ENTREPRENEURIAL MARKETING : A STRATEGIC MARKETING MODEL TO SURVIVE IN A GLOBAL ECONOMIC CRISIS

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Abstract : *Consumerism, particularly in the US and elsewhere in the emerging markets of Southeast Asia, China, India, and some of the Latin American countries, worked as a vehicle of growth. Even a small piercing into a balloon of consumerism could adversely affect growth and change the trajectory that moved global growth upward. Global financial melt down has proved quite severe to keep consumerism going. It is likely to trigger a downturn in the global economy and in all developed and emerging economies that were having a trade surplus with the US. When a crisis crops up, people madly search for a way out for their survival, survival of business, property, and standard of living. Recent global economic downturn is such a typical case which poses a threat to individual business, property, and standard of living. This crisis affects almost all the countries in the world including ours. Hence, the need of the hour is to find an innovative way to save our business, property, life, and standard from such a global crisis. In this context, EM can plan a role model for survival as well as development.*

The purpose of this article is to examine the model of Entrepreneurial Marketing (EM) and its usage as a strategic tool to tide over crises like recent global meltdown. This concept needs a marketer to be innovative, risk-taking and proactive in performing managerial responsibility. It is an ongoing struggle among firms to achieve a sustainable competitive advantage in resources. In EM, the competitive interplay among firms reflects in marketplace positions that show the relative efficiency and effectiveness of each entrant. Here, the firms that are in disadvantaged positions can learn where they need to acquire additional resources or to use existing resources more efficiently and effectively. These firms come at the same level and / or leapfrog their advantaged firms by better management of existing resources viz. by acquisitions, imitation, substitution or innovation. It entails six core dimensions that have been identified and explored in the article. Its advantages and potential deserve a careful prospects. Resource leveraging and entrepreneurial marketing relationship have been adequately and appropriately highlighted. This is being taught as a complete course in Wharton University, USA and a paper in Harvard University, USA. Organizations like eBay, Virgin Group practise it in reality.

Key Words:
Entrepreneurial Marketing (EM), Innovativeness, Proactiveness, Strategic Marketing, Consumerism, Emerging Economies.

1. Introduction

The World is now a global village. Any development in one corner of this village may seriously affect the chemistry of business and economy of the other parts of this village. And this may happen at a lightning speed without allowing existing businesses minimum time for survival. Therefore, it would be futile to remain idle and backdated in this fast changing world. In a dynamic, hostile and complex environment, firms are expected to demonstrate adaptability and flexibility leading to high levels of innovation and entrepreneurship. Entrepreneurial Marketing (EM) is one such model tool that can change the business in general and marketing in particular across the globe in future. EM is, in fact, a kind of managerial responsibility. It is the combined result of entrepreneurship and marketing. Innovativeness, risk-taking and proactiveness are the fundamental characteristics of EM. For a marketer, it

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becomes paramount to find creative ways to foster customer relationships and discover new market segments. These characteristics are responsible for success in EM oriented businesses in the entire world. Recent global economic downturn is such a typical case which poses a threat to individual business, property, and standard of living. This crisis affects almost all the countries in the world including ours. Hence, need of the hour is to find an innovative way to save our business, property, and standard of living from such a global crisis. In this context, EM can be a role model for survival as well as development. The present global economic downturn needs such a strategic model to tide over this crisis.

2. Objective

The paper is a concept paper. Its objective is to explain the conceptual aspect of EM and its ability to tide over a crisis as a strategic marketing model.

3. Global Recession

3.1 A Brief History

During the past few years, the global economy registered an unprecedented growth rate of more than 5.0 per cent. According to the IMF (International Monetary Fund), such a high growth rate was historical and its success was attributed to global trade and the free market economy regime. Free trade, free flow of capital across national borders and the floating of national currencies in the open market to adjust their values through market mechanism created a competitive environment for economic growth. At the outset of free market regime and free global trade, US capitalism stood with huge investment banks and insurance groups. It is a robust economy with a GDP of $14 trillion and an incredibly large number of consumers feeding themselves on borrowed money as a way of life. Consumerism, particularly in the US and elsewhere in the emerging markets of Southeast Asia, China, India and some of the Latin American countries, worked as a vehicle of growth. Even a small piercing into a balloon of consumerism could adversely affect growth; trajectory that moved global growth upward. Global financial meltdown has proved to be a spoke in the wheel of consumerism . It is likely to trigger a downturn in the global economy and in all developed and emerging economies that were having a trade surplus with the US. A financial crisis had earlier hit the market in 1998-99 but remained mostly confined to Southeast Asia. The stocks had then tumbled, currencies depreciated steeply, big business houses that thrived on borrowed money collapsed and many banks went bankrupt giving indications of a financial and business collapse. Unemployment had soared and many wealthy people ended up as paupers. Banks were rescued by infusion of capital from the central banks of respective countries and IMF. It was presumed that free market and financial system that helped Southeast Asian Tiger economies to flourish was "perfect" and fault lay with the banking system of the affected countries. There were many loopholes in it and the banking system had not matured vis-à-vis the banking system of the West. The banks had a weak regulatory system and lent huge amounts without taking cognizance of the fact that big borrowers, despite having appetite for

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investment, would be unable to pay back in case some unexpected events were to rock their business houses.

Several books and papers analyzing the financial crisis of 1998-99 were published. They suggested making the operations of banks and stocks - the backbone of free market and US model of capitalism - highly credible, transparent and strong enough to withstand external and internal shocks through tough and stringent regulatory and monitoring system. Mini financial crises of Southeast Asia had many lessons to offer to the emerging /developing countries as well as to the developed economies . The latter had earlier passed through such eventualities in their history. Memories of Great Depression of 1930s were still fresh in minds of financial analysts, central bank managers and CEOs of financial institutions having global reach. But, the real cause of the Depression wasn't the stock market crash but a contraction of credit due to an epidemic failure of banks.

The financial crisis of late 90s could have been a wake-up call for Global economy. The financial crisis may be attributed to greed and fraud.

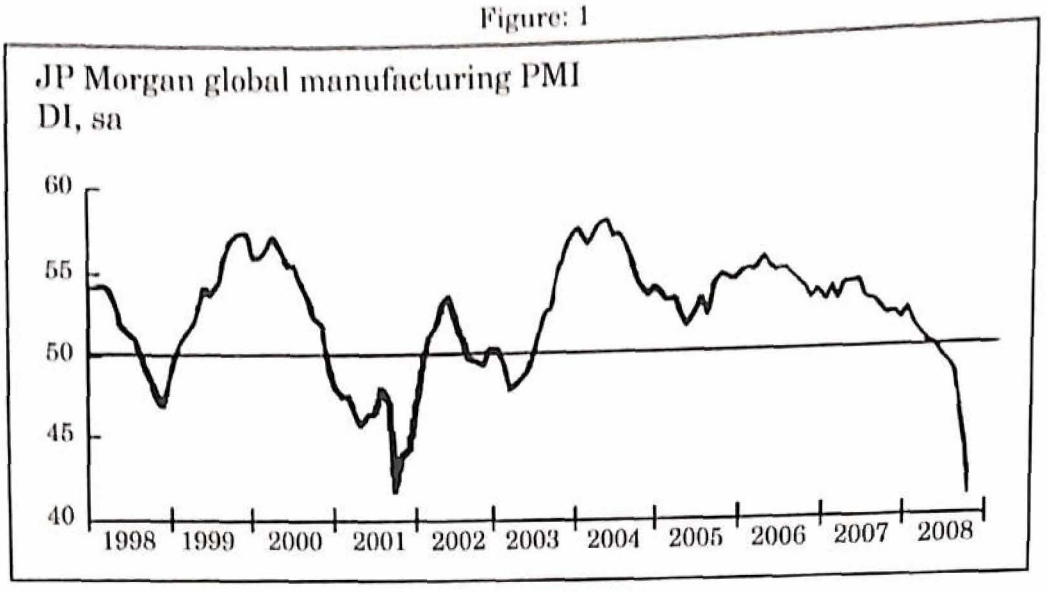
Despite all these realities, Bush administration adopted a few more de-regulatory policies to let free market regime and banking system be flexible. Money lending operations through different financial derivatives were left to the sound judgment of the bankers. Sub-prime lending pulled down the American banks. The major cause of today's financial crises is no different from what was it during the Great Depression. The only difference being that this time the governments and central banks are better placed to handle the crises. But what they certainly can't handle effectively is its aftermath - the economic recession. It will take its own time and course (Masroor, 2009). It is high time we did some soul-searching to find the reasons of the present crisis for which we ourselves are responsible because *'Behind every debacle there is a story of a sharp deviation from the normal track. The illusion of abnormal growth and meteoric benefits is the trouble-maker. As we lose sight of reality, it deludes us to the point of misery...The recent financial meltdown demonstrates what providence can bring upon us when we behave recklessly in the market without any qualms of conscience. Money isn't the only force that drives civilization'* (Swami Sandarshanananda, 2009).

3.2 A Recent Account

For the last few years the global economy has been running on two engines - the U.S. on the consumption side and China on the production side - both lifting the entire global economy. For the last few months the first engine of global growth has effectively shut down .News from the U.S. is anything but encouraging: consumption and consumer confidence both are collapsing ; housing and durable goods spending are plunging ; auto sales are nosedivinging, while supply side indicators such as production, ISM – Information System Management and employment are also free falling. There are now increasing signs that the other main engine of the global economy - China- is also stalling. Let us consider now in detail the evidence that China may be on its way to a hard landing. The world manufacturing sector suffered its sharpest contraction as reflected in the ongoing retrenchment of global demand. Besides, further deepening of the credit market crisis has negatively impacted

on the trends in output, new orders and employment. The JP Morgan Global Manufacturing PMI posted 41.0 in 2008 its lowest reading since data were first compiled in January 1998 and a level below the no-change mark of 50.0 for the fifth month in a row (Shedlock, 2008).

Figure: 1



Source: JP Morgan Global Manufacturing PMI Report, Retrieved February 10, 2009 from http://www.marketoracle.co.uk/Article8627.html

An overall decline in output and employment was witnessed by the end of 2008.

Output, total new orders and new export orders all contracted at the fastest rates in October, 2008. With the exception of India, which again bucked the global trend, the manufacturing sector faced a decline in output and new orders all over the world. The turnaround in the performance of the US manufacturing sector has been especially marked in recent months and, in October 2008, production and new orders fell to the greatest extent since mid-1980 when the US economy was in the midst of a deep recession. The downturn in the Euro zone gathered pace in October, with production and new work contracting at the fastest rate in the history. Within the euro area, a majority of the national manufacturing sectors posted series of record losses for output and new orders, including the big-four economies. Output fell at record rates in China and Brazil, and at near-series records in Japan and the UK. At 48.1 in October 2008, the Global Manufacturing Input Prices Index signalled a decline in average purchase prices for the first time since August 2003. The drop in input costs was mainly focused on the US and China, both of which have seen cost inflationary pressures retreat sharply from highs in mid 2008. Rates of increase in raw material prices eased sharply in the Euro zone, the UK and India. There are some other interesting observations - the US% share of global GDP is 30.5%, the Euro zone 18.7%, and China 4.9%. Somehow that 4.9% tail was supposed to be silver lining. Nine out of 10 of the

world's largest economies are contracting. China is the lone exception, but even in China manufacturing is contracting. Fear of a global recession is quickly becoming a reality as world markets have lost $10 trillion in value in the month of October 2008 and the U.S. economy almost certainly contracted in the third quarter. "The growing reality is that this is not just a slowdown, but a true recession," Joel Naroff, president and chief economist of Naroff Economic Advisors told *Money Morning*. The global financial windstorm, that has caused the meltdown of the financial system in the US and elsewhere, has yet to settle down. Its catastrophic effects have reached out to developing economies in a less intense manner but have increased risks and concerns for the future. The recession is mainly due to the liquidity crunch and loss in confidence of consumers and investors. Global recession will have serious implications for emerging /developing countries. There are no immediate solutions and short term solutions do not hold much promise. Emerging markets, the global superstars of growth in 2007, are also slowing. Of the "BRIC" nations of Brazil, Russia, India and China, Russia has been hit the hardest. Russia's Micex Index is down more than 73 percent year-to-date. China's stock market is down more than 60 percent from its peak (Yousfi, Jennifer, 2008).

A global recession of this magnitude can be countered only by a dynamic, innovative panacea. (remedy)

3. 3 Searches for a Way-out

When a crisis in general crops up, people madly search for a way out for the survival of business, property and standard of living. Recent world wide economic downturn is such a typical case which poses a threat to individual business, property, and standard of living. The present crisis is complicated in nature - both in terms of its intensity and ramification. This crisis affects almost all the countries in the world including ours. Under such condition we need to find an innovative way to save our economy from such global crisis. Nature of the present crisis is so complex that it can not be remedied with conventional ways; rather it has affected the whole world at a lightning speed because of its multi-dimensional, multivariate, global nature. Therefore, it calls for a dynamic, proactive, innovative and risk-bearing means to tackle its intensity and ramification with a focused eye on situation-dependent specific needs. Entrepreneurial Marketing with all its features of proactiveness, innovativeness and risk-bearing nature can possibly take this challenge to save this globe from such crises. In a turbulent and rapid changing global economy, entrepreneurial marketing may be the right weapon for overcoming future obstacles.

4. Entrepreneurial Marketing

Entrepreneurial Marketing (EM) is the combination of "marketing" and "entrepreneurship". It can be a role model for survival as well as development. To understand EM, one should be familiar with the terms "marketing" and "entrepreneurship". The concept of marketing is based on sum total of activities that facilitate exchange relationships. American Marketing Association defines marketing as "the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges

effectively and efficiently". Kotler Philip defines marketing management as the art and science of choosing target markets and getting, keeping, and growing customers through creating, delivering, and communicating superior customer value. Etzel, Walker and Stanton are of the opinion that marketing is a total system of business activities designed to plan, price, promote, and distribute want-satisfying products to target markets in order to achieve organizational objectives. According to Zikmund and D'amico, five components must be included in any marketing definition, viz. two or more parties, something is to be given up by each party, something is to be received by each party, some sort of communication between the parties, and some sort of exchange mechanism. However, a close analysis of different marketing definitions reveals that marketing activities generally focus on four interrelated categories - namely product, price, promotion and distribution. The elements of this "marketing mix" are adapted over time to reflect changing market dynamics. Modern marketing is a customer-oriented philosophy. It focuses attention on three elements:

I. Customer needs are the basis of all the activities of the business.

II. Philosophy of customer focus should be intregated through the business.

III. Long-term profitability through customer satisfaction is the motto.

On this marketing philosophy depends an organization's marketing strategy including its selection of target customers, design of the marketing mix, marketing resource allocation and marketing performance-monitoring system.

The French economist J.B.Say in the early nineteenth century defined an entrepreneur as an individual who shifts economic resources from an area of low productivity into the area of higher productivity and yield. While another renowned economist Joseph Schumpeter perceived entrepreneurship (the practice of an entrepreneur) as a meta-economic event typically associated with the impact of a major change such as the introduction of a new technology into an industrial sector.

Since World War II, a somewhat modified view of entrepreneurship has emerged. According to Miller (1983), the entrepreneurial orientation of a firm is demonstrated by the extent to which top managers take risks, favour change and exploit innovation in order to obtain a proactive competitive advantage over other firms. Subsequently, Morris and Hills (1992) also supported this view. The outcome of entrepreneurial activity is being reflected in the changes of marketing processes within an industrial sector.

However, innovativeness, risk-taking and proactiveness are three dimensions of entrepreneurship. Innovativeness denotes creativity or novel solutions to the problems and needs. It may take the form of a new product/process or technology for performing organizational activities. Risk-taking signifies willingness of managers to employ resources to opportunities that have a reasonable chance of costly failure. Risks are not always extreme; if calculative they can be manageable.

Entrpreneurial marketing is the key to survival and development in a recession-hit global market.

Proactiveness, on the other hand, relates to the ways of implementation for accomplishment usually going beyond the established ways. It needs perseverance, adaptability and readiness to take responsibility for failure.

The theoretical foundation of EM fits with resource-advantage(R-A) theory. R-A theory is "an evolutionary, process theory of competition in which each firm in an industry is a unique entity in time and space as a result of its history" (Hunt and Morgan, 1997, p. 78). Competition is a knowledge discovery process. It is an ongoing struggle among firms to achieve a sustainable competitive advantage in resources. The firms that create values more efficiently or efficiently create more values for customers can exploit more financial returns. Actually, entrepreneurship is the means by which competing firms discover, create or assemble resources that allow them to make valued market offerings. In EM, the competitive interplay among firms reflects in marketplace positions that show the relative efficiency and effectiveness of each entrant. Here, the firms that are in disadvantaged positions can learn where they need to acquire additional resources or to use existing resources more efficiently and effectively. These firms come at the same level and/ or leapfrog their advantaged firms by better management of existing resources by acquisitions, imitation, substitution or innovation. R-A theory assumes that non-economic resources like organizational culture, knowledge and competencies are replicable. These are not scarce.

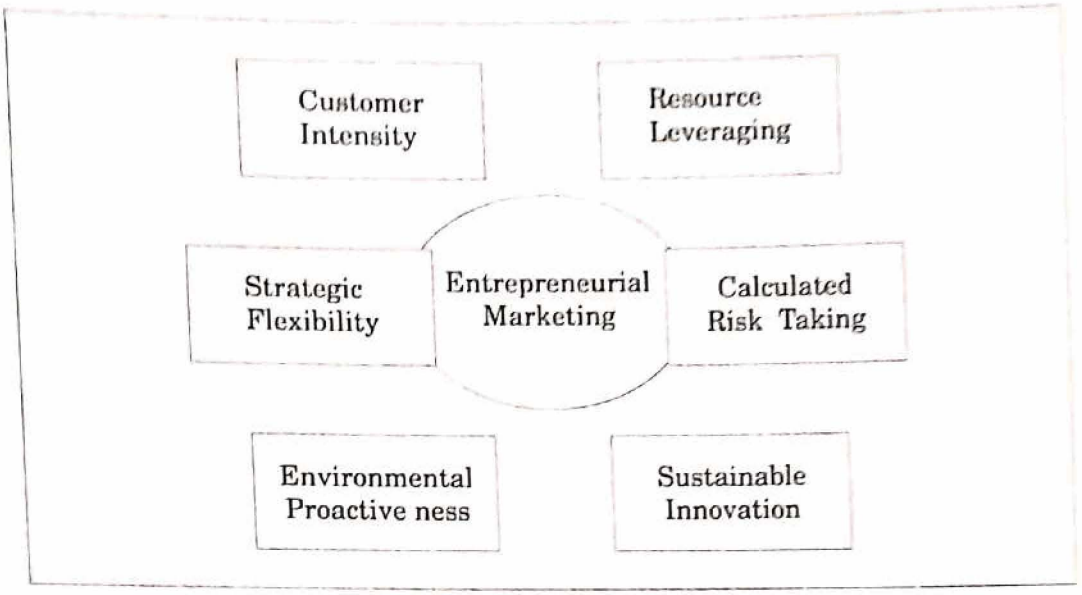
However, combining both marketing and entrepreneurship, Entrepreneurial Marketing (EM) can be defined as "a proactive, innovative, risk-taking approach to the identification and exploitation of opportunities for attracting and retaining profitable customers. EM is actually opportunistic perspective that provides value for customers and new markets for the firm. This value is created by the new approaches to the elements of marketing mix by challenging prevalent assumptions. It is different from Guerrilla Marketing, Viral Marketing and Buzz Marketing.

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4.1 Elements of EM

EM views an enterprise as an "innovation factory" which develops different approaches to the market place, functions of marketing, customers etc. Here, attention is focused on creation of new markets rather than better serving existing markets. Marketing's role in the firm is designed here around six key dimensions. These key elements are illustrated below:

Exhibit – 1: Six Elements of Entrepreneurial Marketing (EM)



The above figure demonstrates six key elements of EM. Detailed descriptions of these elements are produced below.

4.1.1 *Customer Intensity :* It reflects a sense of conviction, passion, zeal, enthusiasm and belief a firm pursues and the ways it follows to get there. Entrepreneurial Marketers inject the need for identifying the firm's products, brands and customer value proposition by all its employees at a very fundamental level. In this context,let us recall what Hamel and Prahalad (1994)said, "Getting to the future first is more a function of resourcefulness than resources.... Resourcefulness stems not from an elegantly structured strategic architecture, but from a deeply felt sense of purpose, a broadly shared dream, a truly seductive view of tomorrow's opportunity".

4.1.2 *Sustainable Innovation:* It can be described as a property of the Entrepreneurial Marketers that can champion innovations that are new to the world, to the country or to the market. It is possible in case of product, process or administrative and distribution systems. Sustainable innovation of an organization emerges from a complex set of interrelationships. It is the ability at an organizational level to maintain a continuous flow of internally and externally motivated new ideas that can be translated intonew products /services / processes/ technologies, and/or markets.

4.1.3 *Strategic Flexibility :* It is the balance between pioneering initiatives that lead the market and prompt, creative adaptations to changes in market conditions. It can also be described as a readiness to continuously rethink and make adjustments to the firm's strategies, programmes and resource allocations, as well as to corporate structure, culture and managerial systems. It depends on how quickly and adroitly marketers can

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The role of marketing is designed around six elements of EM. A detailed description of the six elements of EM are given.

adapt to changes in the competitive markets. Flexibility can never be adapted without an insight into the firm's resources, capabilities and competencies.

4.1.4 *Calculated Risk-taking* : It involves mental readiness to pursue opportunities that have a reasonable chance of making losses or significant performance discrepancies. Entrepreneurial Marketing never encourages reckless decision-making,but creates a reasonable awareness of risks involved and makes an attempt to manage such risk factors. These risks are involved in resource allocation decisions, in the choice of products/services and markets. Over a period of time every firm develops a risk profile. Now, it is the responsibility of the management to have a grasp on this risk profile and it must try to manage these risks in its own way. Risks can be managed with a wide variety of devices such as intelligence gathering efforts, test markets, working with lead customers, staged product launches, outsourcing of various activities, borrowing or sharing of resources and partnerships with suppliers, distributors and competitors.

4.1.5 *Environmental Proactiveness:* Environment is an opportunity horizon within which a firm operates. It is the area where the firm is more dependent on various external parties or vulnerable to external phenomena. An entrepreneurial marketer never accepts an external environment as a given set of circumstances to which he/she can only react or adjust. To be specific, here the marketer tries to redefine the elements of external environment in ways that reduce environmental dependence and uncertainty. In other words, the marketer increases the firm's ability of control over its destiny.

4.1.6 *Resource Leveraging* : Leveraging basically means doing more with less. It is a creative rather than a mechanical process. Entrepreneurial marketers develop a capacity for resource leveraging; it is the ability to recognize a resource that is not being used properly and to see how this can be used in a non-conventional way. What is needed for this is insight coupled with experience and skill. Entrepreneurial marketers are not constrained by the resources at their disposal; they can leverage these resources in a number of ways. Different aspects of resource leveraging are stated below.

i. Stretching resources wider than others;

ii. Getting usages out of resources which others cannot foresee;

iii. Utilizing others' resources to accomplish own purpose;

iv. Blending one's resources with other resources to have better combined value;

v. Employing one's resources to gain control over other resources.

The philosophy of leveraging is not to cut or squeeze resources to increase productivity, rather it is about finding and utilizing resources more intelligently, creatively and in a more focused manner.

5. Strategic Marketing – Conceptual Foundation

Strategic Marketing Plan can be rooted to the principles of F.W.Taylor's theory of

scientific management. M.E.Porter (1985) is of the opinion that planning is a tool which ensures the achievement of a common set of goals. Wildavsky (1973), Jelinek (1979), and Hax & Majluf (1984) argue that strategic marketing plan can benefit an organization. That organizational operation can be better processed by creating a strategic marketing plan which gives stability to a business (Fredickson, 1984). Though, on the contrary, substantial evidence can be found even from legendary entrepreneurs like Thomas Edison of electric bulb, Frank Whittle of jet engine, Steve Jobs of Apple computer, who have worked without a comprehensive strategic marketing plan to achieve success. Nevertheless, entrepreneurs should be persuaded of the possible advantages of having a well documented marketing plan. The probable benefits are enumerated below.

It helps :

i. to assess the external environment;

ii. to assess the organization's internal competencies;

iii. to quantify performance target for a new venture;

iv. to identify the required resources and their procurement;

v. to create a 'road map' to monitor actual performance with that of the plan.

5.1 Macro-environmental Impact on Entrepreneurial Strategy

In a continuously turbulent and rapidly changing world, it is quite impossible on the part of any entrepreneur to ignore the influence of macro-environmental factors. The economic crisis originating in US has been converted to a global economic crisis. No country in the world having business relation with US can escape this. A firm having any sort of strategic positioning can not shield itself from this meltdown. The impact of politics resulting in economic policy must make its presence felt in the form of an appeal to the electorate to guarantee re-election in future. The opportunities thus created must be capitalized by the entrepreneurs to find the new markets. More opportunities in the form of large retailing, healthy organic foods, brand and quality preference etc have opened new and extended markets for the entrepreneurial marketers. They should always be alert to exploit such new found opportunities created by interactions of different macro-environmental factors.

5.2 EM – As Strategic Marketing Model Tool

Knowledge of Entrepreneurial Marketing (EM) is at its nascent stage. In the face of recent global economic slowdown, the growing entrepreneurial firms should bank more and more on entrepreneurship and innovation rather than anticipating the future. EM is a paradigm shift in marketing. It addresses the problems of marketing of small firms growing through entrepreneurship. In the new economic era with turbulent environments, the future seems to be more difficult to predict. Hence, forecasting becomes uncertain. In such circumstances, markets with short lead- times compel growing firms to act almost instantly. Only entrepreneurs with powers to

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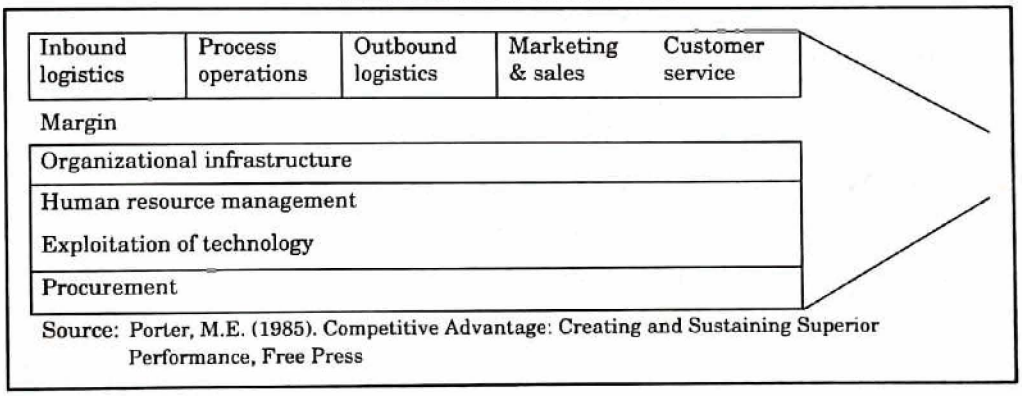
implement their visions and ideas can act in these environments. The market situation where oversupply, heavy competition and dynamic preferences reign is an ideal condition for EM. Here, things happen so rapidly that firms may have to adapt instantaneously. The need of the hour is to develop 'entrepreneurial marketing leadership and management' based on process statesmanship, resource based theory, and entrepreneurship. Process statesmanship of the business firms is reflected in their crucial value creating processes and their adjustments. All the important value creating processes in the value constellation are to be identified, continuously monitored and adjusted when necessary. There are no simple rules or checklists to guide the entrepreneurial marketers to success. They need first to create or identify the value creating processes and then to understand how the relevant processes should be directed and conducted towards growth. Creation and maintenance of entrepreneurial spirit that drives the important processes of customer value creation is one important key to successful entrepreneurial marketing.

The 'value chain' concept developed by M.E.Porter explains that opportunity can be created by adding value in 5 different primary activities and 4 support activities. Porter's 'Value chain Model' creates and sustains success.

5.3 Value Chain and Strategy Implementation in EM

The 'value chain' concept developed by M.E.Porter explains that opportunity can be created by adding value in 5 different primary activities and 4 support activities. Primary activities are inbound logistics, process operations, outbound logistics, marketing & sales, and customer service. Support activities are organizational infrastructure, human resource management, exploitation of technology, and procurement. Porter's model is reproduced below.

Exhibit- 2 : Value Chain Model



Source: Porter, M.E. (1985). Competitive Advantage: Creating and Sustaining Superior Performance, Free Press

Successful organizations can make offers by making combination of price/quality/value to the customers by adding values to the activities in the value chain to sustain their success. Industries in Japan have clearly demonstrated this in the field of electronics, automobiles, and shipbuilding. The Japanese have made it known to the entire world how offers can be made better to the customers by continuous upgradation of quality in the activities of the value chain. Activity based costing, target costing, total quality management etc are crucial techniques which the competing firms employ to continuously improve quality. Moreover, advances in information

technology have broadened further upgradation in quality. Insurance, banking, air transport, and railways are the top users of this technology leading to better customer service.

5.4 Entrepreneurial Business Planning Process – A Must for EM

A standard entrepreneurial business planning should follow the ten phases mentioned below:

i. Providing external and internal market analysis

ii. Performing SWOT analysis

iii. Summarizing of key issues

iv. Pinpointing performance objectives

v. Specifying strategy mix

vi. Finalizing strategy tactics

vii. Preparing action plan

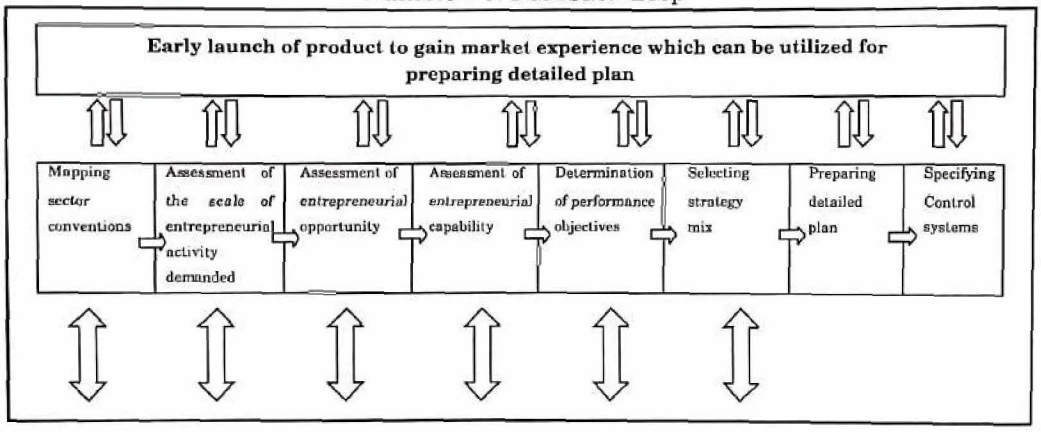
viii. Making financial forecasts

ix. Developing control system

x. Examining contingency implications.

Additionally, it is proposed that where there is the need to acquire a higher level of market experience prior to finalizing a detailed plan (with limited inputs), the firm should decide to implement a small scale market entry in order to gain a greater understanding of the actual opportunity created by new entrepreneurial idea. The process reiteration model as Feedback Loop to overcome potential obstacle is presented below.

Exhibit – 3: Feedback Loop



Between what the entrepreneurs perceive and what they actually perform, there exists a gap known as performance gap. Entrepreneurial solutions can be the best way forward to narrow down this gap by examining the nature of opportunities that might exist. Intuitive entrepreneurs can probably generate some extremely creative ideas in this respect. But, they are rare in this business world. On the other hand, a majority of the managers are biased towards a logical, analytical approach – a tool which they might consider using the Opportunity Mapping Matrix. An Opportunity Mapping Matrix is produced below.

Entrepreneurial solutions can bridge the gap between perception and performance.

Exhibit – 4: Process Management-Opportunity Mapping Matrix

Increasing Risk

(10) Current Process/ Unconventional New Product in New Market	(11) Unconventional Process Revision and New Product in New Market	(12) Unconventional New Product and New Process in New Market
(7) Current Process/ Unconventional New Product	(8) Unconventional New Product and Process Revision	(9) Unconventional New Product and New Process Introd uction
(4) Current Process & Product/ Unconventional Marketing Mix Activity	(5) Current Product/ Unconventional Mix Activity Process Revision	(6) Current Product/ Unconventional Mix Activity and New Process Introduction
(1) Current Conventional Behavior	(2) Current Conventional Market Activity/ Unconventional Process Revision	(3) Current Conventional Market Activity/ Unconventional New Process Introduction
Current Process	Revised Process	New Process

Source: Chaston, I. (2000). Entrepreneurial Marketing – Competing by Challenging Convention, *London: Macmillan Press Ltd.*

Opportunity mapping matrix is a logical tool.

Entrepreneurial change may be two dimensional – internal process change and market change. In both the cases, as the degree of business risk increases further the idea generation moves away from current practice. Internal process change is comparatively a lower risk proposition than introduction of new process. Similarly, modifying market mix for current product involves lower risk than developing a new product/ entering new market with a new product. Individual and / groups should attempt to develop concepts that challenge convention for each of the 12 cells in the matrix. A cost/benefit analysis can be used to determine closely the best possible entrepreneurial ideas which fulfill the organization's aspirations.

5.5 EM at Different Levels

Webster (1992) pointed out that marketing has three dimensions : marketing as culture, as strategy and as

tactics. Culture is the combined result of education, religion and upbringing. Here, EM tries to assess market attractiveness by analyzing customer needs, developing a customer orientation throughout the organization, creating the organization's value proposition and articulating it to the market place. The earlier-cited customer intensity dimension becomes more relevant at this cultural level. Organization here becomes sources of conviction, passion and zeal for novel product concepts/new approaches or for both by encouraging customer-centric innovation.

As strategy, marketing is concerned with competitive landscape and to decide how it will compete in its choice areas. Key decision areas here are market segmentation, target-marketing, positioning etc. Here, EM bridges the gap between strategic action and entrepreneurial action. It helps to create new opportunities within existing and newly created markets. It helps in comparative cost reduction, speedy production and development of core competencies. EM guides the customers to new solutions to their problems and needs. Tactics are used for creating and sustaining customer relationships. At this tactical level, EM tries to design and implement marketing mix by techniques like guerrilla marketing, buzz marketing, viral marketing etc., and by creative methods of resource leveraging and various techniques of managing risks. It is essential that a marketer develops a personal approach to the identification and pursuit of entrepreneurial opportunities.

5.6 Applications of Entrepreneurial Marketing

EM can bring success by making its application to a particular element of marketing mix i.e. price variable. Schindehutte and Morris (2001) have rightly pointed out that entrepreneurial pricing should reflect the approaches that are market- based risk assumptive, proactive and flexible. Price variable should be applied in the formulation of price objectives, strategies, structure, levels and price promotions. Objectives should focus on the use of price to encourage a particular behaviour of customers, make a foothold in a new market, speed up the exit of marginal competitors, and use one product line to generate sales of another product line. Pricing strategies should be value-based to capture the total value proposition perceived by different segments. Premium and parity pricing strategies may be used by the same organization depending on different markets. Maximum amount of innovation and creativity is needed in the decision area of price structure. It may include bundling or unbundling of price, time-period price that charges different prices at different periods (peak or low), different price for different brands, initial base price followed by a variable charge. In this connection it must be kept in mind that price must tally performance of the product. Determination of price levels needs more entrepreneurial approach like creativity. It includes use of odd prices, use of price to covey a level of quality of product and the gap in a product line.

Finally but importantly, price promotions signify flexibility and proactiveness in pricing. They include

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short-term tactics like rebates, coupons, cent-off deals etc. Reusable coupons or a price promotion jointly with another firm can be tested as guerrilla tactics.

6. EM in Practice

A classic example of EM in action is the success story of Howard Head, the owner of Prince Manufacturing Company (PMC), a small maker of tennis ball machines. Mr. Head brought dramatic vision, aggressiveness and an innovative, problem-solving mindset to the tennis industry. He demonstrated an innate understanding of customers and their needs which made his company Prince Manufacturing Company a major player in the international tennis racquet business. The company led the marketplace and customers rather than follow them; this was evidenced in the company's creative interpretation of the rules of tennis, and their approach to patent something non-patentable. Following the initial success of product launch, Head's company PMC continued to maintain sustained innovation in the form of a series of a racquets tailored to the individual market segments, continuous enhancements of materials used in the frame, and new approaches to the stringing of racquets. PMC successfully leveraged its resources and managed risks by developing relationships with suppliers and distributors. Despite an extremely lean marketing budget, the company could successfully achieve its marketing objectives. Not only did the company penetrate a market where it had no presence, but also was it able to reposition its racquets away from an image of crutch for older or inexperienced players to a far more professional image. This apart, eBay and Virgin Group are two other organizations who have tasted success by practicing EM.

Though EM appears to be an ideal weapon to conquer the monster of recession, it must be evaluated and analysed before being accepted.

7. Concluding Remarks

From the above mentioned discussion it appears that the recent global crisis has unmasked the limitations of the conventional means. The present situation demands a dynamic, innovative, proactive, risk bearing means as a way out. In this context, we believe that EM can be best suited to tackle the problems described above. Entrepreneurial Marketing as strategic model tool has also assumed significance because of inadequacies of conventional marketing practices to address the needs of the firms operating in a competitive landscape. Making it a driving force for firms to achieve competitive advantage on a sustainable basis by utilizing its potential can solidify EM's stature.

The success story of Mr. Howard Head's PMC shows how EM can help a small organization to reach the pinnacle of success. It may be an ideal model tool to tide over the crisis like the recent global recession and , thereby , save individual business, property, and standard of living.

8. Limitation and Scope for Further Study:

The study in EM is at its nascent stage. Its application is yet to be tested on a wide scale. Further research and development on the subject can consolidate its acceptability as a model tool to tackle the varied type of real life crises emerging in the era of globalization.

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