The Entrepreneurship Marketing Practices: Evidence from Pakistan

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**ARTICLE INFO**

<table>
<thead>
<tr>
<th>Article History</th>
<th>ABSTRACT</th>
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<td>Received: 25 Sep, 2023</td>
<td>The purpose of this study is to develop an understanding of how entrepreneurs in Pakistan implement marketing strategies, including their application and the dimensions of entrepreneurial marketing. Qualitative research was used, and for getting in-depth information, interviews through the cause study analysis approach were used. The data was analyzed using Nvivo 12. Further thematic analysis, word trees, word tag clouds, and tree maps have been conducted. The semi-structured interviews were conducted with senior managers, directors, and CEOs of various firms to support our research. There is a significant gap in research regarding the application of marketing strategies in the entrepreneurial context in Pakistan. To the best of the authors' knowledge, similar research has been conducted in Poland, Sri Lanka, and the UAE, but with regard to Pakistan, this topic is relatively unexplored. The study explains the seven dimensions of entrepreneurial marketing practices to gain further clarity. The research is both explorative and descriptive in nature, aligning with the theory of entrepreneurial marketing. This study will assist practitioners and researchers in understanding how to retain existing customers in the market, manage risk, allocate resources, and create value for customers. Additionally, it highlights both commonalities and differences between entrepreneurial practices in Pakistan and other regions.</td>
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<td>Revised: 29 Nov, 2023</td>
<td></td>
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<tr>
<td>Accepted: 05 Dec, 2023</td>
<td></td>
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<tr>
<td>Available Online: 29 Feb, 2024</td>
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</tbody>
</table>

**DOI:**  
[https://doi.org/10.56536/jeb.v4i1.67](https://doi.org/10.56536/jeb.v4i1.67)

**Keywords:**  
Entrepreneurship, Creativeness, Proactiveness, Opportunity Focus, Risk Taking.

**JEL Classification:**  
M01, K12

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**INTRODUCTION**

It is evident that entrepreneurship is gaining significant traction in this modern age (Gadzali et al, 2023). Individuals are intrigued by the prospect of becoming entrepreneurs and trying to cultivate their own enterprises (Diawati et al, 2023). However, not all individuals possess the capacity to attain success as an entrepreneur (Raharjo et al, 2023). An entrepreneurial attitude is one of the key variables that might impact business success (Manafe et al, 2023). An entrepreneurial mindset encompasses the principles, abilities, and attitudes required to achieve success as an entrepreneur (Daspit et al, 2023). It is important to have an entrepreneurial mindset when starting your own business or managing the existing one (Larsen, 2022). Imperial research has shown that companies employ various tactics and approaches to market their products and services, during marketing research. In line with microeconomic theory, the 'P' (price) has been incorporated into the marketing mix (4Ps) concept (McCarthy & Perreault, 1964).
The traditional 4Ps, which encompass product, price, place, and promotion, are explained as the foundation for planning long-term sustainability in a company's marketing strategies (Bennett, 1997). It assists marketers in effectively positioning their products (Kowalik et al, 2022). It is regarded as a conceptual framework within a scientific theory, supporting marketers in making decisions and utilizing it as a tool to achieve long-term tactical objectives for the success of their products in the market (Palmer, 2004; Waseem et al, 2023). The applications of the 4Ps are akin to the process of mixing cake ingredients, where marketers use different proportions to meet the desirable expectations of their customers (Goi, 2009). Despite the diversity of the 4Ps, there are many shortcomings, criticisms, and gaps that need to be explored (Constantinides, 2006). Academic literature primarily discusses the quality attributes of entrepreneurial marketing in small and medium-scale enterprises, encompassing creativity, flexibility, the ability to find novel solutions, opportunity recognition, risk-taking, and value creation (Morris, 1993; Covin, 1991). Companies must sell their products and services to survive in the market while also considering future growth and gaining a competitive advantage over their rivals. For firms aiming to devise successful strategies, it can be challenging to establish direct or indirect communication with customers, keeping them engaged while introducing innovative products through marketing efforts. Over the past few decades, the dynamics of marketing have undergone significant changes compared to conventional marketing tactics. The advent of internet applications such as Facebook, Twitter, Instagram, blogs, and websites has enabled more effective and faster communication between companies and customers. Today, companies not only showcase their innovative products through advertising on social media platforms but also gather feedback from their valued customers. This feedback helps improve their services and build trust while fostering long-term relationships with customers. Furthermore, in the field of entrepreneurship, social media marketing remains relatively underexplored. Despite the substantial potential for companies to market their products by sharing honest feedback from satisfied customers, there are still numerous gaps that require further study and investigation (Chen, 2017).

While entrepreneurial and marketing studies are typically seen as separate disciplines, the growing awareness of the importance of innovation and entrepreneurial ventures has led to the fusion of entrepreneurship and marketing as a discipline. In the literature, many authors concur that marketing plays a crucial role in aiding entrepreneurship by implementing research models, gaining a comparative advantage, and achieving greater productivity with fewer resources. The concept of Entrepreneurial Marketing (EM) originated in 1982 during a conference held at the University of Illinois, Chicago. This conference was organized by the International Council for Small Business and the American Marketing Association (AMA), both of which are prominent professional and academic associations in these domains (Deku et al, 2023). Entrepreneurial Marketing reflects the idea that companies have attempted to create unique products and services while managing marketing tactics with flexibility inherent to their structure and nature (Hills & Hultman, 2001; Morris et al, 2002; Stockes, 2000). Since 1986, the American Marketing Association has been organizing an annual conference focused on the intersection of marketing and entrepreneurship, which is officially recognized (Deku, 2023). Over time, scholars' curiosity intensified, leading to the
establishment of a Marketing and Entrepreneurship Task Force, which subsequently formed a permanent Special Interest Group (Deku, 2023). Furthermore, they have established the conceptual framework of entrepreneurial marketing. Regarding the study's background, similar research studies have been conducted in Sri Lanka, Poland, and the UAE (Kowalik et al, 2022; Shanmugathas, 2021; Hanaysha & Al-Shaikh, 2022). However, to the best of the author's knowledge, this topic is relatively unexplored in Pakistan, which will be beneficial for researchers and university students alike, as it can help them develop a clear understanding and identify new marketing opportunities with solid theoretical support.

The COVID-19 pandemic has sent shockwaves across the world, resulting in job losses and business closures, while some individuals have taken the initiative to create new income sources. In Pakistan, several companies have emerged from the ground up with innovative ideas, and the government has also implemented measures to promote new entrepreneurs. These initiatives aim to not only alleviate unemployment but also foster economic growth. The study's objective is to investigate how marketing is being implemented by entrepreneurs in Pakistan, with the aim of obtaining results using seven dimensions of entrepreneurship and marketing (Kristófersson, 2017).

**LITERATURE REVIEW**

Marketing theory has historically emphasized the functionalist, normative viewpoint that is based on the marketing strategies of big companies, while often neglecting the setting of small and medium-sized enterprises (SMEs) and entrepreneurship. Nevertheless, studies have frequently highlighted that small organizations are not just replicas of large firms (Gliga & Evers, 2023). Furthermore, marketing strategies in small and medium-sized enterprises (SMEs) fundamentally diverge from those employed by large firms (Jones & Rowley, 2011). As a result, there is a demand for the creation of novel ideas and frameworks that can accurately account for the unique attributes of marketing in smaller companies, including their constrained resources and the central influence of the founder/entrepreneur in making marketing decisions (Gliga & Evers, 2023). The literature review has emphasized the concept of corporate entrepreneurship in relation to firm marketing, and it has provided a definition of entrepreneurial marketing as a contribution to the existing literature.

Furthermore, it has been observed that small and medium-sized companies tend to be more environmentally sensitive, given their ability to adapt to various economic challenges due to their flexibility. In the competitive market landscape, entrepreneurs often offer similar or substitute products and services. However, what sets them apart are their innovative attributes and their ability to provide solutions to customer problems, making them unique. The focus of this research is to highlight the practices and knowledge of entrepreneurs in Pakistan, shedding light on how they initiate their businesses and conduct marketing activities within the entrepreneurial environment. The interviews were conducted with marketing officers, executive officers/directors, and CEOs of various firms to gain insight into entrepreneurs' marketing strategies and how they execute strategy to introduce their products into the market. To comprehend organizational
orientation, it is best understood as a dimension of entrepreneurial marketing that encompasses proactiveness, opportunity focus, calculated risk-taking, innovativeness, customer intensity, resource leveraging, and value creation (Hisrich, 2017). Empirical studies have elucidated that factors such as marketing turbulence, competition, innovative characteristics, non-marketing tactics for survival, and budget constraints make entrepreneurs more vigilant in the market. This heightened vigilance positively impacts the firm's performance (Morris et al., 2002; Becherer et al., 2012; Hacioglu et al., 2012; Hamali et al., 2018; Kumar et al., 2023).

Empirical Concepts of Marketing and Entrepreneurship

Entrepreneurial marketing, as indicated by this research, refers to the set of skills possessed by entrepreneurs to exploit opportunities and implement processes in order to effectively communicate, generate value, and form relationships with consumers (Sari et al., 2023). This is done to optimize the advantages for the organization, its stakeholders, marketers, consumers, and partners (Sari et al., 2023). Based on the development of the literature, three traditions of entrepreneurship have been identified in the early 20th century, including the Austrian tradition, the Chicago tradition, and the German tradition (Hébert & Link, 1989). Among these, the German Tradition has gained greater popularity in the literature of entrepreneurship (Hébert & Link, 1989). Schumpeter defines entrepreneurship as an equilibrating phenomenon in his book "Theory of Economic Development," published in 1934. Additionally, in the theory of "creative destruction," he explains that the innovative spirit of entrepreneurship contributes to economic growth and drives continuous change within large firms, spurred by the need for innovation, social and political challenges, and economic requirements (Audretsch, 2003). Over time, various concepts and definitions have emerged, each with some differences, but one common concept defines entrepreneurship as “the process of creating value by bringing together resources to exploit an
opportunity” (Stevenson et al, 1989; Shane & Venkataraman). Miller explain entrepreneurship regarding Task-taking and that reflect in the definition “an entrepreneurial firm is the one that takes part in product marketing, innovation and commencement in some unsafe venture that is risk-taking and the first step to come up with proactive innovation” (Miller, 1983).

Knight defined “entrepreneurship as the pursuit of novel or creative solutions to new challenges facing the organization”. He explains the development of skills and techniques and emphasizes the improvement of products and services (Knight, 1997). Furthermore, it explains that entrepreneurs in a comparative environment try their level best to remain innovative, and this statement best fits both small and medium entrepreneurs (Morris et al, 1993). For launching new products or services in the comparative market, it is important to keep certain EM and marketing attributes in consideration, such as innovation, technology aspects, mitigation of risk, and pro-activeness. It is further argued that the dimensions of autonomy and competitiveness, such as how individuals have autonomy in executing their ideas within a competitive environment and how entrepreneurs perceive competition from their surroundings, play a significant role (Lumpkin & Dess 1996). Covin argued that there is a positive relationship between entrepreneurship and marketing, and the best results can be achieved by combining these variables, ultimately leading to improved firm performance (Covin & Covin, 1990). Entrepreneurial marketing cannot take place without entrepreneurs; similarly, entrepreneurs and customers create a culture and influence the behavior of the firm. In traditional marketing, the focus always remains on customer orientation and always considers the customer first while designing and conducting business activities. Stockes differentiated entrepreneurship management and traditional marketing for describing the business orientation at a strategic level and tactical level for obtaining marketing intelligence (Stokes, 2000). In respect of business orientation, traditional marketing emphasized customer orientation, whereas entrepreneurial marketing emphasized innovation strategy for designing the products and services (Stokes, 2000).

Similarly, entrepreneurs are always in search of an idea to introduce their designed product to the market. However, in conventional marketing, marketers need to try to identify the need to customize their product according to the design with regard to conventional marketing models such as marketing mix, e.g., price, place, product, and distribution, which do not necessarily fit into the entrepreneurial model, as entrepreneurs rely on building relationships and other methods such as word of mouth to attract customers. These techniques of entrepreneurs for marketing are more cost-effective as compared with traditional marketing or advertising, such as print media such as TV channels, newspapers, or traditional means, and also have the capacity to create a positive effect on customers.
Approaches for Entrepreneurial Marketing

The famous promotional approaches for entrepreneurial marketing are involved, guerilla marketing, buzz marketing, and viral marketing.

Guerilla Marketing

The term Guerilla marketing was introduced in 1984 by Tay Conrad Levinson. It is designed for low-cost strategy execution that can have a high impact on the marketplace (Levinson, 2007). This type of strategy can be applied once as an event (Ahuja et al., 2007).

Buzz Marketing

Buzz marketing, explained as word-of-mouth communication, usually takes place online in the form of blogs, websites, or in the form of comments and arguments regarding product or service information and, according to the customer experience, leads to company interest.

Viral Marketing

It is also a refined version of word-of-mouth communication and aspires to the name “viral infection,” which causes it to spread rapidly. The term was introduced in 1997 and draws attention to brands, products, and also companies using the internet, apps, and blogs based on feedback and comments with the benefit of low-cost but high-impact products or services placed in the market.

EM Dimensions

Entrepreneurial marketing concepts came into existence through the combination of entrepreneurial and marketing, and the same has been driving marketing. Further, the seven dimensions of EM, which include (proactiveness, calculated risk, innovation, and opportunity focus, are driven by (EO) entrepreneurial orientation of the firm (Huang et al., 2023; Morries et al., 2002). The resource leveraging has been driven by marketing, and the rest (customer focus and value creation) have been driven by marketing orientation.

Innovation

The opportunity concept for the innovation of a new product or service helps to apply a new method to attract the resources of the companies for innovating products, managing prices, relationships with customers, placing strategies, branding, and other marketing tactics in the marketplace (Morris et al., 2002). It also tends to find solutions for the benefits of firms, such as structural improvement, value creation, and technological benefits related to dimensions.

Proactiveness

The entrepreneurial dimension describes the behavior construct and explains how customers or individuals get influenced by the external environment (Morris et al., 2002). Proactivity has a positive impact on the performance of the firm. It helps the firm compete with their competitors through tactics that are beneficial for the firm while launching the product or service. It helps to
discover the customers' needs and information before their competitors in the marketplace. In this way, the firm anticipates the act before the competitors as soon as they get the opportunity.

**Opportunity focus**

Morris identifies the entrepreneurs' prime objective as leading the firm's success (Morris et al 2002). The opportunity can also be explained as a marketing situation that remains unnoticed and remains a source of profit for the firm. The availability of the opportunity leads to the profitability of the firm and opens new dimensions for the entrepreneur. It helps change the external environment of the firm. Entrepreneurs are always engaged in scanning market positioning patterns to get creative ideas to devise strategies. Sometimes it feels like entrepreneurs find an opportunity where others find difficulties in their regular operations.

**Resource leveraging**

Resource leveraging is defined as performing more upon the availability of fewer resources (Morris et al, 2002). It is also explained as “boost trapping,” meaning that entrepreneurs can enhance their resources by creating ventures and get benefits where other big firms find it difficult to get them.

**Calculated Risk**

It is considered by the firm that by applying recourses, especially where decision-making is needed by the firm regarding the placement of products and services, it becomes essential for entrepreneurs to take proper action so that risk can be mitigated.

**Customer Focus**

The entrepreneurs also need to retain their customers and, at the same time, devise a strategy to gain new ones. This can be achieved by building a strong relationship between customers and the firm, and most importantly, when designing the product or services, entrepreneurs need to make proper calculations before taking certain actions so that the risk can be mitigated.

**Value creation**

The aim of entrepreneurs is to create value for customers using all resources, so marketers must evaluate all the elements of the marketing mix, e.g., price, place, product, and distribution.

**RESEARCH METHODOLOGY**

The qualitative research method was used to conduct semi-structured interviews for in-depth analysis. The cause study approach was used. The nature of the research is both descriptive and exploratory. Qualitative research helps to give more clarity to the research questions and context and test the variables in an effective manner. The interviews in physical settings have been conducted with managers and CEOs of the firms situated in Pakistan. The authors have a command of qualitative research, and it helps more effectively understand the dimensions of entrepreneurial
marketing practices in Pakistan more effectively (Martin, 2009). Exploratory research is helpful when conducting qualitative research as compared with quantitative research (Shields, 2013). It is also helpful to explore those questions that have not been explored in depth previously. The data was analyzed in Nvivo 12. Further thematic analysis, word trees, word tag clouds, and tree maps have been applied.

The previous studies on entrepreneurial marketing literature have also demonstrated that it is suitable for quantitative research. As per the author’s best knowledge, the topic is new to explore in the context of the Pakistani environment, which will help the researchers as well as university graduate students build a clear understanding of finding new marketing opportunities with theoretical support and exploratory research. Connivance sampling has been selected, and for that, it was considered that firms must meet the standards of the European Commission, e.g., small firms < 50 staff headcount and medium firms < 100 staff headcount. The companies have been contacted by e-mail through social media platforms for the interview (Annexure 1).

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<tr>
<td>Food Panda</td>
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<tr>
<td>Crescent Switches</td>
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**Participant Overview**

In this study, four companies responded and took part in the studies within the industries of tourism, media agencies, product manufacturing. The range of employees varies from 25 to 90 working in the firm, and all started operations after 2010 with one thing in common: they all introduced new products or services to the market, and they did not get professional training in entrepreneurial dimensions but practiced very effectively.

**Interview procedure**

A case study approach, a semi-structured interview with a qualitative analysis technique, has been used, which allows for open-ended questions and helps narrow down the questions that help in further discussion. All interviews were taken with the prior permission of the participant and asked for the name of the company to be presented on paper. Three interviews have been conducted in person with CEOs and directors as per their available time, and they have been informed that they can skip any question if they are not comfortable or due to privacy concerns. We recorded the interviews after getting consent and maintaining all ethical and privacy aspects. The average interview took around 40 minutes, and two of them were recorded with the permission of the interviewee and covered all dimensions of entrepreneurship.
Companies Background

Awan Tourism

The company Awan Tourism was founded in 2017, and Mr. Adnan Awan is the CEO. It still operates successfully in four big cities in Pakistan with 55 employees. Mr. Adnan Awan, who graduated from Austria and started a career in 1993 in the hotel and tourism industry, gets a chance to work in the UK for 5 years within the same domain. He belongs to a business-oriented family, so after getting 12 years of experience, he generates some finance to start a business along with his job. When he realized that he could generate enough cash flow to meet their expenditures, he quit his job and gave full concentration to his business. He used social media platforms such as Facebook, WhatsApp groups, and his website to attract customers by giving value to his services. Initially, he targeted the customer for Hajj and Umrah (the religious practice of Muslims); afterwards, he started offering plans for the north side(s) of Pakistan that were most attractive to his customers by all segments, e.g., university students, newlywed couples, and foreign government delegations. The CEO, Awan Tourists, believes in building customer relationships, commitment, and passion to serve and protect customers.

Crescent Switches (CS)

The interview has been conducted with the CEO and Director Sale of the CS. The CEO has completed his graduation in law degree (LLB) from Punjab University Lahore, and after that, he started his practice in Sargodha, his native town. He belonged to the business family.

He lived in the small town of Sargodha in a small house with a joint family. Due to family expansions, their family decided to sell their old house and build a comparatively big house in the new locality. During the construction phase, he got an interest in building materials and house finishing electric products (lighting, shadier, lamps), but at that time he had to travel to Lahore or Faisalabad for purchasing because the market in Sargodha was not fully developed as compared to other cities. The CEO got inspired by the lighting display and switches board and decided to start trading along by manufacturing a basic design switchboard made of wood with a black round button in the house's drawing room and car porch. Initially, he used to customize lights and switchboards from the manufacturers and sell them in Sargodha. He created his own brand, Crescent Light, and introduced it to the market on his own. At that time, he was a hayride entrepreneur.

Further, he engaged his brothers and other family members for his business support, and when he realized that he could earn enough money from business, he left practice as a lawyer and engaged full-time in his business. In 2014, he imported a plant from China, started to produce electric switches in Sargodha, and started to distribute them not only in Pakistan but also in the Middle East. The Crescent switches have a huge product lineup, from the most economical to the most luxurious switches equipped with new technology. Crescent Switch has also done business ventures for the production of local auto vehicle parts supplier companies. Director Marketing
(younger brother) believes in continuous research and improvement and, at the same time, takes all the responsibility and after-services.

**Creative Junction**

Creative Junction is a medium-sized company as per European standards. It was established in 1998 to provide marketing solutions creatively and innovatively with the aim of "infusing new marketing strategies and creating a symbiotic relationship with clients focusing on mutual growth" and a vision that “revolutionizes advertising and marketing by thinking outside the box. We transform ideas into reality! We aspire to transform the traditional ways of advertising and work alongside our valued clients to ensure their business growth, keeping in mind the quality of work.”

The interview was conducted with a senior marketing manager who has eleven years of experience with Creative Junction. He is an enthusiastic person in his job. He explains that the company started as a design boutique, and with time, it created a venture with external companies and now operates in all the major cities in Pakistan. Creative Junction provided the services to potential customers, including ISPR, telecommunication companies (including ATL and BTL), media houses, universities, radio stations, real estate companies, and housing societies.

Mr. Bilal informed us that we see marketing as a creative process, so our firm adopted different strategies to facilitate our customers by rendering our best services, which include digital marketing, web development, handling corporate Facebook pages, Twitter accounts for executives and political parties, TV outdoor media services, government projects, NGOs and hospitals, etc. Mr. Bilal informed us that we are the service provider, and as a middleman, we provide all the services between media and client and also devise the strategy to target our potential customers according to the nature of the services. Creative Junction consists of five departments, including Marketing, Creativity, Art, Media, and Accounts departments, but these departments also work together in many other fields to get benefits from minimum resources. For example, our marketing department is also generating sales and providing market feedback to the Art department, and the Accounts department is also responsible for recovering amounts for customers. The creative department employs and interacts with all departments to understand the requirements of the customer.

**RESULT AND DISCUSSION**

The results presented reflected all company and the EM dimensions.

**Innovation**

Awan Tourists believe that innovation in the tour package requires the continuous effort that our company works on. As we continuously connect with our potential customers, our marketing team tries to bring new tourism packages to attractive destinations. Our marketing team is flexible enough to mold packages according to customer expectations and competitors’ behavior. Since Pakistan has four kinds of weather that help to design tour packages according to the targeting
customer and segments that also lead to innovation, attracting foreign tourists is one of the main segments. The company took on all the responsibilities of foreign customers, e.g., pick-up customers from their home or country, hotel check-in and out, security, food, providing privacy, vehicles, and treating them as family, which is the key aspect of their service innovation. Further, Mr. Adnan Awan explained that as he already lived in Austria and the UK and engaged in Tabilgh Jamat (the Islamic religious community), he has a good clientele list, and most importantly, foreign tourists' prime concern is security rather than the price of the package, so this segment helps them to compete in the market.

The director of Crescent Switches said that continuous innovation is the key to the survival of the firm. Crescent Company started with only one product, e.g., a single-button black round switch, and by the time they are manufacturing wifi and android-controlled switches, being an exporter has to compete with our international competitors. At the same time, our designing team remains busy designing new switches and products that could attract customers. Crescent is famous in Pakistan with the name "China Board as their CNC machine is so compatible that it can manufacture any shape of switch as per customer desire and as per market requirements (touch panels, cartoon characters, models, etc.)

The Creative Junction marketing team also believes in continuous innovation and creativity in its services. COVID-19 not only impacts the firm financially but also makes it harder to compete with the firm from their competitors in the market. To beat the competition, the CJ team, especially the creative team, worked hard to bring a new idea into the market and get more customers. If we take the example of the last 10 years, the CJ has adopted a completely new shift in marketing, such as companies now preferring to introduce their products and services on social media platforms, unlike in the past, when they took help from print media or TV channels. These methods have an instant effect on the sale of the product but also get important feedback for the firm for creating a new product or allow them for further improvements.

**Pro-activeness**

Awan Tourism has a special service for their foreign valued customers that they offered 30 percent off by availing of a 5-star package that includes a luxury vehicle along with the driver, guide, and security guards (protocols) with unlimited fueling and travel within the north area of Pakistan. Awan Tourism has ventured with rental companies and offered luxury cars as per the needs of the customers. This type of package is also designed for foreign government delegations that distinguish them from their competitors.

Crescent Switches is a pioneer in Pakistan for manufacturing local electrical switches that are widely used in commercial industries such as power barkers, trip barkers, and android panels, and also for a smart solution for residential projects such as automatic main gate operating devices, online or wifi controls, and light control of all house security code switches panels with the collaboration of multinational companies.
The Creative Junction is one of the pioneering companies that was established in 1998 in Islamabad before the formation of the Press Information Department (PID), the principal department of the Ministry of Information and Broadcasting in Pakistan. The CJ has been running most of the government media campaigns all over the country, but with the passage of time, the competition increased, and it became important for the middle and higher management of the CJ to anticipate and act before their competitors and get more business from the market.

**Opportunity Focus**

For Awan Tourism, religious events, occasions, weather, and government policies always define the new opportunity in the market. In Pakistan, the tourism sector is a less focused area because the government has fewer resources, infrastructure, and security issues, and economic and political instability adds more problems to the delivery of services. Awan Tourism used to send short videos to the customers through their WhatsApp group and offer unique features in their packages. For example, they offer snowy skies in the summer in extreme northern areas of Pakistan, so people get attracted to them. Further word-of-mouth communication has a great impact on business performance, so offering discounted tours to frequent tourists always remains a great idea to attract others. Regarding COVID-19, Awan Tourism offered 70 percent discounts on hotel reservations, keeping in mind all aspects of precautionary measures, so that valued customers who are tired of remaining at home could benefit from it.

The crescent marketing manager (younger brother) used to attend the expo, interact with the potential customers personally (auto parts suppliers and industrial zoon), and also try to get export projects so that they could generate more revenue as compared with the local market. Director Marketing said most of the time their manufacturing cost increased as compared with similar products that were imported from China due to raw material costs, e.g., plastic grains, metals, electricity, and labor, but the manufacturing and less time of delivery of the order make them differentiate from others.

The Senior Marketing Manager of Creative Junction has the view that we have to find opportunities or mold constraints to opportunity. He describes that during COVID-19, CJ ran government hospital and health campaigns, and team members directly interact with doctors and hospital staff as they become a segment for potential business that helps to survive in the market.

**Resources leveraging**

The CEO of Awan Tourism has the view that, like in sports, without a good team, the captain cannot predict winning the game; the same is true in business without collaboration with an external partner; a small company could not handle it all. For this reason, Awan Tourism collaborates with vendor suppliers, hotels, rental vehicle companies, events management teams, and others and works as a team.
The Director Marketing of crescent switches explained that businesses need friendships (relationship building) with all their stakeholders, and at the same time, our assets become your recourses to play in the market. Sometimes your idea for advertising the products becomes more challenging for yourself and your competitors, so as a CEO, pro-active marketing strategies become trade secrets of the firm.

CJ has established ventures with their media industries and vendors so that more results can be achieved with minimum resources while at the same time keeping updated and upgrading all firm resources and skills to survive in the market competition. Also, it is important to keep more professional and creative resources on board so that maximum benefits can be gained.

**Calculative risk**

Calculation of risk or risk mitigation is a primary concern for Awan tourism; they have to keep in the loop with all their external stakeholder vendors regarding cost, so any wrong calculation can lead to a firm loss. So the company needs to rely on valid information as normally planned or forecast every season.

Calculation of risk or risk mitigation is a primary concern for Crescent Switches; they have to keep in the loop with all their external stakeholder vendors regarding cost, so any wrong calculation can lead to a firm loss. So the company needs to rely on valid information as normally planned or forecast every season.

For CJ, the risk calculation is also one of the important factors that all firms need to consider regarding the rendering of their services. Without a risk mitigation strategy, overcoming the hazards could not be achieved.

**Customer Intensity**

For Awan Tourism, the customer is the priority, as they said that the customer is the source of their firm's survival, and mishandling could lead to a negative effect on the customer's mind, so the manager not only assures customer satisfaction by filling out the feedback form but also tries their level best to improve their services through the valuable comments.

For Crescent Switches and CJ, the customer is the priority, as they said that the customer is the source of their firm's survival and mishandling could lead to a negative effect on customers' minds, so the manager assures customer satisfaction; vendors and suppliers are important.

**Value Creation**

Awan Tourism believes that there should always be a gap to fill to create value in your services that attract your customers, and sometimes these tricks become trade secrets of the firm.

For CS, adding solutions and satisfaction in the form of new features creates more value for the product.
The marketing manager of CJ said that all marketers are adopting the latest marketing digital tools and techniques in their services to add more value to their services.

**Word Tag Clouds**

The “word Tag Cloud” explain the size various words according to the frequencies in the study, therefore the bigger size represent higher the frequency of the words.

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**Word Tree Analysis**

Entrepreneurial marketing is the key word of this study. The figure 03 has been generated using search query. Its shows various pattern of respondents explains the implementation and relationship pattern with entrepreneurial marketing.
Tree Map Analysis of Critical Success Factors

The tree map explains the significance of each word of study according to the mention themes among entrepreneurial marketing. It explains customers, innovation, innovative products, research, value, entrepreneurial marketing dimensions, services, firms, competition are key factors for entrepreneurial marketing.
CONCLUSION AND POLICY IMPLEMENTATION

In the response to the interview questions, it was found that all the firms used word-of-mouth communication and believed in building strong relationships not only with the existing ones but also tried to get more references to get the new ones. This idea of marketing is gaining more popularity in small and medium-sized businesses and creating a buzz in marketing. Unlike expensive conventional marketing on TV channels and print media advertisements, all three firms are relying on social media platforms and digital marketing strategies for promoting their products and services in the market. These strategies are not only economical but have a deep impact on boosting the sale of the firm. All the above discussions have also found in the literature the way firms react to the marketplace and engage more customers through publicity of their products and services. It was also found that firms create multiple strategies and mold them as per market conditions, trends, or events to target specific segments of customers (Adel 2020).

It sometimes feels like firms learn very fast from their external environment and also because of their flexibility in their structure. This dimension helps them to survive in the business with more opportunities to grow.

It has been found that firms are continuously engaged in producing new products and services, trying to improve existing products and services, and further designing the products in such a way that they provide a solution to customer needs. All three firms agreed that innovation and creativity are continuous processes and also ways to create value in products and services.

All the firms are proactive in anticipating future demand for their businesses, so this dimension helps them to innovate new products or services and get the chance to be pioneers in the market. Firms are active in calculating the risks and creating measures to mitigate them.
Our study has highlighted the practices of entrepreneurs in Pakistan, with a focus on the theoretical concept and foundation of entrepreneurial marketing. To achieve this gap in-depth physical interviews have been conducted, and the results support the literature and further highlight how entrepreneurial marketing strategies are different from conventional marketing strategies.

The results of our studies also supported the theory and empirical and current practices of marketing (Shanmugathas 2021). It is also seen in this study that entrepreneurial marketing has to be established by creating and retaining relationships with customers, unlike conventional marketing, which tracks customers through a database or archived data to market products. Moreover, entrepreneurial companies conduct detailed research while exploring new markets or offering new products.

**Practical Implication**

After conducting said study, we are convinced that the entrepreneurial marketing curriculum should be included in undergraduate university programs so that the young generation can become entrepreneurs and contribute to the economy of the country. The university should also create a business start-up to encourage their students to start their own businesses and motivate them toward entrepreneurship.

**Limitations**

The study was conducted on the basis of the information of three entrepreneurial firms with different sorts of businesses situated in two cities in Pakistan (Islamabad and Sargodha). It is also recommended to include firms from other cities in Pakistan, and bigger entrepreneurial firms may also be considered for further alignment of findings with empirical and current research.

**Future research direction**

It is suggested that in the future, marketing practices with a larger sample size of firms and quantitative research should be considered so that more validity can be achieved. The comparison between the firms within the same industry shall also be considered.
REFERENCES


Appendix

Interview Questions

- When was the company founded and how many employees does the company have today?
- How did the idea for the company come about?
- How is marketing practiced in your organization?
- Which channels do you use, who is responsible, and what is your main target group?

Dimension 1 – Innovativeness

- Do you show a constant effort to innovate your products and services?
- In the last few years, can you please explain how you managed and responded to the new trends in the marketplace?
- Is market information used in product/service development?

Dimension 2 – Pro-activeness

- Would you describe your company as a pioneer concerning new product development and technology, and if so, how?
- Can you give me an example of new product and service offerings that have been your response to a demand in the marketplace?

Dimension 3 – Opportunity focus

- What kind of activities do you pursue to identify opportunities in the marketplace and how do you select them?

Dimension 4 – Resource leveraging

- How do you manage company resources to pursue new opportunities?

Dimension 5 – Calculated risk-taking

- What is your approach to risk-taking when pursuing new ventures and how do you assess and manage risk?

Dimension 6 – Customer intensity

- How important are your customers’ needs and wants to your company?
- Do you have any measurement tools to assess these?

Dimension 7 – Value Creation

- How do you create value for your current and new customers, in general?
Subject:                                                To Whom It May Concern,

Respected Sir,

Sir my name is Ali Azam and I am a Ph.D. scholar at Islamic International University Islamabad. Recently I am researching entrepreneurial marketing and I will be conducting interviews with entrepreneurial companies to better understand their marketing practices.

I am very interested in interviewing your company for this research as I believe your company fits the criteria.

The interview can be conducted in Urdu (Physically); The interview must be recorded for transcription purposes and will take around 45 minutes. I would like to speak to the marketing manager or the CEO of your company and ask a few questions regarding marketing and entrepreneurship. The questions are broad and will not require any confidential information.

The main research question includes.

**How is marketing practiced in small and medium entrepreneurial companies in Pakistan?**

Please let me know, at your earliest convenience, if you are willing to participate in this study. I can schedule the interview at most times during weekdays and I would be happy to see you sooner rather than later. I might also give your company a follow-up call to schedule a meeting or check if you would be willing to participate.

I look very much forward to hearing from you.

Regards

Ali Azam
### Link for the Interviews recording

#### Table 01

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<tr>
<td>02</td>
<td>Crescent Switches</td>
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<tr>
<td>03</td>
<td>Creative Junction</td>
<td><a href="https://drive.google.com/file/d/1O3Chd3jkYMQnfoAhj-7BUIvCTPYLg_f3/view?usp=sharing">https://drive.google.com/file/d/1O3Chd3jkYMQnfoAhj-7BUIvCTPYLg_f3/view?usp=sharing</a></td>
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