rutgers graduate (bootstrapped and venture backed.)
- The discussion began with an overview of the class and project structure; it then explored:

Discussion Topic	Link to EM/Entrepreneurship Research
1. Each panelists' entrepreneurial journeys, prior experience and firm description	Career/opportunity exploration, aspirations, network utilization. Activities undertaken with/ without planning, risks taken, surprises, setbacks, and results
2. Unique resource constraints/marketing challenges and context in which they operate, and marketing approaches used	Means available to them/means used and a brief discussion of their domain knowledge, networks and usage
3. The marketing challenge they presented to our student teams	Problem to be solved. Students also utilize effectuation to the extent possible: time/resource constraints, limited domain expertise, utilize network leveraging (client, peers, faculty, family) to conduct research
4. Outcomes/results/Takeaways	What successes were achieved? Failures? At what cost? • ***Scream Truck****-students validated several of the company's operating hypotheses about customers/demographics and communications/media used. Students validated that non-traditional/entrepreneurial approaches (social media/word of mouth) were more effective than traditional approaches. Students and Interns from the class have joined the company in various roles* • ***Studio 7****-leveraged student recommendations regarding differentiation, traditional/social media and to build an online presence, as well as, building community visibility (merchandise, yard signs, "Mombassador" social media/referral program) to achieve significant (approx. 3.5x) growth in membership from 65 to ~200 students per week* • ***Elite Fitness Alliance*** *(EFA)- the class provided guidance on building a website and social media to use/messaging/content. Students also recommended becoming involved with the business community and ensuring strong positive online reviews. From a few members in the*

	owner's home during Covid-EFA now has a studio and hundreds of members participating in some aspect of their program • ***Somerset County Office of Economic Development****-needed a talent (people) attraction program. research/empirically based guidance for the target approach and content for the program; insights to help validate the approach and messaging transparency/authenticity.* • ***Aersys*** o *Implemented an ROI calculator to help* ***pros****pective buyers make the financial case for investing in an Aersys system* o *Repositioned messaging and outreach to focus on the value of security/theft prevention* o *Incorporated a scale-up recommendation to use third-party financing to fund new system installations in lieu of a 24-month upfront payment to aid system affordability* • ***Startery.io-****secured 5 new clients based on student recommendations; selected one student as an intern*

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GENERATIVE AI'S IMPACT ON THE STEM GENDER GAP AND WOMEN'S ECONOMIC FUTURE

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EXTENDED ABSTRACT

Generative AI is rapidly reshaping the workforce, with significant implications for gender equality in STEM fields and women's economic future. It is expected to displace up to 300 million jobs globally by 2030, with approximately 12 million in the USA alone. The impact will be significant for other vulnerable groups such as minorities, people of color, those without degrees, and low-wage workers. However, women are expected to be impacted the most due to intersectionality and their over-representation in affected roles and industries.

This paper investigates the "leaky pipeline" phenomenon in STEM careers and how AI will perpetuate the situation by amplifying existing bias, further impacting women's economic future. It examines how generative AI may exacerbate existing gender disparities in STEM representation, potentially widening economic inequalities in areas such as job security, asset ownership, and participation in the rental economy.

The impact of generative AI on women extends beyond STEM fields. Women may face challenges in the rental economy and asset ownership due to factors such as reduced income, limited access to capital, and algorithmic bias in lending practices. These challenges can further exacerbate gender-based economic inequalities. The study delves into the complex and interconnected model of asset ownership and the rental economy and shows the relationships between factors contributing to increased economic disparity, resulting in a vicious cycle that may make women financially and economically weak.

The study explores both challenges and potential solutions, emphasizing the need for proactive policies to ensure inclusive AI development and application. Promoting diversity in AI development is crucial to addressing these issues, ensuring that AI teams reflect the diversity of the population. Investing in upskilling and reskilling programs can help women adapt to the changing job market and develop the skills needed to thrive in AI-driven industries. Additionally, addressing algorithmic bias through ethical guidelines and rigorous testing can help to prevent AI from perpetuating existing inequalities. Most importantly, changes in policies and processes at a broader level are necessary to uplift women and ensure AI is used as a tool for positive change to improve inclusivity and diversity in the workforce.

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ON BECOMING MORE STRATEGIC IN ENTREPRENEURIAL MARKETING PRACTICE WITHIN THE SME, PROMPTED BY SOCIAL MEDIA ADOPTION AND USE

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EXTENDED ABSTRACT

The entrepreneurial process describes a dynamic context within which the entrepreneurial owner-manager of a small to medium sized enterprise (SME) must make decisions in pursuit of commercial or social opportunities that they have identified and which, they believe, have the potential to make them a valuable return. The dynamics of the entrepreneurial process and the challenge to manage it successfully, are almost always, against a background of rapid change and considerable consequential risk and uncertainty. They, too often, expose the owner manager's own relative levels of personal competence and confidence in making decisions and managing the process.

The planning perspective in such dynamics, such as it is, is invariably always short term, reactive, and organic in character. Driving them are issues such as the rapid changes in society, wider access to new technologies, the rising demands of increasingly savvy customers, and their changing lifestyles, giving rise to new products, new markets and many more opportunities for business venturing than ever before. Obtaining and maintaining competitive advantages in such a dynamic context is a constant and risk-ladened challenge for the owner manager at its centre. Limited access to key resources, including, for example, inadequate time to make considered decisions, limited access to financial resources (Zhang et al, 2017) and limited critical market intelligence serve only to increase actual and perceived levels of risk and uncertainty. With little or no margins for absorbing error if a decision is wrong but with a need to make a decision and take action, the SME defines a visceral space for the entrepreneurial individual to operate in, encouraging short termism in planning practices which are best described as reactive, haphazard and informal (Gilmore and Carson, 1999; Izvercian et al, 2016) in nature and an adversity for any approach to the pursuit of growth' which might be viewed as 'strategic'.

Entrepreneurial marketing, given its origins within the dynamics of the SME context, and with its heavy emphasis on opportunity identification and exploitation (Morris et al, 2002), highlights the crucial importance to the SME owner manager of developing and managing core marketing relationships, in particular, but not exclusively, with customers. Personal contact networking is recognised as a key entrepreneurial marketing resource utilised, almost instinctively, by the SME owner manager. They lie at the core of the owner manager's capacity to make effective and efficient decisions within the chaotic and visceral environment within which they must operate and briefly scoped out above. As noted earlier, SME owners, however, are fundamentally organic decision makers. Strategic decision making and in particular implementation is a difficult and challenging space for them, arguably because of both competence, and confidence reasons.

The advent of social media technology, (SMT), in recent years, has added both additional opportunities and complexities to the environmental mix within which the SME owner manager must operate. His or her adoption of SMT will, in the first instance, be relatively 'easy' and straightforward and will, arguably, be consistent with the organic effectuated (Sarasvathy, 2001) nature of the owner-managers approach to decision-making within their enterprise. The further development and implementation of SMT in the conduct of business and in the management of relationships, particularly with customers (Castriotta et al, 2013; Floreddu et al, 2014) will, however, increasingly begin to present the owner manager with different, more complex challenges. Once engaged with the implementation of SMT platforms matters will, by their nature, require an increasingly more thoughtful engagement on the part of the owner manager as a resource for maintaining competitive advantages. The pressure for the adoption of a more thoughtful engagement is, essentially, a shift towards something more strategic and a move from an organic approach to planning. In this paper, the authors argue that this amounts to a largely accidental prompt in the owner-managers mindset from an organic approach to a more strategic approach.

The theoretical basis for the research identifies entrepreneurship as a dynamic process, which acknowledges the SME owner manager as the central and key individual and decision maker (Barton-Cunningham and Lischeron, 1991; Timmons and Spinelli, 2009) in that dynamic and the unique characteristics of SME as the context for the research reported. The central role of networking theories as central to any understanding of marketing practiced by an SME owner manager informs the research, emphasising the central importance of marketing relationships in entrepreneurial marketing. Technology adoption theory (Davis, 1989, Rauniar et al, 2013) provides a further bases supporting the research presented. The aim of this research

is to explore this process of the owner manager becoming more strategic in entrepreneurial marketing practice within the SME, prompted by social media adoption and use. Adopting a qualitative methodology, the authors sought insights to; what type of decision it was for an SME owner to adopt and use SMT; the likely impact on doing business for the SME owner of adopting and using SMT in terms of competency and confidence, and if the adoption and use of SMT was a catalyst for mindset change for the SME owner from organic to strategic thinking.

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UNLOCKING THE X-FACTOR: CREATIVE ELEMENTS DRIVING STARTUPS' SUCCESS IN ENTREPRENEURIAL MARKETING

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EXTENDED ABSTRACT

As products and services become more innovative, the challenge intensifies for every founder and founding team, especially when marketing them to potential markets that may not yet exist. In these instances, traditional market research data becomes largely obsolete, heightening the difficulty for entrepreneurs in effectively promoting and selling these groundbreaking new offerings. The greatest challenge confronting startup founders, namely sales and customer acquisition, has persisted for more than a decade, as indicated by data from the European and German Startup Monitor (Steigertahl and Mauer 2018; Kollmann et al. 2023). The field of entrepreneurial marketing addresses this specific challenge.

According to Morris et al. (2002), entrepreneurial marketing is the "*proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation.*" Meanwhile, Hills and Hultmann (2011) define entrepreneurial marketing as "*a spirit, an orientation as well as a process of passionately pursuing opportunities and launching and growing ventures that create perceived customer value through relationships by employing innovativeness, creativity, selling, market immersion, networking and flexibility*", while Kraus (2009) characterizes it as "*a particular type of marketing that is innovative, risky, proactive, focuses on opportunities and can be performed without resources currently controlled.*" As the definitions highlight, the term is often associated with marketing activities that, due to limited resources, rely on innovative and creative yet straightforward marketing tactics, among others. Since the early two-thousands, the investigation of creativity at the intersection of marketing and entrepreneurship has been a burgeoning area of research (Fillis 2000; Fillis and McAuley 2000). Scholars and professionals in the academic and business fields have emphasized the essential requirement of creativity as a key factor that sets firms apart competitively. In organizational contexts, creativity is commonly understood as the generation of new and valuable ideas, a consensus widely articulated by scholars in the field of creativity and innovation (Acar et al. 2018; Amabile and Pratt 2016; van Knippenberg 2017).

This paper offers a comprehensive exploration of creativity within the entrepreneurship and marketing interface. Our study aims to deepen the understanding of creativity's distinctive role in entrepreneurial marketing, with a focus on uncovering the 'x-factor'. In our context, the 'x-factor' is defined as a pivotal creative element that sets startups apart, significantly contributing to their overall success in sales and customer acquisition, exemplified, for instance, by their notable distinction from the competition. To address this, we pose the following research questions:

What unique, innovative, and creative elements - the 'x-factor' - contributed to the success of startups in entrepreneurial marketing, particularly considering their limited resources and challenging circumstances?

Our study aims to achieve a more comprehensive understanding (Creswell and Creswell 2018) and employs a qualitative approach well-suited for exploring meaning and interpretation. Using a multiple case study methodology with semi-structured interviews, we delve into the unique strategies, tactics, and actions of 10 successful startups based in Germany. Case studies stand out as the preferred method for investigation due to the absence of control over founders' entrepreneurial marketing decisions and the crucial significance of startups' real-world context (Yin 2018). Our primary goal was to uncover the 'x-factor', shedding more light on the innovative and creative aspects of entrepreneurial marketing. To achieve this, our selection criteria exclusively targeted startups that had already demonstrated notable success in sales and customer acquisition. The founders served as our interview partners, recognized as key experts and decision-makers during the early stages, allowing us to extract valuable insights from their experiences, explanations, and reflections (Gläser and Laudel 2010).

In the examination of particular case studies, several key insights emerge.

For instance, one impact startup used Instagram to promote sustainable underwear fashion. Despite its initial effectiveness,

the channel encountered scalability challenges. However, a crucial turning point came when the startup started incorporating authentic photos of real customers wearing their products, less polished but more authentic, received from professional photographers. This creative action became the 'x-factor', leading to substantial growth in the Instagram channel to more than 100k followers.

A further healthcare startup provided a mobile app for rapid skin diagnoses within 24 hours by professional doctors via smartphones. Although not covered by public health insurance in the beginning, the startup acknowledged the founder's unique talent to engage on camera and produced various educational videos addressing skin issues. Strategically leveraging TikTok, an emerging social media platform at the time, the startup achieved substantial visibility and success through engaging content. The videos, both shocking and intriguing, went viral, accumulating millions of views and attracting 250k followers, serving as the startup's 'x-factor'.

A third energy startup offered a service to help clients check and switch energy tariffs, earning them annual bonuses. Drawing from prior experience, the founder prioritized exceptional customer service from the beginning. By fully focusing on client satisfaction, employing waiting lists, and managing expectations, the startup cultivated a strong reputation for excellence in customer service and happy clients. This dedication resulted in a multitude of positive reviews on platforms such as Trustpilot and Google, boasting an average rating of 4.9 out of 5 stars, contributing significantly as the 'x-factor' to the startup's accelerated growth.

Another cleantech startup provided a platform for waste management and circular economy services. Trade shows were a key channel in their marketing and sales strategy. At a well-known trade fair in Munich, they stood out with a modern, Apple Store-like booth featuring seating areas and palm trees, leaving a lasting impression on the visitors. In terms of inbound marketing activities, they leveraged content marketing by collaborating with an agency to create the Sustainability Index Report. This involved analyzing the CSR reports of various DAX companies, evaluating them based on specific criteria, and categorizing them into low- and best-performers. Following the report’s release, they personally contacted the companies, offering optimization opportunities. This strategy not only enhanced their visibility but also facilitated new customer connections, serving in parallel as their 'x-factor'. Their self-conducted recycling study was even picked up by "manager magazin," significantly boosting their brand awareness and drawing further attention to their innovative approach.

A fifth impact startup used crowdfunding to finance and market fair and sustainable condoms. The two founders abandoned their initial professionally produced crowdfunding video for being too boring. Instead, they created a quirky and eye-catching one, with both founders acting in unicorn costumes and showing a lot of humor. This unique approach highlighted the distinctiveness of their product and showcased transparency about production costs, which resonated with viewers. Their crowdfunding campaign quickly went viral and achieved its €50,000 goal within two days. It eventually surpassed this goal by over 100%. This early success led to widespread media coverage, including appearances on major TV shows. The media buzz generated by their innovative and entertaining campaign significantly boosted their brand awareness and sales, becoming a key ingredient (and the 'x-factor') to their initial rapid success.

A SaaS startup developed OKR (Objectives and Key Results) software, a management system popularized by major tech companies. Initially, the founders had little insight into what corporate clients needed. They organized a series of meetups, gathering early adopters to discuss OKR, leading to valuable feedback and visibility. A pivotal move was creating a concise ten-slide SlideShare presentation that included a link to their website. This presentation garnered over 300,000 views, driving significant traffic and generating 1,500 leads. This creative content strategy, leveraging the power of SlideShare, became their 'x-factor', leading to their initial customer base and growth.

A seventh edtech startup offered a mobile app summarizing key insights from nonfiction books into 15-minute text or audio summaries. Initially, the founders used simple Facebook ads, designed in-house, linked to the App Store for direct downloads. This was followed by a short onboarding process and a seven-day free trial to encourage annual subscriptions. While initially effective, this approach didn't scale. The breakthrough came with Facebook's Lookalike Audiences, which enabled them to target potential customers similar to their existing ones. This strategy significantly increased app installs and memberships. Their 'x-factor' was leveraging Lookalike Audiences and targeted email marketing to boost engagement and retention.

Yet another sports apparel startup was founded by a triathlete and his brother, who initially sold sports gear from their car at major sports events. The two brothers later founded their own startup selling professional clothing for triathletes. A

workshop led by a third co-founder with design expertise laid the foundation for their brand, combining design, functionality, and sustainability. With a globally renowned triathlete as a fourth partner, they launched their first collection. Marketing focused on sports expos, where their unique booth design and premium presentation stood out. They avoided typical discounts, instead offering fresh coffee to emphasize quality. Their 'x-factor' was creating an emotional connection at triathlon events, which, combined with their strategic partnerships, fueled growth from €64,000 to €570,000 in just a year.

One mobility startup in our sample developed software for platooning trucks, enabling trucks to digitally connect and form close-driving convoys. This approach reduces CO2 emissions and fuel consumption, particularly on long routes. The startup addressed the challenge of matchmaking, allowing truck drivers who don't know each other to connect and platoon during their journeys. The software automatically calculates and distributes fuel savings among the participants. To promote their solution, the founder coined the term "Tinder for Trucks" as a high-concept pitch, which attracted significant media attention and speaking invitations. This creative PR and storytelling approach became their 'x-factor', leading to widespread recognition and ultimately resulting in their acquisition by a multinational logistics software company.

A tenth impact startup in the real estate sector aimed to transform the construction industry towards more sustainability. Their marketing strategy, put into words, was "Do something and talk about it" and involved promoting their activities and successes to increase visibility. Key tactics included participating in competitions, awards, and conferences, which built trust and highlighted their innovation. They discovered the most promising events through trial and error, initially targeting architects but later focusing on construction managers. They leveraged LinkedIn to connect with their main audience, sharing regular updates and achievements. A notable post about being selected as a top-ten PropTech startup by the EU Commission garnered significant engagement. Their 'x-factor' was strategic public engagements and effective use of LinkedIn to amplify their message and reach.

Our research sought to answer the question: "*What unique, innovative, and creative elements - the 'x-factor' - contributed to the success of startups in entrepreneurial marketing, particularly considering their limited resources and challenging circumstances?*" Through our investigation, it became clear that there is no one-size-fits-all solution for startups. Each case study revealed a distinctive 'x-factor' that significantly influenced its success. These 'x-factors' varied widely, highlighting the necessity of tailoring marketing strategies to specific customers, contexts, and unique circumstances.

Our findings emphasize that successful entrepreneurial marketing is driven by resourcefulness, innovation, and, to a great extent, creativity. Startups in our sample that crafted engaging, genuine content and strategically leveraged social media and public relations were able to stand out in competitive markets despite limited resources. A key factor was the founders' ability to tailor their marketing to their personal skills and unique insights, while showcasing authenticity, which strengthened customer trust and engagement. Storytelling and the use of niche and emerging platforms further amplified their reach and enhanced their reputation.

The success of these startups often emerged from trial-and-error methods, adaptive strategies, and a strong focus on customer-centric engagement. Founders frequently embraced risk, testing unconventional approaches that led to viral successes or targeted customer acquisition strategies. This underscores the critical role of flexibility, continuous learning, and the ability to quickly capitalize on opportunities. Additionally, fostering genuine, personal connections with customers through transparent interactions and creative content played a pivotal role in transforming relationships into loyal communities, driving growth through word-of-mouth and advocacy. Strategic partnerships also contributed to success, adding credibility and expanding reach.

In conclusion, our findings provide practical recommendations and valuable insights for both current entrepreneurs and aspiring individuals, particularly those entering entrepreneurship for the first time or leading innovative startups with limited resources. By leveraging creativity and innovation in their marketing and sales efforts, founders can better understand how to build effective customer acquisition strategies and drive successful outcomes. Furthermore, our study holds substantial value for established marketing professionals, who can draw inspiration from these innovative approaches to revitalize their own strategies. While each case offers unique lessons, the overarching theme is clear: the 'x-factor' in entrepreneurial marketing lies for us in a blend of calculated experimentation, authentic customer engagement, and, above all, creativity.

However, it is important to acknowledge the limitations of our research, as the relatively small sample size of ten case studies, coupled with a reliance on qualitative data, may not fully capture the wide range of strategies employed by startups

across different industries and regions. Further research is needed to expand the dataset and explore whether the patterns identified here hold across a broader range of entrepreneurial contexts, while continuing to uncover the dynamics behind startup success.

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(RE)INTRODUCING THE INIMITABLE DR. HUNT

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EXTENDED ABSTRACT

"*Just as with Freud all things are sexual, so with some business scholars all things are business.*"
(Huefner and Hunt 1994 p. 62)

"*It's not business, Sonny—it's strictly personal*."
(Puzo and Coppola 1971, in Jones 2021 p. 114, adapted)

The purpose of this study is to (re)introduce and (re)integrate key aspects of entrepreneurial marketing (EM hereafter) in relation to the consumer satisfaction, dissatisfaction and complaining behavior field (CS/D&CB hereafter). The paper combines elements of a scoping review with a personal perspective approach. Manifold subliteratures are investigated: entrepreneurial consumer behavior, commercial EM, effectual entrepreneurship, social entrepreneurship, and psychosocial consumer behavior. It was found that H. Keith Hunt's early contributions to EM—especially his articulation of entrepreneurial consumer behavior—is likely more germane today than when he first articulated the concept in the 1980s. To the best of our knowledge, this is the first study to bridge Hunt's EM research to the CS/D&CB domain. A recent *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior* (JCS/D&CB hereafter) article, Nowak, Dahl, and Peltier (2023) provides an appraisal of the service failure-recovery literature. It delineates a scoping review as a method that deploys "a rapid mapping process to provide a high-level overview of a topic" (Nowak et al. 2023 p. 128). Nowak et al. (2023) emphasize that "unlike a systematic review or meta-analysis, scoping reviews take a more descriptive approach" (Nowak et al. 2023 p. 128). The authors note that scoping reviews are "particularly useful for synthesizing diverse research streams related to a broad topic" (Nowak et al. 2023 p. 128). Shelby D. Hunt's (S.D. Hunt hereafter, to differentiate him from H. Keith Hunt) 2011 paper "On the Founding of the Journal of Macromarketing" represents the exemplar par excellence for the retrospective strand used in this paper. Looking back with three-and-a-half decades of hindsight, the late S.D. Hunt's account chronicled the birth of that journal a few years after the inaugural Macro-Marketing Seminar in 1976 (S.D. Hunt 2011).

Given Nowak et al.'s (2023) underscoring of the value of "synthesizing diverse research streams," it is worth identifying key subliteratures of interest with respect to the current paper's consumer-centric perspective. Major strands will include traditional commercial EM, marketing approaches typical of effectual entrepreneurs, marketing in the context of social entrepreneurship, the concept of entrepreneurial consumer behavior, and the notion of psychosocial consumer behavior, which we will articulate later in this paper. While conducting research for this paper, we discovered that H. Keith Hunt participated in the inaugural 1987 Global Research Conference on Marketing and Entrepreneurship (GRCME hereafter), as well as in their 1988 and 1989 symposia (Hunt 1987, Hunt et al. 1988, Hunt et al. 1990). Thus, remarkably, H. Keith Hunt was at the forefront of the EM concept. While Hunt is best known for his work in consumer satisfaction, dissatisfaction and complaining behavior, it is worth noting that some of his work regarding "entrepreneurship is also well known" (Egan and Aron 2022 p. 202). However, from an EM-specific standpoint, H. Keith Hunt's early contributions to the entrepreneurship literature have been effectively cloistered/ensconced/sequestered until now. In large part this is given that his earliest EM contributions exist as a very limited number of hardcopies of GRCME proceedings. Or, to continue the hydrologic metaphor and borrow from Australia, it is as if the original EM stream of Hunt—and his GRCME coauthors—has until now been cut off from the main EM research stream. It has existed apart in a billabong: "an isolated crescentic pond left behind after a river loop is cut off when the river channel changes course" (Billabong 2023). One may draw additional inspiration from Australians, who more frequently than any other anglophonic population, use the hydrologic term anabranch: "a diverging branch of a river which reenters the mainstream or which loses itself in sandy soil" (Anabranch 2023, Merriam-Webster 2023). A major rationale for the current paper is to ensure that Hunt's early EM-related insights are an anabranch of the former type and are not lost to the sandy soil.

Combining aspects of a scoping review with a personal perspective piece, our study explored a wide range of marketing subliteratures in relation to CS/D&CB. Key areas included entrepreneurial consumer behavior, commercial EM, marketing approaches typical of effectual entrepreneurs, marketing in the context of social entrepreneurship, and the notion of psychosocial consumer behavior. We believe that Hunt's early contribution to EM—especially his articulation of

entrepreneurial consumer behavior—is more germane today than when he introduced it in the late 1980s. Given that Hunt's conceptual label is comprised of the terms "entrepreneurial," "consumer," and "behavior," it makes sense that his concept is still relevant to entrepreneurship, consumption, and human behavior. Taking stock of Hunt's pioneering contribution to EM, there are several aspects worth remarking on. First, though he was there at its launch, Hunt soon shifted his research focus to other interests. Primarily CS/D&CB. Yet, overall research interest at the marketing and entrepreneurship interface has only expanded since Hills, Hunt and its other cofounders established the domain in 1987. Like CS/D&CB, EM was born in the late 1980s and continues to grow: the 38th GRCME convenes in August 2025 (Eggers 2024). Metaphorically applying Erikson's stages of psychosocial development framework, one could say that both CS/D&CB and EM have successfully navigated their early adulthoods and are on the cusp of middle adulthood. Recall Hunt's extremely early observation to fellow EM scholars: "Previous discussions of entrepreneurship and marketing have focused on the seller side of the interaction. On the buyer side are personal consumers and business buyers" (Hunt et al. 1988). Hunt's observation need be only slightly modified today. Though anecdotal, after more than a decade as active participants in the GRCME, we can affirm that EM researchers have exhibited a small but ever-increasing interest on the buyer side of the interaction. Especially an interest in entrepreneur/consumer co-creation. Relatedly, if Alqahtani and Uslay's (2022) findings hold true, Hunt's entrepreneurial consumer behavior construct is relevant to many of the highest-priority EM research goals, beyond product and service co-creation. Including assessing EM's impact on the consumer experience, and articulating key distinctions between EM in business-to-business versus business-to-consumer contexts (Alqahtani and Uslay p. 414).

An entrepreneurial consumer behavior coding schema developed by Hunt et al. (1990) is relevant to both CS/D&CB as well as EM researchers. Hunt et al.'s (1990) finding that some entrepreneurial consumers launch concurrent and overlapping lifestyle ventures is especially intriguing. "Kevin"—one of Hunt's student-participants—bought, used and sold secondhand vintage clothing (Hunt et al. 1990). Hunt searched for but did not find entrepreneurial consumers who launched ventures that evolved into highly profitable ventures. Likewise, our Fall 2023 Consumer Behavior course convenience sample survey did not identify any entrepreneurial consumers who launched ventures that scaled. There is widespread contemporary interest in lifestyle ventures, the gig economy, craftsperson makers, social entrepreneurship, and offerings that combine the digital with the analog. Thus, a continued search for entrepreneurial consumers who launch overlapping ventures—whether they scale or not—is merited. Roundy observed that "social entrepreneurs must design organizations that are able to generate value for both beneficiaries and customers" (Roundy 2017 p. 106). Given the increasing interest in social entrepreneurship and ecological sustainability more broadly, Hunt's tacit discovery that some entrepreneurial consumers, such as "Kevin," launch lifestyle ventures that have positive social and/or ecological impacts is worth highlighting. It is also worth recalling Saebi et al.'s observation that where beneficiaries and customers are two distinct populations, it "leads to a dual mission that is likely to result in conflicting institutional logics and tensions between social and economic activities" (Saebi et al. 2019 p. 74). The tensions between such dual missions are thus always at risk of becoming "dueling missions": one mission diminishing, rather than reinforcing, the other.

Hunt's conceptualization of entrepreneurial consumer behavior was born in EM's cradle. Yet, given the construct's focus on consumer behavior, we would again emphasize that it was, and still is, equally relevant to CS/D&CB researchers. Before discussing our study's limitations and suggesting specific potential directions for future research, we would also share our excitement regarding the relevance of high-affect CS/D&CB research to EM researchers. Recall Morris et al.'s (2002) criticism that EM research has "largely ignored" investigating "visceral relationships with the firm's customer base" (Morris et al. 2002 p. 7). Aron rigorously and confidently incorporated insights directly from the clinical psychodynamic literature (Aron 2001). Aron's psychodynamically informed conceptual model was directed at and taken up by his CS/D&CB research colleagues. EM researchers who also rigorously incorporate psychodynamic insights from the clinical literature stand an excellent chance of filling the "visceral relationships" void identified by Morris et al. (2002). Though a scoping review enables "a rapid mapping process to provide a high-level overview of a topic" (Nowak et al. 2023 p. 128), we recognize there are many limitations with regard to our project. Likewise for the retrospective personal perspective strand of our paper, which is inherently anecdotal. The greatest limitation of the current paper is what is not included. We knowingly excluded important literature due to length constraints—the known knowns. There are also surely many insights in the extant literature that we are unaware of, but which would have enriched our paper—the unknown (to us) knowns. Just as surely, there are insights yet to be discovered which would have benefited our research—the unknown unknowns. Another major limitation of the current paper is our nearly exclusive focus on the United States. Apart from our and Hunt et al.'s (1990 p. 231) passing observations regarding international save-on-net spree-shopping by Americans as a form of entrepreneurial consumer behavior, our paper makes no explicit mention of dynamics that include markets outside the U.S. Moving forward, researchers are encouraged to assess the extent to which the dynamics explored here hold outside the U.S.

Researchers are also encouraged to update, expand on and refine Hunt et al.'s (1990) preliminary entrepreneurial consumer behavior schema. In addition to incorporating digital and hybrid digital/physical instances—such as those found in our Fall 2023 Consumer Behavior course convenience-sample survey—researchers might expand on and refine specific subcategories of entrepreneurial consumer behavior. Research could also address the following: 1) to what extent and under what circumstances do traditional commercial entrepreneurs and social entrepreneurs incorporate aspects related to CS/D&CB during their new product / service development processes?; 2) to what extent do the psychosocial motives and other personal attributes that drive commercial entrepreneurs differ from the motives and other personal attributes that drive social entrepreneurs?; 3) to what extent do the motives and other personal attributes that drive unconscientious consumers differ from the motives and other personal attributes that drive conscientious consumers?; 4) how might Erik Erikson's stages of psychosocial development framework be applied to generate insights regarding consumer behavior? 5) how might psychosocial consumer behavior informed approaches to social entrepreneurship research differ from psychosocial consumer behavior approaches to commercial entrepreneurship research?; 6) to what extent and in what ways might all value-recipients of a given entrepreneurial initiative be fruitfully thought of as consumers and/or beneficiaries (and what might be lost in pursuing such an approach)?; 7) how might product and service co-creation—involving customers and/or other stakeholders outside the entrepreneurial firm—drive innovation?; 8) what are the key differences between EM in business-to-business contexts versus business-to-consumer contexts?; and 9) how might EM—including entrepreneurial consumer behavior—drive sustainability and positive social impact?

The uncanny simultaneous emergence of the service recovery paradox concept in the marketing literature and the therapeutically beneficial rupture-and-repair concept in the clinical psychodynamic literature begs another question: what other parallels exist across these fields and what insights are transferable across them? Future researchers might also comb the JCS/D&CB and the *Journal of Research in Marketing and Entrepreneurship* archives for instances of entrepreneurial consumer behavior, and adjacent activities, in conducting an entrepreneurial consumer behavior meta-analysis. Our scoping review found that Hunt's entrepreneurial consumer behavior concept has implications for all the subliteratures that we reviewed. Commercial effectual entrepreneurs' tendency to interact with and cocreate value with prospects parallels entrepreneurial consumers' tendency to do likewise. Though at a smaller scale in the latter instance. It is understandable that Hunt did not emphasize potential links between social or environmental impact and entrepreneurial consumer behavior. Social entrepreneurship was not nearly as prominent an area of focus when Hunt introduced the entrepreneurial consumer behavior concept as it is now. The extent to which some forms of entrepreneurial consumer behavior simultaneously comprise instances of social entrepreneurship are promising and relatively uncharted waters. The psychodynamic and psychosocial undercurrents and insights in the CS/D&CB literature represent rich and compelling streams of research relevant to Hunt's entrepreneurial consumer behavior construct and EM more broadly. Especially with regard to EM's more affect-laden dimensions—be those emotions positive, negative or some blend of each.

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