INVESTIGATION OF ENTREPRENEURIAL MARKETING PRACTICES IN SOCIAL ENTERPRISES IN THE CONTEXT OF BANGLADESH

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A thesis submission presented in fulfilment of the requirement of the department of marketing in London South Bank University for the degree of Doctor of Philosophy

London South Bank University (LSBU)

LSBU Business School

September 2021

September 2021

Abstract

Despite the strong integration between marketing and entrepreneurship in practice and increasing attention towards social entrepreneurship (SE), marketing scholars claim that the current SE conceptualisation has yet satisfactorily offered a comprehensive framework for research, policy and practice adjoining its marketing phenomenon. This study thus employs entrepreneurial marketing (EM) as a theoretical framework to analyse and develop an insight into the practices used by social enterprises. As social enterprises typically seek betterment of social, environmental, and community-based initiatives and gain, the EM strategy often fits well for this venture as more unconventional means of marketing are usually required for such enterprises.

In particular, this research investigates how social enterprises apply EM in Bangladesh, an emerging economy. In Bangladesh, Social Enterprises (SE) have experienced many challenges, including achieving long-term growth and remaining in business due to their unsustainable business models and lack of competitiveness in a highly competitive global market. A qualitative case study has been in this thesis adopts approach to examine the EM strategy and its practices. Data was also gathered and analysed through secondary sources such as online observation by reviewing websites, Facebook, YouTube, and different reports from case study SEs. In line with the interpretive approach, this online observation and case study method allows the researcher to gain insight into EM practices that helps the development of a new framework. Further, data was collected from interviews with the entrepreneurs and respective managers from some selected case study SEs. The researcher used a

combination of purposive and snowballing sampling to determine 14 participants (entrepreneurs and managers) from seven case study SEs for in-depth interviews. Data triangulation was conducted to ensure the authenticity of data and information through in-depth interviewing of an additional five social entrepreneurs from five different SEs.

By examining EM within the context of the social entrepreneurship sector, this study investigates how SEs in an emerging economy apply EM strategy. In so doing, this research examines the elements essential to an EM framework when being applied to a SE context. Furthermore, it offers a clear explanation of the interactivity of the elements. The thesis contributes to the EM literature by proposing a new EM framework for SEs, responding to the scholarly inquiry of cross-disciplinary research. A key contribution of this thesis lies in the integration of the social value creation element, an important aspect discussed in Shaw (2004) and Santos (2012), into the new EM framework and expanding this concept by introducing the empowerment dimension. In addition to the theoretical contributions, the research also offers managerial implications and suggestions for future studies.

Acknowledgement

Declaration

I hereby solemnly. declare that this thesis is a presentation of original work, I am the sole author. This work has not previously been presented for an award at this, or any other, University. All sources are acknowledged as references as per procedures.

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List of Abbreviations

AMA	:	American Marketing Association
BDT	:	Bangladeshi Taka
BOP	:	Bottom of the Pyramid
CO	:	Customer Orientation
CDC	:	Community development Corporation
EO	:	Entrepreneurial Orientation
EM	:	Entrepreneurial Marketing
GDP	:	Gross Domestic Products
GoB	:	Government of Bangladesh
ICT	:	Information Communication Technology
IGA	:	Income Generation Activity
IO	:	Innovation Orientation
MO	:	Market Orientation
NGO	:	Non-Government Organisation
NGOAB	:	NGO Affairs Bureau
MAMA	:	Mobile Alliance for Maternal Actions
SDG	:	Sustainable Development Goal
SE	:	Social Enterprise
SMEs	:	Small & Medium Enterprises
SVC	:	Social Value Creation

Chapter 1 Introduction

1.1 Research Background

Entrepreneurship is becoming recognised as integral to the development of the modern business world. The entrepreneur has emerged as a defining figure in the time of economic recession due to their expertise to adapt and run a business in a challenging trade environment (Hills and Hultman, 2012). Similarly, Entrepreneurial marketing (EM) is also crucial for the success of modern enterprises, which operate in highly competitive and dynamic environments. Miles et al., (2015) indicate that entrepreneurial marketing involves proactive exploitation and identifying opportunities for reaching and retaining profitable customers by using innovative techniques to resource leveraging, value creation and risk management. According to Hallback and Gabrielson (2013), adaptation and innovation are EM dimensions widely used by organisations undertaking new ventures in the international market.

The advancement of entrepreneurial marketing indicates the implication of understanding the entrepreneurship and marketing interface in business studies and two well-established disciplines. The combination of entrepreneurship and marketing forms critical concepts for the entrepreneurial marketing field (Hills and Hultman, 2013). While Jones (2010) suggests, "marketing and entrepreneurship are fundamentally intertwined and necessary to the other. Any theory of entrepreneurship should be informed and underpinned with marketing and vice versa" (Jones, 2010, p.144). In addition to this, Sole (2013) defined EM by focusing on innovation, pro-activeness and delivering value to the customer, which is very much related to the nature of a social enterprise.

Contrasting larger businesses with adequate resources, entrepreneurs consider the most creative and innovative approaches in the market (Rezvani & Fathollahzadeh 2020) through entrepreneurial marketing. EM illustrates the company's marketing practices recognising and use the market prospects (Becherer, 2006). Hence, EM has been considered an alternative perspective to traditional marketing as it is associated with innovative marketing techniques (Rahim et al., 2015; Puteri, 2018).

However, besides the above-mentioned business context, we can define social entrepreneurship as an "entrepreneurial activities with an embedded social purpose" (Austin et al., 2006, p.370). It has also become an important economic trend globally (Mair & Marti, 2006; Zahra et al., 2008). Since EM is widely used by the social enterprise (SE) to support their growth and expansion processes, researchers and practitioners must link entrepreneurship and marketing to support social entrepreneurs when moving towards the market (Hasan, 2020). Social entrepreneurs apply different commercial strategies to maximise improvements in social, environmental, and financial wellbeing, which may entail maximising positive social change in society (Beugré, 2016). Social enterprise's primary focus is bringing social change in the community, whereby they use profits generated from operations to support initiatives to make society a better place, such as donating profits to social enterprises.

Moreover, Social enterprises can be classified broadly as businesses that trade to deal with social problems, developing communities, people's well-being, or the ecosystem (Villeneuve-Smith and Temple, 2016). Although social enterprises can address various social aims such as poverty reduction, reducing discrimination and social marginalisation of vulnerable groups in society (Teasdale, 2010). Known as their dual mission, a social enterprise mixes commercial and social goals through business

venture (Doherty et al., 2014, Banerjee and Duflo, 2011, Dacin et al., 2011, Ridley (Duff and Bull, 2011, Teasdale, 2010, Peattie and Morley, 2008, Mair and Marti, 2006, Peredo and McLean, 2006). SE is a business endeavour that brings people and communities together for socio-economic development, and it is considered a business rather than a charity because the social enterprise is anticipated to produce a surplus. That additional is to be used for the assistance of the community (Martin and Thompson, 2010).

As discussed above, the social entrepreneur thus works as a driving force with a mission in business in terms of identifying the social values, identifying new opportunities, working on continuous innovations, learning and alteration (Therese, 2010, p.210). Collectively with institutions, networks, and communities, social entrepreneurs convey the proficient, sustainable, detectable resolution that has a measurable impact (Faruk, 2016). A social entrepreneur can follow the examples of (i) Muhammad Yunus' Grameen Bank, which spearheaded microfinance globally (ii) Carlo Petrini's "slow food movement", which has a membership of 100,000 people in 132 countries dedicated to circulating cultural norms and the preserving biodiversity (iii) Wendy Kopp's Teach for America which transforms educational opportunities for low-income groups whilst recruiting top university students to work in America's worst-performing public schools (Faruk, 2016).

For social enterprises marketing involves two-fold activity that attracts beneficiaries and funders (Kannampuzha et al., 2016). Social enterprises aim at donations and other types of assistance to nourish themselves (Dees, 1998). For that reason, during the growth phase of a social enterprise, the entrepreneur might be required to approach different funding sources through its marketing strategy. In that context, EM

fits well with some of its particular dimensions, such as innovation, networking and social value creation and some others. Sigue and Biboum (2020) adopt the Entrepreneurial Marketing perspective to investigate the role of social networking and relationships in marketing strategies. EM permits the entrepreneurs to express their thoughts and enhances the significance of the entrepreneurial method (Rezvani and Fathollahzadeh, 2020). Some other scholars also attempt to bring EM in a different context, such as the effect of EM on SME performance (Sodhi and John, 2021), synthesise EO and EM to enhance SME efficacy. Some studies conducted by researchers on SE explore its different features such as social innovation, development of SE (Lee, 2014. Huang, 2016), the impact of EM on innovative marketing in SMEs (Rezvani and Fathollahzadeh, 2018) and some more. Mentioned literature shows that lots of research have been carried out on both EM and SE for the last few decades. However, there is still a gap in exploring how EM is being practised fully in SE and needs an integrated EM approach for this purpose.

However, different literature revealed that entrepreneurs lack an understanding of marketing and often undervalue the time and effort required to complete marketing activities (Hisrich, 1992; Özmaden et al., 2018). Especially entrepreneurs from SMEs categories SEs tend to prioritise marketing as they feel it is more suitable for larger organisations (Jayawarna et al., 2014). They might not practice 'marketing' often, but marketing activities played a crucial role in every stage of their business lifecycle (Lam and Harker, 2014). Hisrich (1992) contended that marketing is essential for entrepreneurs to start and grow their ventures successfully. In particular, new experiences must emphasise marketing to succeed (Bjerke and Hultman, 2002; Hultman and Shaw, 2003; Gruber, 2004). Reijonen and Laukkanen (2010) declared that one of the biggest problems SMEs face is marketing. Nevertheless, it is one of

the most important and necessary activities for its survival and growth. Hence, it is essential to undertake some academic research on EM and demonstrate how EM dimensions might help SE for its business growth, viability and sustainability in an emerging economy.

1.2 Research Problem

As mentioned earlier, SE plays a critical role in the growth of any society, particularly in addressing social, economic, and environmental challenges faced by a nation. Beugré (2016) notes that SE is always at the centre of bringing positive change in a country through using their profits to support social initiatives geared towards helping achieve different positive social courses. Jenner (2016) indicates that worldwide social enterprises are experiencing growth and sustainability challenges. However, social enterprises can achieve success through collaborative networks, legitimacy, resourcing, and organisational capabilities. The concept of a social enterprise develops from the idea that non-profit organisations can respond to the limited and declining funding available from government and donors by expanding their income sources through business activities (Crimmins & Keil, 1983). Social enterprises have challenges achieving long-term growth and remaining in business due to their unsustainable business models in a highly competitive world. However, Hallbäck and Gabrielsson (2013) indicate that there are EM strategies that effectively new ventures can practice achieving growth and sustainability. The research, therefore, investigates various EM strategies and concepts that are applied by businesses venture and the way they can be used in the context of SEs as part of enhancing their growth and business viability.

However, some research has been revealed the positive impact of EM on firm performance (Dushi et al., 2019; Mugambi & Karugu, 2017; Becherer et al., 2012; Hacioglu et al., 2012; Morrish & Deacon, 2012). Though EM plays a crucial role in SME organisation's enactment (Chaston, 2000), scarcely any empirical research has been done to comprehend the influence of EM on SME organisations' acts (Fard & Amiri, 2018, Sodhi and John, 2021). The researchers have not adequately acknowledged the SE sector comprising its marketing strategy. Therefore, this research attempts to investigate EM practices in SE and propose a comprehensive and integrated EM framework for this sector.

Research on Entrepreneurial Marketing (EM) is going on for more than three decades, and EM is yet to be a well-defined area of study (Hills and Hultman, 2013). During this period, research has been progressed in many directions; (Bjerke and Hultman, 2002; Lodish et al., 2001; Sethna et al., 2013). Still, marketing scholars did not pay enough concentration to relevant features of entrepreneurship (Hills and Hultman, 2013). The authors also mentioned that the distinctiveness of entrepreneurial organisations and how entrepreneurship makes an effort with marketing behaviour need to be investigated (Hills and Hultman, 2013) with some empirical evidence and in a diversified context. The interface between marketing and entrepreneurship has long been the focus of research (Hansen and Eggers, 2010). In spite of having a strong interrelation between marketing and entrepreneurship in exercise, a very minimum level of cross-disciplinary research has been progressing for both domains of scholarly research (Web et al., 2011). Accordingly, it is required to clarify the academic establishment for entrepreneurial marketing, and more experiential research is needed to release entrepreneurial marketing behaviour's involvedness (Hills and Hultman, 2012).

Further, Hills and LaForge (1992) argue that the underlying philosophies of entrepreneurship and marketing are related. Carson (2010) perceives that they both integrate similar impulses. Moreover, Simon (2020) explained that EM might perform in all kinds of ventures, irrespective of their size. There is a general recognition that it is more appropriate for small businesses that experience a lack of resources. Thus, EM is essential to social enterprises because it pays less attention to traditional means of marketing, generally pitched towards more prominent firms, and allows for innovative forms of practice and principles that will allow new organisations to secure momentum in the market. As social enterprises typically firms pursue advancement in social, environmental and community-based businesses venture along with gain, the EM strategy often matches perfectly, as more non-traditional ways of marketing are usually needed for such business. However, marketing for SE is an expanding field of research as SEs are measured as a significant sector that demands sustainability and growth in all developing and developed economies (Hasan, 2020).

A study by Franco et al., (2014) concluded that SME category SEs acknowledge the importance of marketing compared with large firms. Still, they do not follow formal marketing plans practised by large firms due to limited resources. These findings connect with prior studies, which revealed that small start-ups do not usually prepare proper business or marketing plans (Gibson and Cassar, 2002; Patnaik and Pillai, 2017) and that marketing pursuits are brought out casually (Blankson and Omar, 2002; Woods and Joyce, 2003). These entrepreneurs carry out marketing activities as simple, realistic and spontaneously as possible (McCartan-Quinn and Carson, 2003). Carson and McCartan-Quinn (1995) found that SMEs are unlikely to have a designated marketing resource. Mostly the owner or entrepreneur of the small firms that act as the "salesperson" and consequently the ability to market depends

exclusively on the entrepreneur's attributes and tactics to marketing (Jones and Rowley, 2009) and is influenced by their decision-making process (Franco *et al.*, 2014).

Instead of more and more academic persuasion in the field of social entrepreneurship (Santos, 2010), its marketing field still lacks a good conceptual understanding. Perhaps most importantly, there is a huge information gap on the entrepreneurial marketing of social business organisations. According to Haugh (2005) more than 82 per cent of the SE studies were focused on developed countries. There were a few exceptions where one of them Defourny and Kim's (2011) study on the nature of SE's growth across East Asian countries.

Despite some studies worrying about marketing for SE, in particular SME category SE, the sector is still affected. Perhaps, more in favour of the 'trial and error' methods when they approach the market (Marchesnay, 2011; Centeno et al., 2013;) due to their lack of forthcoming prediction competency and marketing experience. This study then focuses on synthesising the concept of EM to strengthen the effectiveness of approaching the market by SE. Therefore, the overarching aim of this thesis is to contribute to the literature broadly discussing the history and evolution, nature, different relevant theories and frameworks, recent development and academic progress in entrepreneurial marketing. Moreover, explore entrepreneurial marketing for SE to demonstrate EM practices by the social entrepreneurs in an emerging economy and propose a comprehensive EM framework for SE.

1.3 Research Aim and objectives

The research examines how Entrepreneurial Marketing (EM) strategy is applied in social enterprises (SE) in Bangladesh to introduce a comprehensive EM framework in the SE sector, ensuring significant benefits to the socio-economic development of the society. The study also discusses the issues and challenges social entrepreneurs face while practising entrepreneurial marketing to provide a necessary indication to the entrepreneurial marketing practitioners, policymakers, academicians, donors, investors, social entrepreneurs, and the social enterprise stakeholders.

1.3.1 Research Aim

Based on the mentioned research problem and the necessity of employing a comprehensive EM strategy appropriate for the SE context, this research explores EM literature and reviews its evolution and different frameworks and critical dimensions. It will support a better understanding of the nature and practicality of different EM dimensions and explore some particular areas that lack empirical research in the literature. The study will also explore the essential difference between traditional marketing and EM to understand the appropriateness of EM strategy for SME categories SE in an emerging economy. Moreover, it will investigate the marketing practices of particular case study SEs while focusing on individual owners or entrepreneurs of that SE's, EM perception, behaviour, and practices. However, this research aims to investigate how entrepreneurial marketing strategy is applied in social enterprises in Bangladesh 'In particular, this study will examine how Social Entrepreneurs can practice EM strategy in an emerging economy. Moreover, based on the findings, the study also proposes a comprehensive and integrated EM framework for SE.

1.3.2 Research Objectives

Objective One

The first objective is to review and develop a comprehensive understanding of the EM framework. Based on the existing EM literature, the researcher review EM definition, its key characteristics, different frameworks and key dimensions. This study also attempts to synthesise its key dimensions appropriate for SE and develop a comprehensive understanding of EM.

Objective Two

The second objective is to explore how social enterprises practice EM strategy. Based on the interview question guide developed depending on the key EM elements synthesised from existing literature, the study examines EM practices of SE to fulfil the objective. The study also examines the case study SEs nature of work, social mission, employee and management structures through online observation to understand the nature of EM practices and analyse key EM dimensions and the effectiveness of those elements in the SE to fulfil the objective.

Objective Three

The third objective is to propose an EM framework for the SE in an emerging economy context. Finally, based on EM practices in the SEs, the study proposes a comprehensive and integrated EM framework for SE sectors.

1.4 Rationale and justification of the research

Regardless of the increasing attention of the academic world about social entrepreneurship, especially to recognise the application of its entrepreneurial marketing strategy, there is currently a minimal number of theories, frameworks that can link the elements, explain its uniqueness, guide relevant research and practice (Santos, 2010). For this reason, this research will explore EM from a different perspective which is more connected with the social entrepreneurship sector, explore key EM dimensions, and investigate how entrepreneurial marketing strategy is applied in social enterprises (SE) in the context of an emerging economy like Bangladesh.

1.4.1 Theoretical Justification

As mentioned above, the basic idea of connecting Marketing and Entrepreneurship has been discussed for many years (Hills & Hultman, 2011). Whereas previously authors Murray (1981) and Tyebjee et al., (1983) linked the two disciplines together. Entrepreneurial marketing developed extensively in the 90s lots and the result was evident in the universities and published research. More courses, conferences and symposia had been organised than ever before (Hills et al., 2010). Particularly gratifying is that the number of PhD candidates and new dissertations in this research field is increasing, promising future expansion (Hills & Hultman, 2011). Nevertheless, the scattered position of the present entrepreneurial marketing research may be a weakness. However, it also opens incredible opportunities for integrative analysis because entrepreneurial marketing is in an inspiring stage of development, and the research can expect a creative prospect with more conceptual and integrative research (Hills & Hultman, 2011).

Some literature revealed that reverse to the traditional marketing practices that highlight the fulfilment of customers' current needs and requirements (Carson & Gilmore, 2000), EM is expected to filling customers' current and quiescent needs (Chesbrough, 2010) by incorporating entrepreneurial orientation and market orientation (Franco et al., 2014). However, key EM dimensions proposed by Morris et al., (2002): proactiveness, an opportunity focused, innovativeness, risk-taking, customer-centric, resource leveraging and value creation, these all have been used broadly to determine firm performance with different consequences. Even though some of that was found insignificant in some studies, there is an adequate indication to suggest that all the elements are relevant in attaining good SME performance (Becherer, Helms, & McDonald, 2012; Sadiku-Dushi, Dana, & Ramadani, 2019). Therefore, it is significant to re-evaluate these extents and their impact on another business context such as social enterprises. The rationale of this study is to consider another potential dimension of EM that could influence SE for its business growth and sustainability.

Moreover, entrepreneurial marketing and social entrepreneurship are emerging fields requiring more empirical research to establish viability among investors and policymakers. Theoretical tools can provide viability and certainty in these emerging fields (Osburg, 2013). This research will provide empirical evidence and a clear understanding of how entrepreneurial marketing strategy can be applied in the SE context. In addition, entrepreneurial marketing practitioners will get proof of theoretical framework with examples that they could replicate in their respective marketing and social entrepreneurship phenomenon (Osburg, 2013). As mentioned above, there is still a lack of research and information regarding entrepreneurial marketing activities for social enterprises. Some significant studies have been conducted on EM

application focused on SME and innovation, but in particular, with SE, is still there a lack of research and pragmatic analysis. Therefore, the concepts regarding entrepreneurial marketing in social organisations are ambiguous, and there is imprecise information regarding entrepreneurial marketing concepts. Due to this reason, it is crucial to identify the approach; the theory of sociology given by Hills and Hultman (2008) provided information regarding the cross-disciplinary process towards the social sector in terms of addressing the needs and demands of the community. That will help provide information regarding marketing initiatives in managing entrepreneurial activities in real-world settings (Hills et al., 2008, p.1). In this regard, the empirical analysis will provide information on the critical elements of marketing practices such as social orientation and social relationships that are useful in categorising the issues among the state's citizens (Bruton et al., 2010, p.421). Moreover, traditional marketing theories cannot correctly explain marketing practice in SMEs (O'Donnell, 2004; Reijonen, 2010). Marketing in SE, similar to SMEs, should be explained by referring to their activities, behaviours, management culture, and approach to customer engagement, innovation, and planning (Jones and Rowley. 2011).

Carson (2000, 1999) suggests that marketing depends on the context of the individual nature of the company, and firms with an entrepreneurial shape take part in marketing inversely to commercial firms with AM construction. For instance, most entrepreneurs, operate their marketing as social, individual action and not only a company task. Entrepreneurs rely on marketing through the enthusiastic effort for their business growth and rather than carry out financial accounting, or HRM; it is often respected as company's fundamental function by entrepreneurs. Marketing definition provided by American Marketing Association (AMA) in 2004 is "Marketing is an organisational

function, and it is a set of processes for creating, communicating, and delivering value for customers. Marketing is a set of processes for managing customer relationships to benefit the organisation and its stakeholders".

Furthermore, as not enough research has been done in this field, this research will provide academicians with new domains to conduct their analyses by providing a unified theoretical perspective from the clients' aspect. The research would help social entrepreneurs to identify the appropriate marketing approach of essential support for the respective clients to enhance service quality-related issues. Likewise, this study unveils one of the crucial EM elements: social value creation (SVC), that none of the EM studies has yet mentioned. Most of the EM literature and studies, including the most powerful EM framework proposed by Morris et al., (2002), said only value creation as a significant marketing dimension. Still, the social value is yet to be included.

However, AMA every three years revisits the definition by a panel of scholars and researchers and provides a new definition of marketing. As per AMA definition (2007) "marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large". Through clarifying marketing to deliver value for customers, clients, marketers, and society, this definition indicates that providing value largely is the key role and responsibility of marketing (Gregory and William, 2009). However, in this definition key points of disagreement with EM definition are ignoring some entrepreneurial orientation efforts like proactiveness, risk-taking or opportunity focus. This definition articulated values as a part of MO but EO initiatives

by small firms particularly in the context of social business have been ignored. By adding the term 'clients' this definition acknowledged non-profit business ventures, still, SMEs are overlooked. Hills et al., (2008) illustrated analysis of the new AMA definition of marketing and shared that this definition ignored EM to be present within these definitional perimeters (Hills et al., 2008). The author also particularly mentioned that contained by marketing as a speculative occupational field, and the American Marketing Association (AMA) as the dynamic scholar and professional group, research has primarily concentrated on large, resourceful commercial business ventures and unnoticed small, entrepreneurial efforts.

In this perspective, it is essential to add this vital EM dimension with empirical evidence and create more windows of adopting EM on the different business grounds. Therefore, this study provides a clear understanding of EM definition, functions and benefits of its various dimensions and overall concept of how SEs practice different entrepreneurial marketing dimensions.

1.4.2 Contextual justification

Different scholars have studied SE through various lenses, such as resources and capabilities context accepted from strategic management (e.g. Kar, 2012; Lyon & Fernandez, 2012; Sunley & Pinch, 2012). Researchers also studied SE to explore how they develop human resources and build capacity (Bloom & Smith, 2010; Royce, 2007; Todres et al., 2006). SE growth was also observed concerning social innovation (Vickers et al., 2014) and the strategic management of different internal functions

(Doherty et al., 2009; Spear et al., 2013). However, in the context of an emerging economy, exploring the impact of EM practices of SE through a comprehensive framework on their business growth and sustainability is still under-researched. Moreover, from the perspective of practical implication of EM, it is assumed that, from the customer/clients/service receiver's aspect, the research would help recognise the appropriate marketing approach for identifying essential support for the respective clients to enhance service quality.

There are many contributions of SE in socio-economic development that need to be recognised. All over the world, they contribute to national revenue, employment generation, poverty reduction, reducing discrimination against marginalised groups, economic development and reduction of social problems (Baas & Schrooten, 2006; Oduro & Nyarku, 2018; OECD, 2010). It is for these reasons that SEs need to grow and sustain. Hence the need to find ways to augment their marketing competency and growth (Bamiatzi & Kirchmaier, 2014; Collins & Reutzel, 2017; Kahn, 2018). Lam & Harker (2015, p. 341) suggest that "if entrepreneurship is the soul of a business, marketing is the flesh". Therefore, entrepreneurship and marketing complement each other and EM influences SE's execution (Franco et al., 2014; Gilmore, 2011). As social enterprises deal with different categories of service receivers/ clients/ beneficiaries in the society, it is essential to influence their behaviour, establish a good relationship with them, and attract them with new services through its dynamic marketing strategies. The entrepreneur will offer its products/services to the marketplace through assessment if there is a market for what the products/services allow the customer to attain (Ronald, 2015). Accordingly, entrepreneurial marketing is driven by a customer-centred mindset that begins with what the customer needs and desires rather than what the organisation needs and desires. In this vein, this research will help social

enterprises adopt the most appropriate entrepreneurial marketing strategies to gain a competitive advantage. In the same way, this research will also help the policy-makers to modify their policies and develop such techniques that can be helpful and effective for social enterprises to make initiatives more workable sustainable.

1.5 Research context

1.5.1 Social enterprise sectors in Bangladesh

A recent study by the Global Entrepreneurship Monitor assessments that nearly a third of start-up activities globally in 2016 comprise social entrepreneurship compared to commercial ventures (Bosma et al., 2016). However, there has been substantial growth in SEs in different parts of the world (Santos, 2012). For example, recent estimates suggest 70,000 social enterprises in the UK, employing around a million people (Villeneuve-Smith and Chung, 2013). Similarly, more than 4,600 Community Development Corporations (CDC) found throughout the United States generate more than 75,000 jobs per year. Significant data shows from the State of Social Enterprise in South East Asia a study of British council revealed that about 1 million social enterprises exist across the region (Pybus, 2021).

However, in Bangladesh, according to NGOAB (2014), since 1970, the number of NGOs has increased from 40 to 22,000, including registered microfinance institutions, SEs, developmental NGOs and non-registered societies, such as clubs and credit associations. Several studies recommend that the social sector in Bangladesh is one of the most advanced national development networks in the world (Devine, 2003;

White, 2000: 308). Interest in social entrepreneurship has been overgrown over the last few years by scholars, practitioners, and policy-makers worldwide (Doherty et al., 2014; Wilson and Post, 2013, Smith et al., 2013, Chell et al., 2010, Kerlin, 2010). Over the last half of the decades more than 500 new articles have been published on social entrepreneurship (Bosma et al., 2016). To promote social entrepreneurship governments around the world are adopting relevant policies. There are four key reasons for choosing Bangladesh as the research context for this study.

First reason is the emergence of SEs in Bangladesh. In Bangladesh during early 2000, when donors funding was declining, charity organisations felt the need to survive by their income and converted them to SEs. There has been a trend for non-profit organisations to gradually become quasi-commercial organisations to generate revenue from sales, government support, contributions (Faruq, 2016). This kind of support has played a role in the rise of SEs (Weerawardena & Mort, 2006). Alter (2002), Nicholls (2006), Dees and Anderson (2006), and some others suggest SEs be utterly dependent on income from profitable activities and to be independent of any funds from government or donors. Opposing the views, the British model of SE emphasises that a substantial part (usually 50% or more) of the total income should be market-based for the enterprise to meet the criteria as a 'SE' (Social Enterprise UK, 2011).

Second, the growth of SE and its contribution to the economy. According to Alkire et al., (2015), in the state of poverty people are bound to experience various disadvantages like lack of fulfilment of fundamental needs and SEs trying to support people to address those needs. However, many social enterprises of Bangladesh are nurtured, and there are several extensive plans for growth, predominantly the

expansion of new geographical areas and the development of new products and services by making investments in the teams and by captivating the accumulation of investment and capital required in the formation of business. There are two-third of the social enterprises of Bangladesh expect to franchise or replicate their respective business models. The Bangladeshi's services sector demonstrates a larger share of "Gross Domestic Product (GDP)". Many people are employed in this sector, especially in agriculture, environment, education, health, and youth & women development arena. Moreover, the industry of textiles, particularly the sector of ready-made garments, is regarded as a leading employer of women in Bangladesh (Terrell, 2012). According to the World Bank (2006), in 2003, an estimated 92 per cent of NGOs provided microcredit as a service, and most provided healthcare and sanitation employment and education. The study also suggests that 93 per cent of NGOs were attempting to raise public awareness of sanitation, health issues and nutrition. In Bangladesh, social enterprises are part of NGOs.

Table 1. 1 Overview of NGO sector in Bangladesh

Topic	Facts and Figures
First NGO in Bangladesh	Gono Shastya was an NGO that started its operation with a mobile medical unit providing support to freedom fighters in 1971 (Zohir, 2004)
Number of NGOs	Since 1970, the number of NGOs in Bangladesh has increased from 40 to 45,000 registered with the Ministry of Social Affairs (World bank), which cover nearly one-fifth of the country's total population and 26,000 NGOs registered with the NGO Affairs Bureau (ADB, 2018). This number includes registered microfinance institutions, developmental NGOs, and nonregistered societies, such as clubs, associations and credit associations.
Number of Social Enterprises and target groups	Based on some research data total number of Social Enterprises in Bangladesh is 150,000 (British Council, 2018). Research explored that, 90% of SEs are functioning with socially and economically disadvantaged communities IiProbono 2018) .

The trend of donor funding	In 1989 donor funds accounted for 94% of all NGOs income sources. Reduced to 35% in 1999 (Thornton et al., 2000). According to the data available with the NGO Affairs Bureau (NGOAB), the commitment for the foreign grants decreased by almost 17% to Tk 75.59 billion in the FY 2019-2020 from Tk 91.18 billion in the previous fiscal (2018-19).
Proliferation of NGOs	By 2003, almost 90 per cent of villages in Bangladesh had at least one NGO. Among these, 90 per cents are small NGOs with operations in less than five districts (out of 64), and just two large NGOs (BRAC and ASA) had branches in all districts (World Bank, 2006)
Governance structure	NGOs mainly operate through a branch/headquarter structure in which branches have limited autonomy. Few small NGOs operate stand-alone by only serving their respective local communities (Gauri & Galef, 2005)
Activity pattern	The specific pursuits of Bangladeshi NGOs involve areas are mostly microcredit, primary health care, water and sanitation, education and capacity building, social mobilisation, gender issues, human rights, environment and disaster responses (Anu Muhammad, (2018). The highest number of projects of NGOs approved in health following the education sector. (NGOAB, 2011)
Awareness-raising activities	93% of NGOs attempt to raise public awareness related to the three most common subjects: sanitation, health issues and nutrition (World Bank, 2006)
Women empowerment	A fifth of Bangladesh Social enterprises are led by women and women in SE make up 41% of fulltime equivalent workforce.

Source: adapted from Faruq, 2016 and Bangladesh government website, 2021

There are different categories of social enterprises based on the types of their business. The service category is one of them promising to contribute to the socio-economic development in the country. The service sector within the social enterprises can be explained as a sector that provides various kinds of support services to the stakeholders and their customers (Malarvizhi et al., 2018, p.28). This research selected tech-based, social development, socio-economic development, and health service-related social enterprises as case study companies. The information regarding

operations performed by the service sector SEs and the collected data on their marketing practices would be beneficial for the researcher to illustrate the knowledge for achieving the research objective.

Third, scarcity of research in this sector. In this research, small and medium-sized (SME) social enterprises involved in the service sector are selected. The study selected some SME category social enterprises with a particular focus on the service sector within Bangladesh to explore their marketing practices related to entrepreneurial marketing dimensions. The reason behind selecting SME category SEs is that EM literature revealed that most of the study was conducted based on the developed country and on large firms that have established market, management structure, and supportive context. Nevertheless, the SE sector in emerging economies like Bangladesh is largely ignored in the EM research field.

Table 1. 2 Definition of SMEs in the service industry by Bangladesh Bank

Sizes of firm	Number of employee/work unit		Total Assets	
	Manufacturing	Service sector	Manufacturing	Service sector
Medium industry /enterprise	100 to 250 workers	employ 50 to 120	worth Tk 100 to 300 million	worth Tk 10 to 150 million
Small industry /enterprise	25 to 99 workers	employ 16 to 50	worth Tk 5 to 100 million	worth Tk 500,000 to 10 million
Micro industry /enterprise	10 to 24 workers or less	employ ten or fewer people	worth Tk 500,000 to 5 million	worth Tk 500,000 or less
Cottage industry /enterprise	10 to 24 workers or less	employ ten or fewer people	worth Tk 500,000 to 5 million	worth Tk 500,000 or less.

Source: Bangladesh Bank: definitions of small and medium enterprises (SME) as per the National Industrial Policy Order 2010 and revised policy 2016

In Bangladesh, like many other developing countries, SMEs play a significant role in their economic development plan (Latha and Murthy, 2009). According to Singh et al., (2008),

Walsh and Lipinski (2009) and Muhammad et al., (2010), SMEs play a progressive role in the world economy and are considering as the pillar of economic growth in many countries, impacting the creation of employment and acting as goods and services providers. However, according to Jutla et al., (2002), SMEs have some particular needs in terms of financial resources, human resources, technical expertise, and knowledge on marketing and advanced technology because of resource limitations. Chowdhury et al., (2015) presented that Small and medium-sized enterprises are playing an essential role in developing the economy of Bangladesh and alleviating poverty from the country by providing substantial employment opportunities with much lower investment. They are expected to create jobs, reduce poverty, and drive a resilient national economy. The International Monetary Fund (IMF) Country Report (2012) indicated that SMEs in Bangladesh accounted for more than 99% of private-sector industrial establishments and created job opportunities for 70%–80% of the non-agricultural labour force. Table 1.2 exhibit the SMEs criteria based on their number of employees and business turnover as per Bangladesh Government rules and regulations from the respective authority.

Social enterprises of Bangladesh have the most massive turnovers for most of the employees, as many of them are new, their managers, with limited resources to finance in remunerations (Truong, 2018), require a technique more efficient than a monetary incentive to retain talented employees (Sun & Sohn, 2021). Social enterprises have hired many workers on an average basis in the retail sector, followed by the financial service sector and manufacturing sector. There are several companies in Bangladesh, particularly in the education sector, that have significantly fewer employees. The objective of many social enterprises in Bangladesh is to promote literacy and education to support the susceptible youth and children who have minimal

employees. In this study, the criteria for choosing the service sector are that in Bangladesh, this sector has grown tremendously in the last few years and increased the country's GDP, and there are different areas where it will grow in upcoming years and still lack of practising entrepreneurial marketing strategy. Furthermore, the entrepreneurial marketing for social enterprise, particularly in the service sector of Bangladesh, has not been much explored, so this has also increased the researcher's interest in this domain (Walliman, 2017).

Fourth, there is a need to increase the knowledge on how EM can be applied in the SE sectors in Bangladesh. Through entrepreneurial marketing, Bangladesh will improve its GDP through increased social business opportunities and job creation. The GDP per capita will also increase as the social enterprises in the country will be innovating more social business, creating more opportunities and increasing their revenues (Bylund, & McCaffrey, 2017). EM is a vital component for social enterprise for its business growth and sustainability; thus, more study is required in entrepreneurship research. However, little work has been done to combine them into a consistent conceptual framework for analysing the dynamic aspects of entrepreneurial marketing and applying it in SE (Bylund, 2017).

The negative consequences of limited knowledge on EM for the non-profitable social enterprises in Bangladesh are evident. As a result, the government, willing individuals and NGOs are forced to step in to sustain the good-willed enterprises. Suddaby (2015) gives the case of Grameen Veolia, which supplies safe drinking water to the residents in response to the Bangladesh drinking water problem. The same study points out that this initiative reaches less than half of the targeted population as the company cannot sustain itself. It is an example of a social enterprise in Bangladesh whose efficiency is

limited by the gaps in EM research. Additionally, very few studies, even on a corporate level, have been done in the region, creating a scarcity of knowledge on how to implement EM in Bangladesh generally.

1.6 Methodology

Therefore, by applying a qualitative method and case study approach, this research investigates EM practices of some case study social enterprises operating their business in the service sector, particularly in Health, education, advanced technology, and socio-economic support services in Bangladesh. Upon investigating EM practices, the study proposes an EM framework with some key dimensions appropriate for SE. Prior research claims that the current SE conceptualisation is not very satisfactory (Faruq, 2016) of offering a comprehensive framework for future research, policy and practice (e.g. Defourny & Nyssens, 2006; Young & Lecy, 2014), especially regarding adjoining its marketing phenomenon. Therefore, it is clear that research on SE can significantly benefit from an EM framework that helps unpack the indistinctness connecting the application of EM in SE sectors.

1.7 Structure of the Thesis

Figure 1. 1 Thesis structure

Chapter 1
Research introduction, Justification, rational, Aims and objectives, about EM and SE and Research context

Chapter 2
Literature review: Defining EM, its evolution, existing EM frameworks, synthesising EM dimensions, and defining SE

Chapter 3
Research Methodology: qualitative method, case study approach, sampling, recruiting participants and data collection and data analysis process, snapshot of case study SE

Chapter 4
Empirical research outcome Findings of EM practices by SE : Based on EM dimensions

Chapter 5
Discussions and Conceptual framework: Proposed (new) EM Framework for SE and Interconnectivity between EM dimensions and practice by SE

Chapter 6
Conclusion: Key findings, research contributions and future recommendations

Following this introductory chapter contains the research problem, the rationale of the research, and the research context. **Chapters Two** provides the theoretical foundation for this study mainly by reviewing the EM literature and some SE related

literature in SME ground and emerging economy context. An understanding of the definition and evolution of EM is developed, which leads to the perception and a summary of EM concept, its different dimension and framework that is reflected and fascinating avenue for future research. Chapter two also provides a synthesising EM concept that guides the researcher to explore the necessary empirical data.

Chapter Three presents the theoretical and methodology adopted for this research; the research philosophy underpinning this study is elaborated. A qualitative interpretive approach and interview study design, including data collection and analysis techniques, are then discussed. This chapter also summarises using the case study approach by reflecting seven case study SEs snapshots. This chapter also highlights the sampling and data collection approaches of this study.

The findings of this study are presents in **Chapters Four**. This chapter presents empirical research outcomes regarding entrepreneurial marketing practices by SEs (~ Research aim 1). This chapter also discusses the findings, empirical data on EM practices by seven SE and some other SE for data triangulation regarding EM literature. Contextualised results serve to advance the framework suggested in **Chapter Five.** This chapter presents a proposed EM framework for SE that is the crucial contribution of this study (~ Research aim 2). Chapter five also states the interconnectivity of EM dimensions based on the EM practices by SE. This Chapter details the results of EM practices. **Chapter Six** presents the conclusion of the study. Significant findings of this study and their contribution to theory and practice are noted there. Limitations of this study and avenues for future research are developed as well.

Chapter 2 Literature Review

2.1 Introduction

Entrepreneurial Marketing (EM) is regarded as a distinct discipline in which researchers consider the intersection between entrepreneurship and marketing as separate entities (Hills and Hultman, 2011, 2013; Hills et al., 2008; Miles et al., 2015; Morrish, 2011). EM synthesises features from entrepreneurship and marketing to support a company act entrepreneurially by employing suitable marketing activities (Morris et al., 2002). In this way, EM has changed to gain legitimacy, credibility and acknowledgement as a different school of the marketing concept (Whalen et al., 2016). EM is emerging as a powerful alternative, as it is born out of the theory and practice of firms operating in conditions of uncertainty (Hills, 1987; Hills, Hultman, & Miles, 2008; Hills & LaForge,1992; Morris, Schindehutte, & LaForge, 2002; Sethna, Jones, & Harrigan, 2013). However, Shaw (2004) demonstrates that to date, aside from a small number of papers (Fillis, 2000; Stokes,2002), contributions to the current understanding of EM have been made by research that has explored profit-orientated small firms. When the social or third sector is growing, it is relevant to consider entrepreneurial marketing within this developing context (Shaw, 2004). However, relevant literature revealed that most of the research on EM had emphasised the commercial business or fully profitable organisations, leaving the non-profit organisation or social enterprises with limited information, inadequate empirical evidence, and recommendations on how to implement EM strategy. Thus, to get a better understanding of the way of applying EM strategy in SE sectors, this chapter starts with an extensive review of existing EM literature, its definition, evolution and

different dimensions, the differences between traditional marketing and EM, the gaps in EM research, different EM frameworks as discussed in academic literature, and the impact of EM strategy and its application in the SE context. Accordingly, this chapter focuses on two critical areas of the literature. One starts with reviewing the concept and definition of EM from multiple approaches, how EM is applied in SE, then points out the EM frameworks consisting of key EM dimensions in the existing literature and presents a synthesised model to explore EM practices in the case study SEs. Based on this review, gaps in EM research and the context of SE are identified, which provides the rationale for this research.

The chapter is alienated into seven sections. Next to this introduction, an illustration of the concept of EM will be delivered, comprising its critical definitions provided by different researchers and authors to understand EM and its implications. The following section will give some essential EM characteristics to know how it works in some particular context. The following section propositions a discussion of the differences between EM and traditional marketing. The fourth section is an illustration of the inception and evolution of EM in the last three decades. It also presents a logical flow of discussion on the emergence of the two different fields of marketing and entrepreneurship. Fifth section highlights and discusses several EM frameworks/models available in the literature to reinforce the contribution of EM application in SE. Following this discussion, the next section presents some key definitions of SE and its typology to understand the research context. The final section will demonstrate an EM framework as a synthesised model of key EM dimensions based on existing literature. In addition, discussing all EM dimensions will explain how this construct is one of the most efficient marketing approaches for SME category SE.

2.2 Entrepreneurial Marketing (EM)

Researchers have become increasingly apparent that conventional marketing practices are not always available or appropriate for entrepreneurial firms, particularly for social enterprises. It is also critical for a new venture to understand which EM practices are most effective for them (Rechard, 2012). Therefore, this research proposes a comprehensive EM framework for SE after analysing and synthesising all existing framework and dimensions and exploring its practices in the SE context. Subsequently, it is authentically essential to know about the concept and definition of EM, its characteristics, history and evolution, existing EM frameworks and some individual critical EM dimension presented by relevant scholars and researchers to adopt an appropriate EM framework for the respective firms/organisation which is a crucial theoretical contribution in this study.

2.2.1 EM definition and key features

It is necessary to know EM definitions and different dimensions to recognise Entrepreneurial Marketing properly. Morris et al. (2002) critique that the EM concept "has been used in various ways, and often somewhat loosely" (Morris et al., 2002, p.4). Its stimulating misperception occurs because each term can be explained EM differently, and since there are many different conceptualisations for entrepreneurship and marketing, therein exists innumerable definitions for entrepreneurial marketing (Toghraee et al., 2017). Entrepreneurial Marketing is often defined as "the proactive identification and exploitation of opportunities for acquiring and retaining profitable

customers through innovative approaches to risk management, resource leveraging and value creation" (Morris and Schindehutte, 2002, p. 5). Since the beginning of EM study, different scholars and researchers have defined EM in various ways. Hills et al. (2010) considered EM a complex process and an orientation on how entrepreneurs behave in the marketplace. However, a more comprehensive definition of EM is provided by Whalen et al. (2016). According to the authors, "EM is a combination of innovative, proactive, and risk-taking activities that create, communicate, and deliver value to and by customers, entrepreneurs, marketers, their partners, and society at large"(Whalen et al., 2016, p.3). A more radical definition of EM considers that EM is a total integration of marketing and entrepreneurship (Rahim et al., 2015). However, another EM definition provided by Morrish et al., (2010) emphasised both traditional marketing and entrepreneurship and mentioned, "the construct of EM is not simply the nexus between the sets of marketing and entrepreneurial processes that have emerged as the conventional conceptualisation of EM ... but fully includes all aspects of AM (administrative marketing) and entrepreneurship" (Morrish et al., 2010, p. 305). Thus it becomes a strategic orientation, exceeding the marketing function (Schindehutte & Morrish, 2010). Instead, the other definitions provided earlier considered EM as an alternative perspective to traditional marketing and associated it with innovative marketing techniques. The authors also mentioned, "this term (EM) is used as an integrative conceptualisation that reflects such alternative perspectives as guerrilla marketing, radical marketing, expeditionary marketing, disruptive marketing and others" (Morris et al., 2002, p. 1). However, Beverl and Lockshin (2004) defined entrepreneurial marketing as "effectual action" or the adaptation of marketing theory for the unique needs of small businesses. These effectual actions simultaneously address many issues: opportunity, innovation, risk, and resource constraints (Richard

C. et al.,2012). Following table 2.1 shows significant EM definitions revealed in the last two decades.

Table 2. 1 EM definitions and critical dimensions

Author and year	Definition	Key dimensions/ Characteristics
Hills and Wright (2000, p.25)	A new stream of research describes the marketing orientation of small firms as Entrepreneurial marketing. This means a style of marketing behaviour that is driven and shaped by the owner-manager personality.	driven and shaped by the owner-managers
Stokes (2000, p.2)	EM is marketing carried out by entrepreneurs or owner-managers of entrepreneurial ventures	carried out by entrepreneurs
Morris et al., (2002, p.4)	Proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to risk management, resource leveraging and value creation	Proactiveness, opportunity-driven, customer intensity, innovation, risk-taking, resource leveraging and value creation
Bjerke and Hultman (2002, p.15)	Marketing of small firms growing through entrepreneurship	For small firm
Shaw (2004, p.197)	Four themes relevant to understanding entrepreneurial marketing within a social enterprise context emerged: opportunity recognition (OR); entrepreneurial effort (EE); an entrepreneurial organizational culture (EOC); and networks and networking (N&N)."	opportunity recognition, entrepreneurial effort, entrepreneurial organisational culture, and networks and networking
AMA definition of Marketing (2007)	"marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large".	Value creation for customers, clients, partners and society. EM concept in SME context has been ignored
Backbore & Nystrom (2006, p.13)	EM is overlapping aspects between entrepreneurship and marketing; therefore, it is the behaviour shown by any individual and organization that attempts to establish and	establish and promote market ideas, a new initiative and create value

	promote market ideas while developing new ones in order to create value	
Kraus et al. (2009, p.30)	"A particular type of marketing that is innovative, risky, proactive, focus on opportunities and can be performed without resources currently controlled."	innovative, risky, proactive, opportunity focus, accept resource limitation
Hills and Hultman. (2010, p.6)	EM is a "spirit, an orientation as well as a process of pursuing opportunities and launching and growing ventures that create perceived customer value through relationships, especially by employing innovativeness, creativity, selling, market immersion, networking or flexibility."	opportunity focus, value-driven, innovative, sales-oriented, networking, and flexible
Maritz (2010, P. 20)	"Entrepreneurial marketing is the proactive identification and exploitation of opportunities for acquiring and retaining appropriate stakeholders through innovative approaches to risk management, resource leveraging and value creation."	Proactive, opportunity focus, innovative, risk management, stakeholder focus, resource leveraging and value creation
Jones and Rowley (2011, p.30)	Any concept of EM [...] must embrace aspects of behaviours that have traditionally been researched in the entrepreneurship, innovation, and customer engagement and relationship fields."	Innovative, engage with the customer
Ionita (2012, p.147)	"EM is a set of processes of creating value, communicating and delivering value, guided b effectual logic and used a highly uncertain business environment."	Value-driven and accept business uncertainty
Becherer et al. (2012, p.7)	"The marketing process of firms pursuing opportunities in certain market circumstances often under constrained resource conditions"	Opportunity focus, market-oriented, accept resource limitation
Miles et al., (2014, P. 1)	EM draws on the work of both marketing and entrepreneurship scholars by focusing on how individuals and management teams accept risk to innovatively and proactively leverage resources to create value in the marketplace	Risk-taking, innovative, proactive, leverage resources and value creation
Whalen et al. (2016, p.3)	EM is a "combination of innovative, proactive, and risk-taking activities that create, communicate, and deliver value to and by customers, entrepreneurs, marketers, their partners, and society at large."	innovative, proactive, risk-taking, value-driven, stakeholders intensity focus
Pane Haden et al. (2016, p. 122)	"EM is the process of opportunity discovery, opportunity exploitation and value creation that is carried out by an individual who often exhibits a proactive orientation, innovation focus and	Opportunity-driven, value creation, proactive, innovative, customer intensity focus, resource

	customer intensity and can leverage relationships and resources and manage risk".	leveraging and risk-taking.
Morrish and Jones (2020, p.90)	"EM is a configuration of activities that emerge from entrepreneur decision and actions for pursuing business objectives in stable and turbulent environments that incorporate opportunity-seeking, resource-organising and risk-accepting behaviour to create multiple stakeholder values."	Opportunity driven, resource management, and value creation for stakeholders,
Alqahtani and Uslay (2020 p.64)	"EM is 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".	Leverages resources, employs networks, taking risks, proactive opportunity focus, innovative and value-driven.

Source: Adapted and extended from Alqahtani and Uslay (2020), Dushi et al.. (2019) and Sole (2013)

The above definitions revealed that some EM dimensions and characteristics are widespread and significant for the entrepreneurial firm's existence, growth, and sustainability in a competitive marketplace, such as innovation, proactiveness, risk-taking, resource leveraging, and value creation. Since the beginning of the EM study, different scholars and researchers have defined EM in various ways mentioned in Table 2.1. Even though a very inclusive and latest definition of EM is provided by Whalen et al. (2016), which is wide-ranging, inclusive, has integrated aspects of marketing and entrepreneurship, and has similar features with SE, which has given aspects of marketing and entrepreneurship emphasise on creating value to the society. After that, few definitions provided in 2016 to 2020 are primarily repetitions of Morris et al., (2002). However, a most accepted, commonly used (Ionitã, 2012) and highly cited EM definition (Fiore et al., 2013) was provided by Morris et al., (2002). That is, "Proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through innovative approaches to the risk management,

resource leveraging and value creation" Morris et al., (2002, p.4) adopted in this research. This definition has a comprehensive set of dimensions. It covered entrepreneurial orientation (EO), and market orientation (MO) scales consisting of significant EM elements innovation, proactiveness, risk-taking, opportunity focus, customer intensity, resource leveraging, and value creation. These all are very much aligned with marketing concept along with entrepreneurship spirit both are significant for SE. As stated by Jones and Rowley, "any concept of EM [...] must embrace aspects of behaviours that have traditionally been researched in the entrepreneurship, innovation, and customer engagement and relationship fields" (Jones and Rowley, 2011, p.30). However, based on the EM definition since last two decades lots of EM framework has been presented by different authors, but considering its comprehensive set of dimensions, combining entrepreneurship and marketing interface, most often cited in further research and academic literature (Fiore et al., 2013), and appropriateness for both for commercial and social business Morris et al.,'s (2002) seven elements EM framework has been vital to adopt in this research.

2.2.2 Entrepreneurial marketing characteristics

Based on the mentioned definitions and its essential elements, EM has some significant characteristics those has given it a distinct nature. Whalen et al. (2016) presented some of the critical attributes of EM through which EM can be differentiated from the traditional marketing approach to establish EM as a separate identity. As SE is fundamentally operating its functions primarily as not for profit, thus differentiating EM and traditional marketing is significantly essential to define EM as a marketing approach and the applicability of EM in the SE context. Hills et al., (2008, p. 102)

observe that non-traditional marketing like EM often deals with several of the following conditions those presents its characteristics: '(1) the lack of economies of scale; (2) severe resource constraints; (3) a limited geographic market presence; (4) a limited market image; (5) little brand loyalty or market share; (6) little specialized management expertise; (7) decision-making under even more imperfect information conditions than in larger firms; (8) a marked scarcity of time per major management task; (9) a scarcity of professional managers; and (10) a mixture of business and personal goals.' All these characteristics are diverse from traditional marketing, which shows in tables 2.2 and 2.3.

Table 2. 2 Entrepreneurial marketing characteristics

Entrepreneurial marketing is NOT necessary. . . ..Entrepreneurial marketing IS.

Entrepreneurial marketing is NOT necessary	Entrepreneurial marketing IS
Early-stage marketing/entrepreneurship	Marketing with a focus on proactively creating and exploiting markets through innovation and innovative behaviour at any business stage
High-tech marketing, data-mining	Complex use of different marketing techniques
SME/family-owned/private business marketing	Creative (non-traditional) marketing in any firm Small budget marketing or its planning Highly productive in its implementation and driven by the key actors' entrepreneurial orientation
Value creation only	Value co-creation with a focus on continuous increase in customer value
Focus on new product marketing	Focus on innovation and market creation

Source: Whalen et al., (2016, p.3)

2.2.3 Differences between EM and traditional marketing

Since the EM concept has been developed from the interface of the two individual domains of entrepreneurship and marketing (Bjerke and Hultman, 2002), the diverse explanations of both fields make it challenging to justify how EM should be defined and studied (Kraus et al., 2010). As stated by Lam & Harker (2015), "If entrepreneurship is the soul of a business, marketing is the flesh" (Lam & Harker, 2015, p. 341). Although firms increasingly undertake their marketing and entrepreneurial activities across diverse settings, the academy has not provided enough attention to how changes in the institutional environment may significantly modify the processes and outcomes of these undertakings (Webb et al., 2011). Explaining EM strategy to investigating its application in SE, it is essential to define the invention of an entire evolution process of EM and its relationship with traditional marketing.

The perceivable differences between Traditional Marketing and Entrepreneurial Marketing at the Marketing Entrepreneurship interface have been discussed by many researchers (Omura, Calantone, and Schmidt 1994; Collinson and Shaw 2001; Collinson 2002; Morris, Schindehutte, and LaForge 2002, Hills, Hultman, and Miles 2008). In traditional marketing management, business firms operate in a continuous and stable environment and produce goods that satisfy visible customer needs. On the other hand, EM works in an unstable environment where market conditions are neither constant nor are the market's needs as yet evident (Hills et al., 2011). Entrepreneurial Marketing is fundamentally driven by an opportunistic way of thinking and acting. The entrepreneurial dimensions referring to innovation, proactiveness and

innovation generally reflect the differences between traditional and entrepreneurial marketing (Morris, 2003). Entrepreneurial marketing focuses on utilising opportunities to see a business retain profitable consumers through value creation, risk management and innovative approach to resource mobilisation and profit maximisation. This approach utilises entrepreneurial processes, namely innovation, networking and opportunity (Suddaby,2015). In a social enterprise context where maximising profit is not the end goal, EM utilises the same entrepreneurial processes to solve and eradicate a problem or issue in society.

Parvin (2018) argues that entrepreneurship and marketing were considered to be two independent entities in the business world, and this was further evident in the academic disciplines where the role of an entrepreneur and salesperson were seen to have no connection. Thus the two were taught as independent disciplines. Parvin (2018) also pointed out that the traditional marketing approach is efficient but do not support innovation all the time. The conventional approach limited organisations to producing goods necessary to the market, leaving little or no room for innovation. Different Scholars, however, began to gain an interest in merging the two as the pre-supposed knowledge of an entrepreneur was linked with risk-taking and innovativeness, which was found to impact the way business creates, communicates and delivers goods to the consumers.

Another striking difference is the diplomatic and strategic levels used by the two approaches. Traditional marketing relies on a top-down strategic level, whereas EM takes a bottom-up one. Unlike a standard model where a sequence of segmenting, targeting and positioning is followed, EM identifies a market, conducts a trial and error process, and sets itself in the market based on its success and failures (Parvin, 2018).

Additionally, entrepreneurial marketing does not observe only the 4Ps of marketing (price, place, product and promotion). Instead, it is an interactive marketing approach. It is used in which entrepreneurs interact with customers during personal selling and relationship marketing activities, and such interactions are enhanced by word-of-mouth marketing and are essentials for generating referrals (Ionita, 2012). As noted by Rahman et al. (2019), for a social enterprise, this is important as entrepreneurs can look for tactics and messaging that abide by the vital idea of solving a problem by connecting and interacting with the affected population.

Lastly, EM emphasises the need to monitor the marketing environment and further uses data collected using their networks or personal observation to realise the best strategy (Seferiadis et al., 2017). Social enterprises are guided by the need to solve a problem or issue in a community where networking, innovation and opportunity make a difference. Nutrition deficiency, for example, is a problem in Bangladesh, especially among children, which is increasing infant mortality; the Grameen Danone stepped in to create yoghurt with all the needed micronutrients and supply to these children (Parvin 2018). Using some of the mentioned points above, the failures and successes by Grameen Danone will explain the difference between EM and traditional marketing. Stokes (2000) and Morris et al. (2002) mentioned several marketing principles regarding different concepts that reflect significant differences between traditional marketing and entrepreneurial marketing; those are as follows in Table 2.3.

Table 2. 3 Comparison of Traditional Marketing and EM

	Traditional marketing	**EM**
Marketing concept	Customer-oriented: Market-driven, product development follows	Innovation oriented: Idea-driven, intuitive assessment of market needs
Strategic orientation	Customer-orientated (market-driven)	Innovation oriented (idea driven)
Strategy	The marketing mix, four/seven P's; reactive and adaptive approach to the current market situation with incremental innovation	Interactive marketing methods, words of mouth marketing, Proactive approach, leading the customer with dynamic innovation
Methods	The marketing mix, four/seven P's; reactive and adaptive approach to the current market situation with incremental innovation	Interactive marketing methods, word-of-mouth marketing, Proactive approach, leading the customer with dynamic innovation
Market intelligence	Formalised research and intelligence systems	Informal networking and information gathering
Marketer's role	Coordinator of the marketing mix, builder of the brand	Internal and external change agent, creator of the category
Customer's role	An external source of intelligence and Feedback	Active participant in firm's marketing decision process, defining product, price, distribution and communication approaches
Customer needs	Articulated, assumed, expressed by customers through survey research	Unarticulated, discovered, identified through lead users
Orientation	Marketing as objective, dispassionate science	The central role of passion, zeal, persistence and creativity in marketing

Source: Adapted from Morris et al., (2002) and Stokes, D. (2000), "Putting Entrepreneurship into Marketing: The Process of Entrepreneurial Marketing", Journal of Research in Marketing & Entrepreneurship, 2(1), p. 13.

2.2.4 Evolution of EM

It is essential to know the history and advancement of EM to explore its dimensions.

During the last 30 years, new theories of Entrepreneurial marketing have emerged to

address the challenges businesses face. Lots of progress has been made in this field

over the period. Entrepreneurship and Marketing synthesis shed light on a research area: Entrepreneurial Marketing. Primarily, it originated as a market necessity because traditional marketing techniques were incomplete to help businesses involve entrepreneurship with market orientation (Gorica, 2014).

Ionita (2012) presented a summarised description of complete updates about EM evolution in the following chronology. In 1982 EM was discovered at a conference at the University of Illinois, Chicago, sponsored by the two most significant professional and academic associations in these fields: International Council for Small Business and American Marketing Association (Hills et al., 2010). The most important research topics were established during this event, although marketing academics' interest in this area was still limited. Since 1986 American Marketing Association (AMA) validated an annual symposium dedicated to Marketing-Entrepreneurship Interface (MEI) area. Consequently, researchers' interest started to grow, and their organised efforts to form a Marketing and Entrepreneurship Task Force eventually resulting in a Special Interest Group. EM topics expanded in Europe, and in 1995 the first symposium was organised by the Academy of Marketing dedicated to this area (Ionita, 2012).

The author also added some significant progress about EM that, afterwards, in 1999 Journal of Research in Marketing and Entrepreneurship was founded as a dedicated venue for EM researchers. The research on this issue enlarged, and the results are published both in its magazine and special issues of marketing journals (i.e. European Journal of Marketing, Marketing Education Review, Management Decision, Journal of Marketing: Theory and Practice) along with entrepreneurship journals (i.e. Journal of Small Business Management, International Journal of Entrepreneurship and Innovation Management). In 2003 the first symposium on marketing, entrepreneurship

and innovation in Karlsruhe, Germany, was organised with where the theme extended outside the Anglo-American space. Afterwards, researchers from Australia, New Zealand and Asia joined the Special Interest Group (Daniela, 2012).

Following the above manner, in 2005 International Journal of Entrepreneurship and Innovation Management was created at the Marketing-Entrepreneurship Interface (MEI), aimed at linking technology and marketing issues (Daniela IONIŢĂ 2012). Early work in the field conceptualised EM as a less sophisticated and informal approach to marketing due to its relevance to small and medium-sized enterprises (SMEs) and emerging firms (Sullivan-Mort, Weerawardena, & Liesch, 2012). In addition, the term has been used to describe organisations of all sizes that proactively leverage risk-taking innovations to gain competitive advantage (Miles & Darroch, 2006). The relationship of EM with the SME's performance in the business was enhanced in 2006. Particular issues of the Journal of Small Business Management (2008) and the International Journal of Entrepreneurship and Innovation Management (2010) presented EM that entered in the mainstream of the entrepreneurship research. In 2010, at the "Charleston Summit" held in Charleston, USA, it became clear that marketing has emerged as a secondary element of MEI that was dominated by entrepreneurship. Therefore, it is required to take some initiatives to reintegrate it (Ionita, 2012). More academic studies to understand innovation within the EM approach have been done, and the evidence EM in business and its result in ensuring business progression has been reflected in around 2011 and 2012. The development and extensive use of the term EM has led to some confusion regarding its difference from conventional marketing ideology and practice (Miles et al., 2015).

In 2012 EM was recognised for start-ups. The two perspectives of EM have been discussed by Judith and Schmid (Judith & Schmid, 2012). According to them, the first viewpoint analyses EM as a good marketing concept for start-up enterprises. Furthermore, the second one describes EM as a concept with behavioural characteristics of re-activeness, identification and exploitation of opportunities (Judith, 2012, Kraus et al., 2010). Some believed EM as a construct with the features of innovativeness, risk-taking, unplanned, and non-linear marketing actions (Judith & Schmid, 2012, Morris et al., 2002). Recently, EM has been described as a philosophy consisting of eight attributes of proactive innovation, opportunity-driven, innovation goal, eagerness to evolve, leveraging of resources, managing risks, consumer intensity and value-driven (Chaston, 2016).

The glimpse of the origins of EM, the term entrepreneur was coined from its root, the French word, 'entreprendre' (Burns, 2011) by Cantillon in 1755. The word means a person who can be described as an 'undertaker', one who accepts to work in business projects that can involve risks (Sledzik,2013). According to the French economist Jean Baptist in 1803, entrepreneurs cause the shift of economic resources into an area of higher productivity from a place of lower productivity in search of more significant effect (Burns, 2011).

Besides, the term 'marketing' was defined by Stokes (1994) as a vague term that was a management philosophy for advertising, selling, pricing, and market research according to the needs and wants of the customers (Stokes, 1994). Throughout the last few decades, numerous definitions have been created by professionals, academics, and researchers to define the term marketing. However, the understanding of marketing then was "telling and selling". The modern interpretation

of marketing, however, is of matching the needs of consumers by marketers. According to Kotler et al. (2011), it is the process by which companies create value to confirm that capturing value from the customer through the construction of solid customer relationships is what marketing truly is.

Morrish (2015) mentioned that, recently, there had been widespread recognition of the significance of entrepreneurship and innovation to marketing and the importance of marketing in efficient entrepreneurship. Whereas many researchers opined that EM is more appropriate for small and medium enterprises (SMEs), there is also now a increasing interest about the significant role of entrepreneurs in any business endeavour, in various levels of commercial, community and social level. Considering this, it understandable that the state, industry and academics are acknowledging the contribution of EM to elaborate a range of matters. Even though entrepreneurship and marketing are exclusively recognised as substantial in ensuring firm performance (Majovski, 2017). Having said that, limited theory and empirical work have been posted to explore their dynamics. Entrepreneurial marketing is considered the new paradigm of entrepreneurial ventures that operate in a highly dynamic context with limited resources (Majovski, 2017).

Haque et al. (2017) state that the introduction of the digital era significantly impacted the need to deviate from imitative marketing strategies. The use of technologies in business saw entrepreneurial dealings take a different approach to create, communicating and delivering goods to clients. Unlike using marketing strategies to deliver goods to clients, entrepreneurial firms took other marketing competencies, which involved a superior understanding of the market position, trends, and customer needs (Suddaby, 2015). , the exceptional performance of the three thus made

marketing become a means of realising a competitive edge based on differentiated marketing programs that leveraged superior knowledge of technologies, markets, and customers (Suddaby, 2015).

In this vein, Kolongahapitiya (2018) pointed out that the theory of entrepreneurial marketing (EM) was progressively developed by researchers and scholars between the two significant disciplines of marketing and entrepreneurship within the past three decades. Initially, EM evolved as a new marketing paradigm that facilitated SMEs especially to organize their marketing activities to thrive in the market competition. Even though at present, the theory of EM was described as a market winning strategy for all the business units in the marketplace without considering its size or any other characteristic. As mentioned earlier in this chapter, there has been gradual growth over the years in entrepreneurial marketing, and over the past 30 years, much has been done. There is still scope of achieving new milestone in by academician in the field of marketing and entrepreneurship. Hills et al. (2008) mentioned the most significant milestones and their impact on the marketing and entrepreneurship domain those are mentioned in table 2.4

Table 2. 4 Evolution of Entrepreneurial Marketing Milestones and its Impact

Year	Key Authors and Milestone	Impact/evolution of EM
1980-1989		
Conference at University of Illinois, Chicago sponsored by International Council for Small Business and American Marketing Association (1982)		The concept of Entrepreneurial Marketing was brought to light
G.Hills developed the empirical study of marketing and entrepreneurship frontiers (1985)		It initiated following empirical research
The University of Illinois at Chicago organized the first symposium of Marketing/ Entrepreneurship AMA (1986)		Enhanced the researchers to share their ideas and engage in the EM field
Dickinson, P. And Giglierano, J. "Missing the Boat and Sinking the Boat: A Conceptual Model of Entrepreneurial Risk", Journal of Marketing (1986)		Established the First Journal of Marketing article, which focused on Entrepreneurship
Morris and Paul published "The relationship between entrepreneurship and marketing in established firms", published in the Journal of Business Venturing (1987)		The article represented an empirical study that helped to move EM to a higher academic standing.
Establishment of AMA Task Force (1989)		These events generated a credibility for EM
1990-1999		
Special Interest Group for Marketing and Entrepreneurship (1991), first conferences for EM.(1991)		These events generated a credibility for the Entrepreneurial marketing studies
Marketing and Entrepreneurship – Research Ideas and Opportunities (Hills, 1994)		Proposed future research directions and conceptions for MEI
The first textbook, Marketing and Entrepreneurship in SMEs: An Innovative Approach, was published by Carson, Cromie, McGowan, and Hill Publish (1995)		This textbook helped in creating the EM structure courses
First academy of marketing symposium (U.K.) (D. Carson, Andrew McAuley). Slater and Narver's market orientation and the learning organization was published in the Journal of Marketing (1995)		Motivated researchers to look for marketing and entrepreneurship techniques
(J. Day, P. Reynolds also D. Carson, G. Hills) created Journal of Research in Marketing and Entrepreneurship (1999)		JRME presented a complete acceptance of EM research
2000-2009		

M. Miles published special issues on the Entrepreneurship/ marketing interface (2000)	Published in Journal of Marketing Theory and Practice supported scholars on the EM role
Bjerke and Hultman publish Entrepreneurial Marketing: The Growth of Small Firms in the New Economic Era. Morris, Schindehutte, and LaForge publish Entrepreneurial marketing: A construct for integrating an emerging entrepreneurship and marketing perspective. (2002)	These publications helped to define the EM framework for research studies.
First conference on marketing, entrepreneurship and innovation interface in Germania- Karlsruhe (2003)	the EM interest moved beyond the American area.
Entrepreneurial Marketing was published by Buskirk and Lavik (2004)	EM was perceived as mainstream in the US market
International Journal of Technology Marketing was founded (2005)	IJTM stressed the impact of the technological innovations in shaping entrepreneurship's attitudes in markets
Gilmore, A., Carson, D. And Rocks, S. (2006), "Networking in SMEs: Evaluating its contribution to marketing activity" (2006)	Enhanced the connection between EM and the SME's performance in marketing
20th UIC Research Symposium on Marketing and Entrepreneurship held (Chair: G.E. Hills, 2006)	catalyst for fostering high quality intellectual idea and study at MEI mainly theorising variables of EO and MO
Lodish, Morgan, and Archambeau at Wharton Business School published Marketing that Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company, written by Lodish, Morgan, and Archambeau (2007)	This has provided strategies, tools and techniques for global enterprises start-ups.
Special issue of Journal of Small Business Management on the EM (2008)	Re-established the EM importance research field
Read, Dew, Sarasvathy, Song, and Wiltbank published Marketing Under Uncertainty: The Logic of an Effective Approach (2009)	This article presented effectuation as an approach that shaped the vision of the Entrepreneur in the market.
Inaugural Gerald E. Hills Best Paper Award: 'Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency' (2009)	The Gerald E. Hills Award is given yearly basis which is recognised as the 'Global Research Symposium on Marketing and Entrepreneurship' (GRSME) to the author(s) for major impact on MEI study - issued in the past 10 years in any refereed publication which is peer reviewed by a subcommittee of the GRSME Advisory Board.

2010-2020	
International Journal of Entrepreneurship and Innovation Management published on the EM role (2010)	Enriched the EM literature basis
Morrish, et al., (2010), "Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship", Journal of Strategic Marketing	The article highlighted dimensions of EM and fostered the customer-centric relationships
The 'Charleston Summit' (2010) is held in an effort to discover a unifying research pattern for the MEI	various perceptions on MEI were collected and stated in Hansen & Eggers, 2010. Since no study model appeared, this editorial is an effort to meet the unique purpose of the summit
2nd G.E. Hills Paper Award (2010)	'Social Capital, Knowledge Acquisition, and Knowledge Exploitation in Young Technology-Based Firms' (Yli-Renko, Autio and Sapienza, 2001)
Darroch, J. & Miles, M.P. (2011). Implementing innovation: What does it take to create a new market? *Journal of Business Research*	More research studies to exploit innovation within the EM approach
In 2011 - Academy of Marketing Science (AMS) Special Sessions: Entrepreneurial Marketing Entrepreneurship within Marketing Academia (Chaired by Uslay, C.) - Practice of Marketing in Entrepreneurial Firms (Chaired by Evanschitzky, H.) - Entrepreneurial Marketing: Is Entrepreneurship the Way Forward for Marketing? (Chaired by Morrish, S)	MEI research presentation and panel discussions at AMS and consequently 'mainstream' research on marketing related issues
'Academic Roots: The Past and Present of Entrepreneurial Marketing' (Hills, and Hultman) Journal of Small Business & Entrepreneurship (2011)	A display of 20-year EM congregating key perceptions and theories from the leading MEI researchers – determining that EM is concurrently contrary and convergent with existing Marketing and Entrepreneurship theories
Third G.E. Hills Award (2011)	'The Effects of Entrepreneurial Proclivity and Market Orientation on Business Performance' (Matsuno, Mentzer, & Ozsomer, 2002)
Fourth G.E. Hills Award (2012)	'Entrepreneurial marketing: A construct for integrating an emerging entrepreneurship and marketing perspective' (Morris et al., 2002)
Shaw's (2012) empirical evidence of Entrepreneurial Marketing	The basis on the EM evidence in firms and its impact in promoting business growth

Bjerke, B. & Hultman, C.M. (2013). The Role of Marketing Rational and Natural Business Start-ups. In Sethna, Z., Jones, R. & Harrigan, P., *Entrepreneurial Marketing: GlobalPerspectives.*	The latest publications displayed the increasing awareness for the EM globally.
'Entrepreneurial Marketing: Global Perspectives' (Sethna, Z., Jones, R., Harrigan, P.) Emerald Publishing (2013)	An academic article delineating the advancement and recognition of EM around the world, by exploring into the key EM features; the viewpoints and methodologies supported EM to become an recognised school of thought.
Fifth G.E. Hills Award (2013)	'Network Dynamics in the International New Venture' (Coviello, 2006)
Sixth G.E. Hills Award (2014)	'Look Before You Leap: Market Opportunity Identification in Emerging Technology Firms' (Gruber, MacMillan, & Thompson, 2008)
Miles et al., (2014) developing three schools of entrepreneurial marketing thought')	These 'schools of thought' have provided the theoretical heritage of the conceptual framework for understanding the complexity of EM, which differentiate it from its 'parent' disciplines of management, marketing, and entrepreneurship.
AMS (Denver) Special session, Chaired by Salehi-Sangari, E: Opportunities and Challenges at the Marketing Entrepreneurship Interface (2015)	A 'coming of age' session, illustrating the cross disciplinary and international nature of MEI research. Panelists: Salehi -Sangari, E.,Morrish, S., Thongpapanl, N., Miles, M., Mills, A.J. and Pitt, L
Whalen et al., (2015) Whalen and 13 authors publish "Anatomy of competitive advantage: towards a contingency theory of entrepreneurial marketing."	The perception of value co-creation in ambiguity is used to develop a contingency framework to serve as the foundation towards a general theory of EM

Seventh G.E. Hills Award (2015)	'Marketing Under Uncertainty: The Logic of an Effectual Approach' (Read et al., 2009)
Whalen et al. (2016) provided A comprehensive definition of EM	It covered the most significant EM elements and emphasised customers, entrepreneurs, marketers, their partners, and society at large
Eighth G.E. Hills Award (2016)	'Consumption-Driven Market Emergence' (Martin & Schouten, 2014)
Ninth G.E. Hills Award (2017)	'Where is the Opportunity without the Customer? An Integration of Marketing Activities, the Entrepreneurship Process, and Institutional Theory' (Webb, Ireland, Hitt, Kistruck, & Thihanyi, 2011)
Morrish and Jones (2020) and Alqahtani and Uslay (2020) defined EM	Both definitions mostly followed Morris et al., (2002) seven elements framework, and the only exception is adding networking by Alqahtani and Uslay (2020)

Source: Adapted based on Hills G.E, Hultman, C.M, Miles M.P (2008), Kraus et al., 2012; Ionita (2012) and D.J. Hansen, et al (2020)

Above history and evolution shows that EM draws on the work of both marketing and entrepreneurship scholars by focusing on how individuals and management teams accept risk to innovatively and proactively leverage resources to create value in the marketplace (Miles et al., 2015). There is increasing empirical support that marketing and entrepreneurial competence are essential for firm performance (Atuahene-Gima, 1996, 2005; O'Dwyer, Gilmore, & Carson, 2009; Slotegraaf, Moorman, & Inman, 2003). EM is linked to the activities that create new markets by highly scaling international firms, such as those in the information technology sector (see, for example, Coviello & Munro, 1995; Sullivan-Mort et al., 2012). Entrepreneurship and marketing are observed as necessary strategic alignments or business ideology by which an organisation senses and response to internal and external stimulus and opportunities (Day, 1994; Shane & Venkataraman, 2000). Hills and LaForge (1992, p.

33) argue that "the underlying philosophy and orientation of the [marketing] discipline are attuned to market and customer needs, which have direct applicability to entrepreneurship".

2.2.5 Employing EM for SME

Carrying out marketing the way dynamic high growth entrepreneurs in highly competitive environments do it, in both established and new firms, can also be Entrepreneurial Marketing. Alqahtani and Uslay (2018) opined in their article that marketing conducted by the entrepreneurs in SMEs was the primary focus of early literature on EM, and there was also an investigation of how entrepreneurs could utilise EM to overcome challenges brought by uncertainty (Miles et al., 2016; Miles, Gilmore, Harrigan, Lewis, & Sethna, 2015; Tyebjee, Bruno, & McIntyre, 1983; Whalen et al., 2016). The domain of EM considerably expanded as it developed into a research stream in marketing. It extended from SMEs to corporations and incorporated community and societal parts (O'Cass & Morrish, 2016; Uslay & Erdogan, 2014). They also demonstrate that the development of EM in a healthy manner has allowed scholars to advance its conceptualisation (Alqahtani and Uslay, 2018) endeavours to categorise EM research before getting resulted in developing a deeper understanding of it. For instance, table 2.5 shows the categorisation of MEI by different authors

Table 2. 5 Categorisation of MEI by Authors

Hills and Hultman (2006)	Hansen and Eggers (2010)	Miles et al., (2015)

MEI and planning, SME marketing, Growth-oriented EM and MEI theory.	Marketing and entrepreneurship Entrepreneurship in marketing, Marketing in entrepreneurship, and Distinctive concepts in the MEI domain	Entrepreneurship in marketing, Marketing in entrepreneurship SME marketing, and Networks

Source: Alqahtani and Uslay, (2018)

Hills and Hultman (2013) argued that shaping a distinctive EM domain and defining its main characteristics are fundamental challenges that scholars need to meet. Additionally, Sethna, Jones, and Harrigan (2013) mentioned that EM is more than just applying marketing and entrepreneurship in organizations; it also informs these disciplines (Alqahtani and Uslay, 2018).

2.2.6 Evolution of EM research

Interest in EM education has evolved over the past thirty years leading to a large body of research (Gilmore, 2018). There is an increasing trend for government policy to advocate for entrepreneurship; policymakers frequently consider the possibility of EM education and training as an efficient mechanism for increasing entrepreneurial activity (O'Connor, 2013). EM offers capabilities that help founders, owner-managers, and executives leverage networks and creates marketing advantage (Bjerke &Hultman, 2002; Miles et al., 2017). Previous studies shed lights on the issues pertaining to the intermingling between traditionall marketing theories and those advocated by business initiator. Much of this research was conducted in the USA and focused on two distinct disciplines merging in areas of common interest (Hills, 1987, Omura et al., 1993). As

this area of research has expanded, researchers have extended their work into the theoretical development and the practical applications and implications for entrepreneurial marketing in the workplace and the educational environment (Carson and Cromie, 1989; O'Brien and Clark,1997).

The early 1990's revealed the establishment of both United States and European groups of academics working in the interface between entrepreneurship and marketing. This interface between the two disciplines has now developed into a critical focus of mainstream marketing research. These developments have seen the range and nature of research studies expand, with areas such as creativity, networking, strategy, and educational issues now included. Research studies in the early 21st century focus on the critical issues associated with applying entrepreneurial marketing techniques in the industry whilst also investigating educational practices which will enable students to be scaled in an entrepreneurial marketing firm (Collinson and Queen,1999; Robson,1996). Gorica (2014) expressed that Entrepreneurial Marketing's future role would be more important in transforming competitors' threats into promising profitable opportunities. Therefore, entrepreneurial marketing is displayed as a clear vision for better efficient marketing that will add value to the business and enhance innovations. Besides, empirical studies of entrepreneurial marketing have tended to collect data from small, entrepreneurial organisations whose primary business objective is profit generation. However, fewer studies have sought to understand entrepreneurial marketing within a not-for-profit or social context where profit generation is not the primary objective (Shaw, 2004). Moreover, analysing different EM frameworks developed based on the vital EM elements revealed that existing EM frameworks have mostly emphasised profitable business sectors rather than the social business sector. The following section presents some significant EM

frameworks and key EM dimensions to explore its engagement with the social business context.

2.2.7 Existing EM frameworks

Scholars and researchers have developed several entrepreneurial marketing models and frameworks over the last three decades, from academic theory and practice-based theoretical perspectives (Jones and Rowley 2009; Maritz and Prebble 2005; Morris et al., 2002; Stokes 2000; Bjerke and Hultman 2002). The initial EM framework proposed by Morris et al. (2002) comprises seven EM elements: proactiveness, risk-taking, opportunity focus, innovativeness, resource leveraging, customer intensity, and value creation. On their part, Morris et al. (2002) considered EM activities as "unplanned, non-linear, and visionary marketing actions of the entrepreneur" (Morris et al., 2002, p. 4). The framework by Morris et al. (2002) delineated the linkages between EM and its drivers. Ans, on his part, Stokes (2000) introduced an EM model that incorporated innovation as the starting point followed by target market, interactive marketing activities and networking. The author referred to this model as the 4I's (Innovation, Identification, Interactive and Information). Another model advanced by Maritz and Prebble (2005) conceptualised EM planning activity based on several frameworks and entrepreneurship and related disciplines. Besides, Bjerke and Hultman (2002) proposed seven themes of excellent EM. These themes comprise process, resources, implementation, management, customer expectation, complex marketing strategy, and balancing transactional and relationship marketing. However, after Morris et al. (2002), another comprehensive EMICO was proposed by Jones and

Rowley (2009). The EMICO framework was developed within research that explored EM application in small technology companies and SMEs. The framework was constructed using EM theory and informed a range of established orientation scales drawn from broader literature (Jones and Rowley, 2009). The EMICO' framework comprises fifteen (15) dimensions, two of which were drawn from the list of characteristics identified by Hills and Hultamn (2006). In addition, EM literature primarily informs thirteen dimensions, except for "research and development" and "speed to market," drawn from the EO literature. However, the most significant EM frameworks are illustrated below to understand key EM dimensions necessary for the firms, especially SME category SEs to enhance their marketing efforts for business and sustainability. Based on the EM literature, key EM frameworks and dimensions are as follows:

2.2.7.1 Morris et al.'s (2002) seven EM elements

A conceptual framework of seven EM elements is proposed to provide a valuable basis for further studies in the EM field (Morris et al., 2002). Since EM focuses on studying the interface between entrepreneurship and marketing, Morris et al., (2002) identify the seven elements of EM: proactiveness, calculated risk-taking, innovativeness, opportunity focus, resource leveraging, customer intensity, and value creation based on established scales from two domains EO and MO.

Figure 2. 1 Seven elements EM framework by Morris et al., (2002)
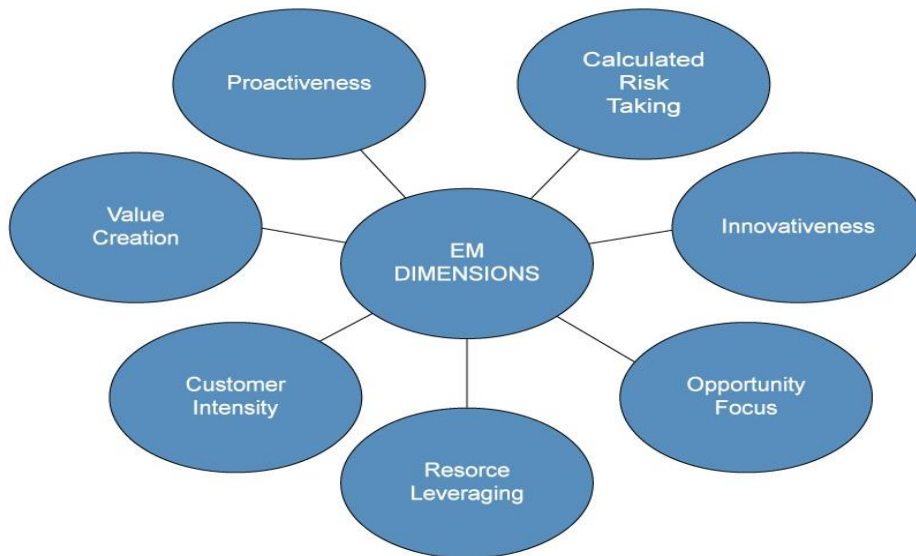
Source: Dushi, Dana and Ramadani (2019)

In this framework, explicitly, the four elements, proactiveness, risk-taking, innovativeness and opportunity focus, stem from the EO literature (Covin and Slevin, 1994; Miller and Friesen, 1983; Morris and Sexton, 1996; Zahra and Garvis, 2000). Moreover, the two elements of customer intensity and value creation have arisen from the MO literature (Han et al., 1998; Jaworski and Kohli, 1993; Slater and Narver, 1995). Besides, Morris and his colleges add 'resource leveraging', which emerges from the concept of 'guerrilla marketing' (Levinson, 1993) to their framework. The underlying characteristics of guerrilla marketing include: "low cost, effective communications, cooperative efforts and networking, leveraging resources" (Morris et al., 2002, p.3). Noticeably, there is no reference to established scales for resource leveraging while the other six elements are explicitly developed from EO and MO scales (Schmid, 2012). Becherer et al. (2008) indicate that the adoption of the EM element is varied depending on the experience or motivation of the entrepreneurs in which four of the EM elements (customer intensity, opportunity focus, proactiveness, and resource leveraging) vary depending on the owners' motivation. This framework resulted from

several years of exploring various possible dimensions and variables related to the concept (Hasan, 2020).

Table 2. 6 Studies Informing Morris et al. (2002) Seven EM Elements

Authors	Constructs/ Characteristics	Morris et al.'s (2002) adaptation
Miller and Friesen (1983)	The entrepreneurial model consists of hostile environment, innovation, high risk	Inform four EM elements: (1) proactiveness (2) calculated risk-taking (3) innovativeness (4) opportunity focus
Covin and Slevin (1994)	Firms whose strategic posture (proactive, innovative, risk-taking activities) scores higher are classified as entrepreneurial firms	
Morris and Sexton (1996)	EO constructs are based on Miller and Friesen (1983)	
Zahra and Garvis (2000)	A modified version of Miller's (1983) EO. EO consist of: using 'tried and proper procedure, systems and methods; challenging major competitors; taking bold, wide-ranging strategic actions; emphasising the pursuit of long-term goals and strategies; usually introducing new products to the market first; rewarding taking risks	
Levinson (1993)	Low-cost, effective communication, cooperative efforts and networking, leveraging resources, using energy and imagination	Inform EM element: (5) resource Leveraging
Jaworski and Kohli (1993)	MO consists of intelligence generation, intelligence dissemination, and responsiveness	nform EM elements: (6) customer intensity (7) value creation Slater and
Slater and Narver (1995)	MO should "encompass all sources of relevant knowledge and ideas about customers and customer value-creating capabilities" (Slater and Narver, 1995, p.68)	
Han et al. (1998)	MO scales based on Naver and Slater (1990)	

Source: Adopted from Luong (2017)

Among all other EM frameworks, the development of Morris et al.'s (2002) seven elements has been the most prominent framework within EM research (see, for example, Al-Manasra et al., 2013; Becherer et al., 2012; Fiore et al., 2013; Hacioglu et al., 2012; Hamali et al., 2016; Kurgun et al., 2011; Miles and Darroch, 2006; Morrish and Deacon, 2011; Rezvani and Khazaei, 2013; Schmid, 2012, Kuratko, Morris, & Schindehutte 2015, Dushi, Dana, & Ramadani, 2019). However, Morris et al. (2002) proposed that key EM dimensions have been mainly used to define firm execution with different consequences. Even though some of them found insignificant in some studies, and there is an adequate indication to suggest that all the elements are relevant in attaining good SME performance in a commercial business context (Becherer, Helms, & McDonald, 2012; Zubin, Jones, & Harrington, 2013, Sadiku-Dushi, Dana, & Ramadani, 2019). Therefore, it is significant to re-evaluate these extents and their impact on another business context such as social enterprises. SEs have integrated the seven EM Elements framework overtime to meet their goals and objectives, either in the long run or short. SEs engage in research and development to achieve significant innovations and take considerable risks in implementing these innovations (Kolabi et al., 2011). To recognise these innovations, SEs must identify opportunities and leverage them accordingly as imperative entrepreneurial orientation factors. Although multiple SEs have integrated the seven EM elements framework as an effective strategy formulation and decision-making approach, some gaps need to be settled through an advanced, more integrated model. The framework fails to recognise crucial entrepreneurship aspects such as SEs, nor create value for the customer and create a significant impact for the society that needs to be incorporated. Besides, the theory excludes network and networking as a crucial EM element required for SEs to solve various social problems through collective effort. Therefore,

the rationale of this study is to consider some other potential dimensions of EM that could influence SE for its business growth and sustainability.

2.2.7.2 EMICO Framework

After a pretty long time, another robust EM framework evolved in literature by Jones and Rowley (2009) named EMICO provided a key focus on SMEs. According to Jones and Rowley (2009), EMICO is developed to provide an appropriate framework for the further insightful understanding of marketing in small firms because prior EM studies have failed to acknowledge specific marketing activities within entrepreneurial SMEs. EMICO reveals fifteen prominent EM elements exhibited in the context of SMEs enlightened by four marketing orientations: entrepreneurial orientation (EO), market orientation (MO), innovation orientation (IO), and customer orientation (CO) and all together, Jones and Rowley named it EMICO. Figure 2.2 shows the elements under that four orientations.

Figure 2. 2 EMICO framework by Jones and Rowley (2009)
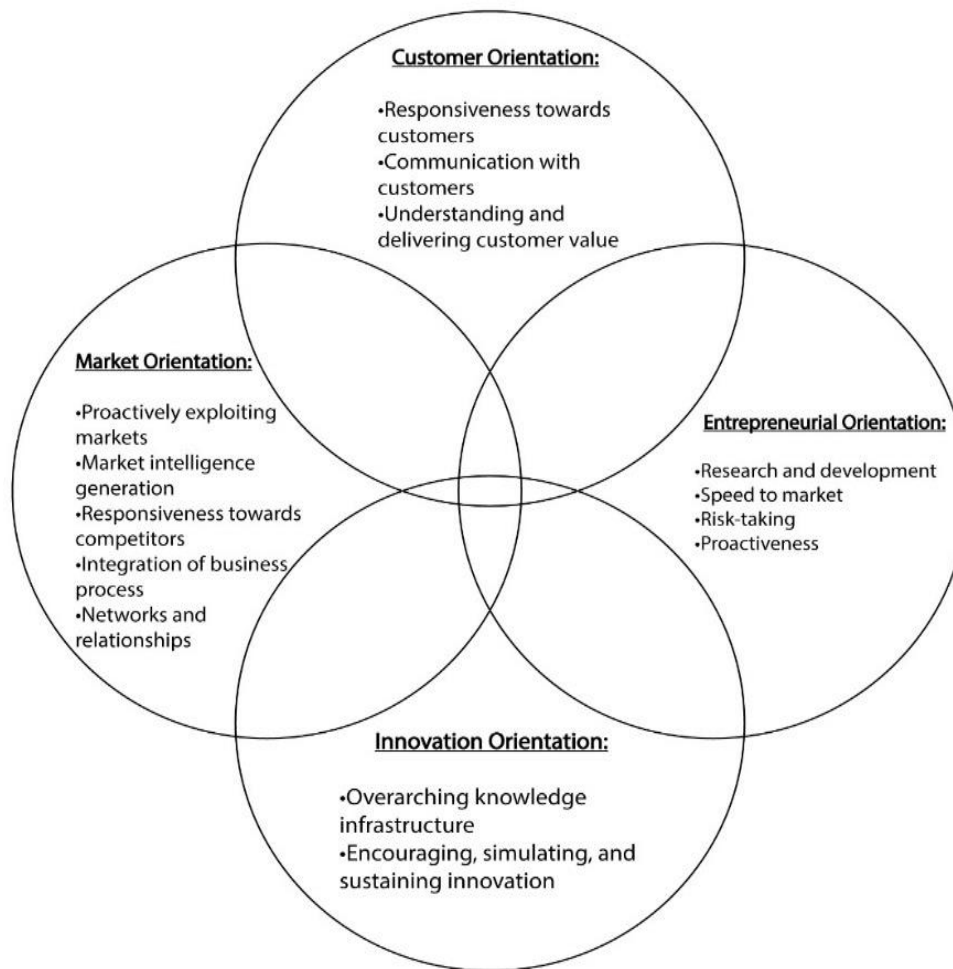
Source: Adapted from Jones and Rowley (2009), Hasan (2020)

This framework also considered the framework by Morris et al. (2002) as its base by incorporating key EM dimensions. Accordingly, the framework includes some aspects suggested by Morris et al. (2002), some of the EM characteristics identified by Hills and Hultman (2005), and scales from the innovation orientation and customer/sales orientation literature.

Table 2. 7 Studies Informing the EMICO Framework

Authors	Constructs	Jones and Rowley's (2009) adaptation
Knight (1997)	Based on EO in Khandwalla's (1977) 'ENTRESCALE'	Inform EO aspect of EMICO: (1) Research and development (2) Speed to market
Matsuno et al. (2002)	EO scales are adapted from Covin and Slevin (1989), Morris and Paul (1987), Naman and Slevin (1993)	Inform EO in EMICO framework: (3) Risk-taking (4) Proactiveness
Saginaw et al. (2006)	IO is conceptualised from a firm behaviour perspective	Inform IO aspect of EMICO: (5) Overarching knowledge infrastructure (6) Encouraging, stimulating and sustaining innovation
Saxe and Weitz (1982)	Based on the concept of CO and salespeople	Inform CO aspect of EMICO: (7) Understanding and delivering customer value
Deshpande et al. (1993)	View CO and MO as being Interchangeable	
Saura et al. (2005)	CO is based on Deshpande and Farley's (1990) MORTN scale	
Narver and Slater (1990)	MO is comprised of CO, competitor orientation, and inter-functional coordination	Inform CO aspect of EMICO framework: (8) Communication with customers Inform MO aspect of EMICO: (9) Integration of business process
Kohli et al. (1993)	MO consists of intelligence generation, intelligence dissemination, responsiveness and integration	Inform CO aspect of EMICO: (10) Responsiveness toward customers Inform MO aspect of EMICO: (11) Market intelligence generation (12) Responsiveness towards competitors
Carson et al. (1995); Morris et al. (2002)	Research networks in SMEs, firm learning orientation, resource leveraging	Inform MO aspect of EMICO: (13) Networks and relationships
Hills and Hultman (2005)	Identify 23 characteristics of EM	Inform MO aspect of EMICO: (14) Proactively exploiting markets Inform CO aspect of EMICO: (15) Sales and promotion

Source: Adopted from Luong (2017)

This one also relied on the commercial business sector and did not concern social business sectors such as SEs. However, the EMICO framework and Morris et al.'s (2002) seven elements reveal some common aspects of EM. Specifically, both frameworks are derived from the EO and MO scales literature (Covin and Slevin, 1989, 1994; Jaworksi and Kohli, 1993; Kohli e al., 1993; Narver and Slater, 1990; Slater and Narver, 1995). In this perspective, EMICO could be the perfect framework for SEs but, some gaps remain for applying this model in the SE context. The elements incorporated in this framework are essential to understanding marketing from an EM perspective and, hence, promote effective decision-making concerning entrepreneurial and marketing orientations of the EM framework. Some EM characteristics portrayed in this framework include innovation orientation and customer or sales orientation focused on for-profit business only.

2.2.7.3 EM framework for creating opportunity with Competitive Angles

The framework for recognising opportunities and marketing strategy development is evolving from the marketing literature that is relevant observations, and field interviews identify the best marketing practices of entrepreneurs who are successful and pitfalls of failures in start-ups. This research initiates identifying and categorising different tactics, approaches, techniques, and methods that could help entrepreneurs recognise market opportunities. The framework then suggests acquiring necessary competitive tools, including profit optimisation, leveraging relationships, accelerating processes, multiplying the effect, and creating opportunities (Stokes, 2000). This

framework basic premise is that information on marketplaces has value to entrepreneurs in competitive markets.

Figure 2. 3 EM framework for creating opportunity with Competitive Angles
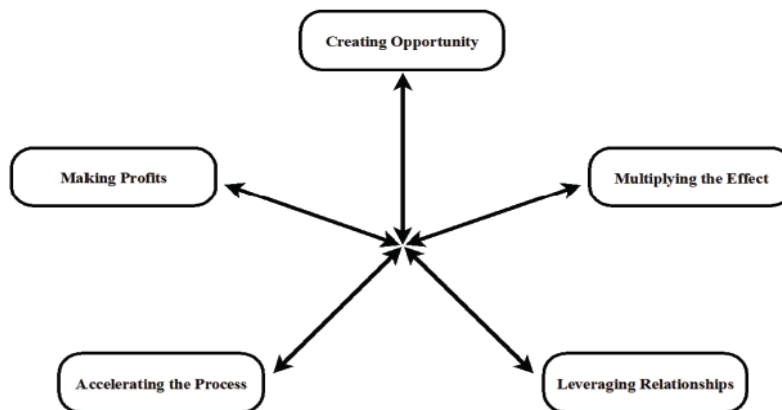
Source: Adopted from Swenson et al., (2012)

Creating opportunity entails the identification of significant market gap, and using resources to create opportunities, multiplying the effect involves the optimisation of the value that ought to be derived from enterprise activities, accelerating the processes consists of the allocation of critical resources and making profits consists in ensuring the maintenance of significant profit margins. In contrast, leveraging relationships entails developing substantial networks and relationships with key stakeholders (Swenson et al., 2012). The framework has also been used by many SEs, as it includes crucial success elements. However, the framework can be identified to possess substantial gaps, as it lacks various vital features that promote the achievement of more entrepreneurial firms, such as innovations and risk-taking, which are significant traits of modern enterprises.

2.2.7.4 EM contingency framework

Whalen et al. (2015) have provided an entrepreneurial marketing contingency framework which is comprising of Opportunity recognition, Operant resources (Knowledge, skills), Entrepreneurial organisation, Operand resources (Factor of production), Environmental turbulence (market, competitive, technological), Entrepreneurial Marketing, Temporary competitive advantage. A contingency theory (Van de Ven & Drazin, 1984) of entrepreneurial marketing is needed to explain the benefits of participating in these innovative, proactive, and risk-taking opportunity development activities. The author presented propositions that span from investigations of environmental turbulence to temporary competitive advantage, which involve innovative behaviour and creative marketing, driven by key actors' entrepreneurial orientation, market creation, and value co-creation, focusing on the continuous increase in customer value.

Figure 2. 4 EM contingency framework
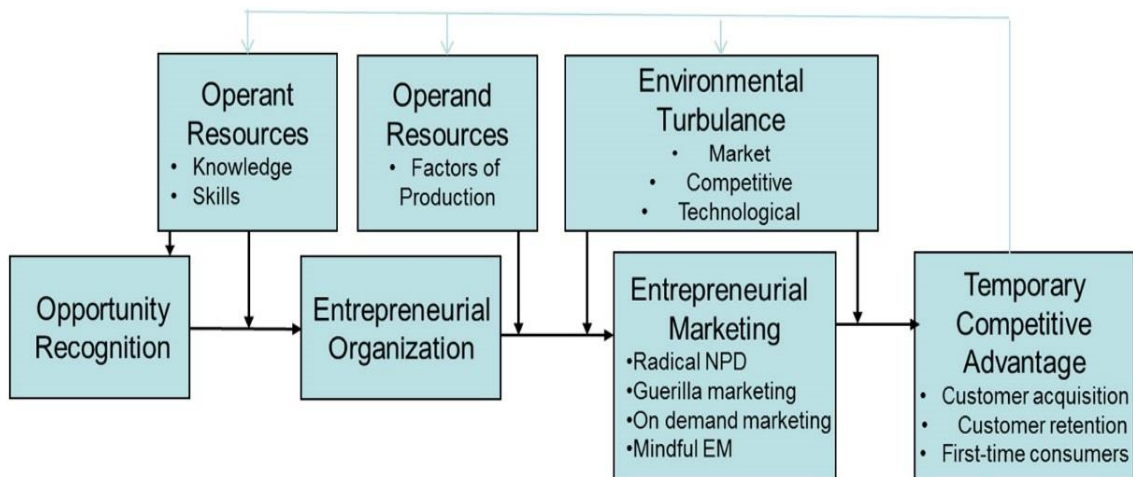
Source: Whalen et al., (2016), p. 7

The framework also considers knowledge and skills to be essential resources for enterprises. These resources promote creativity and hence the realisation of new

ideas, which are implemented as innovations. Factors of production as a crucial resource include capital, land, labour, and entrepreneurship, which are essential to ensuring that ideas are effectively converted into products and services. Opportunity recognition involves performing a critical market analysis to identify gaps that correspond to social needs, which are considered vital opportunities by SEs. The framework also has a considerable gap as it fails to integrate networks and networking, social value creation, and proactiveness, which are crucial entrepreneurial marketing elements that ought to be embraced by SE.

2.2.7.5 EM framework for SME (Mario et al., 2014)

Another EM framework has been proposed by Mário et al. (2014), which comprises the critical EM dimensions and variables relevant to SMEs. The framework proposed was consolidative and holistic in detecting components that allow SMEs to adopt different levels of EM dimensions. In addition, it shows the influence that the entrepreneur and the owner-manager need to be experts in marketing, communication and networking.

Figure 2. 5 EM framework for SME by Mario et al., 2014)
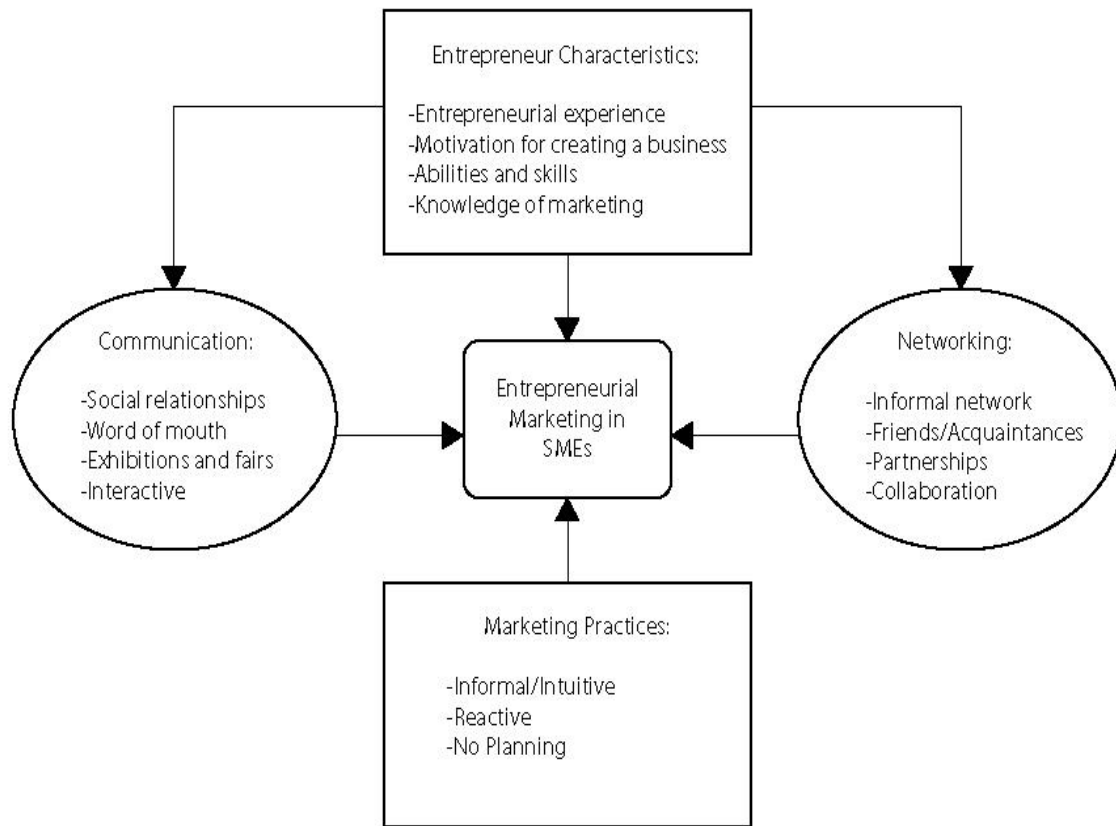
Source: Adopted from Hasan (2020)

Thus, the model shows the role that the founder/manager needs to involve in designing EM activities. The essential elements are marketing knowledge, experience, company motivation, and the entrepreneur's aptitudes and competencies. However, this concept's limitation is that this framework was specific to only two case studies, insufficient to make clear EM statements.

2.2.7.6 Summary

Firms adopt other EM elements based on their functions and practices based on the mentioned EM framework and dimensions from different empirical studies. Despite significant research on EM across firms, industries, and countries, there is some common understanding and some lack of consensus regarding the number of elements incorporating the EM framework. For example, Mort et al., (2012) distinguish four EM elements that born-global firms adopt to attain enhanced accomplishment: opportunity creation, customer intimacy based innovative products, adaptive resource enhancement, and legitimacy. Again, Kilenthong et al., (2015) recognise six EM elements: growth orientation, opportunity orientation, total customer focus, value creation through networks, informal market analysis, and closeness to the market. However, it is essential to note that the EM elements identified by Mort et al. (2012) or Kilenthong et al. (2015) reveal widespread commonality with EM elements identified in Morris et al., (2002) and EMICO's fifteen elements.

2.3 Gaps in the EM Research in SE context

Despite some scholarly articles, research or study conducted in the EM field, considerable gaps still exist. One of the most significant gaps in the existing literature on EM is the lack of a standard EM definition (Hills & Hultman, 2011). This leads to misconceptions regarding its strategy development and application in different sectors, especially in the non-profit or Social Enterprise. However, this absence of consistency has not stopped academics from making significant advances in the research (Ramos, 2016). Ramos (2016) mentions that, while sufficient research has

been conducted on the history and defining characteristics, the literature lacks practical implementation strategies for firms wishing to apply these practices. However, some authors mentioned that "knowledge about entrepreneurial marketing is just in its infancy" (Bjerke and Hultman, 2002, p. 209). Moreover, aside from a few papers (Fillis, 2000; Stokes, 2002), contributions to the current understanding of entrepreneurial marketing have been made by research exploring profit-orientated large and small firms. When the social or third sector is growing, it is relevant to consider entrepreneurial marketing within this developing context (Shaw, 2004). However, the evolution of this construct is still under researched. There are various definitions, specific principles in this area are missing, practical tools are still inadequately developed, and a unifying theory is yet to be formulated (Ionita, 2012).

Hills and Hultman (2011) stated that establishing the unique characteristics of EM and creating the foundations for a solid theoretical base to build a more complete and comprehensive academic structure are fundamental challenges for future EM research. They also mentioned that future researchers' challenge is to improve the theoretical synthesis of practical efforts and previous thinking. There are still various ways to have new findings at the Marketing and Entrepreneurship Interface (Hills and Hultman, 2011). Even though the remarkable attention EM has received and despite the conceptual and empirical progress that so many excellent studies have made, there is still much debate about the drivers and consequences of EM and even its length (Morris et al., 2002; Jones & Rowley, 2011; Franco et al., 2014). However, because an inherent problem of resource shortage exists in social enterprises (Wei-Skillern et al., 2007), they need to apply unique methods to help them with their marketing strategies and tactics. Santos (2012) pointed out that, despite the growing interest of academia in social entrepreneurship, there is currently no accepted theory

that can connect the phenomena, describe its specific field of action, and guide research, practice, curricular development and public policy. Therefore, the following discussions have been presented on the definition and nature of SE to understand its EM application and why EM is necessary for SE to perceive which EM framework would be applicable for SE.

2.4 Defining Social Enterprise (SE)

As mentioned earlier, social enterprises are schemes that emphasis on social value creation at community level in a manner that is self-suitable (Austin, Stevenson, & Wei-Skillern, 2006; Hockerts, 2010; Mair & Martí, 2006; Santos, 2012; Zahra, Gedajlovic, Neubaum, & Shulman, 2009). Their proposal is to bring solution to a problem that are beyond the focus of corporation or the state (Defourny, 2001). Earnings generation has been identified as one of the critical factors for the success of a social enterprise (Bloom & Smith, 2010). Research has also concentrated on defining the 'social enterprise' (Prabhu, 1999; Leadbeater, 1997; Social Enterprise London, 2001a, b). However, the diversity of activities and organisations which the social economy comprises is such that researchers have been unable to agree on a single definition (Shaw, 2004).

Over the last three decades, Social entrepreneurship has become a global association (Bornstein, 2004; Zahra, Rawhouser, Bhave, Neubaum, & Hayton, 2009). Early movers in the social entrepreneurship movement in Bangladesh include Mohammed Yunus's Grameen Bank (1976) and Fazle H. Abed's BRAC. Moreover, in other parts of the world, Bill Drayton's Ashoka: Innovators for the Public organization (1980) in the

United States, and Michael Young's eponymously named The Young Foundation (2005), in the United Kingdom (Natasha, 2010) and many other. In an article, Shaw (2004) mentioned that social enterprises are not new while currently receiving a higher media profile. Instead, "social entrepreneurship" is a new label, which is arguably an appropriate way of describing the work of the community, voluntary and public organisations, and private firms working for social rather than only profit objectives. In the UK, social entrepreneurship has its origins in the nineteenth century when philanthropic business owners and industrialists, including Sir Titus Salt of Saltaire and Robert Owen, demonstrated a concern for the welfare of employees by improving their working, education and cultural lives (Shaw,2004). Since this time, social entrepreneurship has been associated with community enterprise and development, education, churches, charities, the not-for-profit sector and voluntary organisations (Shaw, 2004)

There might be some confusion regarding the terminology of Social Enterprise with social business and social entrepreneurship. However, the terms social enterprise, social business, and social entrepreneurship function with a common purpose and method and practising the same ends of providing benefit to the society, but there are important distinctions among them (Thompson, 2008; Luke & Chu, 2013). Social business and social enterprises are often employed interchangeably, but there is little difference (Yunus, 2010; Thompson, 2008). The primary objective for both social business and social enterprise is to combine commercial and social goals. The social enterprise reinvests the profit in the community or company, but in social business, the investment would increase social impact (Sea, 2016). The Sociology of Social Movements by Joseph Banks in 1972 first declared the term 'social entrepreneur', where the author applied the word to portray the need to utilise organizational

capabilities to address social issues and address business challenges (Banks, 1972).

Some other researchers view social entrepreneurship as a social enterprise (Nicholls, 2006). Table 2.7 demonstrates some key definitions and school of thought of SE that helps understand its mission, nature and functions.

Table 2. 8 SE Definitions and school of thought

School of thought	Definitions	Author/s
Earned income	A business with primarily social objectives, whose surpluses are principally reinvested in the industry or the community, rather than being driven by the need to maximise profit for shareholders	(DTI, 2002)
	A business that trades for a social purpose	(Lyon & Sepulveda, 2009)
	A profit-oriented business operating in public welfare fields	(Kanter & Purrington, 1998)
	A social enterprise is a business endeavour that brings people and communities together for socio-economic development, and it is considered a business rather than a charity because the social enterprise is anticipated to produce a surplus, and that additional is to be used for the assistance of the community	(Martin and Thompson, 2010)
Social innovation and value creation	Social sector organisations play the role of change agent by adopting a mission to create and sustain social value, recognise and relentlessly pursue new opportunities to serve that mission. They engage in the process of continuous innovation, adaptation and learning, act boldly without being limited by resources, and exhibit a heightened sense of accountability to the constituencies served and for the outcomes created.	(Dees. 1998)
	A process of creating value by combining resources in new ways….intended primarily to explore and exploit opportunities to create social value by stimulating social change or meeting social needs	(Mair & Marti)
	An organization constantly looking for new ways to serve constituencies and add value to existing services	(Brinkerhoff, 2001)
	A significant change agent, one whose core values centre on identifying, addressing and solving societal problems	(Drayton, 2002)

Ownership structure /governance	Autonomous organisations are governed and owned by participating stakeholder groups and trustees	(DTI, 2004)
	Democratically controlled organisations blending social and economic goals	(Defourny & Nyssens, 2006)
Mission-driven	A mission-driven business approach	(Defourny & Nyssens, 2010)
	A desire for social justice drives social entrepreneurs. They seek a direct link between their actions and improved quality of life for the people they work with and those they seek to serve. They aim to produce solutions that are sustainable financially, organisationally, socially and environmentally.	(Thake & Zadek. 1997)
	The art of simultaneously pursuing both a financial and social return on investment (the 'double bottom line')	(Fuqua-School, 2005)
	Social enterprise refers to a non-loss and a non-dividend company created to deal with society's problems. Social enterprise is financially self-sustainable as the profits realized by the businesses are reinvested in the industry to create more value for the society	(Yunus, 2010)

Source: Adapted from Faruq, 2016

According to Timmons and Spinelli (2009), social entrepreneurs aim to address social and environmental problems by seeking creative and valuable solutions regardless of profit orientation. They are passionate about their social causes and are innovative focused on repetitively carry creative perceptions on existing social issues and generate new concepts (Burt, 2015). Zainualdin et al. (2019) illustrated that various scholars and practitioners have debated which individuals or organisations can be considered social entrepreneurs. Thus far, there has been no firm consensus on the definition of social entrepreneurship, as so many different fields, disciplines and organisation types are associated with social entrepreneurship, ranging from for-profit businesses to hybrid models combining charitable work with business activities to non-profit charities, voluntary sector organisations and non-governmental organisations (Zainualdin et al.2019)

The critical variance between charity organisations and social enterprises is that while charity aims for immediate relief and income redistribution, philanthropy aims to reconstitute wealth and opportunity creation. Moreover, charities mostly rely on donations and are thus not always sustainable in the long term. Philanthropy, on the other hand, relies on foundations and can be said to be self-sustaining. Social entrepreneurship lies in the existence of a viable business model. Social entrepreneurship creates social value by acting as a change agent and providing social innovation by relying on a sustainable business model (Acs et al., 2013).

2.4.1 Social entrepreneurship typology

More recently, scholars have begun to divide social enterprises into categories in order to provide more clarity on the different types of organisations facing a diverse range of challenges (Santos et al., 2015, Besharov and Smith, 2014, Ebrahim et al., 2014, Smith et al., 2013). Smith et al. (2013) suggest four different types of social enterprises, as summarised in Table 2.8, that shows different types of SEs based on their aims and approach.

Table 2. 9 Types of SE

Social enterprise type	Aims and approach
Training and employment social enterprises	Social improvement through skills development, training and employment
Human and environmental welfare	Improvement through products, processes and services, such as energy efficiency
Fair Trade	Shifting power and resources to improve market conditions for producers in developing countries
Providing goods and services	Providing goods and services to previously excluded customers such as micro-finance organisations and 'bottom of the pyramid' (BOP) organisations delivering affordable products and services to people living on the lowest incomes

Source: Adapted from Smith et al., (2013)

Still, some researchers have also concentrated on defining the 'social enterprise' (Prabhu, 1999; Leadbeater, 1997; Social Enterprise London,2001a, b). However, the diversity of activities and organisations which the socio-economy comprises is such that researchers have been unable to agree on a single definition. Instead, some characteristics that have been identified in some literature are familiar to social enterprises (Shaw, 2004). It is widely agreed in the literature that social enterprises are innovative organisations established to address social needs and or problems; the social mission is central and explicit, and assets and wealth are used to create community benefit (Austin et al., 2006; Babos, Clarence, & Noya, 2007; G. Dees, 1998a, 2001; J. G. Dees & Anderson, 2003; Douglas, 2008; Haugh, 2007; OECD, n.d.;

Thompson and Doherty, 2006; Shaw and Carter, 2007; Sullivan-Mort, Weerawardena, & Carnegie, 2003)

However, a social enterprise fundamentally is a business endeavour that brings people and communities together for socio-economic development, and it is considered a business rather than a charity because the social enterprise is anticipated to produce a surplus. That additional is to be used for the community's assistance (Martin et al., 2010). The fundamental difference between charity and social entrepreneurship is that charities exist to redistribute income from the haves to the have-nots. The charity aims to alleviate immediate suffering rather than significant social change, and charity is primarily financed through donation (Acs, Z.J. et al., 2010). On the other hand, funded through a business model, the role of social entrepreneurship is to be a change agent through innovation and mutually beneficial exchange and improve the social condition (Acs, Z.J. et al., 2010). Santos (2012) reports that, although social entrepreneurs usually start with small, local efforts, they often target problems that have a local expression but global relevance, such as access to water, promoting small-business creation, or waste management. The innovative solutions social entrepreneurs validate in their local context often get replicated in other geographies and spin new global industries (Zahra et al., 2008). An example is the growth of the microfinance industry throughout the world (Seelos et al., 2005). Social entrepreneurship thus has profound implications in the economic system: creating new sectors, validating new business models, and allocating resources to neglected societal problems (Santos, 2012).

As discussed above, the social entrepreneur thus works as a driving force with a mission in business in terms of identifying the social values, identifying new opportunities, working on continuous innovations, learning and alteration (Therese, 2010). Collectively with institutions, networks, and communities, social entrepreneurs convey the proficient, sustainable, detectable resolution that has a measurable impact (Faruk, 2010). A social entrepreneur can follow the examples of (i) Muhammad Yunus' Grameen Bank, which spearheaded microfinance globally (ii) Carlo Petrini's "slow food movement", which has a membership of 100,000 people in 132 countries dedicated to circulating cultural norms and preserving biodiversity (iii) Wendy Kopp's Teach for America which transforms educational opportunities for low-income groups whilst recruiting top university students to work in America's worst-performing public schools (Faruk, 2010). In the context of Bangladesh, the term 'social enterprise', commonly used as 'Social business', is very significant in the developing world and a country like Bangladesh where people are still reluctant in socio-economic aspects. It refers to a non-loss and non-dividend company created to deal with society's problems (Yunus, 2010). Social enterprise is financially self-sustainable as the profits realized by the businesses are reinvested in the industry to create more value for the society (Yunus, 2010). However, like any other business, this social business has also needed to be emphasised its entrepreneurial marketing strategy to succeed. Nevertheless, during the last three decades of its development in the EM field, there is not enough research observed that focuses mainly on SE. Consequently, it is essential to explore that particular research gap in this area.

2.4.2 Necessity of EM for social enterprise

Entrepreneurial marketing utilises conventional marketing practices to help firms gain a position in crowded or competitive market spaces. Accordingly, it is necessary to perceive the importance or the beneficial impact of the application of entrepreneurial marketing on social enterprises. Firstly, entrepreneurial marketing has the potential to make social enterprises more successful as it can balance meeting a social need while ensuring it is economically viable. Loosemore and Higgon (2015) suggested that social enterprises face many challenges as they are expected to fulfil social obligations and strive to scale their impact beyond the immediate local level. However, there is no consensus in the literature on whether entrepreneurial marketing activities are effectively practised in SE or not. Moreover, research into this area is limited, which suggests further interrogation to understand the role of entrepreneurial marketing within the social enterprises' sector.

Rechard et al. (2012) pointed out that what has become increasingly apparent to researchers is that conventional marketing practices are not always available or appropriate for entrepreneurial firms. The very fact of its newness means a growing business venture is more likely to face uncertain market conditions and limited resources for marketing. When pursuing new opportunities with limited resources, the entrepreneur must use innovative approaches in the face of such constraints (Rechard et al., 2012). As social entrepreneurship is a contemporary phenomenon of the socio-economic development of a country, accordingly it refers to the creation of solutions to social problems through creating innovative ideas, increasing social value, and consistently pursuing new opportunities for the benefits of the society rather than

personal wealth creation. In contrast, the main motives of social entrepreneurship are social welfare and value creation through the display of innovativeness, leadership, and risk management of the business (Faruk et al., 2016). The author also illustrated that social entrepreneurs are drivers of change, and together with institutions, networks, and communities, social entrepreneurs create efficient, sustainable, transparent, and have a measurable impact (Faruk et al., 2016). In addition, although organizations increasingly perform their marketing and entrepreneurial activities in diverse settings, the academic world has provided less attention to how changes in the institutional environment may significantly modify the processes and their consequences (Webb et al., 2011). As social enterprises deal with different categories of service receivers/ clients/ beneficiaries in the society, it is essential to influence their behaviour, establish a good relationship with them, and attract them with new services through its dynamic marketing strategies. Therefore, entrepreneurial marketing is driven by a customer-centred mindset that begins with what the customer needs and desires, rather than what the organisation needs and desires. The entrepreneur will offer its products/services to the marketplace through assessment if there is a market for what the products/services allow the customer to attain (Ronald, 2015).

The existing studies on EM mainly focus on helping the business realise profits, competitive edge and relevance, which is more biased on the corporate enterprises. Das and Mohiuddin (2015) state that very few studies on the implementation of EM in social enterprises do not discuss the factors affecting these types of businesses, especially for the entirely non-profit. Accordingly, due to a lack of knowledge on EM, it is becoming increasingly difficult for social enterprises, especially the non-profit ones, to succeed without changing their focus to profit-making businesses and support from third parties.

Entrepreneurial marketing has been defined as "a spirit, an orientation as well as a process of pursuing opportunities and launching and growing ventures that create perceived customer value through relationships, especially by employing innovativeness, creativity, selling, market immersion, networking or flexibility " (Hills et al., 2010, p.6). Therefore, one could reasonably expect that the application of entrepreneurial marketing on social enterprises would be beneficial in that it allows the social enterprise to be successful by balancing the need to perform social change with maintaining economic viability. In an increasingly dynamic environment, social enterprises are expected to re-examine their current strategies to see if they are effective or not (Chaston, 2016). Marketing literature suggests some uncertainties or risks come with the selection of a marketing strategy. As Hamel and Skarzynski (2001) indicated, the current market environment demands that organisations consider several propositions in their risks assessment and management endeavours. Firstly, because of the high uncertainty in the current operating environment, social enterprises should always be prepared to face delays because of the changes that continue to occur in different spheres, including technology. Secondly, there is the risk of repeating or relying heavily on the previous achievement, which might not be effective for the social enterprise's operations. In other words, future success for social enterprises should not be hooked on prior innovations. Thirdly, social enterprises should recognise innovation through new insights. Lastly, social enterprises should avoid organisational myopia, and in which case, they should continuously seek external sources as opposed to complete reliance on the internal basis.

Moreover, EM is a distinct form of marketing strategy that allows social enterprises to adopt innovative practices, important in sustaining the organisations' strategic competitive advantage (Hills & Hultman, 2013). Thus, the approach of entrepreneurial marketing (EM) has been applied by social entrepreneurs (SE) to initiate novel marketing promotions, improve social welfare, manage risks, create additional product value, and leverage the existing resource capacity (Sethna et al., 2013). Besides, the application of entrepreneurial marketing (EM) by social entrepreneurs (SE) has also been evident in the use of digital marketing platforms that seek to enhance the level of customer interactions with the SE entities (Hills & Hultman, 2013).

2.5 EM Framework with synthesised key dimensions for SE

This section mainly presents some key EM dimensions revealed from literature by synthesising them based on their appropriateness, particularly for SE in an emerging economy context. However, a review of the existing key EM frameworks and their key dimensions reveals some limitations in their applicability to social enterprises. Firstly, not all frameworks are positioned within the SMEs or for profit-organisations, indicating very little evidence from the SE context. Secondly, the models are varied with many dimensions that can be misperceiving, making it difficult to determine which model can be applied for social enterprises. Therefore, it is crucial to synthesise significant EM elements for an operational model or framework to see how they can be applied in the SE sector. This synthesised model identifies some of the vital EM dimensions from the available EM frameworks. The critical aspects of this EM framework comprise ten critical elements drawn from literature and previous frameworks of EM. Considering its comprehensiveness and most often cited framework in the EM field, the seven EM

dimensions, i.e. innovation, proactiveness, risk-taking, opportunity focus from EO literature (Covin and Slevin, 1994; Miller and Friesen, 1983; Morris and Sexton, 1996; Zahra and Garvis, 2000) and resource leveraging, customer intensity focus and value creation from MO scales (Han et al., 1998; Jaworski and Kohli, 1993; Slater and Narver, 1995) have been brought from Morris et al., (2002). In this study during synthesising EM dimensions EMICO framework (Jones and Rowley, 2009) also considered as this framework emphasised on SMEs and accordingly consisting of four critical aspects of marketing, i.e. 'customer orientation', 'market orientation' 'innovation orientation' and 'entrepreneur orientation' that are relevant with this study as the study context is SME category SEs.

Moreover, the three EM dimensions, 'entrepreneurial spirit', 'entrepreneurial organisation culture' and 'Networks & networking', have been brought from the literature focused on EM behaviours using four themes in the SE context by Shaw (2004). Literature reveals that although commercial enterprises can have a transformative social effect, value creation as a critical objective is likely to come across in social enterprises rather than in commercial ones (Austin et al., 2006). It is important to note that Morris et al., (2002) incorporate both EO and MO in their framework, making the structure more authentic, significant, and appropriate as an EM model for SEs with many other businesses. However, recent research indicates that EO is a multidimensional idea that comprises two crucial aspects, entrepreneurial behaviour and organizational mindset towards risk (Hasan, 2020). Innovativeness and pro-activeness fall in entrepreneurial behaviour and the risk-taking element in corporate mindset (Anderson et al., 2015). According to Morris et al. (2002), EM synthesises aspects from entrepreneurship and marketing to help firms act entrepreneurially by applying appropriate marketing actions. However, various start-

up firms, significantly SME category SEs often decline their operating situations of ambiguity (Blank, 2013); hence, the issue of 'context' is important in considering firms' behaviour, since unique insights from contexts can support knowledge (Jones & Rowley, 2011; Reuber et al., 2017). All those dimensions under both the scales EO and MO are significant in SE context as it allows SEs to bring creativity, proactive approach, calculated risk-taking, seeking an opportunity for futures market, value creation, customer focus, and utilizing resources.

Figure 2. 6 Synthesised key EM elements for Social Enterprise
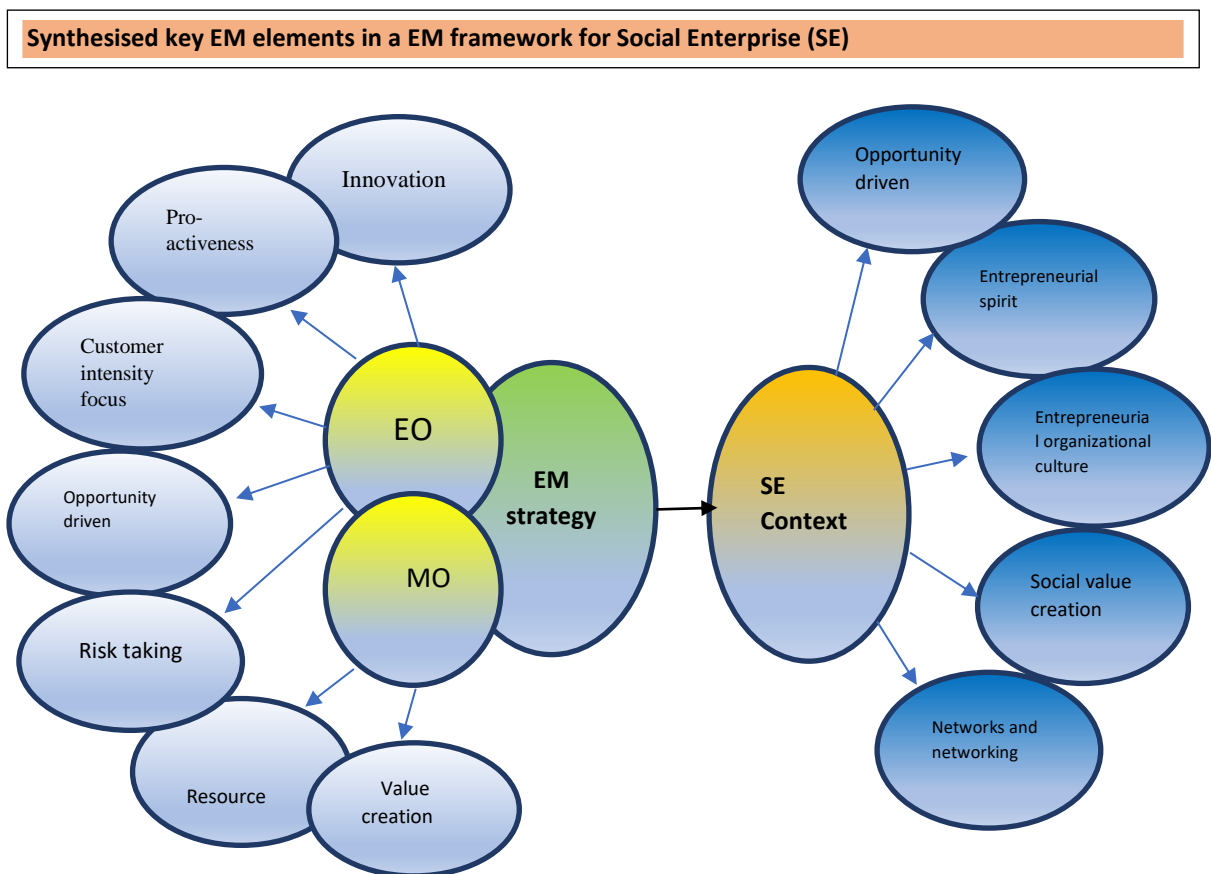
Source: Adopted from Morris et al., (2002), Shaw (2004) and (Jones and Rowley, 2009)

In the above-synthesised model, the first four elements, innovation, proactiveness, risk-taking and opportunity identification, are from entrepreneurial orientation scales, and customer intensity focus, value creation, resource leveraging are under the marketing orientation scale. Moreover, the entrepreneurial spirit and entrepreneurial organizational culture, value creation and networks & networking are taken from the SE context, Shaw (2004) and Santos (2012). EO is a proactive approach aimed at exploring new markets and developing new products, whereas MO is a reactive approach aimed at current market needs (Roux & Couppey, 2007); for that reason, both are important for SE. EO and MO comprise the two schools of thought on how a firm should strategically position itself and are correlated but still distinct domains that complement each other (Baker & Sinkula, 2009). However, this combined EM framework has guided the researcher to collect data from entrepreneurs to investigating their EM practices. Therefore, it is essential to review the critical EM elements from this synthesised framework to understand EM and its practices.

2.5.1. Innovation

The entrepreneurial marketing model focuses on innovations and ideas in line with an insightful understanding of market needs (Stokes, 2000). It can create a substantial competitive advantage for firms who proactively seek creative options for their customers (Becherer et al., 2006). Kozubíkovál (2017) mentioned that innovativeness is an essential component of the EO because it reflects the vital means by which the companies can pursue new opportunities to create more customers or retain existing stakeholders. In the entrepreneurship literature, innovation is coupled with its ability to create economic value (Churchill and Muzyka, 1994, p.13). Gardner (1994, p.35) also

claims that entrepreneurship creates innovation effectively to market and thus significantly impacts marketing.

Moreover, for SE to succeed, they must have an enabling environment that shapes the organisational culture required to support innovation and creativity. The innovativeness of the company may take several forms. It may occur along a continuum in the broadest sense from a simple willingness to either try a new product line or experiment with a new advertising venue to a passionate commitment to master the latest in new products or technological advances (Lumpkin & Dess, 1996, p. 143). The pursuit of innovation is an essential tactic that social enterprises use to compete in an increasingly dynamic and complex global marketplace (Baker and Sinkula, 2009; Hong et al., 2013; Zhou et al., 2005). This is particularly true for small- and medium-sized enterprises (SMEs) and especially in SE context that lacks resource abundance to compete in mature product markets (Li and Atuahene-Gima, 2001).

However, Drucker (1983) defines innovation as simply applying knowledge to produce new knowledge, an essential task of SE to contribute to social development. Gassmann et al. (2010) describe innovation as an organisation responding to the change in its internal or external environment or as a pre-emptive move taken to influence that environment, which is a primary role of most SE. In the SE context, social innovation itself refers to "innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organizations whose primary purposes are social" (Mulgan, 2007, p. 8). Such innovations that lead to system-level social change are novel in the product or service offering and how they are implemented (Austin et al.,2006). Social entrepreneurship is perceived as a radical social innovation at a system level brought

about by social innovators specifically interested in solving broader social issues (Austin et al., 2006; Dees, 2009). One example of such social innovation in social business is Grameen's partnership with the French yoghurt company, Danone. Its goal is to distribute cheap, vitamin-enriched yoghurt in biodegradable containers to eradicate hunger among children in Bangladesh (Faruq, 2016). Some researchers point out that the innovativeness of social enterprises is a result of getting ways to prevail over the challenges resulting from their dual mission, such as resource constraints (Doherty et al., 2014, Bridgestock et al., 2010, Di Domenico et al., 2010, Amin, 2009, Murphy and Coombes, 2009).

2.5.2 Pro-activeness

Pro-activeness is an opportunity-seeking, forward-looking perspective involving introducing new products or services ahead of the competition and acting in anticipation of future demand to create change and shape the environment (Lumpkin and Dess, 2001, 431). Proactiveness constitutes a readiness to anticipate competitors and future demands by introducing new products or services (Dai et al., 2014). In the SE sector, individuals with personal initiative can use their prior knowledge, proactive and innovation and experience to be alert as they create social ventures that create social impact (Kurniawan et al., 2019). Proactiveness constitutes a readiness to anticipate competitors and future demands by introducing new products or services (Dai et al., 2014). Proactiveness involves the attitude and capabilities that allow implementation and control of the new products, services, or processes ahead of the competitors in the market (Liu et al., 2002). Proactiveness has been characterised as taking action to influence a firm's environment (Bateman & Crant,

1993). From an entrepreneurial perspective, proactivity describes marketing actions through which the firm redefines its external conditions to reduce uncertainty and lessen dependency and vulnerability (Rechard et al., 2012). In an unstable and shifting market, it is required for the firms to grab opportunities to achieve a competitive advantage, identify opportunities in the market one step ahead (Lumpkin and Dess, 2001). Through this proactiveness, the companies fulfil customers' current needs and generate new ones (Wardhani, 2018).

2.5.3 Risk-Taking

Risk-taking is a crucial entrepreneurial marketing element for SE like any other business. Under uncertain environments, organisations work toward mitigating risks (Lumpkin & Dess, 2001). There has been much discussion in the literature regarding entrepreneurial risk-taking. Many early studies identified risk-taking as a characteristic of entrepreneurial activity (Burgelman, 1983; Carland, Hoy, Boulton, & Carland, 1984). Social entrepreneurship has characteristics like those of non-profits and non-government organisations and has the elements of entrepreneurship like innovation and risk-taking (Ping, 2017). Risk-taking has long been a critical element in discussions of entrepreneurship and has come to be accepted as a distinct dimension of entrepreneurial orientation (Miller, 1983). Morris and Pitt (2009, p. 33) describe a calculated risk-taking dimension of entrepreneurial orientation involving 'the willingness to commit significant resources to opportunities with a reasonable chance of costly failure, but it also includes creative attempts to mitigate, leverage, or share the various risks.' An experienced entrepreneur can turn the risk into an opportunity. Therefore, many researchers propose that EM inspires taking tolerable risks to create value and take advantage of opportunities using an implementation lens. According to

Dickson and Giglierano (1986), when focusing on entrepreneurial risk-taking activities, the entrepreneurs should contemplate two sides of the risk equation. One side is concerned with pursuing the idea that might not be successful. Another side is concerned with not pursuing potential opportunities (Dickson and Giglierano, 1986). Some scholars argue that successful entrepreneurial businesses seek to reduce risk (Duchesneau and Gartner, 1990), or a high-risk taking propensity negatively impacts business success (Rauch and Frese, 2000). However, for SEs practising calculated risk-taking to avoid negative impact in their business is the right way to grow and survive. Nasrullah (2012) explored among entrepreneurs of SE in Bangladesh that initiate new ideas, imagine a new product, innovate new methods of production and distribution, and take the risk, all these qualities available.

2.5.4 Opportunity identification

The recognition of opportunities has been recognised as an essential aspect of entrepreneurship (Shaw 2004) and has received attention in EM literature (e.g. Bjerke and Hultaman 2002). The EM literature suggests that when a firm adopts an entrepreneurial approach to its marketing, it is better positioned to identify new opportunities and gaps within the market (Shaw 2004). SEs are created and developed to solve problems, recognise service provision gaps, or fulfil unmet social needs. Just as is the case with for-profit organisations, identifying and exploiting unmet social needs is a crucial motivator for the development and management of the social enterprise. The first one is identifying the opportunity or the social need to be addressed, followed by a list of people who can provide their opinion on the social issue or unmet need. Secondly, the social entrepreneur is now in a position to trawl

the newly defined network. Social networks play an inspirational role in the idea (opportunity) creation phase and evaluating the opportunity. Carson et al. (1995, p.83) contend that SME entrepreneurs are well-known for their tendency to seek new opportunities. In the context of SME marketing, such dimensions express themselves in terms of an entrepreneur thinking creatively about marketing issues, given that marketing is all about being customer-centric, an opportunity focused and proactive. However, in terms of entrepreneurial research, more research is needed on the process of exploiting opportunity (Dean, 2002).

2.5.5 Customer intensity focus

As social enterprises deal with social issues affecting society or people, their key focus should be clients or customers. Because of that, customer intensity is a crucial focus in EM strategy. Many studies suggested that successful organisations emphasise customer intensity (Sheth, Sisodia& Sharma 2000; Han, Kim, & Srivastava 1998; Hamel & Prahalad 1994; Jaworski & Kohli 1993; Narver& Slater 1990). Spence and Essoussi (2010) confirmed that entrepreneurs need to be aware that their public image may reflect consumers' perceptions of their firm, which is more applicable for SE. The dimension of customer intensity builds on what is often viewed as a central driving force of marketing in the organization—a "customer-centric" orientation employing innovative approaches to create, build, and sustain customer relationships (Rechard et al., 2012). Morris et al. (2002) pointed out that EM incorporates the need for creative approaches to customer acquisition, retention, and development.

In SMEs, customers are crucial as any gain or loss of one can significantly affect the SMEs' survival (Becherer *et al.*, 2008). SMEs have various methods to engage with

customers and promote their products and services, most popularly through word-of-mouth (Hogarth-Scott et al., 1996; Gruber, 2004). As mentioned before, SMEs have closer relationships with the customers; thus, word-of-mouth has become an essential method of promotion (Stokes, 2000; Stokes and Lomax, 2002). SMEs that practice EM prioritise their customers by allowing them to be active participants in the firms' marketing decision process (Kilenthong et al., 2016).

2.5.6 Resource leveraging

The EM dimension of resource leveraging is not simply a matter of effectively using limited resources, instead of an inventive, collaborative process (Rechard et al., 2012). Entrepreneurial marketers develop a creative capacity for resource leveraging (Hacioglu, 2012). The EM definition by Morris et al. (2002) contained innovative marketing approaches, leveraging resources, and creating value for customers in developing the new EM concept. In social enterprise sectors, resource leveraging is crucial for business growth and sustainability, where EM effort can contribute by ensuring maximum utilization of resources and profit maximization. The social entrepreneur must demonstrate leadership in bringing the resources required to achieve the desired ends of the social venture. In SMEs, instead of being constrained by resource limitations, the firm devises an innovative marketing strategy and is thus able to access resources so more can be done with less, often mitigating risk through greater use of leveraging (Rechard et al., 2012). Schindehutte and Morris (2001) found that successful SMEs were more likely to employ resource leveraging practices such as resource sharing and essential outsourcing functions. Studies found that access to resources increases innovation and risk-taking while resource constraints stifle

entrepreneurial efforts (Hamel 2000; Prahalad & Hamel, 1990). However, Austin et al. (2006) emphasise the difficulties SEs encounter when mobilising financial resources and suggest that tensions could be overcome through partnership to leverage and manage financial resources. Dacin et al. (2010) note that SEs are good at managing resource dependence and use their community embeddedness and relational ties with stakeholders to secure external resources that, in turn, create opportunities for social action.

2.2.7 Value creation

Innovation and value creation are central to the social entrepreneurship phenomenon (Austin et al., 2006). Value creation, central in the definition of entrepreneurial activity, is also integral to the marketing orientation of a firm (Jaworski and Kohli, 1993; Slater and Narver, 1995; Han, Kim, and Srivastava 1998). While value creation is an essential condition for exchange, successful firms emphasise the value creation activities best suited to their strategic intent within their competitive position (Miller and Floricel, 2004). While traditional marketing has placed more focus on the transaction and customer relationship, the focal point of entrepreneurial marketing is innovative and is oriented toward value creation (Morris et al., 2002). Entrepreneurs achieve better results when they find new ways to create or discover value (Becherer, Finch, & Helms, 2005/6). According to Li, Huang, and Tsai (2009), entrepreneurial orientation is positively related to firm performance. In EM context, value creation is generally counted as an end product of the entrepreneurial endeavors undertaken by organisations (Hills & Hultman, 2011). All social entrepreneurs see value creation in bringing social change or creating social impact (long term

impact)/outcomes (immediate or short-term impact), while addressing social problems/issues/needs (Singh, 2016).

2.5.8 Networks and Networking

Networks and networking have been identified as an essential component within EM (Hill and McGowan 1997; Carson et al., 1995). Several researchers (Shaw 1999; Hill and McGowan 1997; Carson et al., 1995; Gilmore and Carlson 1999; Hill 2000) described networking as a critical EM competency. Investigating EM in the context of social entrepreneurship, Shaw (2004) classifies EM behaviours using four themes such as opportunity recognition, entrepreneurial effort, entrepreneurial organisational culture, and networks and networking. Networking has been identified as among the core elements of EM as a means to utilise resources, develop networks and relationships (Collinson and Shaw, 2001). This concept is viewed differently by various scholars depending on the focus of their investigation. Types of networks are varied based on the nature of the business, such as personal contact networks (PCNs), professional networks, social networks, business networks, or service market-related networks. Gilmore et al. (2001) state that SMEs use different types of networks built around owners'/managers interactions and activities.

In contrast, Dubini and Aldrich (1991) use the term 'networking' to describe entrepreneurial behaviour, emphasising different relations within personal networks. Strong ties refer to direct and frequent contact, whereas weak ties refer to indirect contact with people they interact with less frequently (Granovetter, 1973). This concept can be used to address the importance of different network ties for entrepreneurs. Entrepreneurs involved with loose networks can have access to a broader range of

knowledge and resources than those who stay with strong and closed networks of relationships (Aldrich and Zimmer, 1986). In general, entrepreneurial networking could manage relationships that entrepreneurs have with other people (Dubini and Aldrich, 1991).

In this context, the application of EM to SE must factor in the critical role of networks and networking to fulfil or meet the identified social need. As argued by Sethna et al., (2013), networks and networking have been identified as necessary for the same reason suggested in EM literature, including the acquisition of market and customer information, identification of opportunities, and identification of identification funding opportunities. Networks and the activity of networking have been found to improve new product development, introduce firms to new clients, widen their resource base and improve their pricing structure when employed in an entrepreneurial manner (Carson et al., 1995; Cromie, 1994; Ennis & Mujahid, 1998; Hill et al., 1999; Jones et al., 1998; Munro, 1997; Rothwell, 1991; Shaw, 2004).In particular, the entrepreneur's contact network, defined as "the relationships or alliances that individuals develop, or may seek to develop, between themselves and others" (Carson et al., 1995; p.200), is essential in developing and growth of entrepreneurial firms. Hill and McGowan (1997) found that networks and networking were instrumental in making social entrepreneurs aware of a local condition that required a solution.

2.5.9 Entrepreneurial effort

One of the essential EM components of the synthesised framework can be considered from the entrepreneurial perspective. The entrepreneurial aspect has been identified in most models and literature as an essential component for the growth and

development of the entrepreneurial organisation (Shaw 2004). When reviewing literature and the theoretical frameworks, a range of issues relating to the entrepreneurial effort can be seen as critical even for social enterprises. One essential aspect of entrepreneurship can be conceived as focus and determination, in which case the social entrepreneur perceives to be the one responsible for the unmet need or social need. Investigating EM in the context of social entrepreneurship, Shaw (2004) classifies EM behaviours using four themes such as opportunity recognition, entrepreneurial effort, entrepreneurial organizational culture, and networks and networking. The social entrepreneur sees itself as the critical component of success and therefore puts more effort and commitment to see the success of the social enterprise. The other important component of entrepreneurial effort can be conceptualised as involving leadership, passion, and vision. However, social enterprises can profit (Shaw 2004), the main objectives of SE are social goals, which require a passion for achieving (Bjerke and Hultaman 2002). The social entrepreneur must demonstrate leadership in bringing the resources required to achieve the desired ends of the social venture. Considered alongside the dimensions of entrepreneurial effort, which have been described by Carson et al. (1995), the term entrepreneurial effort encompasses several characteristics, namely energy, zeal, commitment, determination, persistence, opportunity focus, which are exhibited by the entrepreneur or management team– these findings suggest that the founders of social enterprises possess the characteristics required to maintain an entrepreneurial stance over the lifecycle of their existence

2.5.10 Entrepreneurial organisational culture

Finally, for SE to succeed, they must have an enabling environment that shapes the culture required to support innovation and creativity. The entrepreneurial organisational culture has been recognised in the literature (Covin and Slevin1991; Bjerke and Hultman, 2002) for organisations that seek to identify and exploit opportunities in their sphere of operations. Covin and Slevin (1991) point out the need for flexibility, critical in a dynamic market environment. Shaw (2004) observes that the entrepreneurial organisational culture should be open to suggestions within the social enterprise context. A study conducted by (Ramadan and Eng, 2010) provides empirical evidence that organisational culture significantly influences competitive advantage. In addition, the culture must allow for creativity to thrive since creativity can help the social enterprise get clients quickly, break down social-cultural barriers and gender stereotypes (Bjerke and Hultaman 2002). These should be possible within the confines that help the SE in addressing the unmet social need, whether profits are there or not.

Organizational culture is a system of meanings, values and beliefs that are shared within an organisation that becomes a satisfactory reference, control and understanding of the culture of an organisation, which is a crucial responsibility of the leader, as well as a vital tool for management to achieve high performance and maintain shareholder value (Salma et al., 2017) and these are significantly important for a social enterprise. The entrepreneurship literature has recognised that an entrepreneurial culture is necessary if enterprises identify and exploit opportunities, remain flexible within a dynamic environment and compete, successfully against larger

organisations (Covin and Slevin, 1991). In particular to entrepreneurial marketing, it has been suggested that if organisations adopt an entrepreneurial approach towards their marketing activities, they must embrace an entrepreneurial, organisational culture (Bjerke and Hultman, 2002; Collinson and Shaw, 2001). They are considered alongside research that argues that entrepreneurial marketing is likely to occur within organisations that display an entrepreneurial culture (Bjerke and Hultman, 2002; Carson et al., 1995).

2.5.11 Summary

Morris et al.'s (2002) seven elements framework and EMICO (Jones and Rowley, 2009) framework have supported much research to identify EM activities among firms from various perspectives. Besides, Shaw (2004) investigated EM behaviour in the context of SE. He provided four elements, i.e. Opportunity recognition, entrepreneurial effort, entrepreneurial organizational culture and networks and networking. The first two are similar to Morris et al., (2002) seven elements framework, and the rest of the two are contextually adapted for SE to explore EM practice in SE. EMICO presented EO, MO, IO, and CO/SO and primarily focused on SMEs, and this study context is SME category SEs. Morris et al. (2002) seven EM elements and EMICO (Jones and Rowley, 2009) comprising 15 EM dimensions both have some common elements of EM, in particular, both frameworks have resulted from the research based on EO and MO scales (Covin and Slevin, 1989, 1994; Jaworksi and Kohli, 1993; Kohli e al., 1993; Narver and Slater, 1990; Slater and Narver, 1995) the study selected EM elements from both of them. After Morris et al., (2002) seven EM elements framework, it has been about 2 decades. Still, there is not enough comprehensive EM framework of

critical dimensions explored or presented by any researchers. Therefore, Morris et al. (2002) still one of the most significant and often cited EM field frameworks that adequately covered EM dimensions required for SME level SEs. Besides, It is also observed from the existing EM pieces of literature that, while commonalities between marketing and entrepreneurship have been identified (Hills and La Forge, 1992), there is no specific and agreed characteristics of entrepreneurial marketing nevertheless, as existing research has identified several elements and behaviours as familiar to entrepreneurial marketing and has provided detailed descriptions of these which offer more practical advice than is often afforded by overall classification (Shaw, 2004) and that elements support to draw a framework by synthesising vital elements of EM because of its applicability in the SE sector to make it a success.

Chapter 3 Research Methodology

3.1 Introduction

This chapter is intended to present the methodological approach for this study's conduction process and align with all necessary relevant techniques and strategies that are applied. The term methodology refers to how the researchers approach problems and seek answers. In social science, the term applies to how research is conducted. The researcher's assumptions, interests and purposes shape the methodology the researcher chooses (Taylor et al., 2015). As described by Kothari (2014), research methodology is a way to solve the problem systematically. It may be understood as a science of studying how research is done scientifically. The author also emphasised its total value in research work. "When we talk of research methodology, we not only talk of the research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique and why we are not using others so that the research results are capable of being evaluated either by the researcher himself or by other" (Kothari, 2014, p-8). This research follows a qualitative method. Creswell, (2015) illustrated, "the procedures of qualitative research, or its methodology, are characterised as inductive, emerging, and shaped by the researcher's experience in collecting and analysing the data" (Creswell, 2015, p-22).

The reason for undertaking research study, the process of identifying a research problem, method of the hypothesis formulation, nature of data collection, and the particular method for adoption, justification behind selecting the specific data analysis technique, and some other relevant questions—these are usually explored when

research methodology is discussed, about the concerning a research problem or study (Kothari, 2014). According to Rahi (2017, p.5), before selecting methodology, the researcher needs to clearly understand their aim to evaluate the research methods and data collection techniques.

According to Creswell and Tashakkori (2007), the research philosophies are the concepts and beliefs of the researcher that help a person take a particular action. These are called with different terminologies by the different authors such as Bresler & Stake, 2017 named it as "Research Paradigms", Taylor, Bogdan, & DeVault (2015) named it as the "Epistemologies and ontologies", and some researchers named it as the "Research Methodologies" (Flick, 2015). Besides, Creswell and Tashakkori (2007) presented that the research philosophies help the researcher choose the appropriate research techniques (quantitative, qualitative, mixed-method). The philosophical assumptions play the most critical role in the research process because the researcher's thought affects not only the research process but also the study's results; therefore, the particular research philosophy adopted for this study has also been discussed. The major Philosophical underpinnings, ontology and epistemology, are present in this chapter. As the philosophical keystones are the most important for the systematic approach, it guides the complete process of the research.

Furthermore, the rationale for selecting the specific philosophy also presents. In addition to this, the difference between the research designs (Qualitative and Quantitative) is also discussed to rationalise the applied research design. The complete process of a case study as a research strategy has been thoroughly discussed in this chapter. This chapter represents the sampling strategy and the applied research strategy. The population and sampling strategy are thoroughly

discussed in this chapter, and at the end of the chapter, the data analysis techniques are also discussed.

3.2 Philosophical Assumptions

As Carson et al. (2001, p.1) presented, research philosophy "helps to contribute a deeper and wider perspective of research so that our specific research projects can have a clearer purpose within the wider context". According to Creswell (2013, p.15)) "We always bring certain beliefs and philosophical assumptions to our research". The author also mentioned that understanding the philosophical assumptions behind qualitative research begins with assessing where it fits within the overall research process, noting its importance as an element of research (Creswell, 2015). Huff (2009, p-18) emphasised its importance and mentioned that research philosophy shapes how we formulate our problem and research questions to study and seek information to answer the question. Researchers must address three major philosophical questions: ontology, epistemology, and methodology (Easterby-Smith et al., 1991). However, Wahyuni (2012) emphasised Ontology and Epistemology as two major philosophical assumptions linked with the researcher's perception and included a clear and comprehensive explanation regarding the theoretical discussion. Ontology is about nature's existence, whereas epistemology is about its meaning to an individual. Figure 3.1 shows both the assumption

The methodology is characterized as inductive, emerging, and shaped by the researcher's experience collecting and analysing the data (Creswell. 2013). Although, there can be a variance in the reality of one research to another associated with the researcher's position, particularly regarding the research questions and how the

researcher uses this reality to find the responses. Various paradigms hold various epistemological positions, and hence, each paradigm is formulated through its related ontological and epistemological positions for the provision of guidance concerning research methodology (Marshall et al., 2013). The diagram below explains the terms ontology, epistemology, methodology and the relationship between them as well as detail on those three philosophical assumptions:

Figure 3. 1 Research philosophy: ontology and epistemology
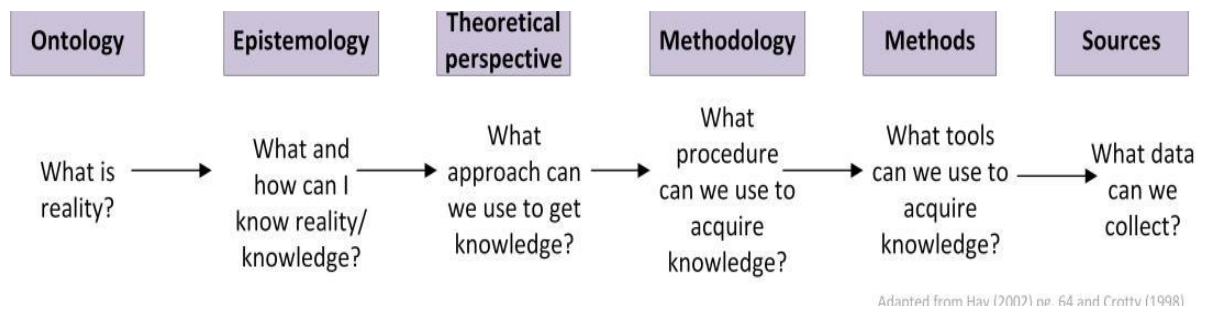
Source: Hay (2002), p-64

3.2.1 Ontology

Creswell (2013) mentioned that the ontological issue relates to the nature of reality and its characteristics. According to McLachlan and Garcia (2015), ontology can be explained as a system of beliefs used to reflect on the interpretation made by an individual regarding a particular fact. Ontology is associated with a specified question such as social entities should be assumed as subjective or objective (Saunders et al., 2012). In other words, objectivism and subjectivism are two critical positions of ontology: and these two viewpoints reflect the opposite views as to how researchers

perceive reality. Objectivism considers that social phenomena exist outside of social actors; in other words, humans are isolated from their social entities.

In contrast, subjectivism suggests that social phenomena are formed by humans' perceptions and consequent actions (Saunders et al., 2012). Cornuel et al., (2015) explained that this research technique could relate to the research phenomenon associated with the social entities and explain two-position as social constructivism and positivism. It also helps a researcher evaluate and link the differences by referring to theories related to the most common norms in social science and organisational culture. Marshall et al., (2013) contended that ontology provides meaning in different fields of researchers, particularly in the social world.

However, qualitative research supports an interpretivist epistemology and nominalist ontology (Saunders et al., 2009). Qualitative study is mainly used to investigate and generate insights regarding opinions or behaviours towards a social or human problem (Creswell, 2014), and it is used predominantly in the exploratory study approach (Stebbins, 2001). Qualitative-exploratory research in this perspective suggests multi-dimensional perceptions of personal capabilities in each social setting (Denzin and Lincoln, 2011). This study follows an interpretivist epistemology and nominalist ontology. It perceives EM as an essential part of SE for business growth, sustainability, and context-based theories and social constructs. As such, the approach fits the needs of research of Bangladesh to enhance the entrepreneurial marketing strategy consequences for SME category SEs.

3.2.2 Epistemology

According to Gonnerman et al., (2015), epistemology in research can be explained as a branch of philosophy, which deals with different sources of knowledge. In addition, epistemology is associated with the possibility's sources, limitations and nature of the knowledge related to a specific study area. In other words, epistemology is considered a specific criterion by which a researcher can classify the relevant sources and knowledge related to the areas of study. Hathcoat and Meixner (2017, p.433) illustrated that epistemology focuses on the facts and knowledge known to be true that is the way of thinking opposite to ontology. As an illustration, it can be stated that with the help of epistemology philosophy, a particular problem can be identified with the help of a variety of information, which can be explored.

Additionally, with the help of these philosophy sources, knowledge can be gained regarding a research phenomenon during the literature review. Epistemology has various branches that include historical perspectives, essentialism, progressivism, idealism and constructivism. Moreover, empiricism and rationalism are considered as two frequently used databases within the epistemological study associated with business studies (Martin et al., 2000)

It is mentioned as the knowledge and understanding of the things that include what we know and how we know (Choy, 2014). The epistemology is based on the gathering of information process regarding the discovery of knowledge that is not static but unfixed. Through in-depth interviews, the researcher can understand the responses of participants and can interpret them. Epistemology is a field of science that describes different approaches that can be chosen to understand the world. The science of

knowledge is understood as a meta-science, the science of defining the "scientific way" (Wahyuni, 2012). The choice of research method reflects a particular epistemological stance and not just the "mere application of a specific data-gathering technique" (Perren & Ram, 2004, p. 85). In this study, the researcher used "interpretivism" as a part of the research paradigm to understand the world from the subjective view and get experience by analysing the case study.

3.3 Research paradigm

Different research paradigms include positivism, post-positivism, pragmatism, and interpretivism (Joseph, 2005). Collis & Hussey (1997) suggested that a research paradigm is a philosophical framework that guides scientific research. Research philosophy is 'a set or system of beliefs the study of the fundamental nature of knowledge, reality, and existence' (White & Hawker, 2009, p.685). Collis & Hussey (1997) emphasised two main research paradigms: positivism and interpretivism. Creswell and Tashakkori (2007) categorised research philosophies mainly into four types: Post-Positivism, Pragmatism, constructivism, and Participatory/Advocacy. However, Saunders and Bezzina (2015) categorised research philosophies mainly into Pragmatism, Positivism, Realism, and interpretivism. Both authors illustrated their views on research philosophy. They mentioned that over the past decade, there were lots of demands within the social sciences for the teaching of research methodologies and methods to be undertaken in an integrated manner (Tashakkori and Teddlie, 2003) that removes the barriers between quantitative and qualitative traditions (Onwuegbuzie and Leech, 2005). In their article, they also emphasised management research which is relevant to this research concept. In addition to this, Guba and

Lincoln (1994) suggest four underlying 'paradigms' for qualitative research: positivism, post-positivism, critical theory, and constructivism. Moreover, Orlikowski and Baroudi (1991) suggest three categories, based on underlying research epistemology: positivist, interpretive and critical. Furthermore, 'some argue that three research paradigms prevail in the social science: quantitative, qualitative and pragmatism' (Onwuegbizie & Leech,2005, p.270). However, the most common research philosophies discussed here in this research methodology chapter are pragmatism, positivism and interpretivism. These fundamental research philosophies are discussed below:

According to the concept of **pragmatism,** the ideas and concepts are considered unviable if they cannot generate any action. Moreover, it states that the outcomes cannot be changed even after applying different techniques (Silverman., 2016). Pragmatism philosophy can be explained as a combination of positivism and interpretivism philosophies. Therefore, it can be mentioned that pragmatism research philosophy enables the researcher to be relevant if the actions support them. It is believed that under the umbrella of pragmatism, there are different ways to interpret the information collected related to a particular research phenomenon (Silverman., 2016). Creswell (2013) mentioned that pragmatism is not committed to any one system of philosophy and reality. The individual researcher has freedom of choice, and they are "free" to choose the methods, techniques and procedures of research that best meet their needs and purpose. (Creswell, 2013, p.28)

3.3.1 Positivism

Positivism is the dominant form of research in most business and management disciplines (Myers, 2009). Positivism is a philosophical theory that includes specific knowledge based on natural phenomena, relations, and properties. The information is derived from sensory experience, interpreted through logic and reason and form the unique source of specific knowledge (Walliman, 2017). Myers (2009) revealed that positivist researchers generally assumed that reality is objectively given and can be described by measurable properties, independent of the observer (researcher) and instrument. Furthermore, positivist studies generally try to test the theory to enhance the predictive understanding of the phenomenon.   According to Irshaidat (2019), positivism is a word used to explain a particular approach to the studies related to societies and realities and scientific evidence such as statistics and experiments, enabling the researcher to explore and analyse the true nature of the fact that how societies operate.   In addition, some scholars explained that positivism research philosophy is based on quantifiable measures such as numbers, which leads to performing statistical analysis. It can be further explained that positivism philosophy is associated with the empiricist view of knowledge, which has been obtained from the experiences of individuals. It has been argued by Hughes and Sharrock (2016) that with the positivism philosophy, the deductive approach can be used.

3.3.2 Interpretivism

Interpretive researchers assume that access to reality is only through social constructions such as language, consciousness, shared meaning and instruments (Myers, 2009). Interpretive researchers do not predefine dependent and independent

variables. Instead, they focus on meaning in context (Kaplan & Maxwell, 1994): they try to understand phenomena through the meanings people assign to them (Orlikowski & Baroudi). Epistemologically, the viewpoint of the interpretivist paradigm is that the knowledge of reality is a social construction by human actors. The interpretive research paradigm is characterised by a need to understand the world from a subjective point of view and seeks an explanation within the participant's frame of reference rather than the objective observer of the action (Burrell & Morgan, 1979). According to Collis & Hussey (1997), interpretivism is reinforced by the belief that social reality is not objective but highly subjective because our perceptions shape it.

3.3.3 Difference between positivism and interpretivism

According to Weber (2004), positivists believe that the human experience of the world reflects an objective, independent reality and that reality provides the foundation for human knowledge.   On the other hand, interpretivism recognises that the knowledge they build reflects their particular goals, culture, experience, history (Weber, 2004). Table 3.1 contains the distinctions between positivism and interpretivism:

Table 3. 1 Detail of the distinctions between positivism and interpretivism

	Positivism	Interpretivism
Ontology: the researcher's view of the nature of reality or being	External, objective, and independent of social actors	Socially constructed, subjective, may change, multiple
Epistemology: the researcher's view regarding what constitutes acceptable knowledge	Only observable phenomena can provide credible data and facts. Focus on causality and law-like generalisations, reducing phenomena to their simplest elements	Subjective meanings and social phenomena. Focus upon the details of a situation, the reality behind these details, subjective meanings motivating action
Axiology: the researcher's view of the role of values in research	Research is undertaken in a value-free way. The researcher is independent of the data and maintains an objective stance	Research is a valued bond, and the researcher is part of what is being researched, cannot be separated and so will be subjective
Data collection techniques most often used	Highly structured, large samples, measurement, quantitative, but can use qualitative	Small samples, in-depth investigations, qualitative

Source: Saunders et al., (2012, p.140)

The philosophical approach of interpretivism for this study has been used because the researcher wants to know the information from the respondents regarding "how Entrepreneurial Marketing strategy is being practised in Social Enterprise." The following section explains in detail why interpretivism is the appropriate philosophy for this research.

3.3.4 Justification of selecting Interpretivism

The research paradigm used in this study is "Interpretivism", which is related to social reality, which must be understood through different elements of subjectivity. It is that kind of paradigm of research that is based on the acceptance of approaches for enhancing information related to the settings of the social world (Ponelis, 2015). Constructivism and interpretivism are interconnected concepts based on the natural world's understanding and include others who are making attempts for experiencing it. The ontological position of "Interpretivism" is classified as "the study of being." It is focused on "what is," which includes the reality of structure and the existence of nature. Based on this theoretical perspective, there are different ways of accepting the truth within the area of social reality by making a clear understanding of "what is" (Terrell, 2012). Gentles et al., (2015) recognised that ontology in social reality's context upsurges from different people's experiences based on their social context as defined by Griffin et al., (2019) the epistemological approach that is more concerned with the accumulation of the information and data. The interpretivist philosophy is more concerned with understanding, identifying meaning, and interpreting the characteristics of social elements. According to the study's research questions (chapter 1, i.e. how entrepreneurial marketing strategy is being practised in the social enterprises?), the methods of answering the questions are the pre-assumptions of the interpretivist philosophical approach.

The study aims to explore entrepreneurial marketing practice for social enterprise in Bangladesh, which is associated with different entrepreneurial marketing and social business sectors. The interpretivism philosophy enables the researchers to explore and analyse the practice of different elements associated with a specified area of interest. The reason behind selecting interpretivism is that it enables the researcher to have an in-depth analysis of a particular phenomenon by viewing different aspects of

the research objectives. It helps the researcher have an understanding related to the research phenomenon (Dean, 2018). According to Dean (2018), interpretivism deals with the philosophical position of idealism and is used to combine diverse approaches and perspectives related to the research phenomenon. Interpretivism focuses on getting the most relevant meaning and pertinent details that can reflect on different aspects of research objectives.

The research approach of interpretivism is associated with the naturalistic approach of data collection, such as collecting data with the help of in-depth interviews and observations. Since for the proposed study, information has been retrieved from the different relevant case studies, and for this interpretivism, research philosophy has been used because this will help articulate the insights from the incorporated case studies accordingly. Another reason behind preferring the interpretivism research approach is its strong collaboration with the qualitative research method. Marketing scholars argue that human actions arise from people's sense of different circumstances (Hudson and Ozanne, 1988). Consequently, "the task of the researcher in marketing should not only be to gather facts and measure how often certain patterns occur but to appreciate the different constructions and meanings that people place upon their experience" (Carson et al., 2001, p.7). For these reasons, the philosophical position of this study is considered in line with an interpretivism approach. The emerging nature of research in small enterprises is best suited to a qualitative interpretive approach that can yield a rich understanding of critical issues by minimizing the distance between the researcher and the key SME decision-maker, the owner/manager, in order to develop the practical and theoretical understanding and generate new and alternative theories and concepts (Bygrave, 1989).

According to Cope (2005), there are no presumptions about something real or not because the people with their experiences describe the phenomenon. Therefore, the author also mentioned that, the aim of the interpretivist is neither to confirm any theory nor to reject that, "but to develop 'bottom-up' interpretive theories that are inextricably 'grounded' in the lived-world" (Cope, 2005, p. 167). In addition to this, the meta-theoretical framework of interpretivism assumes the same assumptions applied in rationalism, voluntarism, nominalism, and commonly it favours more the ideographic techniques of the research. At the exact times, interpretivism accepts all the abstract and theoretical concepts, for example, the structures, the social groups, organisations, economies only as of the concepts, and they refuse to accept them as the real entities (Yanow & Schwartz-Shea, 2015). Although the epistemologies differ according to their comprehensive categorisation, the interpretivist typically assume that the knowledge and information create the imaginative and experiential sources because the intentions of the human are highlighted through the interpretivist approach to determine their behaviours, including various external and internal elements (Ponelis, 2015). Soon, interpretivism focuses on the intentions compared to the causes, such as 'becoming' instead of 'being' and the associations and relationships compared to other societal entities (Carson et al.2001). In this way, the evaluation of entrepreneurship concerning same perspectives, it is pretty clear that the theoretical process approach is different from the traditional perceptions of the variance theoretical approach (Cope,2005). According to Antwi and Hamza (2015), entrepreneurship is not considered an exceptional event, result or number of events. However, it is continuously an unfolding procedure that is not bound to be related to a particular result or outcomes during the organisation's establishment. Nevertheless, it is according to the expectations and intentions of the entrepreneurs. Accordingly,

applying the interpretivist paradigm of the meta-theoretic approach in entrepreneurship would have substantial implications for both methods and the theory (Tumele, 2015).

3.4 Research Approach

According to David (2017), quantitative methods are usually the most appropriate if the researcher wants to find out social facts or the causes of some phenomenon. Qualitative methods should be the best choice if the researcher is more interested in how social phenomena arise in the participants' interactions. Moreover, according to Taylor et al., (2015), the quantitative data analysis technique involves statistical and econometric analysis, and the qualitative data analysis involves content analysis, thematic analysis, course analysis. That is why this study applies the qualitative (case study) research design. Selecting a qualitative methodology becomes extremely relevant (Saunders et al., 2012).

3.4.1 Difference between qualitative and quantitative method

Quantitative data is about a gathering of numbers and hard facts. This type of method is structured and statistical, and it also supports the author for generalising the research to the entire population that draws overall conclusions regarding the study. Mamum et al. (2014) described that quantitative research usually involves collecting and converting data into numerical form so that statistical calculations can be made to conclude. The authors also mentioned that qualitative research is an inquiry into identifying problems based on testing a theory, measured with numbers, and analysed using statistical techniques. On the other hand, qualitative data is about the information gathering that supports the researcher in describing a particular topic based on an individual's views, opinions, and actual practice in certain positions.

Moreover, quantitative research is an approach for testing objective theories by examining the relationship among variables (Creswell, 2014). Nevertheless, based on the aims and objectives of this research, the quantitative method is not appropriate because it is not testing any hypothesis or no statistical data analysis. Instead, this research explores the nature of existing entrepreneurial marketing practices by interviewing relevant persons involved in marketing social enterprise sectors. The following table shows the difference between Qualitative research and Qualitative research

Table 3. 2 Comparison between Quantitative research and Qualitative research

	Quantitative research	Qualitative research
Research Planning		
Theory-research relationship	Structured: logically sequential phases	Open, interactive
	Deduction (theory precedes observation)	Induction (theory emerges from observation)
The function of the literature	Fundamental in defining theory and hypotheses	Auxiliary
Concepts	Operationalised	Orientative, open
Relationship with the environment	Manipulative approach	Naturalistic approach
Psychological researcher-subject interaction	Neutral, detached, scientific observation	Empathetic identification with the perspective of the subject studied
Role of the subject studied	Passive	Active
Data collection		
Research design	Structured, closed, preceded research	Unstructured, open, constructed in the course of research
Representativeness	Statistically representative sample	Single cases not statistically representative
Recording instrument	Standardized for all subjects, objective: data-matrix	Varies according to subjects' interest, tends no to be standardized
Nature of the data	'Hard', objective and standardized	'soft', rich and deep
Data analysis		
The objective of the analysis	The variable	The individual
Aim of the analysis	Explain variation	Understand the subject
Statistical techniques	Used intensely	Not used
Production of results		
Data presentation	Tables (relationship perspective)	Extracts from interviews and texts (narrative perspective)

Generalizations	Correlations, casual models, laws, the logic of causation	Classifications and typologies, ideal types, the logic of classification
Scope of results	Generalizability	Specificity

Source: Corbetta, 2013, p.37

3.4.2 Qualitative Method

In the research, the data has been gathered through a qualitative approach. The researcher can respond more effectively through the dynamic processes through a qualitative study, including group discussions and in-depth interviews. The qualitative study helps the researcher observe, record, and interpret non-verbal communication vital during group discussions and interviews. The researcher has used qualitative research because, through this research method, the researcher can interact with the respondents and know their comments, views, and existing EM practices. The researcher has selected the social enterprises, particularly the service sector of Bangladesh, because of their contribution to achieving growth, and there are many extensive plans of growth in this service sector market.

Creswell (2014) pointed out that, in qualitative research, data collection, data analysis, interpretation, and report writing differ from the traditional, quantitative methods because of different approaches in qualitative methods those are purposeful sampling, collection of open-ended data, analysis of text, representation of information in figures and tables, and personal interpretation of the findings. The qualitative research is regarded as less structured, which supports getting the information regarding the people's motivation based on their thinking and attitudes.

Ponelis (2015) described that qualitative research produces holistic understandings of rich, contextual, and generally unstructured, non-numeric data (Mason, 2002) by engaging in conversations with the research participants in a natural setting (Creswell, 2009). Inductive qualitative methods provide convenient and flexible ways to collect rich and insightful data from various sources (Gilmore and Coviello, 1999; Shaw, 1999). The researcher, in this study, thus used qualitative research through a case study approach because it required data based on entrepreneurial marketing practice, and for that purpose, an in-depth interview is a correct method for gathering information and data. The in-depth interviews are the primary source of data collection, and the data is collected through an interview guide (Wahyuni, 2012). The case study approach is a critical approach for this method, and the researcher uses this qualitative approach to assess the experience of the service sector of Bangladesh and make judgments about what went wrong and what measures have to be taken to solve a particular issue.

"If a concept or phenomenon needs to be explored and understood because little research has been done on it, then it merits a qualitative approach" (Creswell, 2014, p-50). As explained by Creswell, "Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem" (Creswell, 2014, p-32). The qualitative study is regarded as less structured, which supports getting the information regarding the people's motivation based on their thinking, practice, and attitudes. This method offers a deeper understanding of the research questions that makes the outcomes harder to analyse. The researcher, in this study, has designed a qualitative approach which is carried out by conducting in-depth interviews through some open-ended questions, collecting secondary data from reports/records, archives, and participants/online observation. Because the

research required data/information based on entrepreneurial marketing practices in the social enterprise, these are the correct method for knowing the existing EM activities and behaviours in social entrepreneurs/managers. The appropriateness of adopting qualitative research methods for the marketing field is also recommended by Carson et al., (2001). As illustrated in Figure 3.3, the researcher identifies the areas in which the qualitative research characteristics and the marketing characteristics can match. The matching suitability features consist of descriptive data, experiential knowledge and understanding, interpretive analysis of data, and holistic context of data collection. Moreover, Gilmore and Coviello (1999) indicate that most studies in the EM literature could not incorporate contextual influences into the research designs regardless of the significance of the business context in which EM occurs. The following figure shows the appropriateness of selecting qualitative methods in the marketing research field:

Figure 3. 2 Suitability of Qualitative Research Methods for the Marketing Field
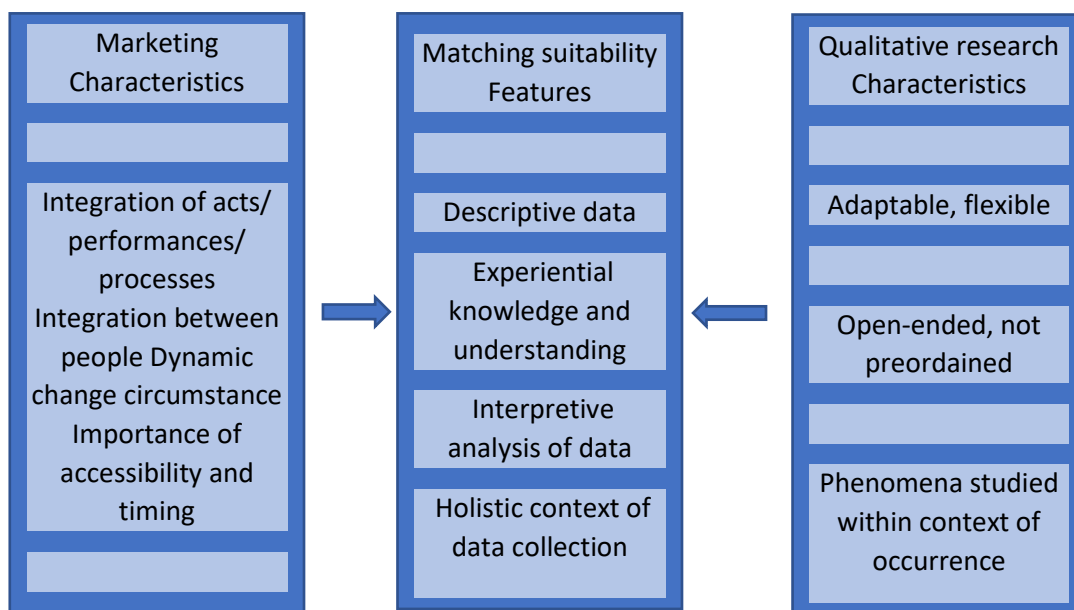
Source: Carson et al., (2001, p.205)

3.5 Research Design

This section demonstrates the researcher's process in carrying out the entire research work, from data collection to data analysis and discussion. A research design is a logic that links the research purpose and questions to the processes for empirical data collection, data analysis to make conclusions drawn from the data (Bloomberg & Volpe, 2008; Rowley, 2002; Yin, 2009). The research design implies or relies on the chosen research paradigm (Creswell, 2009). A flexible research design was followed to allow deep and insightful findings to emerge and under-explored issues to be thoroughly investigated (Lincoln and Guba, 1986). In addition, attention was paid to the consistency of the research design, which focuses on the quality of being logical and coherent in forming the research process (Saunders et al., 2016). A research design is a "blueprint" for the research, dealing with essential study questions, relevant data, data collection, and analyse of the result (Philliber, Schwab, & Samsloss, 1980). Research design helps the investigator organise ideas in a shape whereby it will be possible for the researcher to look for errors and shortages (Michael Crotty, 1998). There are different types of research design, such as exploratory, descriptive, explanatory, and experimental. It is essential to mention here that, during the period of data collection for this research Covid-19 pandemic begins which impacted the process, and the researcher had to develop a contingency plan or design (see figure 3.4) to carry out the entire research work. A detail of this change has been mentioned in the particular section of this thesis. This research is designed through the following case study method, which follows step by step as per the design starting from The Case study method.

Figure 3. 3: Research Design (Original)
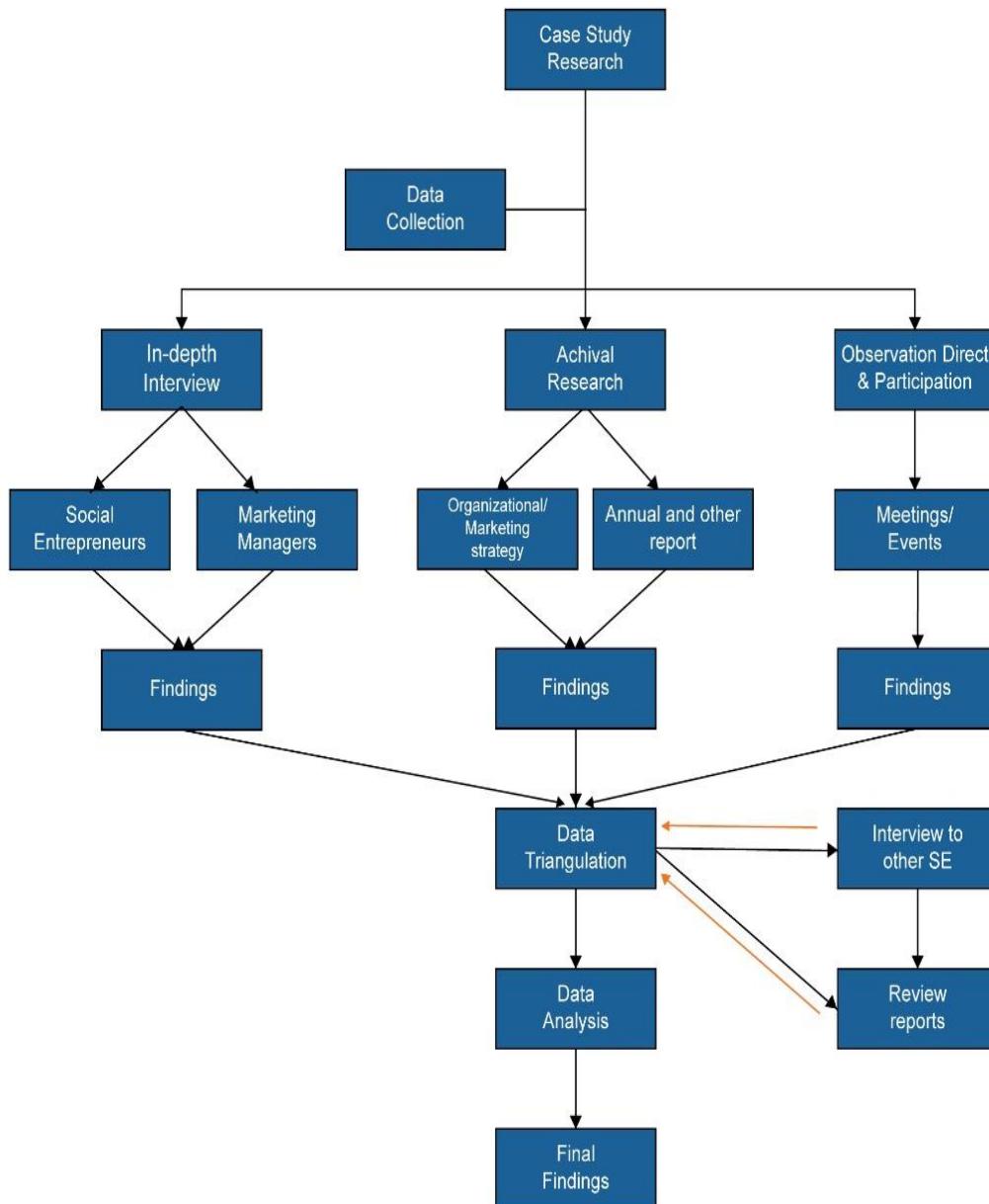
Figure 3. 4 Research Design (contingency plan due to Covid-19 Pandemic)
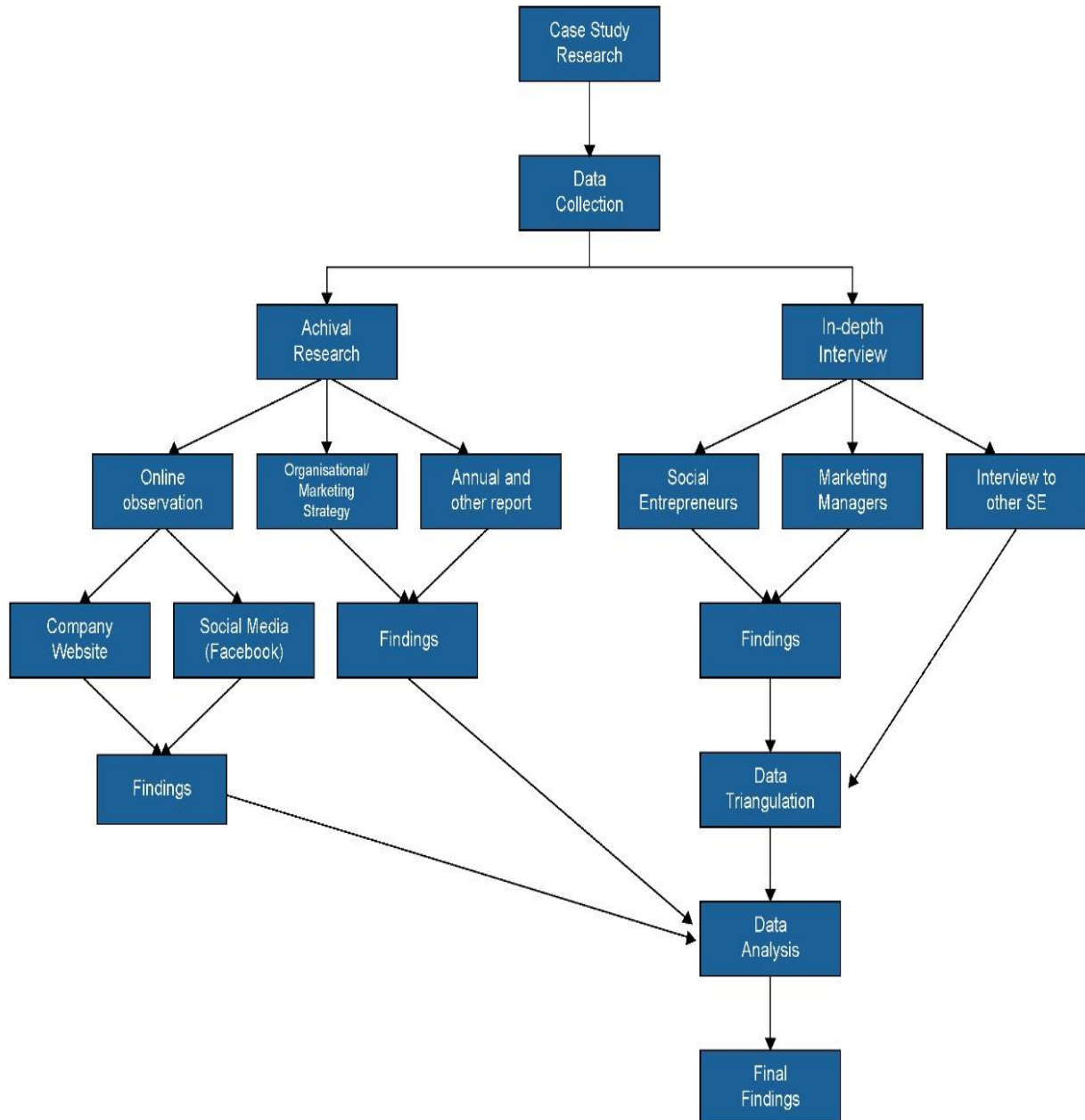
3.5.1 Case Study Method

The case study approach is used in this research, along with qualitative interviews, to create more validity and make the research findings more accurate. Yin (2009) explained that case study research involves studying a case within a real-life, contemporary context of settings. The author also pointed out that "case study is an empirical method to investigates a contemporary phenomenon in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be evident." (Yin, 2009, p-15). Myers (2009) illustrated a case study as it can be used in the empirical phase of the research topic to discover the relevant features, factors, or issues that might apply in another similar situation. The author also mentioned that case study research in business and management aims to use empirical evidence from real people in real organizations to make an original construction of knowledge. The case study approach allows the researcher to have detailed and multi-faceted examinations of various complex problems of real-life settings. The case study approach is beneficial when there is a requirement for obtaining detailed information of any event, issue, and phenomenon of interest-based on the natural context of real life. Figure 3.5 shows the case study research design presented by Yin (2009) that has been embraced in this research.

Figure 3. 5 Case study research layout
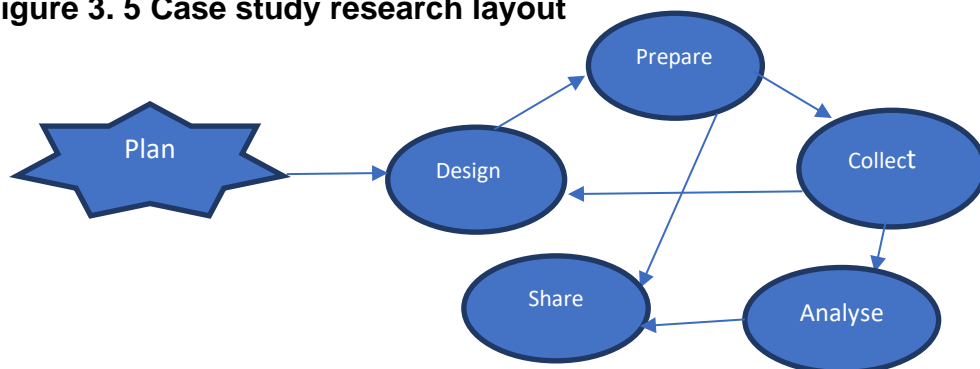
Source: Robert K Yin, (2018, p-3)

3.5.2 Data collection method

In the beginning, the case study seems to be a universal technique that most researchers try to follow to estimate the collected data. However, the importance of the case study depends on the design of the study that is not followed randomly by the researchers in the process of conducting the study (Ponelis, 2015). According to Creswell (2013), the design of the case study is engaged with the empirical evidence, the development of research questions, objectives, and hypotheses created after going through previous studies. In this stage, the scenario of the particular case or case is explained. The second stage of the case study involves preparing and planning the data collection, analyses, or carrying out the case study (Yin, 2009). According to Flick (2015), the third stage of the case study is related to data collection. There are different sources and techniques of data collection for the case studies. However, the best-case study involves multiple sources of data collection in order to validate the data and confirm the reliability data. The data in the case study is collected through qualitative data collection techniques (in-depth interviews, observation). As mentioned by Yin (2009), the fourth stage of the case study is involved with the analyses process of the case study. In this stage, the analysis techniques also opt from the qualitative data analysis techniques (course analysis, situational analysis, thematic analysis, content analysis). The data analysis technique of the case study can be supported by the software as well.

However, in this study, the data has been analysed manually and using computer-based software NVivo, and before that, the data is interpreted by generating codes. The in-depth interviews are analysed by shortening the statements of the participants. Then, the shortened statements are provided with the codes. After generating the

codes, themes are generated and based on these generated themes, and the data is analysed to answer the research questions to meet the study's objectives. The fifth stage of the case study is involved with the sharing and presentation of the study results. In the case study research, all results are discussed and presented, and even the analysis results in negatively significant or insignificant results (Flick, 2015). Accordingly, in this thesis, significant findings have been presented and shared in the result chapter.

Ponelis (2015) also indicated that the case study approach facilitates the researchers to explore a particular area of interest based on existing cases and using various data sources. Moreover, the case study approach demonstrates that a particular research phenomenon is analysed with one perspective and with various sources and perspectives that can reflect on research objectives. According to Flick (2015), it can be explained that the case study approach enables the researcher to ensure that the area of interest or research is well explained and explored. Additionally, with the help of a case study researcher can demonstrate different factors influencing a specific research phenomenon and how different conditions can be resolved within the business context. Similarly, this research explored multiple data sources, such as reviewing the company website, which gives an overview of marketing practices and the overall mission statement of the case study company to understand its business interaction, priority, and initiative of value creation.

The defining feature of case study research is its focus on questions of 'how' and 'why' (Myers, 2009) and, for this reason, is appropriate for descriptive and empirical studies (Mouton, 2001). A case study can focus on describing a process(es), individual or group behaviour in its total setting, and the sequence of events in which the behaviour occurs (Stake, 2005). According to Ponelis (2015), one of the strengths of the case

study method is its flexibility and adaptability that allows single or multiple methods of data collection to be used to investigate a research problem (Cavaye, 1996). A wide variety of data collection methods can be used, including direct observation, participant observation, interviews, focus groups, documentary sources, archival records, and physical artefacts (Mouton, 2001, Myers, 2009). Using multiple sources of data – and multiple participants (Maimbo & Pervan, 2005) – is preferable to triangulate data (Yin, 2009) and to allow significant insights to emerge (Myers, 1997). The research followed data triangulation, ensuring the authenticity of the data regarding EM practices by collecting them through in-depth interviews of entrepreneurs from similar category six other social enterprises. Creswell (2013) mentioned that case study research data collection is typically extensive, drawing on multiple sources of information, such as observations, interviews, documents, and audio-visual materials. Yin (2009) recommended six types of information to collect: documents, archival records, interviews, direct observation, participant observation, and physical artefacts. The author mentioned those as significant sources of evidence for a case study. However, a complete source can be relatively wide-ranging, including films, photographs, videotapes, projective techniques, psychological tests (Marshall & Rossman,2016). As presented by Yin (2009), the critical steps of the case study research are illustrated below:

3.5.2.1 Documentation

According to Yin (2009), some of the required documentation should be the object of detailed data collection plans such as Emails, memoranda, letters, and personal documents such as diaries, calendars and notes; Agenda, announcements and

minutes of a meeting, and other reports of evens; Formal studies, evaluation related to the case and news clippings along with other articles appearing in the mass media. The author also mentioned that documentation is beneficial for case study research to verify and strengthen evidence from other sources (Yin, 2009). This research followed collecting data from multiple sources as mentioned by (Yin, 2009) such as different study reports of the company, review and reporting from social media platforms, including news clippings annual report from company website those gave significant indication regarding EM practices, particularly entrepreneurs competency on working on some EM dimensions. For example, the website revealed that some companies had got ISO certification for their service quality and appreciation from government and donor agencies for their contribution socially and financially.

3.5.2.2 Archival Records

Some archival records can be used to produce a case study such as service records, for example, several clients served over a mentioned period; organizational records such as budget and personnel records; maps and charts of the geographical characteristics of a place; survey/research data produced by others (Yin, 2009). Through the case study approach, the researcher has gathered one or more events associated with the research topic from organisational records, organisational management structure to explore their marketing functions priorities, geographical coverage to identify their service priority and customer engagement, different evaluation reports. Moreover, those were analysed in order to reflect on different aspects of EM practices. The researcher collected those archival records through online review and communicating with the company through email.

3.5.2.3 Interviewing

Corbetta (2003) mentioned that there is much flexibility for the interviewee and respondent in conducting the qualitative interview while ensuring all relevant matters are addressed and all necessary information collected. According to Yin (2018), for case study research interview is one of the most significant sources. The author also mentioned that "interviews can especially help by suggesting explanations (i.e. the "how" and "why") of key events, as well as the insights reflecting participants' relativist perspectives" (Yin, 2018, p.118). This research followed an interview guide question comprising key EM dimensions such as innovation, proactiveness, risk-taking, opportunity focus, customer intensity focus, resource leveraging, entrepreneurial spirit, entrepreneurial organization culture, value creation, and networks and networking to explore those case study organisations marketing approaches, management attitudes regarding marketing and general EM practices. This question guided the researcher to conduct a semi-structured interview with flexible response options. Due to the Covid-19 pandemic and social distancing restriction, the researcher selected the telephonic interview instead of a face-to-face one. As per standard research protocol, the research followed proper formal communication with the participants through email to share the research objective and purpose of the interview, get their written concerns (Appendix 3.2), setting interview timing, and conducted interviews. Case study interviews will seem like guided discussions rather than arranged queries. Although the researcher pursues a consistent line of inquiry, the actual stream of questions in a case study interview is likely to be flexible rather than rigid (Rubin & Rubin, 2011). This kind of interview has been recognized as "intensive interview", "in-depth interview", or "unstructured interview" (Weiss,1994,

pp.207-208). The researcher has conducted a semi-structured interview with 2 participants in each of the 7 SME category social enterprises. These participants include owner/managers or marketing managers and social entrepreneurs from each company. The interview questions guide and the themes related to EM were also articulated before the interviews being conducted (Appendix.3.1). In the methodological approach, there is a strong link between semi-structured interviews and phenomenological research. Interview as a data collection method is somewhat widespread in marketing research. Aaker et al. (2011) note that the use of interviews in marketing research increases the quality of the information given by participants. They categorise semi-structured interviews as effective for interviewing active managers and opinion leaders (Hasan, 2020).

According to Smith (2015), semi-structured interviews are the exemplary method for interpretative phenomenological analysis. The researcher also conducts the case study analysis to assess the real-life scenarios regarding the service industry in the social enterprise sector of Bangladesh (Gale et al., 2013) and its application of EM concerning company aims and objectives for its business growth and sustainability. Moreover, the researcher conducted the interviews to know the nature of EM practice, implementation of EM strategy, and relevant experience and thoughts of the participants. This helps the researcher understand participants' expressions and a deep understanding of a particular topic. This aims to provide insights for using this approach and get an overview of different key procedural considerations related to planning, design, analysis, understanding, and reporting of case studies. One of the most significant examples of studies that employed a similar data collection technique is to study EM behaviour in various firms. For example, research was conducted by

Hills et al. (2008) to establish the implication of EM in a cross-cultural context between the United States and Sweden. To explore their marketing behaviours, they used the semi-structured interview method with almost sixty firms. Kocak and Abimbola (2009) did another research by using interviews to examine the effect of EM on the internationalisation strategy of newly born companies in emerging economies. Given these examples and many more in other literature, it is evident that interviews, particularly semi-structured ones, are beneficial for this study.

3.5.2.4 Direct Observations

As the case study usually takes place in the case's real-world setting, it creates an opportunity for direct observations. The observation can range from formal to informal data collection activities (Yin, 2009). Researchers can develop observational tools as part of the case study procedure to measure the incidence of specific activities during certain periods in the field. This can involve meeting observation, side-walk activities, factory work, classrooms (Yin, 2018). The author also emphasized multiple sources of evidence because most of the better case studies rely on various sources. The observation can be so valuable that the researcher may consider taking photographs at a fieldwork site, and these photographs will help convey important case characteristics to the outside observer (Dabbs, 1982). However, in this study, the research had to skip direct observation of participating in a different programme, events because of the Covid-19 social distancing restriction throughout this research period. Therefore, as an alternative approach or contingency plan, the researcher conducted online observation and reviewed all of the company websites, social media platforms like Facebook, Instagram and link den profiles of the participants to analyse

their EM practices, particularly all marketing initiatives, product promotion, customer engagement, value creation options.

3.5.2.5 Participant-Observation

Corbetta (2003) illustrated this term as "in participants observation the researcher 'steps into the field' and immerses herself in the social context that he/she wants to study, lives like and with the people who are the object of the study…." (Corbetta, 2003, p.236). Participant observation is a unique method of observation in which the researcher is not simply an inactive observer. Instead, the researcher may undertake various roles in a fieldwork situation and participate in the studied actions (DeWalt & DeWalt,2011, chap.2). The participant-observation technique has been most frequently used in anthropological studies of different cultural or social groups and can be used in various everyday settings, such as large organisations or small groups (Yin, 2018). Participant observation provides certain rare chances for collecting case study data but also comprise some challenges. The most typical prospect is related to the researcher's ability to access events or groups otherwise inaccessible to a study (Yin, 2009). Furthermore, critical challenges related to participant-observation have to do with the potential biases produced (Becker, 1958). The researcher had to skip this part similar to direct observation because of the Covid-19 social distancing restriction throughout this research period. Instead, the researcher tried to explore some data through online observation.

3.5.2.6 Physical Artefacts

According to Yin (2009), a definitive source of evidence for case study research is a physical or cultural object—a technological device, a tool or instrument, a work of art, or other physical evidence. Such artefacts may be collected or observed as part of a case study. It may have less potential relevance in the most typical kind of case study.

In this study, the researcher has used case studies to discuss some examples and cases of social enterprises involved in different service sectors of Bangladesh and how they have used entrepreneurial marketing in service enterprises. Out of the mentioned six data collection methods illustrated by Yin (2009), this research followed almost all of them except Direct observation because of the Covid-19 outbreak and restriction for social distancing. Instead of direct observation and participants' observation, this study followed online observation by reviewing the company website and some effective social media platforms such as Facebook, Linked In, and Instagram pages to explore their EM practices. For example, engagement with customers, introducing innovation, proactive initiatives to upcoming problems, managing risk or treating risk as an opportunity, managing resources limitations, build networking with allies and creating social values.

3.6 Data Triangulation

In research, data triangulation is the idea that the researcher should do more than just one thing in a study, use two or more techniques to gather data to look at the same topic from different angles (Myers, 2009). From that perspective, the researcher in this study followed several techniques such as interviews, online observation, documentation and archival research, and conducted additional interviews to some of the similar categories SMEs to prove the authenticity of the collected responses. Using

multiple sources of data and multiple participants (Maimbo & Pervan, 2005) are preferable in order to triangulate data (Yin, 2009) and to allow significant insights to emerge (Myers, 1997).

Yin (2009) explained that triangulation of data stated that the process enables the researchers to converge inquiry more specifically. The application of data triangulation includes different means, sources and techniques of collecting data that helps the researchers to verify the collected data. In the same way, Braun (2013) presented that the method of case studies contains a significant number of cases and sources of data collection from various techniques and sources that enables the case studies to be more significant. In addition to this, Johansson (2003) mentioned that data triangulation ensures the reliability and authenticity of the collected data. Therefore, triangulation is used to combine unique but relevant types of information (Braun, 2013). In this way, the researcher or the investigator emphasises that the development of the case study is involved with various data types, theories, techniques, strategies and all of these types of data are combined to analyse the results of the study that is also considered to be the significance of the data triangulation (Cloy, 2014). In addition to this, Eisenhardt (1989) states that data triangulation is applied to confirm the consistency in the data that can be considered as the validation and credibility procedure of the data.

Furthermore, Yin (1994) states that it is the ethical requirement of the researcher to confirm and validate the collected data that is met with the help of the data triangulation with the application of multiple data sources, techniques, strategies, and theories. In this case study, the researcher involves data triangulation. The in-depth interviews conducted from the participants was double-checked, such as conducted in-depth

interviews from some other like-minded social enterprises using a similar interview question guide.

3.7 Sampling strategy

Sampling strategy can be explained as a technique of gathering or selecting information or data from a large set of information. The researchers can adopt different sampling strategies to obtain the relevant data, such as random sampling, cluster sampling, snowball sampling, and purposive sampling. All sampling strategies aim to select the most relevant data and information, reflecting on the whole population within the area of interest because it is not possible for the researcher to gather information for all populations (Flick, 2015). The sampling strategy deals with how information from a specified area or participants can be obtained (Mania et al., 2018).

In this study, the researcher has used purposive sampling because the researcher wants to get information based on an in-depth study while considering the characteristics of the population (Walliman, 2017). Creswell (2013) pointed out that the researcher reflects more on whom to sample in qualitative research. The concept of purposive sampling is used in qualitative research. This means that the inquirer selects individuals and sites for study because they can purposefully inform an understanding of the study's research problem and central phenomenon. In qualitative research, the typical approach to sampling is purposive, to generate "insight and in-depth understanding" (Patton, 2002, p.230) of the topic of interest. The author also mentioned that purposive sampling involves selecting data cases (participants, texts) on the basis that they will be able to provide "information-rich" (Patton, 2002, p.230) data to analyse. Thus, purposive sampling is fundamental in this research because

the researcher must collect data from those respondents who have a background in entrepreneurial marketing, particularly in the service sector and directly or indirectly related to social entrepreneurship.

Eisenhardt (1989) mentioned that the "random selection of cases is neither necessary, nor even preferable" (p. 537), and relevance to the research questions rather than representativeness is the criterion for the selection of cases (Carson, Gilmore, Perry, & Gronhaug, 2001). The underlying principle in selecting appropriate cases is the preference for information-rich cases concerning the topics under investigation, and therefore using purposive sampling and snowball sampling is justified (Patton, 2002). With owner/managers as a unit of analysis, access to at least one of the owner/managers was an essential consideration in selecting cases. Following the advice of Hartley (1994) that contacts in the industry, academia, and friendship can be helpful to establish a list from which cases can be selected, an approach also used by Chibelushi and Costello (2009), potential cases were obtained using a snowball sampling strategy using personal networks and word-of-mouth referrals. Thus, the researcher uses purposive sampling to take part in the study associated with the service sector and experienced in EM field. Thus in this study, the researcher followed the sampling of snowball method to recruit participants using social media platforms, particularly an NGO focused Facebook group members from prominent socio-economic development related NGOs and SE sectors in Bangladesh. After sharing the research objectives by the researcher, some active group members nominated some of the SEs names to select for this research, and other members endorsed those names. To explore and selection of appropriate case study social enterprise the researcher circulated and shared the research objectives to some relevant NGO/SE experts through some social media platform-based networks such as 'desperately

seeking development expertise' in Bangladesh. After sharing the purpose of this research, a substantial number of social entrepreneurs expressed their interest, which allowed the researcher to meet with various agencies and assess whether they comply with the insertion criteria (Tobias and Sara,2017). As suggested by Smith (2004), the researcher selected fourteen participants from seven service-providing SME category companies as case study SE using a combination of purposive and snowball sampling to incorporate a variety of practices (Patton 2015). Appendix 1 supports background information on responding entrepreneurs/managers and demonstrates the variety of service-providing SEs included in this research, particularly from the education sector to social development and health care which are the most contributing segments in development sectors in Bangladesh.

Accordingly, the researcher started communicating with the organisations formally and informally through social media, over the phone, and email. Through a formal discussion with some of the social entrepreneurs and managers regarding their organisations, marketing strategy, and some relevant other information it was getting easier for the researcher to select appropriate organisation and participants for this study. Besides, the researcher has long years of working experience in the service-providing NGO sectors, which also helped to explore case study companies more appropriately to obtain authentic and relevant data and insight. During a case study selection process from the nominated SEs by development activists, the researcher tried to incorporate most contributing sectors in Bangladesh such as education, social development, socio-economic empowerment, and health service-related social enterprises. Some additional SEs from similar service sectors were also selected in this process for data triangulation.

In summary, the participants required to provide valuable data within the studied context. However, it was not easy to follow only one sampling technique. Bryman and Bell (2015) note that using snowball sampling with another sampling strategy is familiar. Thus, based on research objective, context and participants criteria, the researcher had to follow two sampling strategies, i.e. snowball sampling and self-selection sampling. Both are compatible with qualitative methods and align with the data analysis techniques presented later in this chapter.

Regarding sample size in case study approach and qualitative method, Braun et al. (2013) explained that qualitative research tends to use smaller samples than quantitative research, but there are no specific instructions to follow for selecting sample size in qualitative inquiry (Patton, 2002). The author also mentioned that a sample size of between 15 and 30 individual interviews tends to be expected in research that aims to identify patterns across data (e.g. Gough & Conner, 2006; Terry & Braun,2011a). Cloy (2014) expressed that the exact number of cases included in the case studies is not compulsory. The author also illustrated, "*the literature recommending the use of case studies rarely specifies how many cases should be developed. This decision is left to the researcher …*" (Cloy, 2014, p. 36). In the same way, Eisenhardt (1989) suggested that the cases be included before "hypothetical immersion". In addition, Patton (1990) does not give an exact number of cases that could be consistent with the rules of the researchers, arguing that there are no rules for the sample size of the qualitative studies. Experts in setting up various contextual studies used their experience to suggest cases for any study. For example, Eisenhardt (1989) recommends that the cases be not less than four and more than ten in numbers for the case studies' conducting procedure. Therefore, it is revealed that there is no

specific number of cases to be included in the case studies suggested by any scholar. Despite that, including a minimum of four and a maximum of ten cases works better than other recommendations. The rationale for selecting a minimum of four cases is that it becomes difficult to generate and modify any theory if the number of cases is less than four as it increases the difficulties and is unimpressive for the process of empirical grounding (George, 2019). The purposive sampling enables the researcher to collect in-depth data because the suggestions and recommendations from the same people involve their peers or group members, enabling the researcher to collect in-depth information about the specific case, scenario or problem (Yin, 2009). In line with the suggestions from various scholars regarding the number of cases in the qualitative method in the case study approach the number of cases in this study, the researcher used a total of seven case studies and 14 participants, whereas two participants from each company.

Data saturation is not about the statistics, but very nearly the depth of the data (Burmeister & Aitken, 2012). Data saturation is achieved when there is adequate information to repeat the study (O'Reilly & Parker, 2012; Walker, 2012), when the ability to acquire more information has been reached (Guest et al., 2006), and there is no requirement of additional coding (Guest et al., 2006). Thus, to evaluate data saturation the researcher applied theoretical sampling during the data collection procedure (Corbin and Strauss, 2008). Theoretical sampling implies that "the investigator examines individuals who can contribute to the evolving theory" (Creswell, 1997, p. 155). Using a theoretical sampling technique can also improve the credibility and validity of data (Sinkovics et al., 2008). Accordingly. based on the research objectives which is investigating on entrepreneurial practice in the social enterprises

throughout the sampling process, the researcher emphasised selecting participants who have expertise in operating service providing SME level social entrepreneurship and also involved in the marketing process of the company through which the researcher gained necessary insight from interview data. Thus, the researcher selected fourteen entrepreneurs and managers from seven services providing SME category SEs for conducting the in-depth interview, reviewing different secondary documents from respective social enterprises, and doing an online review of those particular companies to make sure data collection from multiple sources, check data validity, and authenticity to make sure data saturation. Moreover, Data collected from the interviews allowed the researcher to gain an insight into some new EM dimension such as social value creation and the theme emerged social value creation through women empowerment that lead to explore data on existing EM practices of SEs and evident from the insight brought out through interviews and online review through company website, relevant social media platform, review of company reports as a part of case study method.

Besides, during case study company selection, after getting a list of a nominated company named from a very authentic social media group, the researcher again did some cross-checking formally and informally through getting experts opinions in this field. Further, this study selected additional six SME category social enterprises for interviewing the entrepreneurs for ensuring validity and authenticity of data to reach data saturation through interviewing more entrepreneurs in a similar topic using similar interview questions.

3.7.1 Recruiting participants and data collection

According to Braun (2013), for the research, potential participants need to be informed about the research subject matter through formal communication like advertising (Braun et al., (2013). Advertisements need to be magnetic, inform participants about the scope of the study, and provide contact details for more information. The author also emphasised its impact on research and mentioned that planning efficiently about advertising and recruitment can assist in getting the best sample for the research. The diverse strategy could recruit participants, such as approaching potential organizations through them, using social media, or identifying key people who are well connected to the potential participants (Braun et al., (2013). In this research, some criteria have been selected to recruiting participants such as based on the research context SME category as per Bangladesh Bank circulation (Table 1.2) SEs were selected mainly, and those are involved in the service sectors in Bangladesh (has been selected for recruiting 2 to 3 participants from each of the organisations (social enterprise) so that the researcher can collect information regarding their entrepreneurial marketing related practices and actions through those respondents. Due to the nature of semi-structured interviews having access to discuss relevant issues informally, most of the interviews took about 1.5 to 2 hours. Out of nine divisional areas, the researcher selected SEs from four main divisional areas such as Dhaka, Khulna, Barishal and Rajshahi to ensure diversified geographical coverage to make the data more representative for the country. The participants include entrepreneurs, board members, and paid marketing manager clients/stakeholders. However, due to the Covid-19 pandemic, the researcher had to skip interviewing the level of clients/stakeholders due to difficulties reaching them over the phone or the

internet. Hence, the entrepreneurs and one marketing manager or director were included in telephone interviews based on an interview questions guide (Appendices 3.1).

For conducting this study effectively through collecting data, the researcher has used the technique of semi-structured interviews. The researcher tries to ask the participants more open-ended questions to have an open discussion and get to know the practical experience of participants on EM practice and their organizational structures for marketing. There are chances that the interviewer might have made different questions, but it is not obligatory for the researcher to cover all the aspects of questions and also, it is not necessary to follow the specific order (Cloy, 2014). There are most cases where the interviewer formulates a guide based on the general topics known as an interview guide. The decisive point about the semi-structured interview is that the researcher gets essential information based on the participants' experience by asking pre-determined questions for ensuring uniformity. The negative points about this interview are that it takes too much time for the researcher to collect data. The study recruited participants associated with entrepreneurial marketing within the social enterprises, and the study would gather the information from the top management because they might have relevant information regarding the research topic.

3.7.2 Interview Recording

Many scholars have emphasised the significance of taking a complete record of the interviews (Robson and McCartan, 2016) to refer back to them when data analysis is needed for other purposes. The record can take two forms: a tape recording and notes. In this study, the researcher recorded entire interview discussions using a smartphone

and a recording device as the researcher had to go for telephone interviews due to Covid-19 restrictions. Before each interview, written consent was shared with all interviewees. The process was initiated by sending standard mail containing a detailed description of the interview, including the purpose of the interview and justification of selecting them. Then through some formal telephonic discussion, the date, time, length, and the privacy policy associated with it has been shared with each interviewee. The consent form was attached to the invitation email in which the interviewee should be aware of the recording in good time before the interview started. The record of the interviews was stored on an external device and the cloud storage provided by the LSBU. This process also was applied to any other form of data produced. The researcher has transcribed all the interview recordings by listening to the audio recording before analysing them.

3.8 Data Analysis

Accordingly, since the researcher followed interpretive inquiry for the case study, examined all data-read interview transcripts and online observations through social media and web content such as company website, Facebook, YouTube, LinkedIn, review reports, and listened to audio recordings. The case study approach is used in this research, along with qualitative interviews with some other similar categories of SMEs, to create more validity and make the research findings more authentic. In this way, the case study research in business and management used empirical evidence from real people in real organisations to make an original construction of knowledge. In addition to this, the case study approach allowed the researcher to have detailed and multi-faceted investigations of various complex problems of real-life settings.

Therefore, the case study approach for data analysis is beneficial when there is a requirement for obtaining detailed information of any event, issue, and the phenomenon of interest based on the natural context of real-life; in order to analyse the collected data, the qualitative data analysis technique applied in this research. The thematic analysis technique was applied in analysing the qualitative data collected through in-depth interviews (Sgier,2012). In the same way, the thematic analysis technique has been used for analysing the data collected through online observation as the secondary sources. Figure 3.7 shows data sources for the case study and the entire steps from data collection to analysis in this research.

Figure 3. 6 Steps and data sources from data collection to analysis (Author,2021)
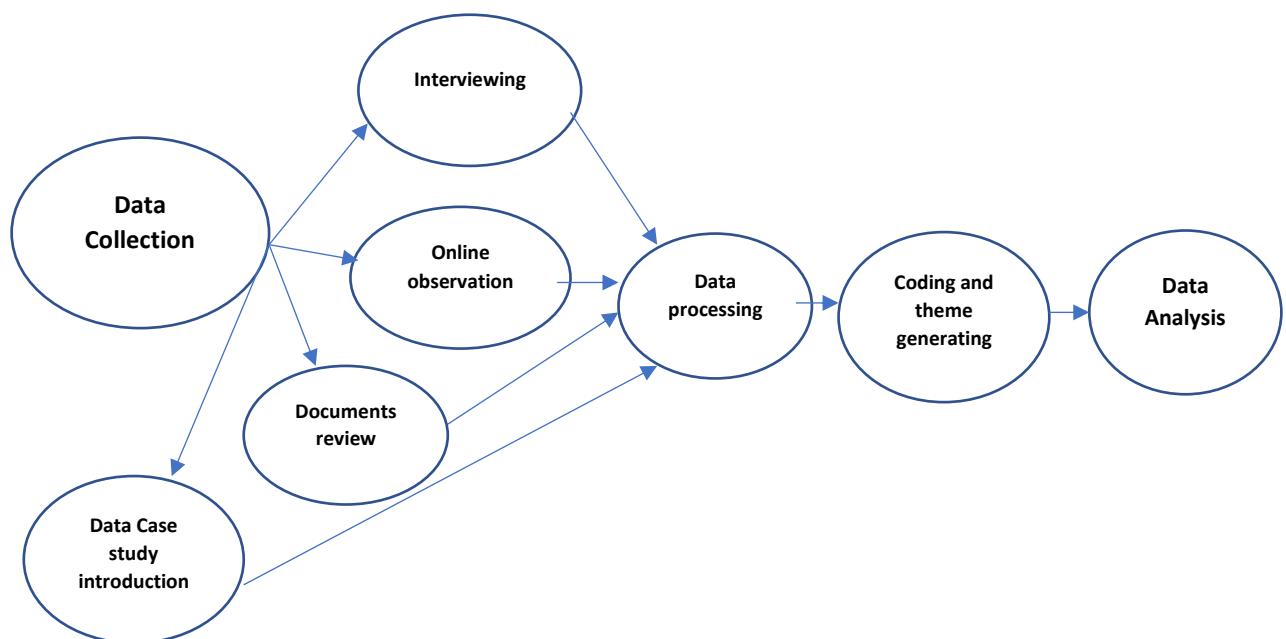
The researcher has been engaged in an inductive process of developing and refining a coding scheme (Braun & Clarke, 2006). Coding is one of the beginning steps for analysing qualitative research (Bryman and Bell, 2015). Huberman and Miles (1994)

illustrated that the way the qualitative data is presented is a vital component of the analysis process. Coffey and Atkinson (1996: p. 27) pointed out that coding support processing, organising and analysing the qualitative data. Elliott (2018) illustrated coding is a method of mapping data, to offer a synopsis of unequal data that helps the researcher to develop meaning relevant to their research questions. Creswell (2015) mentioned authentically the necessity of the coding process, the author explained "Text data are dense data, and it takes a long time to go through them and make sense of them" (Creswell, 2015, p. 152). In line with this, the researcher used computer-based software NVivo for analysing qualitative data, coding (named Node in NVivo) necessary data for generating themes and sub-themes to organise data systematically for analysis and discussion. In the beginning, the key entrepreneurial marketing dimensions were discovered and selected by using the relevant literature which guided the researcher to develop code and generate themes. In this process to create the theme all the interview transcripts have been reviewed in a similar method in this software by code and subcode and generating theme.

The researcher made a substantial review of all interview transcripts, developed a list of codes based on the research question and interview transcript and online review. List of codes, core themes and sub themes are mentioned in Table 3.3 bellow

Table 3. 3 List of Core theme, open codes and sub themes

Core Theme	Open Codes	Sub Theme
Innovation	"Marketing strategy ", "product design", "creative service delivery", "customer care", "business growth", "B2B and B2C","operation technique", "creating business", "profit-making", "advance technology", "DNA of SE", "new business model", "new product testing", "using the mobile app"	Creating innovation as a marketing strategy,
		The flexible management approach for new products or services
		Using Advance technology or digitalization
		Is a profitable business approach

Proactiveness	"Forward-looking". "reaching target market", "creating job", "Advance stepping", "future demand", "customer need", "explore new business", "involve women in business", "need healthy competition"	Forward-looking for future demand
		Reaching target market in advance
		Creating new business opportunities
		Using a modern technological solution
Risk-taking	"Risk management", "risk assessment", "risk analysis", "skill development", "consider risk factors", "product pricing", "calculated risk"	Calculated Risk-taking attitudes for new product or service
		Risk factors analysis for a better product or services
Opportunity focus	"Leverage business", "customer need", "future demand", "B2C and B2G", "new product", "market creation", "using the mobile app", "women empowerment"	Exploiting Market Opportunities,
		Using Creative Marketing as an opportunity focus Approach
Customer intensity focus	"Customer service", "value-driven", "product promotion","B2C business approach", "regular communication", "value customer need", "online review", "product review", "customer feedback", "customer satisfaction", "using customer database"	Customer Interactions and Relationship Management,
		Customer-driven Product Improvements
		Marketing and Sales Promotions
Resource leveraging	"Resource limitation", "outsourcing", "skill development", "monitoring employees", "resource utilisation", "government resource", "utilise networks partners", "resource mapping"	EM approaches to overcome resource limitation
		Approaches for resource mobilization and utmost utilization
Value creation	"Value proposition", "address the social problem", "serving the marginalised community", "create social value", "women empowerment", "create social impact", "long term social change", "relationship with the customer", "bring social change"," "social ecosystem"	Creating social value through the product or services directly or indirectly
		Achieving Core Social Values
Networking	"Professional network", "product promotion", "build partnership", "systematic networking", "using network partner", "support business"	Different Networking approaches with other Institutions
		Networking effects directly on product/service promotion

The researcher generate themes from relevant codes. For example, under the core theme 'innovation' which is one of the key EM dimensions the researcher made some

codes (sub-nodes) like "profitable strategy", "creative business", "technology-based", ""new business model", and then based on the interview responses and relevant literature some themes has been generated such as 'creating innovation as a marketing strategy; 'the flexible management approach for new products or services'; 'using advance technology or digitalisation'; 'is a profitable business approach'. Besides, another example is, women empowerment is a strong sub theme, but it did not show up in very frequently the interviews transcription, rather this theme emerged from observation and online data. NVivo also helped the researcher to identify the frequency of similar kinds of responses regarding each question that was generated based on key EM dimensions. Based on the interview transcript it was apparently easier for the researcher to organise the qualitative data, get insightful data, synthesise the analysis in a very structured manner through NVivo incorporating code-and-retrieve functionality and advanced search instruments (Hills et al 2008). As mentioned, all interview transcripts were added in this software and analysed through developing some codes to generate themes. As explained above, the method of inductive analysis discovered key themes within the data which support insight into entrepreneurial marketing within the context of social enterprise. After generating themes and sub-themes based on the responses of the participants during the interviewing researcher explain them and relate them with the existing entrepreneurial marketing literature (Shaw, 2004).

Therefore, to analyse data, coding is vital for the researcher and needs to read codes continuously, review previous code, and generate more theoretical concepts. After carefully reviewing all the interview transcripts, the citations were categorised under each theme and connected to the most relevant code for this study. A multiple coding

process was applied by the researcher to ensure the consistency of the data analysis (Montgomery and Crittenden, 1977). After that, the codes list was revised and checked through with the transcripts and a final list was detected.

The researcher originated the transcripts with an open point of view, pursuing what emerges as necessary and of interest from the text (Seidman, 2013).

Through this software the coding of each transcript has been commenced according to the original research questions guide, enabling the researcher to provide an overview of common themes with these questions. After generating the codes, themes were generated and based on these generated themes the data was analysed to answer the research questions to meet the study's objectives. After coding, the researcher extracted and interpreted the meanings out of the text to write the findings chapter. The chapter of findings was separate from the discussion, as it is apparent that displaying the results in a narrative form separate from the discussion should improve the data consistency (Hasan, 2020).

In summary, in this study, the use of the Interpretative Phenomenological Analysis method within a thematic analysis technique appears more applicable because this approach supports the researcher to reach the aim to explore and interpret entrepreneurs' and managers' lived experiences regarding the concepts of EM in the SE. By applying these analysis techniques, in-depth insight was achieved through an interpretation of participants' views. Accordingly, this process allowed the researcher to attain the objectives in understanding and exploring the practice of EM and its dimensions.

Table 3. 4 Summary of Research Methodology

Methodological consideration	**Adopted approach**	Justification
Philosophical Position	Interpretivism	No single reality, social phenomena have subjective meanings and may change
Research design	Qualitative approach	- Allow robust and insightful findings to be developed and EM phenomenon to be thoroughly examined
Sampling strategy	A combination of purposive and snowball sampling	- Identify the most appropriate criteria to approach participants for the study - Allow SEs with insightful information on EM practice to be identified.
Data collection	-Semi-structured, telephone interviewing (instead of face to face due to covid-19 restriction) -online observation and other secondary sources	Provide a thorough examination of entrepreneurs' business context, behaviours, and attitudes from participants own perspectives
Data triangulation	Semi-structured, telephone interviewing to some other SEs (instead of face to face due to covid-19 restriction)	- Address issues of relying on only interview data, which might exhibit discrepancies, misinformation, omissions
Data saturation	Theoretical sampling	Strengthen the credibility and validity of the data
Data analysis	Constant comparative Method	An open and flexible approach to data analysis and provides a detailed analysis of activities and behaviours of EM.

Source: Adopted from Luong (2017)

The following section explains the ethics of this research and how the researcher identified and addressed all ethical considerations.

3.9 Ethical consideration in this Research

For ethics in research, there is no specific instruction revealed in research related literature. Research Ethics Framework (REF), established by the Economic and Social Research Council (ESRC), explained ethics as a safeguard for researcher's rights and researched subject. However, different scholars provided some definitions of ethics based on some general rules. For example, Saunders et al. (2007, p. 610) define it as *"the appropriateness of the researcher's behaviour with the rights of those who become the subject of a research project, or who are affected by it"*. Silverman (2010, p. 434) defines ethics as the *"guidelines or principles relating to good professional practice"*. With ethics, it is also essential that the researcher admire the process to ensure particular codes of ethics are followed throughout the research process.

Different codes of ethics were revealed from different scholars and academic bodies for the researchers to follow. For example, Easterby-Smith et al. (2015, p. 122) recognise ten critical rules for research ethics. Six of them are to protect informants and research subjects, and the rest four are to protect the research community and the correctness of the research. The first six rules consist of ensuring no harm comes to respondents, respecting their dignity, getting their informed consent, safeguarding their privacy, ensuring their confidentiality and protecting the anonymity of companies and individuals. The unique four rules are avoiding any misleading findings, ensuring clarity and honesty when communicating about the research, affirming any affiliation or funding bodies and avoiding duplicity. However, in this research, some critical ethical rules were maintained properly, such as getting approval from the university ethics committee at LSBU, discussing the research topic and its purpose with the

respondents before the data collection, and getting informed consent from the participants ensuring data confidentiality and anonymity.

The University of South Bank follows some specific procedures relating to ethics approval. The ethical application implies information about the research topic, justification, research context, type of methods, time frame, nature of participants and many other important matters related to the research. Hence, this research follows the LSBU code of ethics and therefore applies to get their approval. Participants Informed consent is a significant ethical element in this study. According to Saunders et al. (2007), informed consent is an achieved position where the participant knows their position in the study, study nature and purpose, and generously given consent. The researcher sent the consent form along with the invitation email, and a signed copy was obtained from all participants before conducting the interviews. This study maintained the issue of anonymity strictly as the obtained consent explained each participant's decision whether to disclose and discuss his/her enterprise in this study.

Another essential ethical matter is maintaining data confidentiality. This refers to the type of information that the researcher can access and whether or not to disclose information about the company (Bryman and Bell, 2015). This research engaged with two main aspects such as all participants remained anonymous, and therefore, they were identified by the pseudonym of their company. Moreover, maintaining safe storage of all collected data either in written or audio recorded format. The researcher ensured all necessary steps of the codes of ethics. Only the researcher has access to all written documents and stored them in a secured place. Moreover, the researcher used a pseudonym in the transcripts to maintain anonymity. Furthermore, audio recorded files, also safely stored and password-encrypted in the cloud space drive provided by the LSBU to their students.

3.10 Case study presentation of seven SEs

The study examines how entrepreneurial marketing strategy can be integrated and applied by social enterprises in Bangladesh. Specifically, the study explores how social enterprises in the country can implement entrepreneurial marketing strategy, which mostly relies on creativity and innovation and some other key EM elements. This section contained the introduction of seven case study SEs to share their product and service context and company structures.

3.10.1 Tech-based service 1

Tech-based service 1 is a prominent social enterprise that promotes women, children, and adolescents reaching the Bottom of the Pyramid (BoP) by empowering XYZ (pseudonym). It believes that it envisions reaching its mission and complying with its vision cannot be attained without true partnership and contribution from the community. Therefore, the company's target group is classified into B2B and B2C Business models.

Organisation History and Overview

The company was established in 2004 named Tech-based service 2 as a non-profit organisation to bring a change in rural women of Bangladesh. The company then shifted to the new authority, started operating its unique business model and was named Tech-based service 1 with a new entry. The concept of establishing this company was to allow women to become social entrepreneurs. The company launched this model under the brand name 'ABC (pseudonym)' later on in 2016; this

model became widespread as 'ABC Social Enterprise Limited' to give huge returns to the women of rural Bangladesh (Tech-based service 1, 2020).

Key highlights of functions

"ABC" (pen name) is a service that gives every woman a sense of dignity, transforms their livelihood, and encourages rural women to become entrepreneurs. "ABC" initiatives impact several areas, such as maternal & newborn death, sex and reproductive health care, adolescent care, nutrition care, economic empowerment of women, digital financial inclusion, green energy (Tech-based service 1, 2020).

Marketing Function and organisation structure

The nature of the business model is identical to the guerrilla Marketing style where the company has a presence on TV and social media; However, most of the processes are B2B and B2G instead of B2C models; therefore, with the help of different industry forums, broadcasting seminars, or press briefings

Figure 3. 7 Company profile, Tech-based service 1

MISSION/VISION

"Women, including those who live at the bottom of the pyramid, are empowered economically and socially with sound health and mental well-being."

COMPANY OVERVIEW

A prominent social enterprise working to promote women, children, and adolescents reaching the Bottom of the Pyramid (BoP) by empowering XYZ (pseudonym) while providing market intelligence with DataSense.

HISTORY

Established in 2004 as a non-profit organisation to bring a change in rural women of Bangladesh. The concept of establishing this company was to allow women to become a social entrepreneurs.

MARKETING STRATEGY AND FUNCTION

o   Its business model is identical to the guerrilla Marketing style and Social Media Marketing

o   The company's target group is classified into B2B and B2C Business models.

o   DNA of a Social Enterprise is innovation that required in product and marketing

o   Create a top-down and bottom-up supply chain network where 20,000 young women entrepreneurs serve women, adolescents, and children through an e-commerce platform.

TECH BASED SERVICE 1

MILESTONES/IMPACT

initiatives impact several areas, such as reducing maternal & newborn death, sex and reproductive health care, adolescent care, nutrition care, economic empowerment of women, digital financial inclusion, green energy, lifestyle & life skills

PRODUCT/SERVICE

Run a last-mile women-to-women business network that features young women entrepreneurs to provide products and services to rural households including sexual and reproductive health, nutrition, adolescent, primary healthcare, agriculture, legal and social safety net entitlement benefits services, data and connectivity.

LOCATION

Covering five divisions (Rangpur, Rajshahi, Mymensing, Khulna, and Chittagong) out of nine in Bangladesh

3.10.2 Tech-based service 2

It is one of the well-known not-for-profit social enterprises offering technology-based solutions and implementing social development projects for underprivileged groups in Bangladesh. The company promotes innovations to empower marginalized communities, emphasizing women and children, aiming at technology and access to information and knowledge (Tech-based service 2 website). It thrives on applying for-profit strategies, where applicable, to maximize enhancements in human and environmental well-being rather than maximizing profits for external shareholders.

Organization History and Overview

It has been operating in a not-for-profit campaign for the last 20 years through started its journey in January 2001. The most important thing is that Tech-based service 2 has evolved into a social enterprise to promote the synthesis of social and technological innovations to enhance the lives of marginalized people in Bangladesh and elsewhere (Tech-based service 2 websites).

Key highlights of functions

The company aims to help promote social enterprises' development and provide adequate solutions for social problems like access to education and clean water. The company's objective is to provide a sustainable future for people and become a leading player in ecosystem and technology globally. (Company website) It lists services that include Online Service Tracker (OST), Bridge Solutions, Call Center Solutions, National Emergency Service, Insight Suite, and business intelligence to help people come out of their socio-economic troubles.

Marketing Function and management structure

A recent outstanding achievement of this company is that it has developed a Right to Information (RTI) online application tracking system as per the Bangladesh National RTI Act 2009. The company is offering employment for about one hundred workers. It is revealed that every department/sector has its leader and chief officer to guide the team efficiently, including the innovation team. The departments are segregated as resource mobilization, sales & marketing, programme implementation, business operation,

technology, innovation, business integration, human resource (See appendices 3.2 Organogram, Tech-based service 2).

Figure 3. 8 Company profile Tech-based service 2
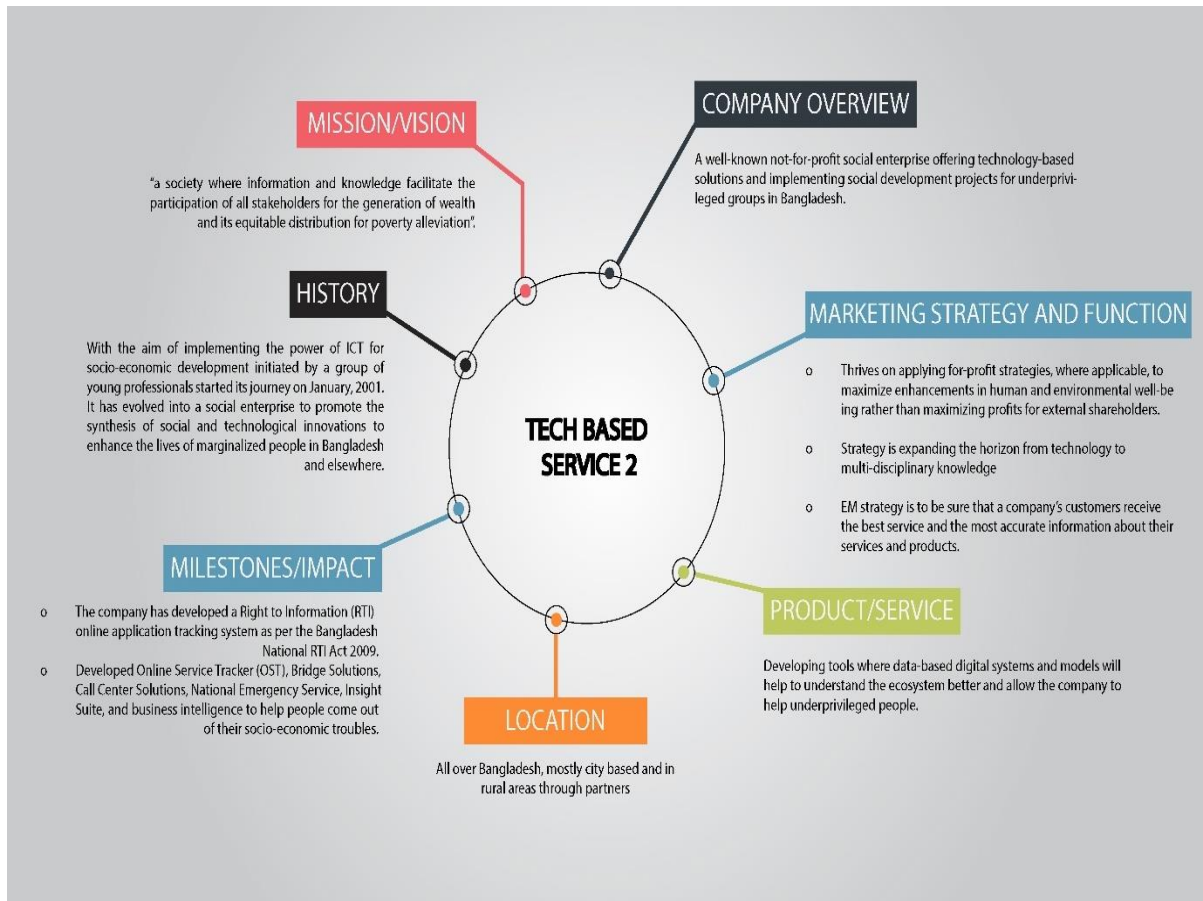
3.10.3 Socio-economic service 1

It is one of the known and prominent social enterprises in the Southern coastal belt in Bangladesh. The company intends to ensure empowerment and capacity building of poor, marginalized, ethnic minority, and underprivileged people to ensure participation in policy-making and power structure by improving their socio-economic status (Socio-economic service 1 website).

Organization History and Overview

It is a social development organization operating since 1977. It started its journey under the name of a renowned freedom fighter in the Liberation war 1971, a journalist and social activist, and this noble person was abducted and disappeared in 1973 (Socio-economic service 1 interview data). The company gradually incorporated some for-profit ventures, and now the business's nature can be categorized as Microfinance, disaster risk reduction, and reusable energy and training (Socio-economic service 1 website).

Key highlights of its functions

Socio-economic service 1 offers community development services through micro-credit, awareness-raising, training, and creating alternative livelihood options. It is focused on providing enterprise solutions for social and community issues.

It started operating some for-profit ventures. For instance, microcredit, training venue, agro (Agricultural products) business, developed seed house, composing fertilizer, and some lands to promote saline tolerant products and crops. Socio-economic service 1 is also a partner of ITCOL, a government organization supported by the World Bank targeting carbon emission by promoting improved cookstove, solar energy, biogas (Socio-economic service 1 interview data).

Entrepreneurial Marketing Function and management structure

The company has an overall strategy, which includes achieving its goals. Goals are focused on empowering communities, help the poor, reduce poverty, strengthen communities, improve lives. The company is offering B2B as well as B2C services in its product and service

marketing. The workforce of the organisation comprises 200 people, including permanent and contractual workers.

Figure 3. 9 Company profile, Socio-economic service 1

3.10.4 Socio-economic service 2

Socio-economic service 2 is a leading social enterprise working in for-profit and not-for-profit ventures and raising social awareness on different social issues affecting marginalised people. Socio-economic service 2, through its programming and technologies, tries to bring an enabling atmosphere so that poor people can use their human rights to make their lives more dignified and come out of poverty.

Organization History and Overview

Socio-economic service 2 started its journey on December 1, 1997, through some social activists who committed themselves to work for the drug addicts by offering them the necessary treatment and rehabilitation. The company gradually expanded its services to reduce poverty, promote rights, women empowerment, primary education, good governance, environmental issues, and profitable ventures.

Key highlights of its functions

It has significant advocacy and awareness programs on different socio-economic and social problems, such as poverty, education, child marriage, disaster management, health, and drug addiction.

Entrepreneurial Marketing Function and management structure

Socio-economic service 2 believes in innovative, proactive initiatives to meet clients' upcoming needs based on utilising available opportunities through its networking approaches. The organization demonstrated its initiatives in its online platform such as website, Facebook to interact with its clients to meet their needs and receive feedback to improve its product or service quality. (interview transcript)

Figure 3. 10 Company profile, Socio-economic service 2

3.10.5 Health service

Health service is one of the most prominent non-government organizations (NGOs) in Bangladesh. It is one of the leading NGOs in Bangladesh, especially in the health sector, and has helped 1.9 million women achieved economic solvency.

Organization History and Overview

Health service is a prominent social enterprise founded by a renowned social reformist, educationist, and Sufi (Islamic thinker). The target groups of Health services

are primarily the hard-core poor living under the poverty line, minority groups, environmental migrants, new migrants in urban areas, and people with disabilities.

Key highlights of its functions

Health service provides a list of products and services, such as education, technical & vocational education, training (TVET), economic development, health, water sanitation, agriculture, rights & governance, climate change, & DDR (Health service, 2020). This study focused on Health service's health sectors as the Health sector is an ever-growing one and has some good schemes in the SE business model. It delivers services for primary health care, communicable and non-communicable diseases, drug addicts, HIV/AIDS, health and nutrition issues. Tobacco control and Tuberculosis also receive sufficient attention from the sector.

Entrepreneurial Marketing Function and management structure

Health service decided to start maternity services with its existing expertise. Since the beginning of the Covid19 pandemic, the Health Service has provided online training to the 72 drug treatment centres and employees from different centres.

Figure 3. 11 Company profile, Health service

3.10.6 Social development service 1

It is a social development company with an initiative to end the cycle of poverty, empower rural women and improve the standard of living through access to education, healthcare, and means of living.

Organization History and Overview

With a social entity, it is a Foundation established by a young female social reformer in Bangladesh that works with underprivileged communities to support their basic needs and work towards helping communities become empowered.

Key highlights of its functions

The nature of products and services of Social development service 1 includes education for children, emergency support to the marginalised, women empowerment, and health for the underprivileged. They empower rural women and improve people's living standards through access to healthcare and means to earn a living. It is contributing to help them achieve their dream by training them with the necessary skills in its skill centres. Women are trained in sewing, stitching, and tailoring. Social development service 1 developed a for-profit venture named "XYZ" (pen name) and extended various products by using local raw materials where destitute rural women got the opportunity to work.

Entrepreneurial Marketing Function and management structure

From the customer intensity focus point of view, Social development service 1 primarily focuses on B2C marketing campaigns both online and offline as it is less expensive. It is also planning to introduce a new marketing policy that includes new offers, discounts, gatherings, and different occasions to generate more income and promote itself. (interview transcript) .

It also has social media platforms like Facebook and company website to promote its product and services. Social development service 1's B2C social platform is profitable as it involves a vast network of people, like a diversified class, age, region, nature, gender. It shares the success story of many women who contribute to this business venture through their hard work. For that reason, they value this social media and B2C as their marketing approach. The company's workforce consists of 18-22 full-time employees.

Figure 3. 12 Company profile, Social development service 1

3.10.7 Social development service 2

Social development service 2 is a for-profit social enterprise in Bangladesh with a mission to unleash creativity, empathy, and problem-solving skills in every child through developing and distributing innovative and scalable content, tools, and resources. From its inception, it has a plan to become a for-profit company. Because the management believes that a for-profit always tries to be innovative, efficient, and offer good products and services compare to a non-profit organization,

Organization History and Overview

During its inception in 2016, some young entrepreneurs decided to form a for-profit company with some social mission to create change in society in the long run.

The company developed different types of Web Apps and cross-platform apps for children's education. The company provided IT-based solutions and training to some schools and institutions as well. They also developed exciting learning materials and tools for children, supported schools to create the right resources at affordable cost, and helped schools create a pool of passionate and skilled education changemakers (teachers).

Key highlights of its functions

This was the largest education-based social enterprise in Bangladesh with impacting over 50,000 children. Their interactive and hands-on learning experience helped children become more imaginative, creative, and empathic. (Company website). The company has its books, learning toys for the children to increase their creativity. They have four key pillars in work and have a whole framework for their product and services. These are creativity, problem-solving skills, emotional intelligence, and values. Social development service 2 has online parenting courses, online teacher courses, and offline certification courses.

Entrepreneurial Marketing Function and management structure

In Bangladesh, some of the products of this company are e-book, and some are physical. Their books are available on their online platform, so they have online sales.

Their sales are both B2B and B2C. The company motto during the Covid-19 pandemic is not business, just helping parents, teachers, and children. Their philosophy is that if the product is quality, people do not need to think about marketing, which will do business. The company owner believes that if they could spend more money on online marketing, they could profit more.

Figure 3. 13 Company profile, Social development service 2
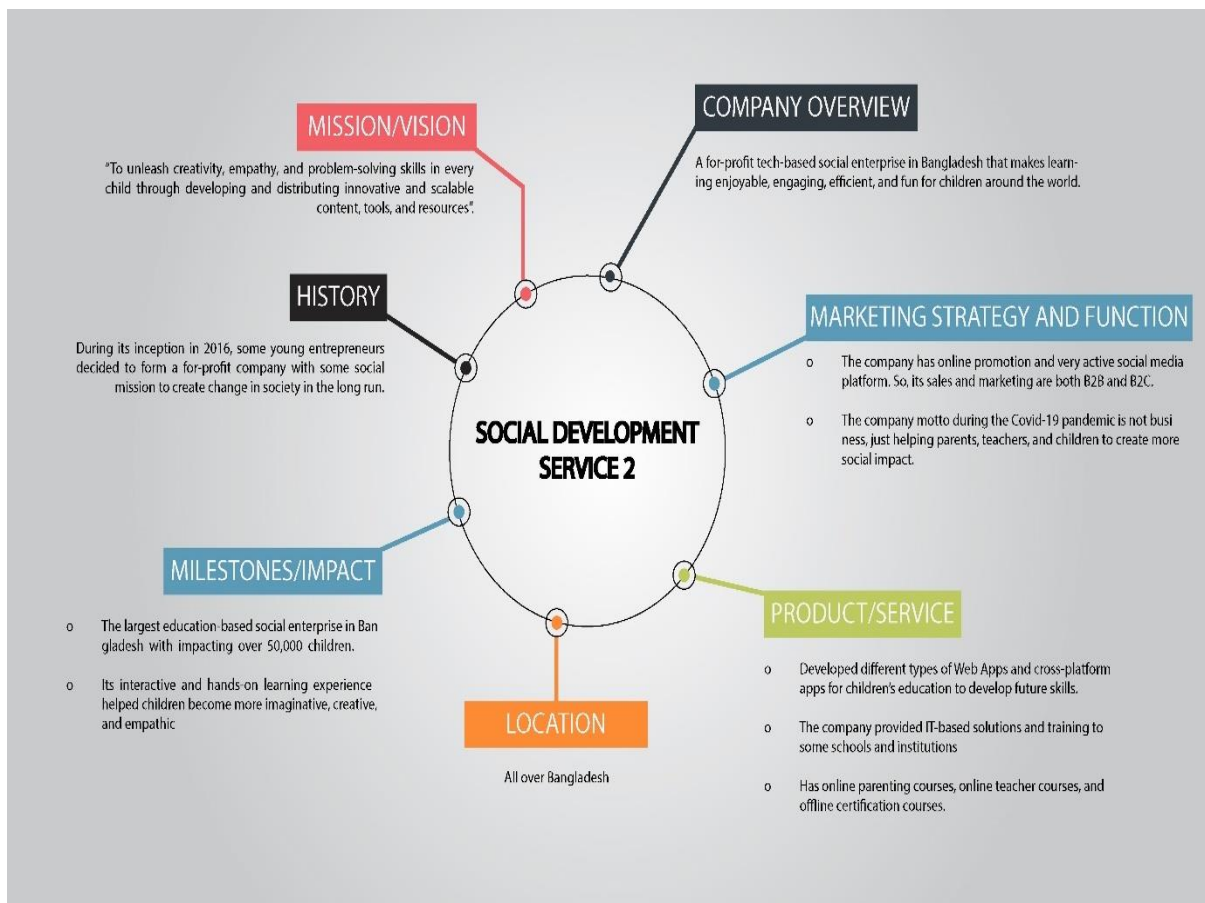
In summary, Hisrich (1992; Özmaden *et al.* (2018) pointed out that most entrepreneurs do not understand marketing and often underestimate the time and effort needed to complete marketing activities. Similarly, the significant feature revealed from the case study organizations management structure or organogram is that no separate marketing department in any company can carry out their EM-related initiatives exclusively or implement the EM strategy to achieve their business goal. Entrepreneurs tend to prioritize marketing as they feel

it is more suitable for larger organisations (Jayawarna *et al.*, 2014). Many entrepreneurs might not use 'marketing' often; however, marketing related activities played a vital role in their business growth (Lam and Harker, 2014). However, the employee structure also revealed that some of the company has a team of employees or managers to operate their IT or digital marketing related work, but some have even none. Interview transcript also revealed that only one company has their marketing strategy separately and all other's marketing strategy is inbuilt in their organisation strategy. This also indicates the less importance of marketing or business strategy. One of the significant problems SME faces is marketing, and it is still one of the most significant activities for the firms' survival and growth (Reijonen and Laukkanen, 2010).

3.11 Chapter Summary

This chapter illustrated detail of the research methodology that has been followed in this research. This methodology contains the philosophical assumption which supports this study. The rationale is the choice of selecting the interpretivist epistemology. In addition, this chapter has emphasised the methods used in the data collection and analysis, such as case study, qualitative approach, and the data collection technique was semi-structured interviews. This chapter has also identified other practical issues such as sampling strategy and interview question guide and explained the rationale behind selecting the research context. This has made the context engaging for obtaining new insights EM. In addition, the data analysis method was explained, and a thematic analysis was considered an effective technique. The chapter also identified the ethics associated with this research. The entire process has been defended by using the relevant literature. At the end of this chapter presented seven Case study social enterprises profiles and nature of work that help understand

the research context. The next chapter will present the findings from the semi-structured interviews conducted on a one-to-one basis with entrepreneurs, managers and secondary sources such as documents review and online observation. The following Chapters Four and Five present the findings and discussion of the data analysis in order to address the research objectives: (1) To explore EM dimensions based on existing literature; (2) To investigate how social enterprises practice EM strategy; (3) To propose a new EM framework for SE context in an emerging economy.

Chapter 4: Research Findings

4.1 Introduction

In every business venture, the entrepreneur aims to make profits and fulfil their needs regarding offering the solutions in society (Michalowicz, 2017 p2). The entrepreneur has an aim to assist the community in the requirements they face daily. Apart from the profit-making venture, the business should help society with various challenges they face. The social enterprise will look at multiple ways to assist the society; simultaneously, they will make a profit, and the environment will be conducive for the business and the community. The business will not work in a single form to grow the industry; the management will look for various entrepreneurial marketing strategies to grow the brand and at the same time increase the resources to cater to the society and their needs (Hamburg, and David, 2017 p14). This study examined the ways Entrepreneurial Marketing (EM) strategy is used in Social Enterprises (SE) to foster their business growth and sustainability and ensure more significant benefits to the socio-economic development in the context of Bangladesh. While analysing the data through the thematic method, the focus was on understanding how social enterprises practice entrepreneurial marketing and proposing the new framework for SE context in an emerging economy. This chapter analysed key EM dimensions based on EM literature affecting the business of SEs and how they are practising it within the organisations. In the literature review chapter, the researcher synthesises some key EM dimensions suitable for SE based on their context and nature of business: Innovation, proactiveness, risk-taking, opportunity focus, resource leveraging, customer intensity focus, entrepreneurial effort, entrepreneurial organisational culture, social value creation and networks and networking. The researcher developed an

interview question guide based on those EM dimensions. However, in this chapter, the main issues examined from the data were significant EM elements for social enterprises. These elements introduce innovation, proactiveness, risk-taking, opportunity focus, resource leveraging, customer intensity focus, social value creation, and networking. It is imperative to mention that entrepreneurial effort, entrepreneurial organisational culture, etc., have not been considered for this analysis. These two dimensions presented by Shaw (20024) almost overlap with other vital elements such as innovation, proactiveness, resource leveraging and networking. Following analysis were done through obtaining some insightful evidence from the selected companies. This chapter presents a comparative analysis of the vital EM elements for the seven SME categories of Social Enterprises. Those SEs have been chosen for this study and categorised based on their product or service-providing natures. To ensure anonymity, the SEs are renamed 'Tech-based service 1', 'Tech-based service 2', 'Socio-economic service 1', 'Socio-economic service 2', 'Social development service 1 'Social development service 2' and 'Health service'. This chapter presented EM practice by synthesising data from interviews of entrepreneurs and managers and an online review (company website and social media platform) of those SEs. Nineteen entrepreneurs and managers from twelve SEs were interviewed. Seven SEs were selected for the case study, while two persons from each SEs took part in the in-depth interviews. The rest of the five entrepreneurs were interviewed for data triangulation purposes. As mentioned in chapter 3, semi-structured interviewing was conducted using a interview guide to collect data based on the critical EM dimensions, which had been identified earlier from the literature. Following discussions are based on those interview transcripts and findings from online review. Figure 4.1 shows the themes and

sub-themes generated based on EM dimensions to discuss the findings from the

interview and online review. See the list of themes and sub-themes in appendices 4.1.

Figure 4. 1 Theme and sub-themes based on EM dimensions for SE
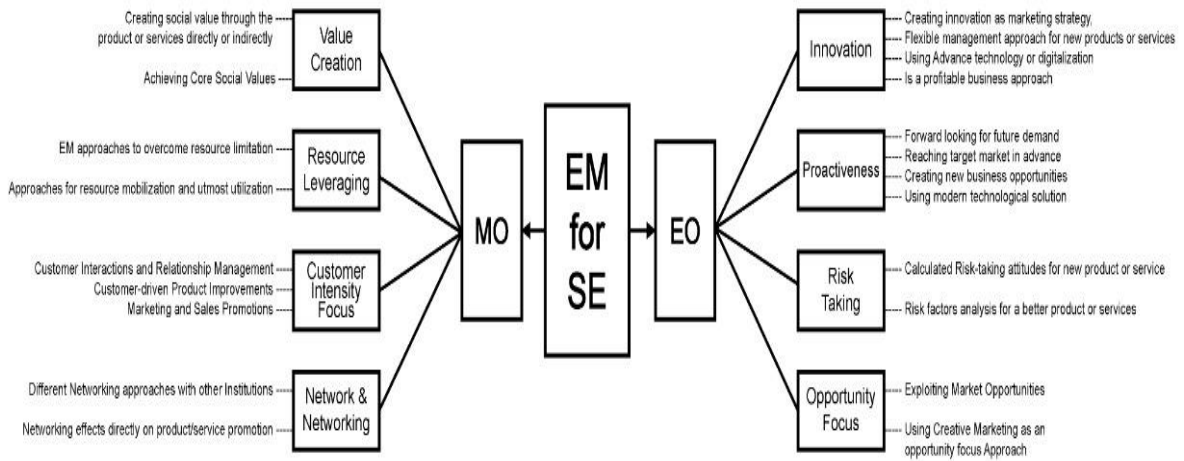
Table 4. 1 Classification of participants and nature of work, Author (2021)

Name of SE	Gender / Age	Year of experience	Role/position in the SE	Firm age	No. of staff/ employee	Nature of service
Tech-based service 1	Male, 50	20	CEO	06	45	Women empowerment, small business, BOP model
	Male, 26	03	Marketing Manager			
Tech-based service 2	Male, 54	18	CEO	20	120	Health, Digital networking, IT solutions
	Male, 28	05	Research Manager			
Socio-economic service 1	Male, 52	25	Executive Director	21	134	Micro finance, DRR, reusable energy, training
	Male, 52	20	Programme Director			
Socio-economic service 2	Female, 50	24	Executive Director (owner/founder)	24	200	Micro finance, health, women empowerment, drug treatment
	Male, 48	13	Finance Director			
Social development service 1	Female, 32	06	Executive Director (owner/founder)	6 years	60+	women empowerment, small business,
	Female, 24	03	Manager			
Social development service 2	Male, 35	10	Executive Director (owner/founder)	06	66	Informal education and training
	Female, 30	06	Manager (co-founder)			
Health service	Male, 50	23	Health Director	31	70 *	Health, drug treatment, community development
	Male, 55	25	Deputy Director			
Socio-economic service 3	Male, 52	35	Executive Director (owner/founder)	35	100	Micro finance, health, education
Socio-economic service 4	Female, 54	23	Executive Director (owner/founder)	23	197	Micro finance, women enterprise development

Socio-economic service 5	Male, 46	20	Chief Operation officer	33	30		small enterprise development,
Social development nt service 3	Male, 30	5	Managing Director (owner/founder)	5			Capacity building of small enterprises,
Socio-economic service 6	Male, 45		Chief coordinator				Women health & hygiene

4.2 Analysis of Innovation

Innovation is a vital attribute of the entrepreneurial effort, and it also differentiates the characters of a business-owners. For instance, one performs as an entrepreneur only when carrying out innovations (Schumpeter, 1934). A business venture may bring innovation in many ways, such as the introduction of new products, application of a new method of production, formation of a new market, exploitation of a new source of raw materials or part-finished products, and commencement of a new organizational structure (Shumpeter, 1934). Over the past couple of decades, many researchers have observed the linkage between entrepreneurship and marketing, realising that entrepreneurs are involved in many activities that are essential to marketing theory (Collinson & Shaw, 2001). Essentially, innovation is an organisation's ability to respond to changes in its internal or external environment or take a protective action to influence that environment (Gassmann, Enkel, and Chesbrough, 2010). Accordingly, the success in innovation results from naturalising an innovation's originality and managing expectations (Mention, 2011) which have been reflected in the following discussions and analysis of respective SEs.In the data collection process for this study, the majority of the executive directors of various social enterprises

interviewed revealed that it is difficult for their enterprises to operate without being innovative. The innovativeness of the company may take several forms. In the broadest sense, it may occur along a continuum from a simple willingness to either try a new product line or experiment with a new advertising venue up to a passionate commitment to master the latest in new products or technological advances (Lumpkin & Dess, 1996, p. 143).

Therefore, the pursuit of innovation is an essential tactic that social enterprises use to compete in an increasingly dynamic and complex global marketplace (Baker and Sinkula, 2009; Hong et al., 2013; Zhou et al., 2005). It is observed that social entrepreneurship is acknowledged for sharing common concepts with conventional entrepreneurship. Much like traditional entrepreneurs benefit from entrepreneurial marketing; thus, social entrepreneurs are considered successful in applying innovative marketing tactics (Satar, John, and Siraj, 2016, p.17). The analysis below comprises of elaboration of some key themes. The themes were generated considering their practices of innovativeness, management flexibility to bring innovation, whether they think of innovation as a profitable business tactic or not, and encouraging their teams to introduce innovations in their product or services.

4.2.1 The practice of innovations across the seven SEs

All primary level data were collected from interview transcripts of the company owners or directors and marketing-related department heads or managers of the seven SEs. Along with this preliminary data, secondary-level data were also collected by reviewing the company website, social media correspondence, online observations, reports, and documents of the respective SEs collected through different sources. All the

participants were asked specific questions regarding their practices on innovativeness, such as 'how do they try to find new ways; does new initiative lead to more profit; how do they encourage generating new ideas based on which comparison has been made. The fundamental questions that were asked were regarding the perception of the importance of innovation. Also, the respondents were asked about how their organization addresses the needs for innovation. During analysis, some key themes were generated and categorized through NVivo software. Whether innovation is being practised as "a marketing strategy", or "advanced technology", "flexible management approach to introduce innovation", "practising as a profitable technique",--those question and topics guide this review and assessment to gather some insightful findings. By analyzing those sub-themes on seven SEs, the commonalities and specificities among the perceptions of the company owners and managers and their existing practices regarding innovativeness have been revealed. It is found that innovative capability significantly influences a company to achieve strategic efficiency (Hung and Chou, 2013). The company manages its resources through process innovation to improve productivity (Salter et al., 2014). By analysing those sub-themes, significant outcomes were found, which showed the magnitude of innovation in all respective areas of the company.

4.2.2 Practicing innovation as an element of marketing strategy

EM has some significant characteristics that have given it a distinct nature through which EM can be differentiated from the traditional marketing approach. One of them is innovation, which is being practised as a critical element of marketing strategy

(Whalen et al., 2016). A similar expression was observed in this research, whereas most respondents considered practising innovation as their marketing strategy for business growth and surviving in a competitive market. For example, the CEO of Tech-based service 1 expressed,

"I will say, DNA of a Social Enterprise is innovation…innovation in a business model, innovation in the product and marketing; so, innovation is THE asset. Otherwise, social enterprise cannot survive. The critical difference between a typical company and a social enterprise is that SEs always consider the impact (CEO, Tech-based service 1).

The above response indicates how SEs considered innovation a marketing strategy and gave importance to its sustainability. They believe innovation is a power of the company which will assure them to maintain a unique identity and individuality from other corporate agencies. Besides, the company website revealed that Tech-based service 1 has been experimental and yet successful in fostering innovation to develop effective, impactful, and scalable IT-based solutions to improve the socio-economic condition of the rural people in Bangladesh. Unlike other social enterprises, Tech-based service1 uses women as change agents in society. As a part of its marketing strategy, the company delivers Information Communication Technology (ICT) services to selected young women. They equipped them with modern ICT devices such as tablets, smartphones, dongles, and laptops. Before initiating product delivery to the rural areas, sales and transaction data are produced, and comprehensive household profiling is done, which is an innovation for the community. Through this initiative, along with household products, they provide information and education on reproductive health, nutrition, agriculture, and social safety to the rural community in

a remote setup. They travel around villages on bicycles and facilitate the well-being of marginalised lives by creating informed choice options. It is based on fee-for-services operations—'service with information' or 'service and product with information' (Rabbani, 2020). Women's role in social enterprises is well documented in contributing to a stable and vibrant society. The innovative marketing strategy, especially in a developing country like Bangladesh, is visible on the website of Tech-Based Service. The entire concept and the approach of service delivery are very much unique and innovative. Figure 4.2 shows women selling products visiting household, which is an innovative business approach in rural areas by young women entrepreneurs of Tech-Based Service 1.

Figure 4. 2 Post from web page, Tech-Based Service 1

Besides, women's meaningful participation results in tangible gains in all aspects of life. Innovative models that facilitate women to create income, build new skills and expand their networks in techniques that fulfil existing norms are thus likely to have empowerment capability (Haugh and Talwar 2014). The project was considered an innovation that contributed to various sustainability goals, including Sustainable Development Goals (SDG) such as Good Health and Well-being in SDG-3, Gender

Equality in SDG-5, and Decent Work and Economic Growth in SDG-8. (Company website, Tech-Based Service 1).

Equally, the Executive Director of Socio-economic service 2 expressed,

"Without innovation, no businesses will survive. One must-have innovation, bring innovative ideas. I am not alone in the market, there are some big key players, so if I do not have some innovation, then I will not be able to reach the market". (Executive Director, Socio-economic service 2)

The above statement also clearly demonstrates the magnitude of innovation for business growth and social enterprise sustainability. It further expands some healthy competition among similar types of social enterprise companies. Most of the EM literature showed that entrepreneurs focus first on product and service innovations and only secondarily on customer needs and rely on interactive marketing methods communicated mainly through word of mouth rather than a more practicable and integrated marketing mix (Stokes, 2000). Accordingly, the company web content of Socio-economic service 2 revealed that this prominent social enterprise in the western belt in Bangladesh gave priority to the rural women as a marginalised community through using some innovative strategies in their programmes. For example, all of their microcredit clients are women. They believe that ending poverty requires joint initiatives of male and female and innovative approaches like mainstreaming women. Online observation and web content also revealed that innovation lies at the heart of Socio-economic service 2: many pioneering programmes are undertaken by them such as anti-drug campaigns at the periphery level; micro-enterprising for rural poor; disaster management as an integrated approach with food and shelter; advanced health services for mothers and childcare along with literacy programs for

underprivileged females. Figure 4.3 shows a photo of the women-centred programme's awareness sessions taken from its company website of Socio-economic service 2

Figure 4. 3 Post from web page, Socio-economic service 2

Each programme integrates creative objectives and innovative approaches into it, intending to sustain its position in the competitive market through empowering women (Company website, Socio-economic service 2).

4.2.3 Flexible management approach to innovating new products or services

The data collection revealed that in social enterprises, innovativeness could be achieved through flexible management approaches. According to Knörr (2011), entrepreneurs are supposed to be flexible, allowing them to adapt to changes in the business environment from time to time. A flexible management approach entails a

leader in an organisation changing leadership style to adapt to uncertain circumstances. An adaptable leader is willing to adopt new ideas and ways of doing things as a way of helping an entrepreneurial organisation achieve growth and sustainable development. Most of the leaders of social enterprises interviewed in this study revealed were flexible. This approach plays a vital role in enhancing the innovativeness of their organisation, thereby managing to use innovation as an aspect of strengthening the ability to succeed in the marketplace.

Principally, a company's business process in managing its resources has a substantial positive relationship with innovation performance (Kim and Park, 2010). Similarly, the manager of Tech-Based Service 2 asserted that,

"We have a product design team, our innovation team, and we say it innovation congress. That team is a mix of 4 groups of people; these are our strategies. Furthermore, in this team, there are business people, marketing people, resource mobilisation people, and programme people as well." (Manager - Tech-Based Service 2). Figure 4.4 showing how the company emphasise innovation and uses it for new product design.

Figure 4. 4 Screenshot from web page, Tech-Based Service 2
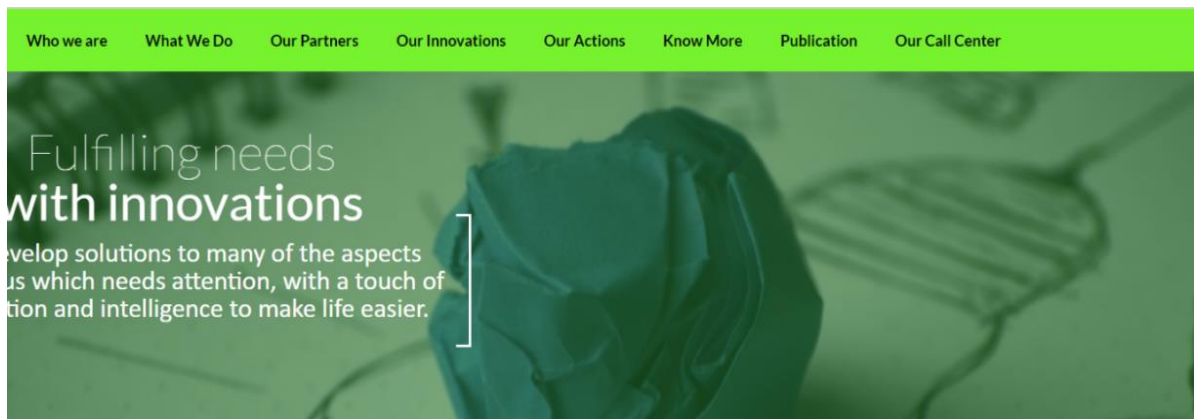
Our platter of innovations - just for you!

The above response also indicates that the company utilised its multi-sectoral human resources to introduce innovation to design new products or solutions and exercising it as a strategy to expand their market. Also, the response demonstrates that all the different departments of the company are responsible collectively for the entire innovation process and product development. Social development service 1 looked for various new ways that would help them sell the brand in skill development. However, Tech-based service 2 donated to the community and ensured that essential services were available in remote areas. The organisation applied the business method to business so that they could borrow experiences from the neighbouring businesses. Besides, in response to the question regarding the process of bringing new ideas into action to introduce innovation, the manager of Tech-Based Service 2 also expressed,

"Innovation team does the design, and besides them, we have a marketing team that tries to make the product saleable. One is innovative, one is saleable, another is market analysis, and finally, the sales team. Our CEO and other senior

management share their ideas in different meetings".(manager - Tech-Based Service 2)

The response signifies that the innovation team is accountable for the design aspect. The innovation team works in coordination with the marketing team, which showed a flexible management culture of this company that allowed the SE to bring more innovative approaches towards generating new products or services. Management rigidity of getting new ideas and accepting new thoughts sometimes impacts the EM practice in the SE sectors negatively.

A business may have good products and services, but when the top management does less in marketing strategies, the products will remain in their stores, and loss will be experienced. The product may not have a monopoly in the market, but the substitutes will bring a big challenge that will shake the demand of a particular brand. Innovation is required in entrepreneurial marketing so that the brand will compete well and make more profits. For example, Socio-economic service 2 has partnered with International NGOs to implement essential healthcare for the disadvantaged in Bangladesh. This extensive health care programme aims to alleviate the unserved people's health concerns, especially in the remote coastal areas of the southern belt, by providing quality healthcare via innovative approaches and covering around 2 million people (company website).

4.2.4 Using Advance technology or digitalisation

Another significant innovative intervention for the case study social enterprises is adopting ICT or advanced technology or digitalisation—these technologies are

websites, social media, e-marketing, mobile apps. The introduction of advanced technologies, such as websites and social media, allows social enterprises to lower their marketing costs than large firms' traditional marketing methods. Ananyin et al. (2019) indicate that digitalisation helps extensive data management, information management, and knowledge management. Social enterprises use digitalised processes to collect and analyse market trends, eventually developing innovative products and services aligned to emerging customer trends.

Establishing technological innovation capabilities is a critical step in creating a thriving production in a country (Mei-Chih Hu, 2012). Based on different EM literature, technological innovation is one of the vital EM competencies for any business, which is more appropriate for SMEs. Functional competencies define what people have to know and be able to do (knowledge and skills) to carry out their roles effectively, related to specific functional areas (marketing, finance, technology) or an industry, markets. (Daniela IONIŢĂ, 2012).

Because of that, most of the social entrepreneurs in this study recognised that ICT is significant in creating new business and bringing expected social changes for the community. A change only occurs when ICT is used in the context, with an appropriate working out that provides the user. Hence, ICT services used by these organisations democratises the use of information by developing ideas and making it possible for innovative strategies. For example, Tech-based service 1 enabled the delivery of mobile phones with some small business apps to run their enterprise and internet in remote rural areas in Bangladesh. Through ICT, SEs could quickly spread information that enables the community to learn (Jamali et al., 2016). Similarly, one entrepreneur expressed,

"We always tell an entrepreneur that the role of capital is much later; there are many steps ahead. They (he/she) need to do a business plan, market analysis, need to understand marketing, bring innovation in production and need to attach with technology as well." (Executive Director, Socio-economic service 1)

The statement above indicates the magnitudes of innovation in the business and marketing strategy and the competency of an entrepreneur to introduce appropriate digital technology. In a similar context, the Executive Director of Social development service 1 responded,

"It is tough to run entrepreneurship without innovation unless you are in a monopolistic market. We need innovation in all aspects. One of the key things to innovation is, I believe, and we are practising digitalising things. Innovation is one of the very basic key things for entrepreneurs to stay in that path." (Executive Director- Social development service 1)

From these responses, it becomes apparent that both the entrepreneurs comprehend the importance of innovation and acknowledge using information technology as a mode of addressing it. The responses also showed that social enterprises create innovation as part of their marketing strategy. One of the critical aspects that have been highlighted in this regard is that it is significantly essential for businesses to innovate because it allows them to sustain themselves in the highly competitive marketplace. Concerning innovation, it has been mentioned by the participants that digitalisation is happening in the current world in different domains of businesses; thus, it is significantly essential for entrepreneurs to realise and capitalise upon the opportunities by digitising their operations. Hallbäck and Gabrielsson (2013) reveal that due to environmental turbulences, such as intense high competition,

entrepreneurial ventures must ensure that they embrace innovation in their operations. The same case applies to social enterprises in Bangladesh and other parts of the world, whereby they need to make innovation part of their marketing strategies, as far as EO is concerned.

Innovation is defined as the firm's ability to maintain a flow of new ideas that can be interpreted into new products, services, technologies, or markets (Morris et al., 2001; Otieno, Bwisa, & Kihoro, 2012). Respectively, one of the principal values of Social development service 1 is promoting women's empowerment within the communities via their projects and activities using information technology. According to the interview transcript and the company's official website, it is evident that it is constantly engaged in research and technology to gain relevant information to start a new product. Constant research online helps them to initiate new programmes as per the needs of the communities. Figure 4.5 depicts the engagement in continuous research and producing the report for product development to bring innovation using technology.

Figure 4. 5 Screenshot from web page, Social development service 1

This company has worked on several innovative solutions to shrink the cycle of poverty and improve the standard of living in Bangladesh by providing adequate amounts of

literacy, healthcare, and employment opportunities. Likewise, another entrepreneur mentioned

"World Bank has been thinking for a long time to support (Bangladesh) Government's procurement sectors. So, we started official and unofficial communication with World Bank regarding how we can make it more accountable, digitalised, transparent through some innovation." (CEO - Tech-based service 2)

The statement signifies the growing importance of digital technology adopted by social enterprises as a significant innovation they are using to sustain their social business initiatives. Another report showed Tech-based service 2 is a social enterprise that designs innovative product and service solutions for women, children, and youth in rural and urban settings to create social impacts and enhance institutions' capacity and productivity (Rabbani, 2020). Even though EM is linked to the activities that occur in developing new markets by high growth or born global firms, such as those in the information technology sector (Sullivan-Mort et al., 2012), it is similarly functioning in the SMEs, especially in the SE sectors. For instance, the online review revealed that Social development service 2 is an organisation that focused on dispersing educational materials, used ICT services for the wide dissemination of its learning material. The companies also adopted an innovative online advertisement model. They have social media accounts where there is a large community audience. They can easily communicate with clients through innovative online platforms and vice versa (Company website, Social development service 2). Figure 4.6 depicts an example of using digital technology to attract and enrol kids and their parents in their learning sessions through online advertisement (text written in Bengali/native language).

Figure 4. 6 Screenshot from web post, Social development service 2

From a data triangulation perspective, to see the practice of innovation in other SEs through insightful discussion from interviewing the entrepreneurs, it is revealed that Socio-economic service 3 as an organisation deals with agroforestry, eco-tourism, and crab farming. They have innovated various ways to apply technology in their business by marketing goods on their website. Many people understood the progress of the business and the type of products they could find in the stores. The required information is stored on its company website. This innovative way surpasses the face-to-face mode of communication and passing information about the products they handled. An online platform such as feedback in most businesses is an essential tool that will enable the management to weigh the areas they have done well in service delivery (Sorin, 2017 p 10). Socio-economic service 3 engaged technology to solve this kind of challenge by using telephone interviews. To address the gap in the market, Socio-economic service 3 innovated various ways in the economy to boost the development of restaurants (Executive Director - Socio-economic service 3).

Application of technology in business units will assist in the marketing area and familiarisation of the offered services and products. Social media marketing is one marketing strategy that uses modern technology to administer the potential customer

in various ways. They will get the product near their locality (Mcdonald, 2017, p 20).
Socio-economic service 1 and Social development service 1 took advantage of this
modern technology and informed the customers through social media platforms.
Figure 4.7 shows the Facebook page of its product development wings XYZ
(pseudonym). Social development service 1 is an example of using social media
platforms to meet clients' queries and interact with them. Some figures have been
deleted from this post to maintain data privacy and anonymity.

Figure 4. 7 Facebook page of social development service 1
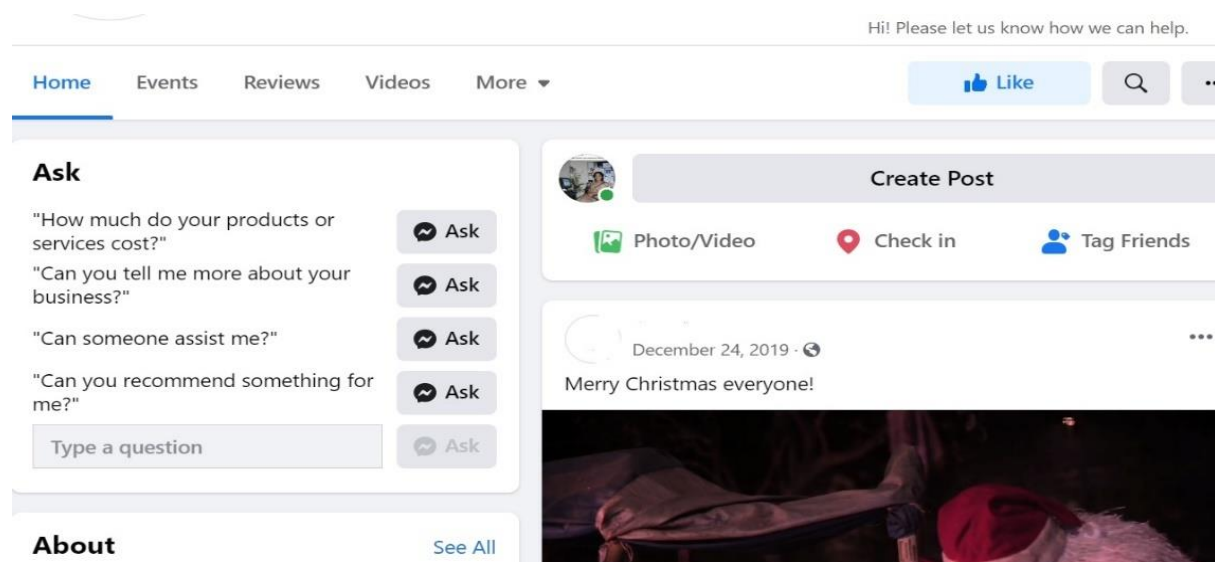
The use of technology in modern-day businesses has led to mobile applications that
contain customised information about the company. ABC (pen name) mobile app is
one of the innovative apps used by Tech-based service 1 to empower women and the
community. Management of human resources has been a challenge to many
organisations, and the challenges range from supervision and submission of reports
to the management. To overcome that challenge, Tech-based service 1 innovated
technological solutions to monitor and supervise the progress of workers in the field
and all the activities in the organisation.

4.2.5 Innovation is a profitable business approach

Social enterprises in Bangladesh, such as Tech-based service 2 and Health service, rely on some profitable business approach to develop innovative ways of delivering products and services to target customers. For example, innovation leads a company to perform financially better than competitors through implementing the concept of valuable, rare, inimitable, and differentiated products (Zahra and George, 2002). Accordingly, in response to whether the companies found innovation profitable for them or not, most of the respondents were very enthusiastic regarding its positive and long-term impact. For example, the Executive Director of Socio-economic service 2 shared,

"That plan (new innovative) was profitable in a way. For example, in a micro-credit project previously for 5 lacs taka loan, I need to go to 200 people, but according to this new plan 5 lacs for one person and I will take the repay instalment from one person. It will save my time, labour and employees". (Executive Director, Socio-economic service 2)

Similar responses came from another CEO, he illustrated,

"Yeah, it [innovativeness] is profitable because, for example, the profit Apple makes by selling 100 phones, the same profit Walton makes by selling 1000 phones. We follow Apple, and as we are not producing bulk, our production cost is naturally high. We maintain a customer profile where their earning is one issue, but their understanding is important". (CEO, Social development service 2)

The above statements showed that the entrepreneur is characterised by a preference for creating activity, manifested by some innovative combination of resources for-profit. The critical defining characteristics of entrepreneurs are creative behaviour and the ability to think and operate strategically to pursue their business profitability and growth (Carland et al. 1984, 357). Equally, Executive Director of Socio-economic service 1 pointed out that,

*"Yes, innovation is profitable. Recently some prominent private Banks are establishing some agent banking systems with local partnerships instead of spreading their branches. As a part of such an initiative, we started agent banking with a renowned commercial Bank one year ago, and gradually it is becoming very profitable." (*Executive Director, Socio-economic service 1)

The statement showed an innovative business approach that the company started as a profit maximisation step to survive business rivalry. In line with this statement, some authors indicate that the innovativeness of social enterprises is a consequence of having to find ways to overcome the challenges resulting from their dual mission, such as resource constraints (Doherty et al., 2014, Bridgestock et al., 2010, Di Domenico et al., 2010, Amin, 2009, Murphy and Coombes, 2009). An outcome of having to create income through trade can, in certain situations, promote a social enterprise to develop more innovative solutions compared to charitable organisations (Doherty et al., 2014, Bridgestock et al., 2010, Amin, 2009, Di Domenico et al., 2010, Murphy and Coombes, 2009). Correspondingly, the CEO of Social Development Service 2 said regarding the profitability of innovation practices explicated,

"We had a plan that we are going to be a for-profit company, because a for-profit always tries to be innovative, try to be efficient and try to offer good product and

service compared to a non-profit organization. A Non-profit thinks that the donor will be giving money, so it is enough to make donors happy". (CEO, Social Development Service 2)

The response provided a perspective regarding the innovation of profit and non-profit organisations in the region. The CEO has mentioned that since the non-profit organisations mainly rely upon donations and charities, they are not focused on innovating and integrating creative practices and procedures to differentiate. However, the companies with the prime objective of profit maximisation are constantly innovating to sustain themselves in the market. Secondary data sources found that accepting the challenges, Social Development Service 2 used social media to create an impact during this Covid19 crisis period, produced innovative and interactive content for the children to develop skills at home. Such programs contribute to children's learning and entertainment and make them curious. One of the recent initiatives taken by Social Development Service 2 in Bangladesh is a profitable, innovative approach taken to empowering the parents to act as a teacher. As the school teachers cannot conduct online classes in the primary schooling section due to a lack of expertise and infrastructure, this SE supported them by providing technical knowledge and logistics (Company website, Social Development Service 2). Figure 4.8 shows Screenshot of YouTube video, an innovative example of using social media to advertise their products, a less expensive way to bring more profit than any other offline options.

Figure 4. 8 Screenshot of a YouTube video, Social Development Service 2

4.2.6 Challenges SEs faced on introducing innovation

Even though most of the respondents expressed their opinion towards positive gain, few of them arguably shared some adverse effects of innovation. EM literature showed that risk derives from ambiguity or uncertainty regarding the new products or market when considering growth-oriented or innovation-based new ventures. There is often sizable uncertainty about likely customer acceptance and potential competitor actions (Whalen et al., 2015). Henceforth, another sub-theme of innovation discussed among some of the respondents was the challenges involved with creation. Some managers mentioned that they inculcate innovation into their business process based on need assessment or determining the problem that can be catered to with the help of innovation. For instance, the Deputy Director of Health Service acknowledged,

"Yes, we do something (innovative) like this. We analyse the needs, like in our ABC hospital, we started with very few services, but now customers are requesting newer and newer tests and want new diagnostics. So, we take the necessary steps

for that. Some people want comprehensive services, so we added X-ray". (Deputy Director- Health Service)

From the above response, it is apparent that to promote the services, and the company finds innovative ways by analyzing the needs of the target consumers in the market, which helped them avoid anticipated challenges. The participant comprehensively mentioned the example of their services as per the needs of the customers. Data from online observation revealed that the company engaged in other innovative health and food security projects for marginalised people. The company undertook this project to research new market information, which can help establish supply chains to transfer agriculture innovations to small farmers. 'Health service' is the parent organisation of a Learning Resource hub, a repository of education, lifelong learning materials, and a centre for developing new skills. Data from the company website showed this Centre is continuously collecting, preserving, exchanging, and sharing resources, information, and expertise with other network members, individuals, and organisations (Company website).

It is apparent that whilst innovation can be an essential part of any organisation's marketing strategy to stay competitive, and this research assumes that it is not a defining characteristic for all social enterprises. Because many social enterprises achieved sustainability and social outcomes through delivering tried and tested services (Amin, 2009). On a similar ground, the manager of Tech-based service 1 said,

"Many people are also reluctant about accepting it [innovation]; thus, innovation can be risky as well. Because they just want to replicate what is already existing and denying the necessity of introducing something new. However, we

already observe that innovation plays an important role in the type of work in social

entrepreneurship. If you place a similar product, the market expansion or the business

growth may not work eventually. Well, the risk also remains the same for innovation

as well. Both [innovation or replication] are a bit risky". (Manager, Tech-based service

1)

The participant expressed that many organisations are reluctant to innovate the

processes or bring innovative products in the market because of the risks attributed to

innovation. Also added, to avoid the risks, organisations keep replicating the existing

products and services rather than realising the need for innovation which hinders the

growth process. Some nominal safeguard is required to accelerate risk-taking

concerning creation. Calculating risk-taking and fostering collective innovation are

tough social questions (Gassmann, Enkel, and Chesbrough, 2010).

4.2.7 Summary

In brief, by synthesising overall responses and data gathered for the theme of

innovation, it can be uttered that innovation plays a pivotal role in ensuring the

profitability and business growth of those SEs and supporting them to maintain their

distinct character from traditional business. The findings from the seven social

enterprises are also similar in terms of innovation practices. Their similarities lie in ICT

services, marketing strategy, online advertisement models, and flexible management

approaches. The disparities in the business models for the companies lie in the

commercial and social purposes of the businesses. By analysing primary data from

interviews and secondary data from online observation, and web and social media

content of the case study SEs, it is revealed that social enterprises are more effective

because they respond to the market discipline aligning business actions with customer value. They also consider the dynamics of competition, which in turn is seen to promote increased efficiency of operations and continuous innovation in the delivery of products and services (Santos et al., 2015).

4.3 Analysis of Proactiveness

4.3.1 Introduction

Entrepreneurial firms need to have a very proactive marketing approach to overcome the problems, and that approach is manifested in the characteristics of entrepreneurial marketing (Morris et al., 2002). Accordingly, the entrepreneur is characterised by a willingness to take risks, innovate and be proactive, and make new resources combinations (Bjerke, 1989). In this section, the main issues examined from the data were regarding the perception and practices of proactiveness, considering proactiveness as one of the critical elements of entrepreneurship orientation (EO) under entrepreneurial marketing (Kreiser et al., 2013; Dai et al., 2014). Proactiveness involves the attitude and capabilities that allow implementation and control of the latest products, services, or processes ahead of the markets' competitors (Liu et al., 2002). As a result, the main themes that emerged from the analysis include "forward-looking for future demand", "reaching target market in advance", "creating new business opportunities", and "using modern technological solutions".

Entrepreneurial Marketing is often defined as "the proactive identification and exploitation of opportunities for acquiring and retaining profitable customers through

innovative approaches to risk management, resource leveraging and value creation"
(Morris and Schindehutte, 2002, p. 5). Proactiveness refers to the ability of social
enterprises to anticipate future needs and adopt dynamic methods to energise
beneficiaries' expectations. In this context, proactiveness involves demand analysis,
planning, and opportunity-seeking activities among social enterprises. Proactive
intentions enable organisations to develop pertinent and strategic initiatives and create
new opportunities and competitiveness. Entrepreneurial marketing enables social
enterprises to seize opportunities by anticipating, monitoring, and exploiting future and
current needs. Successful organisations select and optimise the marketing tools that
effectively suit unique challenges and needs. Therefore, entrepreneurial marketing
help in building brand awareness and creating market acceptance. Marketing planning
and execution for social enterprises, especially for any proactive initiative, is usually
hampered by the scarcity of specialists, financial constraints, and lack of marketing
experts. Social enterprises are embracing entrepreneurial marketing to enhance the
sustainability of their practices.

4.3.2 The practice of proactiveness across the seven SEs

The data obtained from the various case studies in this research reveals that
proactiveness is essential for entrepreneurial marketing. Solé (2013) illustrates that
proactiveness is critical for successful entrepreneurial marketing, as it helps to act in
advance in planning for meeting customer demands. In the interviews for collecting
primary data, the participants from 7 case study SEs and some other SEs for data
triangulation purposes were asked some specific questions regarding their practices
of proactiveness. Key questions that were asked to the entrepreneurs and managers

were 'how does the organisation take advance initiative for new products or services'; 'how they predict trends in the market to compete with others; 'what kind of initiatives they take such as launch any new products, service, or processes ahead of the competitors in the market'; based on this, the analysis and comparison have been made. The fundamental questions that were asked were regarding the existing practice and the importance of proactiveness. Also, the respondents were asked about how their organisation addresses the necessity for proactiveness. Throughout the analysis, some key themes have been generated and categorised through NVivo software. These are if proactiveness is being practised by the entrepreneurs as a forward-looking tool for future demand of product or services, reaching target market in advance, proactively creating new business opportunities for them and using a technological solution. This review and assessment guided these to gather some insightful findings. Through an analysis based on those sub-themes on seven SEs, the commonalities and specificities and disparities among the perception of company owners and managers and their existing practices regarding proactiveness have been discovered.

4.3.3 Forward-looking for future demand

Looking towards the future to assume upcoming demands is an essential aspect of proactiveness associated with social enterprises in Bangladesh. The interviews revealed that social enterprises embrace the concept of analysing future demand today. Proactiveness suggests a forward-looking marketplace leader who has the foresight to act in anticipation of future demand and appropriate planning (Dean, 2002). Proactive thinking helped the entrepreneurs estimate the clients' upcoming

service demand based on the analysis of the current market trend. Various demand forecasting tools form the basis of determining future demand for customer services and products in social enterprises. For instance, the social enterprises that offer health and nutritional services and products to customers choose future needs using demand forecasting tools, thereby planning how to produce the services and products to meet future customer demands. Similarly, the CEO of Tech-based service 2 expressed,

"Yes, we do follow this [take advance initiative] regularly; every week, we discuss the challenges of our entire team members, workplace challenges, business challenges, financial challenges. I think no organisation in Bangladesh does that much learning session like our one". (CEO - Tech-based service 2)

The statement supports that entrepreneurial marketing would enhance management efficiency in the operational processes and further create more opportunities for social enterprises to achieve their goals. It also supports the team to evaluate their strength and weakness to meet future demand. Some SEs lack forward-thinking. Such shortcoming is reflected in the statement following of manager, Socio-economic service 2,

"Yes, we do have this kind of practice [taking proactive initiatives], but the reality is there is a minimal number of people to generate this kind of idea. For example, not everyone is capable of thinking one step ahead". (Manager, Socio-economic service 2)

This SE lacks capable employees who can predict the future market demand or think proactively about potential products or services for their business growth. In Bangladesh, this is an everyday reality in the SE sector as SMEs are still developing, and not enough research has been done in this sector. In a competitive market

environment, the business will not work in a single form to grow. Efficient management will look for various entrepreneurial marketing strategies to grow the brand and at the same time proactively increase the resources to cater to society and their needs (Hamburg, and David, 2017 p14). From a data triangulation perspective, a similar assertion was articulated from the Executive Director of Socio-economic service 3, who emphasised entrepreneurial marketing practices. He stated that proactiveness, through prior planning by an efficient management team, enables social enterprises to maximise their profits. Effective implementation of proactive initiatives on future demand or understanding market trends depends on efficient management capability and social enterprises' leadership to collaborate with internal and external stakeholders. Moreover, the health director of Health service illustrates another example of leadership efficiency regarding proactiveness,

"During Covid19, whenever we observed any crisis, we sent a letter to our donor and informed them that we now need to work on a humanitarian approach and share new ideas. For example, one donor gave me one crore BDT for my employees' safety and infection prevention purposes in the Rohingya project. If I could not do it earlier, I would not have got it at that time. I submitted a concept note to another donor for Livelihood support". (Health Director, Health service)

It is revealed from the Health service case study that entrepreneurial marketing would foster effective communication with donors through efficient management because they are informed about key initiatives, achievements, challenges, partners, and measures put forth to enhance the achievement of the ultimate goals. We also come to know that SE's management and leadership training programmes to foster

proactiveness among social enterprises eventually enhance their success (Company website, Socio-economic service 2).

The entrepreneur is characterised by a willingness to take risks, innovate and be proactive, and make new combinations of resources (Bjerke, 1989). Similar insight is revealed from Social development service 2

"*As our products or services are not for today's market, if we can stay, survive and grow, these will be mainstream products or ideas ten years from now for Bangladesh. We are observing that there is a useful modification in the mindset of young parents. A lot of them visit other countries, and they know what changes are coming in the future. They are aware of the need for the child. We study a lot for the behaviour, market change, what is happening outside, economic issues, peoples' perception". (CEO, Social development service 2)*. Figure 4.8 provides IT training to the children on coding, an example of taking the initiative one step ahead based on their future needs.

Figure 4.9 is screenshot of a Facebook post, an example of their proactive initiative on children education, as they provide computer programming to develop children meeting future need.

Figure 4. 9 Screenshot of a Facebook post social development service 2

Entrepreneurial orientation is closely related to a proactive managerial mindset, a tendency to enter risky markets, and acting boldly and extensively to achieve a goal (Miller, 1987; Covin and Slevin, 1989). Similarly, online observation revealed proactiveness as the best management practice, contributing to social enterprises' growth and development (Company website, Social development service 1). Social stakeholder engagements sustained through building relationships and networking activities create a collaborative culture whereby social enterprises are willing to proactively promote and jointly address the challenges that undermine social progress. Furthermore, entrepreneurial collaborations sustain developing and promoting interpersonal and man-management skills that are integral to social enterprises' operability.

4.3.4 Reaching target market in advance

Market-oriented firms need to build an entrepreneurship orientation to ensure a proactive and aggressive focus on an invention that meets emerging and unarticulated customer needs (Atuahene-Gima and Ko, 2001). This orientation is similarly applicable for social enterprises as it deals with the emerging needs of vulnerable clients. Importantly, proactiveness entails reaching the target market in advance. According to Solé (2013), entrepreneurs are supposed to get to the target market in advance. The concept of going to the target market in advance means conducting market research to identify customers' needs and gaps that need to be filled by offering certain products and services. The goal is to ensure that a social enterprise does not blindly engage in different products and services.

Accordingly, many people in Bangladesh are very entrepreneurial, which influences social enterprises to adopt a proactive strategy to reach the target market. Equally, the CEO of Socio-economic service 1 expressed,

"Yes, we have that kind of [proactive] plan and practice, like, post Covid-19 situation, we provided clinical support to the community people. We discussed this with our clinic managers, and we know people's health concerns will be increased in the post-Covid-19 situation. So we are thinking about diversified services for them in advance, such as psychosocial counselling, nutrition-related advice". (CEO - Socio-economic service 1)

That kind of proactiveness is fundamental among social enterprises in Bangladesh since the approach enables them to meet clients' needs based on available opportunities. The excerpt from the entrepreneur supports this argument. In

comparison, the manager, Tech-based service 2**,** shared a very recent example of their proactiveness,

"Well, as an example of our proactive planning, we realised that due to the Covid-19 pandemic, development work had gone back about 30 years. Livelihood challenges or financial challenges will continue in Bangladesh. So, we have decided where the intervention that is most needed is the livelihood programme. In that perspective, we are designing some solution for our micro merchant."

From both statements, the study supports proactiveness as a significant EM element that influenced their marketing strategy, and most of their client's needs can be accessed through these practices. This social enterprise depended on market research to reach in advance their target markets. The information obtained from market research informs the production and marketing decisions of social enterprises. For instance, they determined which products are needed most by a particular market, producing features aligned to the target customers' needs. There are high possibilities that embracing the approach would enable social entrepreneurs to achieve significant benefits, particularly becoming competitive in the turbulent business environment. Social enterprises in Bangladesh benefit from entrepreneurial marketing strategy since it allows them to challenge standard conventions in the market. The growing use of entrepreneurial orientation approach extremely proactive stepping among social enterprises in Bangladesh is considered more opportunity-oriented, based on clients' need rather than administrative as observed among profit-making organizations.

From a data triangulation perspective, the analysis of the interview responses with Social development service 3 also indicated that proactiveness enables social enterprises to produce quality products and services by addressing community

customer needs. Likewise, Tech-based service 1 presented those social enterprises practice advanced initiatives considering future mandates, influencing customers to leverage potential opportunities to survive. Advance thinking and planning helped SE to grow in the competitive market. Accordingly, the CEO- Tech-based service 1 expressed,

"Yes, definitely, we have it [proactiveness planning]. That is why we were able to do the reprogramming quickly during the Covid-19 pandemic situation. We are not a production company, but now we think production will make us survive".(CEO, Tech-based service 1)

In comparison, the ED of Socio-economic service 1 responded:

"Yes, certainly we do it [proactive planning, for example, during Covid-19, some of our team members proposed that can we collect some donations from people to provide food to the sufferer? In general, we do it through donor support. Still, now it will be through community initiatives, and it will be continued especially among the vulnerable people those who are not included in the Governments support list." *(Executive Director, Socio-economic service 1)*

Mentioned responses showed that the companies are satisfying customers' current desires and generating new ones through proactive existence. Both the SE changed their marketing approach based on the situation for their survival and tried contributing to the community's needs. In a fluctuating and evolving market, companies need to seize opportunities to attain competitive advantage and proactively identify opportunities in the market (Lumpkin and Dess, 2001).

Equally, best proactiveness practices captured through interviews and online review from Social development service 2, an organisation that has identified the Client's needs in the education sector among children. There is a big challenge in the current education system in Bangladesh, where many children do not get quality education in terms of its effectiveness in the job market. When they get out of school, they lack the necessary skills that will help them to land their dream jobs. This SE created the online platform to be creative to reach many children, teachers, and parents. After school, children go to their respective homes, and the organisation sought to engage them in a program to teach the children at their convenient place and time. There were many challenges that Social development service 2 addressed since the Government and other agencies lacked enough resources to boost online learning.

Significantly during the pandemic, many activities were disrupted. The measures put into controlling the spread of the disease did not allow the organisation to contact service delivery and the sale of books. Hence, books were put on an online platform so that many customers could access them. Children also get the lessons on their smartphones in various parts, and the organisation understands that the education sector also requires teachers and parents. The company came up with online classes for parenting and helped teachers sharpen their teaching skills through online engagement (Social development service 2, Company website). This proactive initiative contributed to several children's future skills development that was possible for thinking one step ahead by analysing the current market situation.

4.3.5 Creating new business opportunities

Additionally, creating new business opportunities is an essential aspect of proactiveness in entrepreneurial marketing strategy embraced by social enterprises. The data from the various case studies revealed that social enterprises operating in Bangladesh tend to identify business opportunities in advances, such as introducing new products or services to bridge a particular market need. Firms can be proactive in seeking opportunities to introduce new products or services to gain an advantage over the competition and foresee future demands (Rauch et al., 2009). Similarly, proactiveness among social enterprises in Bangladesh contributes to high incomes through creating a new business opportunity. A similar expression came from the CEO of Tech-based service 1

"Yes, we have it (proactiveness). That is why we were able to do the reprogramming quickly. We are not a production company, but now we think production will make us survive, and this is an adjustment with the reality." (CEO - Tech-based service 1)

Tech-based service 1 has been proactive and successful in fostering new business prospects to develop effective, impactful, and scalable solutions to improve people's socio-economic conditions (Tech-based service 1, company website).

The Executive Director of Socio-economic service 1 has also responded regarding proactiveness to be necessary for a new venture:

"Previously, we had no business [profitable] motive; we provided support to them [clients] as a climate change adoptive livelihood option. Now we noticed the market has been expanding and production also increasing. New peoples are adding to it, and a new economic supply chain has been introduced. Moreover, they have been added to a new business opportunity".(Executive Director, Socio-economic service 1)

From a data triangulation perspective, another reflection was revealed regarding new business prospects through proactiveness approached from the CEO of Social development service 3

"*Customers are always searching for new items, so certainly our innovations generate more profits as it is not only bringing new customers but also helps to retain existing customers through new products*". *(CEO, Social development service 3)*

From the above responses, it is evident that proactiveness can create and identify opportunities (Johannessen et al., 2005). Social enterprises in Bangladesh would strengthen their new business opportunity-seeking abilities and perform better in the challenging environment through some proactive natures and ideas. Developing and keeping networks can be achieved when social enterprises employ proactive communication tools to augment clients' and donors' goals. The excerpt supports this argument:

"During Covid-19, whenever we see any crisis, we sent a letter to our donor and informed them that we now need to work on a humanitarian approach, sharing new ideas. For example, in the Rohingya project, we have about 100 employees who

are well protected, as DFID gave me 10 million BDT for their safety and infection prevention. I would not get this if I did not plan." (*Health Director, Health service*).

The response is an example of opportunity and support seeking from donors. EM strategy enables social enterprises to communicate with the target audience, gather budgets, network, and propose social return on investment. In capturing the challenge of anticipating and pursuing a new prospect of future demand and participating in an emerging market (Lumpkin and Dess, 1996), proactiveness involves greater exploration, learning orientation, and high recompense costs (Dai et al., 2014). Social enterprises focus on reaching and positively influencing the decision of donors, clients, and volunteers. For the market, EM facilitates social enterprises to become innovative, proactive, change-oriented, and competitive. Data revealed from online observation of Socio-economic service 2 shows proactiveness created options for utilising new opportunities. Social enterprises conduct awareness activities to address poverty, education and skills development, and upgrading living standards (Socio-economic service 2, Company website). Moreover, awareness-raising increases individuals' understanding of the products and services offered by that SE.

Through proactive planning, recognising opportunities and identifying needs is an essential component of social enterprise development. Accordingly, from data triangulation purpose, it is revealed that the Executive Director of Socio-economic service 4 expressed,

"Yes, we do it (proactive planning). For example, "now, in this Covid-19 situation, the face mask will be an excellent product to sell, so we already started working on this. I am also wearing those in various events for the campaign". (Executive Director, Socio-economic service 4)

Similarly, the manager, Socio-economic service 1 expressed, when social institutions adopt an entrepreneurial strategy to market themselves, they become better positioned to probe and exploit identified needs concerning other social enterprises. For most social entities, recognizing different gaps and conditions in providing unmet social demands or environmental services is the primary driving factor for their establishment and long-term growth. The quest to satisfy the clients' needs, such as providing low-cost housing for underprivileged communities, is a primary motivator for persons involved in managing social enterprises' activities and a proactive stepping (company website).

Identifying new avenues for social growth elevates the desire among social enterprise stakeholders to effect changes that contribute to sustainable development. Considering that social enterprises' attributes and operations differ from one region to another based on variables such as culture and social sustainability, the need to remain relevant drives social enterprises to change relative to transformations within their environment by exploring available opportunities.

4.3.6 Using the modern technological solution

Usage of modern technological solutions is also a vital aspect of proactiveness associated with EO within social enterprises. Kabir (2019) indicated that social enterprises have to offer a technology-based solution to societal problems in the age of knowledge economy. The use of technology to solve problems people face in Bangladesh is an important marketing aspect of social enterprises operating in the country. Application of technology in business units will assist in the marketing area

and familiarise the services and products. Social media marketing is one of the marketing strategies that use modern technology to help potential customers in various ways they will affect their locality (Mcdonald, 2017 p 20). For instance, Socio-economic service 1 and Social development service 1 grabbed advantage of modern technology and informed the customers through social media platforms. (online observation)

The use of technology in modern-day businesses has led to mobile applications that contain customised information about the company. The more entrepreneurial a firm is, the more proactively and extensively it engages in environment scanning (Miles et al., 1978; Daft and Weick, 1984). The greater extent is it involved in information acquisition and dissemination (Huber, 1991; Sinkula, 1994). Accordingly, XYZ mobile app is one of the mobile apps used by Tech-based service 1 to empower the community, which is the best example of their proactiveness. Figure 4.10 is a screenshot of Facebook post of developing mobile apps to reduce disaster risk for vulnerable areas, an example of their proactive approach using digital technology.

Figure 4. 10 Screenshot of a Facebook post, Tech-based service 1

For instance, during the Covid-19 pandemic, when many businesses were shut down, this SE continued its women entrepreneurship business by using a mobile app in full swing. Besides managing human resources, the challenges range from supervision to and submission of management reports. To overcome the challenge, Tech-based service 1 has innovated technological solutions to monitor and supervise workers' progress in the field and all the activities in the organisation.

Another example was Socio-economic service 2 used advanced technology to submit the reports to the management without visiting the company premises. Organisations like Tech-based service 2 have innovated the services that enable the use of technology in service delivery. Technology is one of the gaps that Tech-based service 2 saw has not been purely used and thus innovated software to tackle business challenges.

The role of future planning is based on upcoming market demand, and the use of digital technology as a proactive initiative in enhancing the success of social enterprises in Bangladesh is evident in the following excerpts. The manager, Social

development service 1, asserted that social enterprises in Bangladesh are applying digital technology very proactively in their marketing practices to reach potential donors and clients. She pointed out that:

"*Social media platform is our key component of marketing. We use B2C mostly. B2C in social media platform is profitable--I would not say like that way, rather we see it like it is an involvement of a huge network of people, like a diversified class, age, region, nature, gender".(Manager, Social development service 1)*

Figure 4.11 depicts screenshot of some Facebook post those are some online advertisement and product promotion features using digital platform on the face book page of social development service 1

Figure 4. 11 Facebook post, social development service 1
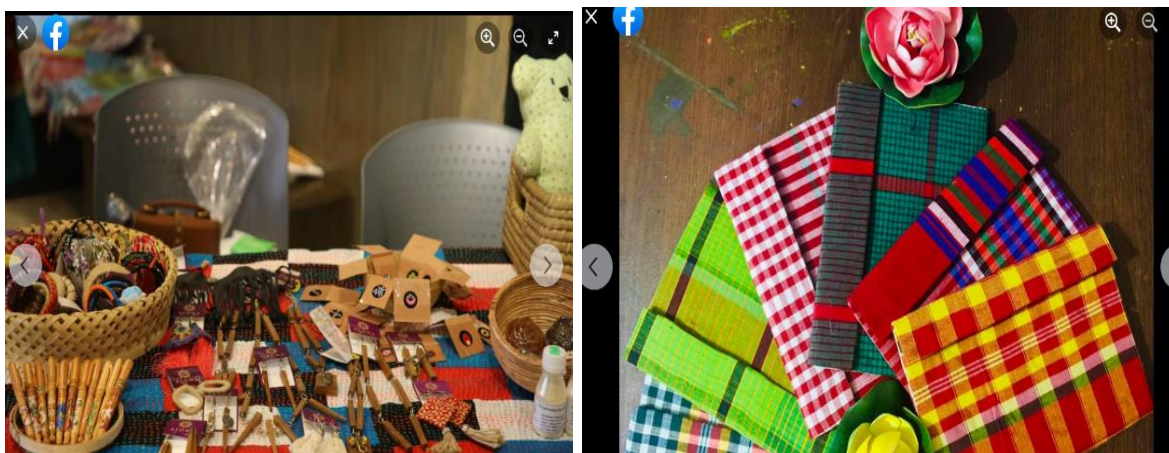
Social enterprises prioritise progressive ideas from clients and donors to improve the quality of products and services offered through digital technology such as websites, social media, e-commerce, and mobile apps. Moreover, the manager of Socio-economic service 2 suggested that progressive ideas or thinking are usually discussed among employees after a certain period. Such meetings' effectiveness is enhanced through entrepreneurial marketing activities where the organisation's goals are shared

with internal and external shareholders. Similarly, in Tech-based service 2, it is revealed that digital technology-enabled social enterprises offer practical solutions with a significant impact on people's lives. Therefore, the aspect of proactiveness regarding digital technology among social enterprises is apparent in the following excerpt,

"Lots of our work is like this: Government is an organization that wants a technology-based solution, we work as their partner, which is the way of our marketing. Besides that, some other traditional way of marketing, like some promotional activities, is now thinking about public marketing in social media". (CEO, Tech-based service 2)

The above statement reflected that integrating proactive innovation to operational processes eliminated inefficiencies, leading to organisational success. Accordingly, social enterprises in Bangladesh are embracing proactive approaches through digital technology to help improving service delivery. Social entrepreneurship potentially allows SE to integrate social concerns in value proposition and achieve a global sustainable business perspective through some advanced stepping.

4.3.7 Some challenges associated with proactiveness

Proactive behaviour in pursuing opportunities is a strength of companies and can lead to a competitive advantage. Companies require good estimation and prediction abilities to adapt to fast-changing environments (Wardhani, 2018). Thus, as a part of EM practices, proactive initiatives, on the one hand, create new opportunities for social enterprises. On the other hand, it also makes some risks in surviving with others in a competitive market. However, companies seem to overcome that risk by choosing the right product or service through efficient management and foresighted decisions. The

following examples in this research illustrate the challenges that case studies companies faced,

"It would be better if we could do it (proactive measures) in a more formal manner, but we do it on an ad-hoc basis. When there is a necessity, we try to take the advanced measurement; usually, this happens mostly in the fiscal issues; hence the accounts department keeps an eye on advance projection. In this case, we try to develop necessary contingency plans or take advance initiatives to maintain fiscal stability from the accounts departments". (Manager- Tech-based service 1, interview transcript)

Similarly, the manager of Socio-economic service 2 mentioned,

"We bring lots of good ideas, but the problem is it is involved with finance. So, most of the cases due to financial limitation we cannot implement our new ideas or cannot take advance stepping". (Manager- Socio-economic service 2, interview transcript)

Equally, the executive director, Social development service 1, expressed that

"First of all, when anyone comes up with an idea, we write it down, sit with the finance team and project management team to see whether it is viable or not. Then sometimes, only my permission needs board permission to execute it depends on its sensitivity. Sometimes we do pilot on it". (Executive director - Social development service 1, interview transcript)

Hence, it is revealed from the above responses that many of the organisations faced difficulty in mobilising resources and arranging finance for their respective start-ups for some advance level planning because entrepreneurial orientation is closely related

to a proactive managerial mindset, a tendency to enter risky markets, and a propensity to act boldly and extensively to achieve a goal (Miller, 1987; Covin and Slevin, 1989).

For instance, Socio-economic service 2 wants help from the Government and other financial institutions to maintain their microfinance project, while Social development service 1 designed innovative products to engage in the proactive decision. However, there are several risks involved which are connected with responsibilities. These companies can follow the example of Tech-based service 1 that has been proactive and successful in fostering opportunities to develop effective, impactful, and scalable solutions to improve people's socio-economic conditions. They also launched an app that aimed to empower and generate profits for the communities via women entrepreneurs.

4.3.8. Summary

From an entrepreneurial perspective, proactiveness describes marketing actions through which the firm redefines its external conditions to reduce uncertainty and lessen dependency and vulnerability (Rechard et al., 2012). Accordingly, through analysing the secondary sources of data and insightful responses from the respective persons of case study SEs and others, it is evident that, in a competitive economy, proactiveness is a very significant part of entrepreneurial marketing, and it helped the organisation to address the gap in the market. Proactiveness helped the organisation to make the products and services look advanced. Customers and renowned brands in the economy will associate all their assistance with the brand with cutting-edge services. Competition keeps growing, and technology is taking another step higher; therefore, brands should look for various ways to use advanced technology. This study revealed a new finding that most entrepreneurs are very optimistic towards EM

approaches. However, the managers responsible for executing these approaches are a bit calculative and, in some positions, not very flexible due to the anxiety of risk associated with proactiveness. In addition, analysing primary and secondary data of the selected SEs also revealed that the entrepreneurial effect is essential for the establishment and continued development of social organisations because its constructs-focus, determination, leadership, vision, and purpose are critical to effective management of social businesses. These constructs inspire zeal, persistence, energy, and commitment to fulfil the social-related needs set by non-profit enterprises. The trend is attributed to entrepreneurial marketing being characterised as responding to the intuitive ability and proactiveness to react to social interests.

4.4 Analysis of Risk-taking

4.4.1 Introduction

One of the essential aspects of Entrepreneurial Orientation (EO) associated with EM strategy is risk-taking. According to Knörr (2011), risk-taking is a critical trait that is associated with entrepreneurs. Social enterprises are involved in taking risks, which can result in profit or loss generation. Risk-taking has long been a critical element in discussions of entrepreneurship and has come to be accepted as a distinct dimension of EO (Miller, 1983). Risk-taking is an attribute of EM strategies of an organization and correlated with the preparedness to take a perceived risk by a decisive factor such as time, human resources, and financial resources in the process of creating or executing new ideas or creative alternatives (Kuratko, 2016). Different literature revealed that

initiators are more entrepreneurial than non-founders due to their higher qualities, like self-efficacy in generating innovation, entrepreneurial ability, commitment, need for attainment, risk-taking propensity, and acceptance of ambiguity (Erikson, 2002). Accordingly, social entrepreneurship has characteristics like those of non-profits and non-government organisations and has the elements of entrepreneurship like innovation and risk-taking (Ping, 2017). A different study discovered that social enterprises in Bangladesh are characterized by low risks (Seelos and Mair, 2017) due to calculative risk-taking behaviour and risk management capacity. For social enterprises to improve their risk-taking mindset, the analysis showed that the management needs to foster a culture of tolerance. In this study, the codes that emerged from the data and developed the results include calculated risk-taking attitudes for new products or services. Risk factors analysis for a better product or enhanced service is essential to illustrate these insightful discussions and findings.

4.4.2 Calculated Risk-taking for new products or services

The risk-taking attribute of an entrepreneur reflects a company's willingness to take uncertainty or failure in business (Rauch, 2009). Brockhaus (1980, p.519) revealed that "former studies concerned with the entrepreneurs' risk-taking propensity may have correctly found the majority of entrepreneurs to tend to moderate levels of risk, but they may have failed to recognise that this same characteristic is also true of the population in general" (1980, p.519).

However, information from the case studies used in the data collection process revealed that one of the marketing techniques used by social enterprises as part of EO is having calculated risk-taking attitudes for new products or services. Similar

features disclosed in the Social development service 2 that high risk among social enterprises is inevitable to introduce or promote new products or services. The manager of Social development service 2 expressed,

"Our approach is taking a risk. For example, we have two bundle books which are a bit expensive. However, we know it is beneficial for little learners. We assumed our sales might not be huge, but we took the risk. What we did to cover the risk, we took some pre-order through online". (Manager - Social development service 2)

Equally, the CEO of Tech-based service 1 expressed,

"I am a very high-risk taker. Moreover, that is probably my behaviour. Nevertheless, over the years, I realized that I must take a little bit more caution. So, I am also trying to involve investors' board members who have this risk-taking appetite. However, the risk must be that it should not be overexposed. It needs to be ensured. Nevertheless, risk-taking is also in general DNA of social enterprises". (CEO - Tech-based service 1)

The mentioned statement showed the calculative risk-taking practices among SEs, which sometimes depends on the entrepreneur's determination to contribute long-term positive effects in the community to create social value. It was also practised involving top management or stakeholder in the decision-making process as a safeguard. For the business shake, gain takes very calculative risk rather than high risk to launch a new product or service. Schindehutte, Morris, and Pitt (2009, p. 33) described a calculated risk-taking aspect of entrepreneurial orientation concerning 'the commitment to dedicate substantial resources to prospects that have a reasonable chance of costly failure, but it also incorporates creative attempts to mitigate, leverage, or share the numerous risks.'

Similar findings revealed from CEO, Tech-based service 2,

"*As our goal is to work for people, so we do not want to put our management at any big risk, for your gain, you can take a huge risk but not for an organization. In this case, none of them is looking for profit only. We take as much risk as we can in mitigate*". *(CEO - Tech-based service 2).*

The risk-taking aspect is also evident through the marketing approach or target group into business to business (B2B) and business to consumers (B2C)' which ensures quality services are offered to different groups (Tech-based service one website). With a similar thought, the manager, Health service, suggested that risk-taking would enable social enterprises to focus on creating opportunities that enhance financial sustainability, develop innovative culture, and collaborate with different stakeholders, including government agencies and donors. This aspect is also evident in Tech-based service 2, Social development service 1, and Social development service 2 as well where the case studies depict that high risk-taking is perceived as the direct approach with the potential to enable enterprises to sector financial sustainability as well as address social problems (Company website).

The CEOs of Social development service 1 and Tech-based service 1 in Bangladesh revealed that understanding stakeholders' attitudes toward risk are essential when undertaking any investment within a social enterprise. Kabir (2019) indicates that risk-taking is an integral part of entrepreneurship. Still, it is vital to take risks in new ventures from an informed perspective, where one has a deeper understanding of the stakeholders' attitudes towards risk. Entrepreneurs' common risk attitudes include risk-averse, high risk-takers, and moderate risk-taking (Allah and Nakhaie, 2011).

Undertaking the attitude that social organization stakeholders have towards risk helps take calculated risks when making vital investment decisions. For instance, in a social enterprise, when the investors have high attitudes toward risk, it is possible to invest in hazardous products with the expectation of generating high returns. Risk is usually correlated with returns in a business, whereby high-risk results in increased returns, and low risk leads to low returns. A social enterprise always needs to take calculated risks when introducing new or expanding products or services in the marketplace to align risks to key shareholders' attitudes and other stakeholders' groups.

The risk-taking behaviour of entrepreneurs has been examined extensively in the literature. It is generally associated with the extent to which the entrepreneurs are willing to engage with activities that exhibit risks for their businesses (Lumpkin and Dess, 2001). Similarly, from online observation of the Social development service, 1 case study revealed that the risk-taking aspect among social enterprises promoted business growth. Their focus on delivering multiple programmes that created more values through eradicating social issues attracts many worldwide supporters. Focusing on different programmes enables social enterprises to diversify exposure to their risks and seek help from other donors. The aspect of risks is in SEs in Bangladesh, apparent in the quotation from the CEO of Social development service 2,

"We are the only company in Bangladesh that works on this kind of primary level children education. If it were interesting, many people would work on it. However, as a sector itself is a huge risky place for making a profit. Furthermore, the product we are also developing is hazardous because it talks about developing future skills of the children [generating creativity and problem-solving skills in every child through developing and distributing innovative and scalable contents, tools, and resources].

Through accepting this risk, we are moving [continuing our services]". (CEO - Social development service 2)

As a pioneer of this education product and services, the SE practised risk-taking as a part of their business strategy. In contrast, from the EM perspective, it is considered a risk as an opportunity to seize future market demand to brings required social change. During the Covid-19 outbreak, when all the educational institutes were almost closed or limited online options, the recent mission of the emergency projects of the company was to ensure education and learning continuation from home for all the primary level children in Bangladesh. The company made its product available online free of cost. (company website, Social development service 2). The statement also demonstrated that risk-taking enables social enterprises to create and maintain economic and social values to reach more people to meet their essential needs. Accordingly, social entrepreneurship in Bangladesh emerged through innovations, proactiveness, and another critical EM element is risk-taking. The approach will enable social enterprises to overcome the challenging business environment. The risk-taking aspect is also evident from secondary sources such as company websites, social media platforms, and reports of most SEs. For instance, by accepting risks, social enterprises worked on numerous projects to meet customer needs and generate more income from donors (company website, Social development service 1). Other entrepreneurial marketing elements combined with risk-taking culture enabled social enterprises to partner with the community, improve revenue, and create economic value.

4.4.3 Risk factors analysis for better product or enhanced service

As often indicated in the EM literature, risk-taking is a critical characteristic of entrepreneurial business to achieve high performance (e.g., Cromie, 2000; Morris et al., 2002; Lumpkin and Dess, 1996; Covin and Slevin, 1989). The executive director, Social development service 1, mentioned in this context,

"As an entrepreneur when I started, I faced lots of challenges and risks already. But it has to be a well-natured risk; I keep that in my mind is risk measurement is essential for the company". (Executive director - Social development service 1)

The above data revealed from the SEs showed that they have risk-taking mindsets from an EM perspective but did proper assessment or evaluation of potential risk before planning a new product or services. Interestingly, the results obtained from different case studies used in this research indicated that risk factor analysis for a better product or service is a tactic used by social enterprises in Bangladesh as a part of risk management. According to Dwivedi and Weerawardena (2018), risk management in social enterprises is integral to making their operations viable. Risk measurement is one of the methods widely used by social enterprises, like the Social development service 1, to manage risks. The goal is to analyse various possible risks that can impact the capability of an organization to successfully venture into the delivery of certain services or products to customers. Also, social enterprises have to ensure that they do not deliver harmful products or services to customers as part of their social citizenship initiatives. Risk factor analysis comes in handy in helping organizations deliver products with minimal risks to target customers while making profits. Whilst some significant studies (Kilby, 1971; Brockhaus, 1982) proposed that an essential attribute of entrepreneurship is their tendency to take risks, contemporary authors (Timmons et al., 1985) cast doubt on this concept, for they support that

entrepreneurs take calculated risks or as Bhide (1994, p.150) revealed successful entrepreneurs do not take risks instinctively.

Similarly, the manager, Socio-economic service 1 expressed that, social enterprises consider potential risks associated with particular decisions or programmes before they are implemented. The parallel observation was established by the manager of Tech-based service 1 and Social development service 1, who perceive risk-taking as a fundamental aspect among social enterprises to promote new services that align with customer expectations. The manager of Social development service 1 mentioned,

"Business and life are all about risk. We must keep it in our mind, we do not know about the future, but we have to give our full potentials. We know we have a certain amount of risk, so we take steps considering it". (manager - Social development service 1)

All mentioned statements evident that risk-raking was crucial in entrepreneurial orientation, whereas entrepreneurs did proper evaluation regarding its adverse effect. The risk-taking approach enabled social enterprises to achieve a coherent unity of purpose and action and social mission in the face of moral complexity. EM encourages taking acceptable risks to create value and take advantage of opportunities (Kraus et al., 2010).

This aspect is apparent in Tech-based service 1, Socio-economic service 2, and Health service case studies. An improved risk-taking passion will increase the ability to recognize value-creating opportunities and decision-making attributes such as innovativeness in their practices. According to the health service director, risk-taking enables social enterprises to evaluate situations and plan before implementing their programmes.

The success of social enterprises in Bangladesh is affected by a wide range of EM strategies through ensuring some factors such as values and missions, market competitiveness, networking with various stakeholders, and management capabilities. These aspects significantly affect the powers of social enterprises in analysing and managing potential risks. Similar to this finding, the case study of Socio-economic service 1 indicated that high risk-taking among social enterprises enhanced their capability to explore new ideas and opportunities. Despite the adverse impact of risks on the organization, this study's findings demonstrated that high-risk orientation among social enterprises in Bangladesh enabled them to develop new service and product lines to meet clients' needs and add value. In contrast, poor networking with stakeholders and leadership affected the capabilities of social enterprises in managing risks.

Risk assessment often remains challenging for Entrepreneurs, and EM focuses on uncertainty by frequently engaging with potential customers (Whalen et al., 2015). However, social enterprises' success depends on their risk management capability, cooperating with other institutions, and focusing on joint value creation. From the interview analysis with the manager of Socio-economic service 2, social enterprises will improve economic value generation if they apply the business model defined by risk-taking. This result is consistent with the secondary sources; whereby, social enterprises in Bangladesh partner with different groups that majorly fund their activities (company website, Health service). Cooperation with various partners influenced social enterprises to conduct a risk assessment of their decisions to minimize

susceptibility to lose or gain profit. The aspect of economic value is evident in the following excerpt from the manager of Socio-economic service 2,

"*In that case [to take a risk], we do a risk assessment by using a risk matrix, and we do maintain a risk register. Moreover, we see how much risk it is and try to see risk factors as well, and we do evaluate it periodically*". *(Manager - Socio-economic service 2)*

Most firms were aware of their risk-taking activities' possible losses or gains and did the proper evaluation. This feature suggested that entrepreneurs evaluated risk-taking in their marketing approach, supported by scholars such as Lumpkin and Dess (2001) and Wagener et al. (2010). Besides, the manager, Tech-based service 2, expressed that,

"*To overcome the risk, we try to establish ourselves as a technology expert, what we face, there are lots of IT farm in the market, and market players have started aggressive marketing. When anyone creates any demand in the market, people will approach them. In that case, many sectors like health sector-digital health, or in microcredit- DFS [digital financial service], or work-related to digital citizenship, ICT education. Tech-based service 2 is leading in these sectors.*" *(Manager - Tech-based service 2)*

And the health director of the Health service mentioned that,

"*then (for risk analysis), we see other countries' best practices. For example, if I share the Covid19 situation, our Executive Director requested me to do a Covid19 risk analysis of our organization and a mitigation plan. So now, if I want to do this*

analysis, I will not get anything from Bangladesh; I have to study China, Italy how they managed this situation. In that way, we do our planning to mitigate possible risk". (health director -) Health service

The above statement demonstrated that the EO approach could efficiently address risk management initiatives. The increasing risk-taking among social enterprises through skilled management enabled them to overcome some of the challenges caused by a turbulent business environment. The increased monitoring of the managerial decisions formulated by social enterprises positively affects risk-taking since firm resources are effectively used for profitability. In addition, online observation revealed that, as a risk-taking aspect, Socio-economic service 2 facilitated leadership and management training for group members and leaders (Company website - Socio-economic service 2). The interviews' findings agreed with the secondary sources that the management's effectiveness influences risk-taking among social enterprises.

4.4.4 Summary

Many early studies identified risk-taking as a crucial characteristic of entrepreneurial activity (Burgelman, 1983; Carland, Hoy, Boulton, & Carland, 1984). There has been much discussion in the literature regarding entrepreneurial risk-taking, but these practices among SEs are yet to be explored. Therefore, in this study, the primary and secondary data sources analysis implies that risk-taking culture increased among social enterprises in Bangladesh. Risk-taking enabled social enterprises to embrace best practices and ideas with the potential to improve income generation, business growth, and value creation. Most significant findings revealed from this study that the tendency to take calculated risk increased and has become an essential marketing

approach for some SEs due to the desire to provide unique and advanced products or services. Moreover, from the EO lens, it is found that to create social impact, SEs are more focused on meeting the needs of the clients or society than on profit, which also increases risk-taking tendency among them. Similarly, the most significant insights revealed from most of the case study SEs where organisations took a risk in product or service development and pricing to preserve their uniqueness in a similar industry arena.

4.5 Analysis of Opportunity driven

4.5.1 Introduction

A critical aspect of the entrepreneurial marketing strategy employed by social enterprises is opportunity focus. Hisrich et al., (2017) note that entrepreneurial opportunity entails identifying customer demand meets through feasibility associated with satisfaction of requested services or products. The ability of social enterprises to succeed largely depends on their ability to offer products aligned to the target consumers' needs. The adoption of the EM element varies depending on the entrepreneurs' experience or motivation in which four of the EM elements (opportunity focus, customer intensity, proactiveness, and resource leveraging) vary depending on the owners' motivation (Becherer et al., 2008). Herbig et al,. (1994, p.38) further emphasised that "entrepreneurs themselves do not consciously innovate; they seek opportunities, and these opportunities are those that larger firms either ignore, seek not to produce, or cannot physically create." However, application of EM in the context of social enterprises, Shaw (2004, p.197) revealed that four themes relevant to understanding entrepreneurial marketing within a social enterprise context emerged: opportunity recognition (OR); entrepreneurial effort (EE); an entrepreneurial organizational culture (EOC); and networks and networking (N&N). With this viewpoint, social enterprises are guided by the need to solve a problem or issue in a community where networking, innovation, and opportunity make a difference (Parvin, 2018) for the clients and society. Thus, the perception of possibilities has been recognized as an essential aspect of entrepreneurship (Shaw 2004). The author also added that the EM literature suggested that when an organisation adopts an entrepreneurial approach to its marketing, it is better positioned to identify new opportunities and gaps within the market.

The outcome of the thematic analysis presented this significant entrepreneurial marketing (EM) elements opportunity identification, which is captured based on the interview insight from the entrepreneurs and the managers of the case study social enterprises, online observation through reviewing their web content such as company website, social media platform, and other relevant documentation. The opportunity-driven EM approach captures the extent to which social enterprises benefit from the available market opportunities to innovate and facilitate the attainment of their broad organizational vision (Hills and Hultman 2013). All the participants were asked specific questions regarding their practice concerning their opportunity-driven nature. 'Were the companies driven by the opportunities; what marketing techniques did they use to get more customers; how does the organization make the best usage of opportunities to expand in the market, were asked and based on that, a comparison was made. In this analysis, key themes representing the opportunity-driven EM strategies are exploiting market opportunity and a creative marketing approach.

4.5.2 Exploiting Market Opportunities

Exploiting market opportunities subtheme is associated with the entrepreneurial orientation component of the EM strategy. It captures the extent to which social entrepreneurs can assess and respond to the opportunities in the external environment (Morris et al., 2002). The insight based on the analysis indicates that the opportunity-driven EM strategy among the seven (7) case studies of social enterprises is mainly captured by the organisations' strategy of taking advantage of the available market opportunities for business growth and viability. The case studies data revealed that Bangladesh social enterprises achieve opportunity focus by exploiting market

opportunities. Hisrich et al., (2017) indicated that entrepreneurs are responsible for identifying market gaps and controlling them to introduce services or products to fill these gaps. The same concept is applied by social enterprises, where they identify available market opportunities through different methods. For instance, the executive director at the Social development service 1 expounded on the importance of taking advantage of marketing opportunities and following the market trend to develop new products or services. Again, a social enterprise like socio-economic service 2 employed field staff, analyses of reports from different stakeholders, such as customers, as a basis for identifying available market opportunities for exploitation. Working with external and internal members of the organization can help identify market opportunities for exploitation by social enterprises operating in different parts of the world.

Essentially, a significant portion of the selected interview transcripts indicated the managers/directors' acknowledgement of the importance of investing in appropriate community welfare projects based on the market needs or opportunities. Moreover, as part of the EM strategy, respondents also mentioned the need to support people while providing goods and services to the market. The central insight from the review of the websites of seven (07) case studies social enterprises' indicated that as an example of opportunity-driven EM practices, besides the provision of goods/services, the social enterprises also offer social and community welfare support to meet client's needs and the opportunities exist in the market. This is one of the main opportunity-driven themes, which was captured in the primary interviews as well. For instance, Tech-based service 1 shared on its website that,

"one of its [company] mission is to empower the ABC (pseudonym) to benefit the vulnerable women, children, and the adolescents in Bangladesh." (company website)

Figure 4.12 shows the webpage of company's marketing approach, which emphasises crafting opportunities to bring more profit and create value.

Figure 4. 12 Web page of Tech-based service 1

Besides, Socio-economic service 2 also states that

"One of its mission is to promote a healthy living community through the prevention of HIV Aids, elimination of TB, strengthening the health systems for vulnerable mothers and raising awareness on violence against women/girls." *(Company website)*

In the same way, social development service 1 also highlighted the ongoing hunger mitigation projects and women empowerment initiatives that the organisation has invested in as part of its social support and community welfare approach to exploit market opportunities (company website).

Using a digital marketing platform created a massive opportunity for the SE to get more access to the market and more business which is very apparent from most of

the interviews and the online observation utilized in this study. For instance, to exploit the market opportunity to create a new product or existing product development, almost all of them used social media platforms to interact with customers, attract more customers, and explore future business ideas. The digital marketing channels subtheme is linked to the EO component of the EM to the extent that it captured the adoption of digital marketing platforms and online social media as an alternative to conventional marketing channels (Morris et al., 2002). Correspondingly, most of the case study social enterprises managers acknowledged that they explore the opportunity of taking advantage of the digital platforms. The stated aspect is expounded by the manager of Tech-based service 2, who expressed.

"*Roughly you can say that the big external opportunities are in the digital platforms. For the first time, the development sector realized during the corona situation that, in any situation, like war or disaster, people need to stay at home, how the programme or intervention will run, or how the entire system will run. There is no alternative of digital implications.*". *(Manager- Tech-based service 2)*

Besides, a significant part of the selected interview transcripts cited the adoption of 'digital marketing channels' as evidence of the social entrepreneurs' desire to take advantage of the external market opportunities. As part of the entrepreneurial marketing approach, the managers/directors indicated using digital marketing platforms, including social media, to raise awareness of their products and services. For instance, the Manager Tech-based service 1 quoted,"

Social media marketing is one of the essential tools we use [for product promotion]. However, most of these things [exploiting market opportunity] are B2B rather than B2C, that is why we conduct our product promotions through different

industry forums, dissemination seminars or press briefings". (manager - Tech-based service 1)

Entrepreneurs and Managers of most of the case study social enterprises also acknowledged their practice of using digital product marketing channels (i.e., mobile apps) to market their products and services efficiently. For instance, the CEO of Tech-based service 1 expressed that,

"*ABC (pen name) can use the mobile apps to order, pay and sell their local products which are a very demanding option in the market*" (CEO - Tech-based service 1).

The statement showed that using technological options in the rural areas created lots of opportunities. Based on the data obtained in this study, social enterprises employed virtual marketing to generate more business opportunities in Bangladesh. Some interviewed entrepreneurs revealed that virtual marketing, such as social media and other digital marketing platforms, has taken advantage of various market opportunities. Bandyopadhyay and Ray (2019) demonstrated that social enterprises widely use social media marketing as cheap and helps build online business opportunities. Virtual marketing allows social enterprises to sell their products online, such as using their websites to connect with customers from different parts of the world. They can reach out to more customers in the long run, which would not be possible using traditional marketing techniques.

4.5.3 Using Creative Marketing as an opportunity focus Approach

The adoption of a creative marketing approach is considered one of the most common opportunity-driven EM practices. The theme was captured by a large number of the cited references associated with the opportunity-driven broad theme. Specifically, three of the managers/executive directors working among the seven (7) case study social enterprises acknowledged the importance of business-to-customer (B2C) marketing strategy. One of them mentioned a business-to-government (B2G) marketing strategy to ensure that their respective organisations adopt new product creation that meets the market needs/expectations based on the opportunity. Through the innovative products to reach market opportunities, subtheme is strongly connected to the entrepreneurial orientation element since the concept captures how social enterprises can introduce new products and services to satisfy the market (Morris et al., 2002). The CEO of Social development service 2 also noted their practice of investing in new creative products to take advantage of the current market opportunities. For instance, Social development service 2 undertook the innovative initiative about online learning platforms for children, especially in the current Covid-19 pandemic.

"Children learn from school, home, smartphones, televisions, and some other options. We want to increase their creativity, so we decided to make some content first to help children improve their skills. Nevertheless, unfortunately, our traditional schooling system does not encourage this. It is an after school brand named 'Kids Time' which basically how can we increase creativity, problem-solving skills." (CEO - Social development service 2)

The mentioned statement showed that social enterprises employ a creative marketing approach to enhance their ability to focus on opportunities available in the marketplace. Creative marketing involves outlining what needs to be achieved by launching a given marketing campaign. According to Ishaq and Hussain (2016), innovative marketing enhances the performance of an entrepreneurial venture by ensuring clear marketing messages are developed and implemented for different customer segments. Social enterprises can use a creative marketing approach to have a well-defined marketing message for their services and products while conveying the notes to specific customers using different tones. For instance, if offering healthcare services to vulnerable groups of people in the community, it is essential to use a reassuring marketing tone to attract individuals to utilise the service provided by an organisation. In this respect, the manager, Social development service 1, noted that

"*We use B2C social platform because it is an involvement of a huge network of people like it is an opportunity of getting a diversified class, age, region, nature, gender.*" *(interview transcript).*

Its web content also revealed that the organization try to utilize most of the opportunity to capture the market through its creative approaches, such as creating a link with its website with all other social media and Blogs. In the same way, it is observed that entrepreneurial marketers often proactively search for and pursue new opportunities regardless of the available resources (Zainualdin et al., 2019)

It is mentionable that the entrepreneurial orientation (EO) aspect of the EM strategy attributes organisational support to the level of top management commitment in promoting creativity across the organisation through a range of financial support and

training programs (Hills & Hultman, 2013) and creative marketing strategies influence the entire process. This has also been addressed by Olson (1986), who presented entrepreneurs as opportunistic decision-makers spending considerable time and substantial strength identifying opportunities, and the author defined opportunistic decision making consisting of innovation, creation, profitable venture identification, and emphasis on effectiveness. Accordingly, this study revealed that the opportunity-driven EM element was represented by the managers/directors' desire to integrate appropriate organisational structures in its creative marketing strategy to support business growth and creativity. This thematic subject described most of all the selected interview transcripts for the opportunity-driven EM broad theme. For instance, the CEO from Tech-based service 1 expressed,

"Then (based on our marketing strategy), our work is a bit like Guerrilla marketing style, as we are in TV and social media, but we have the opportunity to go more strongly. So that if I say our product or sales are not depending on general impression, rather depends on community impression". (CEO - Tech-based service 1)

Likewise, the director of Health Service quoted,

"Instead of using the money for an advertisement, we spend on a social awareness campaign. For example, during Covid19, we did millions of leaflets and mentioned in the leaflet that courtesy of- 'drug treatment centre with a contact number which has been reached to the people's home". (Director - Health Service)

Mentioned statement exposed that marketing captures information that allows entrepreneurs to determine the opportunity to create innovative new methods/techniques to serve customer needs (Dean, 2002). Thus, the insight from the Tech-based service 2 website review also confirmed the importance of product

innovation through creative marketing strategy for social entrepreneurs pursuing the EM approach. On its website, Tech-based service 2 notes that the critical strategic values for the organisation include.

'innovation and solutions', 'creative interventions' as well as using 'business intelligence'. (company website)

Likewise, Socio-economic service 1 also acknowledged the importance of adopting a creative marketing strategy, social partnership, and community empowerment as part of its entrepreneurial marketing strategy. Therefore, the secondary documentation analysis's insight corroborates the significant themes derived from the primary interviews with the managers/directors of the seven (7) case study social enterprises and the other six (6) social enterprises in Bangladesh.

Moreover, the thematic analysis of the interview transcripts related to the other six (6) social enterprises in Bangladesh was incorporated into the data triangulation. Triangulation is an important research strategy, which generates evidence about a particular research phenomenon from multiple sources (Creswell, 2014). The insight from the review of the results presented in this study indicated that almost the same significant themes (exploiting market opportunities, creative marketing strategy, digital marketing platforms) were derived to capture the EM strategy's opportunity-driven aspect. However, the thematic analysis of the interview insight from the other six (6) social enterprises did not capture 'digital marketing strategies as one of the main opportunity-driven EM approaches. Therefore, from the triangulation, the findings section acknowledges that the opportunity-driven EM strategy is mainly captured by social enterprises' ability to take advantage of market opportunities and adopt digital marketing strategies.

4.5.4 Summary

This study indicated that the EO aspect of the EM strategy plays an essential role in capturing the opportunity-driven marketing strategies. Based on the insights from interview transcripts and secondary sources of data and information, the opportunity-driven EM strategy is mainly represented by the extent to which the social enterprises integrated creative and digital marketing approaches to exploit market opportunities. The study's insights have an essential contribution to how social entrepreneurs can apply EM to attain the twin strategic objectives of firm value and social welfare value maximization. The study also described how the opportunity-driven EM strategies allowed social enterprises to introduce creative marketing strategies that capture a significant market share by enhancing their social legitimacy.

4.6 Analysis of Customer Intensity focus

4.6.1 Introduction

Entrepreneurial Marketing (EM) integrates the common concepts shared by the fields of entrepreneurship and marketing (Carson, 1998; Morris *et al.*, 2002; Fillis and Rentschler, 2005; Webb *et al.*, 2011), which includes an advanced approach to management, a focus on customers and an assumption of risk (Hills and LaForge, 1992). One of the entrepreneurial marketing strategies used by social enterprises (SE) relates to customer intensity. The data collected from the various case studies revealed that customer interactions and relationship management are widely used by social enterprises in achieving high levels of customer intensity focus. Customer

interactions and relationship management help understand the customers better and identify their specific needs (Khodakarami and Chan, 2014). Also, the application of EM by Social entrepreneurs is evident in digital marketing platforms that seek to enhance customer interactions with the SE entities (Hills & Hultman, 2013). Thus, the customer intensity focus is one of the critical EM elements under its Market Orientation (MO) segment, ensuring each product improvement is influenced by customer needs. The insight based on the review of interview transcripts, online observations such as reviewing company website and social media platforms and reviewing some reports as secondary data from all case study SEs selected for this research indicated three main themes representing the customer intensity focus. These include customer interaction and relationship management, customer-driven product improvements, and sales promotions.

4.6.2 Customer Interactions and Relationship Management

The customer interactions subtheme is linked with the customer intensity focus of the MO element associated with the EM strategy. The subtheme captures the extent to which social enterprises communicate and engage with the customers regularly (Morris et al., 2002). Under the MO scale, customer interaction is a crucial customer intensity focus EM element, which captures close collaboration and communication among the customers in the social enterprises. In this respect, a significant number of all the selected interview transcripts among the seven (07) case study entities for the customer intensity focus broad theme expressed the adoption of the customer interactions. For instance, the CEO of Tech-based service 2 asserted that the leading practice in their organisation is to consult the most valuable customers on

any new product invention ideas and give importance to their feedback. The entrepreneur expressed that,

"After ending any project, we do an evaluation meeting, and through this, we try to find out what we could give to the customer, and if they were ultimately satisfied or not. I try to maintain a connection to the at least big customers, and they can complain to the top-level authority for any dissatisfaction." (CEO - Tech-based service 2 CEO)

Similarly, Tech-based service 1 also admitted that their organisation regularly interacted with customers through the hotline numbers. The manager explained,

"another way to maintain customer relationship is, we have a hotline, a five-digit number, where they [customer] can speak with our call centre team, and directly place an order or they can place a complaint."(Manager, Tech-based service 1)

In a similar context, the Manager, Social development service 1 mentioned that

"to maintain the communications [with the customer] we have our clients [customer] number, and we send them goody box in different occasion especially those who have previously helped us." (Manager, Social development service 1)

Figure 4.13 shows a screenshot of some token gifts for the customer the company shared in their Facebook post to attract customers through some service promotion.

Figure 4. 13 Facebook post, social development service 1

The statements described above showed the development of new services and creating products that meet the customers' needs because knowing them personally helps start the future business. Further, it can help lower the costs associated with unprofitable customers while maximising its profits by focusing on the customers that bring more profit to the company (Khodakarami and Chan, 2014). Last, customer interaction and relationship management lead to customer satisfaction, which means that one gets to retain the customers, hence the growth of the business.

Jones and Rowley (2011) suggested that marketing in SMEs should be explained by referring to their activities, behaviours, and approach to customer engagement, innovation, and planning. Therefore, it is evident from the above statements that SMEs have various methods to engage with customers and promote their products and services. Most popularly, they engage through word-of-mouth (Hogarth-Scott *et al.*, 1996; Gruber, 2004), and customers are crucial to SMEs as any gain or loss of one can significantly affect the SMEs' survival (Becherer *et al.*, 2008).

In the vein of customer interaction, the customer relationship management (CRM) subtheme of the customer intensity element associated with EM also captures how social enterprises connect with customers to improve customer satisfaction by addressing areas of concern through regular feedbacks (Morris et al., 2002). An essential aspect of the 'customer intensity focus' EM elements is investing in suitable approaches to customer relationship management (CRM). For instance, the CEO, Social development service 2, pointed out similar findings,

"our facilitators' talk regularly with the parents; we share our child assessment result with them, and do regular email, text messages--these are the way to maintain relations both physically and online. Furthermore, that is applicable for all our clients, either B2B or B2C." (CEO - Social development service 2)

Again, the manager, Socio-economic service 2, explained how their organisation has invested in a feedback mechanism to ensure that customers can offer customer satisfaction feedback for product or service improvement and share any complaints. Which is very important to maintain customer relationships and retain the valued customer to gain more profit. The manager Socio-economic service 2 explained,

"We have a customer satisfaction form, plus there is a feedback mechanism in our organisation such as there are feedback boxes hanged outside the office, and anyone from any project or any services can put their feedback or complain in that box." (Manager, Socio-economic service 2)

Accordingly, the customer relationship management theme was captured by most of the selected interview transcripts related to the customer intensity focus

broad theme. In this context, Gronroos (1995, p.253) states that "the goal of transactional marketing is to get customers, whereas the goal of relationship marketing is to get and keep customers." Hence, given the increased importance of long-term, strategic relationships with customers and suppliers, companies must emphasize relationship management skills (Webster, 1992, p.14.). Consequently, marketing moves from a transaction focus to a relationship focus (Berry, 1983, p.25; Christopher et al., 1991, p.8; Webster, 1992, p.7; Kotler, 1994, p.47). In this context, Manager Tech-based service 2 expressed,

"for every project end, we take clients' feedback. In a regular project, you can easily understand whether clients are happy or not; apart from that, we regularly take this feedback from our previous or ongoing clients, like asking them what your opinion about the company is? Alternatively, how do you look like it." (Manager, Tech-based service 2)

Figure 4.14 shows an example of the consistency of operating its contact centre for its different projects and clients. It is a continuous process of their customer intensity focus EM practice of Tech-based service 2. For the sake of maintaining data privacy and anonymity, some figures have been deleted from this post.

Figure 4. 14 Company website, Tech-based service 2 (August 2021)

The CEO of Social development service 2 emphasised maintaining a standard mechanism to get involved with the customer for business growth.

"*We maintain a database of all the parents and teachers [customer] who have taken a single product from us or attended in any of our programs or courses. We share with them about our new products or services.*" (CEO, Social development service 2)

Spence and Essoussi (2010) established that entrepreneurs need to be aware that their public image may expose consumers' firm perceptions. Accordingly, mentioned statements revealed that SEs maintained standard customer relationships and engaged them with product development or services delivery through diverse ways, depending on their nature and services and operational structure. SEs also emphasised offline and online customer interaction based on their demand in a structured manner that contributed to service or product development, generated more profit and created added value for the company.

However, from the secondary data, most of the company's web content represents their customer-centric practices. For instance, Social development service 2 uses social media to interact and create relationships with customers during the Covid19 pandemic period. This means it employs Facebook as its main digital marketing channel, permits users to share positive and negative comments, and allows the company to contact its customers directly. They developed customer intensity focus content for the children on developing skills at home and offered training for parents and teachers. Equally, on the website of Tech-based service 2, the company portrayed its customer-centric practices in its reports and publications. For instance, they completed a study exploring their client's need titled *"content need assessment to family care and practices."* Besides, their website also revealed that the company operates a call centre for its customers named *"solutions best suited for our clients"*.

Moreover, Tech-based service 2 has been evaluating some projects with micro-merchants; they tried to learn the reason behind some clients' success and failure (shopkeepers) in a specific area. Then using analytical tools, they will feed the learned knowledge to the failing shopkeepers to do better. (Tech-based service 2 Annual report, 2017-2018). Likewise, Social development service 1 interacts daily with its customers through its website and social media platforms to exchange ideas, views, comments regarding products and services and maintain good relationships for its business growth (Social development service 1, company website).

4.6.3 Customer-driven product and service improvements

The customer-driven product or service improvements are linked to the customer intensity focus MO scales to the extent that it describes how social enterprises

involved customers when developing new products and services to add more value (Sethna et al., 2013). According to the research, social enterprises have used this approach to achieve maximum customer intensity focus goals. Customer-driven product or service improvement is the products or services designed to suit the customers' feedback (Terninko, 2018).

As an integral part of the customer intensity focus EM tactics, several managers and executive directors worked among the seven (07) case study social enterprises and illustrated their practice of customer-driven product improvements guided by customer needs. SEs need to excel at the boundaries or limitations of traditional product development to satisfy the demands imposed by these niche customers (Hart and Christensen,2002). For instance, the CEO and the manager of Social development service 1 accordingly noted how the customer feedback guided their product decisions,

"*Mostly we take decisions based on the customer feedback and market trends. We give importance on product development, quality assurance, and goodwill of the company.*" *(CEO, Social development service 1)*

"*We focus on the product, and sometimes our customers want something customised for them of their own choice. We try to provide it to them. Furthermore, we do not do anything which might put our customer under any pressure.*" *(Manager, Social development service 1)*

In the same way, the Manager, Tech-based service 2, illustrated,

"*we try to involve our client throughout the process. Even for a simple [product], we follow this process, like now we are doing a project wherein every small step we involve our clients to give their insight.*"(Manager, Tech-based service 2*,)*

Equally, the manager, Tech-based service 1, mentioned that

"*we do a market survey among those who are our existing customers; we try to collect their information so that we can know about their overall experience and how it can improve over time.*" (Manager, Tech-based service 1)

Likewise, the CEO, Social development service 2, mentioned receiving customer feedback on product improvement,

"*If anyone takes our English series books, then after few days of that purchase, our customer care staffs call those parents to know their views and feedback*" (CEO, Social development service 2)

The statements mentioned above bear testimony that from the customer intensity focus point of view, most of the interviewed SEs emphasised accumulating customer's input in their product enhancement in various ways as the product or services could be the best fit for the customer. In this perspective, Kilenthong et al., (2016) pointed out that SMEs that practice EM prioritise their customers by allowing them to be active participants in the firms' marketing decision process. Customer-driven product/service improvements helped cut down the total costs because of the collaboration between the customers and companies. This is because the products will always be designed according to the customers' feedback; hence, there will be no waste of materials or resources to make products/services that the customers will not like. Further, the marketability of the product or service will be high because the customer's insight was

considered during the creation of the product (Terninko, 2018). Hence the product or service is usually a sure sale.

Nevertheless, the web content of the case study SEs revealed that most of them evaluated their customer feedback for the product or service upgrading through responding directly or on the website and social media platform. For instance, Tech-based service 1 maintained an online page and a helpline number for its customer to share any feedback. Health service also has its online and offline mechanism to receive customer feedback. The more advanced and creative tool in this regard is revealed on the website of Tech-based service 2. This SE created an opportunity for the customer to share their feedback through two different options: 'Voice', which included inbound call, outbound call, live video streaming, and under its 'Non-voice', it has options for chatbot *Live chat, SMS and social media.* (Health service and Tech-based service 2 company websites accordingly). In this context, Hills et al. (1999) insist that entrepreneurship anticipates markets changes and develops products to meet the potential customers' needs.

4.6.4 Sales Promotions/ Customised sales promotions

Marketing and sales promotion is an entrepreneurial strategy that helps to improve customer intensity. Based on the study, social enterprises used this approach to gain more focus on customer intensity. The sales promotion subtheme is connected to the customer intensity aspect of the entrepreneurial orientation component of EM, given that it captures the practice by social entrepreneurs of using exceptional online marketing promotions to attract customers (Ghods, 2019). The customer intensity focus was also extended to capture the application of relevant sales promotions

marketing tools. From the synthesis of the interviews, most of them acknowledged using online platforms, discounts, and direct selling as appropriate creative sales promotion tools. For instance, the manager, Tech-based service 1, notes how the traditional door-to-door selling is still applied in Bangladesh to attract customers,

"traditional door-to-door salesperson often provides a demonstration. Furthermore, make an up-sell, training is provided to the agents based on a specific product, for example, you have to talk about the nutritional benefit of the rice, you have to show them how to cook the rice." (Manager, Tech-based service 1)

Social development service 2, which offers some learning, relies on the online platform to create an online library. (Social development service 2, Company website)

Comparably the Manager, Social development service 1, mentioned that,

"Our customer places their order in our social media through text and according to their address and phone number we deliver their order. Sometimes we provide some advice regarding our products; we maintain close contact with our customers" (Manager - Social development service 1)

Regarding additional products or services as sales promotion to get customer's satisfaction, motivation and the ways of retaining them, the CEO, Tech-based service 2 described,

"Our goal is to make our customers happy. Some people come to us for a minimum amount of work, but we provide them lots of services because we like the work he is doing for people. We try to provide them with extra services without spending extra money. Moreover, this is the basic difference between non-profit and business sector."(CEO - Tech-based service 2*)*

Likewise, regarding the ways of improving the number of clients, increasing sales and making more profit through service/product sales promotion, the Manager, Socio-economic service 2 mentioned,

"to increase the number of clients and sales, we are always dependent on our promotional activities. The more we can preach, the more people will know. In that case, now we are using different social media like Face book page" *(Manager,* Socio-economic service 2)

In addition, the ED, Social development service 1 emphasised applying various approaches for product promotion to grow up in the market,

"We have different manoeuvres for our product promotion like provide discounts, offers, arrange a gathering, occasion celebration with our customers to encourage customer and promote sales." (Executive Director, Social development service 1)

In a similar context, the CEO, Social development service 2, shared,

"*When we think about marketing point of view, we try to promote our basic products along with some associated words. For example, we talk about our one product for pre-school children like, this is a book that helps your child to become more creative, it has about 150 hours of engagement and activity, and it helps your child improve English skills.*" *(CEO, Social development service 2)*

The above statements show that all of them are practising customer intensity focus EM tactics to promote products or services to augment sales, generate more profit and create more social impact. Based on the statements, social enterprises used this

approach to gain more customer intensity and profit through diverse methods. Sales promotion is usually short-term, but it gives the customer a reason to buy the product (Familmaleki, Aghighi, and Hamidi, 2015). Often sales promotion relies much on the customers who want to switch brands and still have valuable products at a lower cost. Marketing and sales promotion helped in the introduction of a new product in the market. Sales promotion can cause a permanent change in the market where people shift entirely, or it can be the short term until the marketing and sales promotion is over. Based on the analysis, the understanding from the study is also crucial in explaining how the adoption of the customer-intensity focus EM element would create additional customer value and social value for the social enterprises through regular interactions.

Furthermore, from the data triangulation point of view, the thematic analysis of the interview transcripts of the other six (6) social enterprises revealed that, except for the customer relationship management theme, all different articles related to the customer intensity were also reflected in this study. Critical insights from that analysis showed no substantial variation in the major pieces and practices as derived from the interview transcripts from the seven (7) social enterprises and the other six (6) social enterprises. Therefore, from the data triangulation or authenticity perspective, the findings section acknowledged that the customer intensity focus EM element is mainly represented by the intense customer interactions and the adoption of customer-driven product improvements approaches.

4.6.5 Summary

This part of the study concludes that the entrepreneurial orientation (EO) scales of the EM element play an essential role in capturing the customer-intensity focus marketing

approach. The study also acknowledged from the interview insights based on the seven (7) case study social enterprises and the other six social enterprises for data authentication that the customer intensity focus EM element is mainly represented by adopting diversified customer-driven product improvements based on SEs customer service pattern and intense customer interactions mechanism. Besides, the customer intensity focus also guarantees close collaboration between social enterprises and the target market (Hills & Hultman 2013). There are still some challenges, but if they can adequately utilise the customer interactions, they could quickly turn those challenges into an opportunity to grow and meet the customer's needs. The study's findings have essential insights on how social entrepreneurs can apply entrepreneurial marketing to attain the firm's strategic objectives.

4.7 Analysis of Resource Leveraging

4.7.1 Introduction

Resource leveraging is one of the crucial aspects of Market Orientation (MO) under Entrepreneurial Marketing (EM) strategy for social enterprises. According to Dushi et al., (2019), resource leveraging can be defined as a systematic assessment of the utilisation of existing resources within an organisation, identifying new resource needs, and creating new resources. Awaysheh and Bonfiglio (2017) argued that resource leveraging strategies involve a significant entrepreneurial marketing approach that determines long-term successful operation firms in a competitive social or economic market. Bacq and Eddleston (2018) define resource leveraging as a process that involves resources such as financial, marketing expert employee, technology expert

employee to operate digital marketing, marketing research, to meet the market needs and demands of the organisations. Carson (1985) explored some significant marketing constraints for SMEs, such as limited resources on financial, marketing expertise, and time allocation, that has an impact on limited marketing activity. The acts of resource leveraging are interlinked with the MO options that stretch beyond different viable needs of an SE and incorporating approaches of related firms in using resources to avoid risks of delayed operation (Davies et al., 2019).

Literature showed that small firms suffer from an inherent lack of resources such as business and financial constraints together with a lack of specialist marketing expertise (Carson et al., 1995; Gilmore et al., 2001; Sui and Kirby, 1998) and a lack of relevant human resources such as employees dedicated to the marketing activities and digital marketing experts. The firm's internal strategies are related to the marketing effects in promoting their marketing operations as determined with the marketing-Mix Model. The aspects considered in this section include the approaches to overcome resource limitation, way of resource mobilisations, and resource utilisation.

4.7.2 EM approaches to overcome resource limitations

Resource constraints forced smaller firms to be more creative and innovative than their larger competitors (O'Dwyer, Gilmore, & Carson, 2009). These constraints include inadequate cash flow, lack of marketing expertise, business size, tactical and strategic customer-related difficulties (O'Dwyer et al., 2009), having few major clients (Jones and Rowly, 2011; Kolabi et al., 2011), shortness of staff, lack of resource management expertise (Fillis. 2002; Julta et al., 2002). Accordingly, it is revealed from

the case study SEs that financial resource limitation is a widespread feature for almost all of them. However, SEs tried to overcome those constraints by applying their creativity and marketing functions. For instance, the ways to overcome resource constraints Director, Health service explained,

"We do have resource limitations, which causes delayed initiatives. In that case, we write to some people for support, try to raise funds, get some service charges from some projects, sell some services, like we provided 32 training to the prison department which brought some money for us." (Health Director- Health services)

This response indicated that some of the fund-raising options he mentioned include increasing or introducing service charges for the financially capable clients on some of its projects, increasing their capability to add more marginalised people to their service, and adding more value. Moreover, they tried generating funds from different willing people within the community by incorporating them as benevolent shareholders. Those are very significant marketing initiatives to overcome resource constraints in the SE sectors in Bangladesh.

Resource limitation incorporates other internal strategies firms employ to control and evaluate the proper use of resources to attain high efficacy and effectiveness in firm production (Ngoasong, 2018). Therefore, the act of aid determines the quality of production and the successful long-term operation of a firm. To overcome resource limitations, a firm improves its product quality and exercise resource mobilisation approaches. Employees, along with all other organisations' stakeholders, are involved to ensure efficiency and effectiveness in resource usage. Because, at the SME level, SEs business and marketing operations are driven and influenced by the owner-

manager, with marketing activities being highly dependent on the marketing knowledge of the entrepreneur or owner-manager who tends to be a generalist (Hogarth-Scott et al., 1996) rather than the market specialist. This chapter revealed and analysed some critical approaches SEs used to overcome resource limitations, such as adopting employees competent in product marketing, assigning an appropriate task to the team, generating funds, and Planning and Internal Strategies.

Morris et al. (2002) indicated that when an EM orientation is adopted, it encourages an approach to allocating and managing resources that allow firms to respond quickly and flexibly to changing market conditions, lessen vulnerability, or modify the environment. Accordingly, a practical approach of employing efficient team members who will be dedicated to the marketing functions as well quoted by the Socio-economic service 2. The manager cited this option as key to the current successful marketing operations of the firm. The manager illustrated,

"Now our strategy is instead of 2 persons, we take one, or cover a huge area [of work] by one staff. So, we try to take the most competent candidate during recruitment as we do not get any trouble in project implementation. Because we know we have to do it, so we take the best candidate and provided support through the organization." (manager- Socio-economic service 2,)

The statement was provided when the manager of Socio-economic service 2 asked about overcoming resource limitations as part of their EM practices. As an approach to overcoming financial resource limitation, instead of recruiting separate marketing employees, the SEs practised recruiting such an efficient employee who will carry out its programme operations and marketing-related jobs. However, based on Socio-economic service 2 data and response from the manager, the approach involved

innovative actions that promoted the firms' ability to meet the schedule of their different social projects, which helped them retain existing clients. Page et al., (1996a, p.821) suggest that keeping present customers and doing more business with them is generally a more efficient way of using resources. Thus, the response indicates that the senior management team is responsible for ensuring the proper allocation of human resources to sustain their business. He has agreed that resource management plans are essential for ensuring that resource leveraging works effectively to ensure business growth and maintain customer relationships for prospects. As Davies et al., (2019) stated, financial resource limitation in different small firms requires a look at practical, full utilisations, and innovative use of existing firm resources to meet different needs of the clients.

Sourcing for funds was a common approach in many SEs based on the interview responses to deal with the limitation of financial resources, which obstructed marketing initiatives of an SME category SEs. However, in dealing with financial constraints, the SEs could meet other resource limitation issues such as hiring adequate and efficient marketing staff members, core competency and improving their different marketing operations. Narayanan and Terris (2020) argued that social enterprises' human resources limitations involved other linkages to the firm's financial limitations. Based on the study findings, the Social development service 1 executive director quoted that the firm looked for more financing options to deal with its financial resource limitation challenge. The health director of, Health service also mentioned that the firm practised the same approach. However, unlike Social development service 1, which only looked for external funding sources on a credit basis, the health director, Health service, referred to the organisation to apply creative ways to raise funds.

The fund-raising approaches identified with the two firms were optional, and the other 5 SEs combined for-profit and not-for-profit. For instance, Tech-based service 1 and Tech-based service 2 mentioned their company to increase profit-making operations through marketing initiatives to generate funds to sustain their non-profit-making service operations. These were for the vulnerable community to increase customer and stakeholders' value. Other 2 SEs, such as Socio-economic service 2 and Socio-economic service 1, searched for financial support from Government financial institutions to overcome financial resource limitations for retaining their micro-credit clients, which is a significant EM practice. Because the importance of adopting customer retention is even more acute in the small business sector since most firms have limited time, money, and staff, and their resources must be devoted to customers who offer the best return (Dean, 2002).

From a data triangulation perspective through interview transcripts, the executive director of Socio-economic service 3 and 4 also named their firm to rely on donors. Some income-generating activities, such as microcredit, small entrepreneurship development, sustain its financial needs for other charity initiatives for value creation. Thus, each firm had an alternative to fund-raising, which depends on the nature of products, services, or business operations and approaches of marketing initiatives as per company strategy. Besides, SEs business and marketing operations are driven and influenced by the owner-manager, especially at the SME level. Marketing activities are highly dependent on the marketing knowledge of the entrepreneur or owner-manager, who tends to be a generalist (Hogarth-Scott et al., 1996) rather than a market specialist.

Furthermore, the planning of internal strategies for resource leveraging is based on different managerial approaches. One of the strategies they used was cross-functional activities, whereby employees from other departments are trained on different sets of skills. The employees with various functional areas, including marketing, can perform different functions in several units. These approaches were differently identified among the 7SEs, and they majorly involved actions in dealing with resource limitations.

For instance, Tech-based service 2 CEO expressed the firm approach to assessing needs at different functional levels and providing cross-functional training to its employees. The entrepreneur illustrated,

"We always face resource limitations because we work on innovation, which is expensive. We try to mitigate this through some cross-functional activities. We provide cross-functional training to our employees. Like the person working in accounting may be interested in graphic design, we provide them with this training to help me if necessary. Because we solve different social problems, we need diverse expertise, and we cannot recruit all of the categories, so our institutional cultures are cross-functional" (CEO, Tech-based service 2, interview transcript).

The CEO narrated that the organisation involved its human resource in multiple projects to ensure that the resources were well used for the organisation's benefit. The statement also revealed that SEs applied some cross-functional ways as an EM approach to overcome resource limitations for surviving in the competitive business environment. Tech-based service 2 is one social enterprise that uses cross-function training of employees to overcome resource limitations. The strategy has been effective in ensuring that human capital shortages do not negatively impact the ability

of social enterprises to deliver quality and satisfactory services to customers. Kabir (2019) indicates that knowledge-based methods, such as technology, can help the organisation overcome resource limitations. Instead of depending on human capital, social enterprises deploy technological resources to support product and service delivery to the customers. For instance, IT is used in data collection and analysis areas, reducing the number of employees working in a particular station, allowing social enterprises to minimise the utilisation of financial resources, whose availability is limited.

Past research suggests that through EM, organisations complement EO with CO to survive and prosper under conditions where resources are limited (Eggers & Kraus, 2011). It is revealed that, like other SMEs in this study, SEs developed their marketing strategy as part of their organisational business strategy, which is designed by the executive management to match the identified aims and resources with market opportunities (Pollard and Simberova, 2012). Similarly, the executive director of Tech-based service 1 also named the firm strategy to involve strategic planning of events to limit resource spending that involves work checking plans and monitoring work status to identify needs and limit resource spending. The entrepreneur also mentioned that some of the planning involved partnering with their close allies through staff sharing, sharing logistic facilities such as meeting or training venues of other NGOs and local government authority and Multi-media projectors, to reach out to other services to identified social groups. This viable option of leveraging resources through developing a partnership with multiple organisations is also noticeable in their website, where it showed their partnership with government, Local government, non-government, similar SEs, corporate, and financial institutes as an EM approach of B2B and B2C both (Company website, Tech-based service 1). This kind of partnership is used as

overcoming resource limitations and add value to the SEs business performance through enhanced services to the customer. For instance, with limited financial resources, Socio-economic service 2 provided substantial financial support to the small entrepreneurs in response to their increasing needs and demand through developing a partnership with a commercial Bank (Company website).

The data, therefore, showed that internal planning operations to limit resource usage involved dimensional options that differed from one SEs to another. Despite other organisations having different approaches mentioned earlier, organisations such as Socio-economic service 1, Social development service 2, Health service--all had some form of organisational systems that helped meet firms' needs at different levels.

4.7.3 Approaches for resource mobilisation and utmost utilisation

Additionally, resource mobilisation and utmost resource utilisation are deployed to ensure resource leveraging in social enterprises in Bangladesh. Under this aspect, some approaches identified on resource sharing and outsourcing helped them mobilise required resources and ensure maximum resource utilisation to confirm the respective clients' product or service delivery needs. Such as E-marketing leverages the entrepreneur's resources, enhancing value by customer co-creation, and often creates new relationships with correspondingly new resources (Kasouf et al., 2008).

Resource sharing and outsourcing were also some of the standard practices among the 07 SEs. Outsourcing certain services and production processes is an effective strategy utilised by social enterprises. The technique involves outsourcing functions

that lack expertise and technology to produce or offer services to customers at a lower cost. The options are mostly cheap and provide other benefits to the firm's operations in the market segments. Resource outsourcing and sharing were described partly to involve some of the partnering options identified. Almost all SEs tend to outsource and sharing for leveraging resources as a regular EM practice. All the organisations outsourced for more resources based on their abilities to finance the outsourced resources. The outsourcing decision was based on the resources use time, the need, and the identified firm's market frequency. Popovici et al., (2021) identified resource outsourcing and sharing as critical EM approaches of different developing SEs to meet their resource mobilisation challenges. For instance, the CEO of Tech-based service 1 illustrated

"Yes, we do huge outsourcing. We do not have a team for every task, but managers are responsible for getting things done elsewhere. Suppose it is graphic design, some component of digital solution, some marketing task, some research work. We have a pool: individual and institutional pool. We engage them from time to time based on the volume of work. Rate and response timing has already been fixed with them, and we access these resources through this way." (CEO, Tech-based service 1)

Similar findings were revealed from Tech-based service 2. Figure 4.15 shows cover page of a report which is an example of their assessment reports that outsourcing has done graphic design to overcome resource limitations.

Figure 4. 15 Cover page of an assessment report, Tech-based service 2

The data revealed a lack of resources to keep employees in all positions permanently; the enterprise instead involved them based on need. Besides, information-communication technology functions in most social enterprises are outsourced to experts. Other enterprises outsourced production activities to markets that offer cheap labour as a way of ensuring that they mobilised resources to meet their business needs fully. EM is instrumental for organisations with scarce resources since it enhances their productivity and internal and external resources (Alqahtani, 2017*). All firms incurred challenges with resource utilisation. SEs such as Socio-economic service 2, Social development service 1, Socio-economic service 1, and Tech-based service 1 manager and executive directors agreed to have not achieved 100% resource utilisation. For instance, the CEO of Social development service 2 illustrated,

"We cannot overcome [resource limitation] all the time. One thing is that the

cash crisis is a common issue. As the creativity of our staff runs our business, we

try to ensure optimum utilisation of our human resources [to maximise production] and try to onboard the best person in each area. If we could spend more money on online marketing, then we could profit more, but we do not have enough, so we try to utilise whatever we have very efficiently." (CEO, Social development service 2)

Above mentioned response indicated that the organisation involves selecting the best person in each functional area to ensure maximum output of their production and serve more customers within limited resources. Equally, the organisation emphasised digital marketing, reducing their marketing functions and reaching more customers with less investment and time. These are very effective EM initiatives for business growth and adding more value to customers and communities within limited resources. The company also emphasised creating product value and maintaining customer relationships through its capable team, a critical part of EM for SEs. Entrepreneurial marketing broadens the definition of marketing significantly because it explicitly links operations with the marketing function and requires a deeper analysis and understanding of customer benefits and relationships (Kasouf *et al.*, 2008).

On the contrary, the Executive director of Social development service 1 mentioned this issue as a challenge and unfeasible problem, despite their continued efforts to realise full resource utilisation for maximising profit and adding value. The director also noted that the firm used its customer service team in all functional areas to ensure maximum work output and resource utilisation to create more value for its products and services. Moreover, the Executive Director of Socio-economic service 2 also identified its staff capacity-building issues and developed a plan to deal with those issues as an MO tactic to ensure maximum resource utilisation to maximising its profit for adding value to the customer and maintain a relationship with customer through enhanced services

from its offline and online both platforms because the lack of competent staff in the marketing function is a common finding for SEs, which the entrepreneurs did to overcome through proper planning and employee capacity building.

Similarly, the Health Director, Health service, also named the firm involved in different monitoring tools and employed effective reporting systems for all organisational projects that helped mark resource usage and provide options to improve service operations for ensuring maximum resource utilisation. As revealed from different interview responses on the 7 SEs approaches to ensure maximum resource utilisation, some SEs, such as Health Service, have a unique human resource monitoring system. The Executive Director of Social Development service 1 also cited the SE monitoring systems that involved employee assessment criteria to ensure employee improvement and change identification need in all work levels. Resource constraints forced smaller firms to be more creative and innovative than their larger competitors (O'Dwyer, Gilmore, & Carson, 2009). Correspondingly, Tech-based service 2, Socio-economic service 2, Tech-based service 1, and Social development service 2 internal strategies equally were named to incorporate evaluation systems on an organisational level that ensure full resource utilisation. Chang (2017) stated monitoring system involves part of the organisation process that measures output level and can be based on overall organisational performance or individual projects monitoring criteria that ensure effective resource allocation, utilisation, and usage. Some organisations may not have an exclusive resource monitoring system but employ effective measures that ensure all resources are used effectively at all levels to ensure maximum work output levels.

However, performance monitoring and evaluation of employees through different systems, such as quarterly reviews, is another strategy used by social enterprises in

ensuring there is utmost utilisation of resources. The method allows for employees' performance and works to be reviewed to ensure that employees are given the best input in their respective workstations. Social development service 1 used the strategy of sharing resources to support resource mobilisation. The procedure helped in ensuring resources were utilised in the most utmost way.

From a data triangulation point of view, interview transcripts revealed that despite the scarcity of resources, other SEs tried practising EM by introducing some monitoring and evaluation processes to ensure optimum use of their financial and other resources. For example, Socio-economic service 3, Socio-economic service 4, and Socio-economic service 5 equally applied those techniques involving monitoring performance and consistent evaluation of their product delivery and service operations. That process ensured all resources allocated to different organisational levels were well utilised to maintain customer relationships, achieve the highest level of customer satisfaction, add more value to the community and uphold organisations' value--those are key to the EM practices.

However, despite realising the significance of marketing practices, these SME categories SEs also faced some challenges to ensure utmost utilisation of its resources. Franco et al. (2014) concluded that SMEs recognise the significance of marketing; however, due to inadequate resources, they cannot adhere to the conventional marketing plans performed by large firms. In addition, different challenges among the seven SEs affected their firms' ability to ensure better resource mobilisations. The challenges ranged from one SEs to another, and the 7SEs were identified with a form of challenge that affected their resource mobilisation efforts and obstructed their business growth. The Executive Director of Tech-based service 1

named resources mobilisation for marketing functions as a continuous challenge of the firms. Resource mobilisation involved the organization's broader challenges in ensuring effectual business development in investment options, developing adequate marketing skills and expertise, and the links to better development partners. All these, in turn affecting their relationship with customers and business growth in the long run. Past literature revealed that, by directing marketing resources to current customers, relationship marketing directly addresses two of these opportunities: expanding relationships and reducing customer defections (Berry, 1995, p.244; Hanasotia and Wang, 1997, p.8). Socio-economic service 1 and Health service managers also identified several challenges especially dealing with human resources and government resources, obstructing them from achieving core values. The other 5 organisations agreed to incur their challenges on resource mobilisation. They decided to have an existing strategic plan involving different approaches to better resource mobilisations to meet their operational demands. For instance, in the case of Health service, as quoted by the Health Director of Health service,

"Our UPHCP Centers are in local governments set up. Furthermore, we have another project named PEPSEP, which we do with municipalities where we use some of their rooms and giving a minimum rent. Moreover, we do work in 64 prisons, and they have permitted us to enter there". (Health Director, Health service).

Figure 4.16 shows a picture of some activities; those are examples of a Health Service's resource leveraging approach that some agency has supported a health check-up corner and Eye testing facilities.

Figure 4. 16 Facebook photo of health check-up and Eye testing facilities, Health Service

The firms also hired retired experts from the Government to deal with human resources and government resource mobilisation challenges. They exchanged resources with other organisations to ensure productive work processes.

4.7.4 Summary

The findings showed that resource leveraging influences SEs' continual operations. Data revealed that lack of financial resources leads to a lack of having marketing expertise and limited time allocation for marketing activities. Since resources for market intelligence creation are inadequate for SMEs and rarely have any resources exist for a marketing specialist. Thus the availability of particular resources and the firm's capabilities can affect a small firm's MO (Jones, 2009). Therefore, based on the data collected from the various case studies used in this study, the social enterprises leveraged resources through multiple approaches to overcome resources limitation. The firm's efforts to manage different constraints related to resource leveraging were identified as beneficial to determining the firm's ability to meet customers' needs and thus adding value. As identified with aspects of resource usage, SEs have also identified resource sharing and outsourcing to overcome different resource limitations.

These research findings have built more evidence on the further application of resource leveraging approaches by other SEs, thus supporting evidence from past EM literature findings on resource leverage approaches as an EM practice applied by different social enterprises.

4.8 Analysis of Social Value Creation

4.8.1 Introduction

Value creation, central in the definition of entrepreneurial activity, is also integral to the marketing orientation (Jaworski & Kohli, 1993; Slater & Narver 1995; Han, Kim, & Srivastava 1998). In Entrepreneurial Marketing (EM) context, value creation is usually considered an output of organisations' entrepreneurial activities (e.g., Hills & Hultman, 2011). Social value creation involves Social Enterprises (SE) employing different measures to create a long-term social impact on solving an existing social problem. Therefore, the dual mission shaping opportunity recognition and exploitation processes in that value capture are attached directly or indirectly to social value creation. Consumer surplus and the enhancement of human capabilities are more direct forms of social value creation (Sinkovics et al., 2014). This section described the critical issues related to social value creation using the findings on the case studies of 7 SEs. Other references from past EM literature, such as social value creation, are unique in the SE beyond profitability. More on bringing social impact, SEs created social values through their product or services. There are some indirect impacts on the community. Using online platforms also helped SEs for value creation by raising awareness on different social issues. Accordingly, social entrepreneurs consider

'social value creation' in bringing social change or creating social impact (long term impact)/outcomes (immediate or short-term impact) while addressing social problems/issues/needs (Singh, 2016).

4.8.2 Creating social value through the product or services directly or indirectly

Canestrino et al. (2019) revealed that the social value concept involves a business going beyond looking at the prices of its products or services and incorporating collective benefits that different groups of stakeholders can generate by its operations. One of the strategies used to create social value through products or services is ensuring the products offered help solving social problems a community was grappling with. Social Enterprises create social value for a specific group of people or the community through various services or products tailored to their needs. Similarly, the manager of Social development service 1 expressed their attempt at social value creation as a part of EM practices, which they did by emphasising the product and their beneficiaries (worker group). Those people were indeed destitute rural women living in the northern river basin areas in Bangladesh and entirely dependent on this company's work for their livelihood, economic empowerment, and their children's education. This job made those women economically empowered, and their children got an education which brought a substantial change in society. This SE has a magnificent practice in sharing these marginalised women's stories with their clients and stakeholders through its website and social media platform. The SE portraited the life story of its vulnerable workers in its products. Such as note-book, diaries, different handicrafts shared the SEs

contribution of bringing social change and the assistance of this project in the lives of those destitute women, as it is their only way of survival. The manager of the company brought up the things by saying,

"*Every product we create has a story; we try to add value (to the lives of the people we serve) by our products. It is a story of success; it breaks the social stigma and helps people. To us, creating social value occurs through our products. We provide all behind stories of the products with some pictures, or videos or notes."* (Manager, Social development service 1)

Figure 4.17 shows a photo from company website, making handicraft products by destitute rural women as an initiative of that SEs on women empowerment through generating their income, livelihood support and create social impact.

Figure 4. 17 Photo from company website, Social development service 1

SEs create social value through its product or services as it is their driving force. An equally significant example of some unique habits of social value creation from EM aspects revealed from Socio-economic service 1 and Socio-economic service 2. Both have recognised poverty alleviation, health and well-being, and women empowerment for the southern and western part of Bangladesh accordingly for the

marginalised community as their primary driver. In addition, Socio-economic service 1 has a massive contribution in the disaster (natural) risk reduction arena, which is a crucial component of their work. In contrast, Socio-economic service 2 has a significant contribution to reducing drug dependency among youth through its six-drug treatment centres. Socio-economic service 1 and Socio-economic service 2 provided micro-credit support to the southwest and southern part of Bangladesh accordingly for creating social value through creating a job or small business opportunity for unemployed rural people. The SEs empowered rural women to reduce gender-based violence through this support, improving health and nutrition to reduce child mortality and infectious diseases among the target community.

Besides, Tech-based service 1 followed the BOP model run by XYZ (see the detail in Case study introduction in chapter 3) and invented a convenient software to run a mobile-based (mobile apps) small business by involving many educated rural youth women and girls, which enabled them to be economically solvent, empowered, and dedicated to the community. With the support from Tech-based service 1, those women and girls acted as a change agent in the society through running a viable small business and some social awareness programmes such as educating and making adolescent girls aware of health and hygiene. They linked them with other opportunities, informed women of maternal and child health, sexual and reproductive health, and food and nutrition through home-based (courtyard) sessions. Regarding contributing as a change agent through one of their women groups named "XYZ" (pen name), the CEO of Tech-based service 1 illustrated during the interview session,

"First, we do health profiling, then we either refer them or provide them services as per XYZ's (pseudonym) capability. For example, we do diabetic tests, and if tested positive, we refer them to the doctor, and for those who need to take insulin, we provide them with this supports as per their timing as not all of them have a refrigerator in their house. Then for nutrition care, we do a MUAC test for the children to understand stunting or suggested diet chart…….. if it is a lack of vegetables, fruits then we suggest homestead gardening. Then we supply them seeds, fertilizer." (CEO, Tech-based service 1)

Figure 4.18 shows a small enterprise social business model run by young women to ensure economic empowerment and reduce poverty in Bangladesh's rural areas. To maintain data privacy and anonymity, some figures have been deleted from this post.

Figure 4. 18 Social Business model from company Website, Tech-based service 1
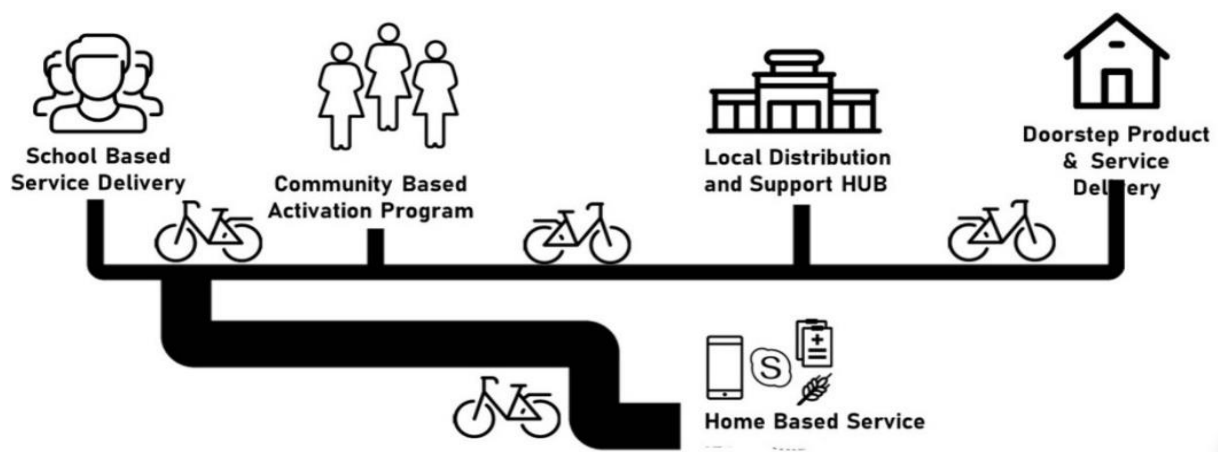
Accordingly, these initiatives contributed to employment generation, creating alternative livelihood options, poverty reduction, reducing child marriage, reducing child mortality, child stunting, and reducing domestic violence. Moreover, the reputational and ethical values achieved through the interaction of the enterprise with its environment (Auerswald, 2009) can also be leveraged to scale up the social value

creation activities and benefit people not directly involved in the original transactions. These dimensions of social value creation and positive externalities can be seen as indirect social value creation. The benefit generally goes to individuals not directly involved in the original transactions (Sinkovics et al.,2014). In this perspective, most of the case study SEs have positively impacted people's lives and society. Auerswald (2009) specified that financial, reputational, and ethical matters in addition to consumer surplus, positive externalities, and the augmentation of human competencies are significant dimensions of social value creation. For instance, in Tech-based service 2, social value creation was substantially prominent as it promoted the community's disadvantaged parts. The organisation declared on their website,

"Tech-based service 2 designs innovative product and service solutions primarily for women, children, and youth in rural and urban settings to create social impact. These solutions help not only women, children and youth, but also their family, first social circle and then creates a ripple effect in the community" (company website, Tech-based service 2).

Figure 4.19 shows the process of supporting clients through providing technological solutions and create social impact.

Figure 4. 19 Creating value through its service, company website, Tech-based service 2

Our Service Process

01

CUSTOMERS CALL TO CENTER

02

WAITING LIST

03

ANSWERED BY IVR

04

FORWARD TO DESIRE DEPARTMENT

05

SOLUTIONS

06

QUALITY ASSURANCE

07

REPORTING TO CLIENTS

To incorporate social value creation as a significant EM element and its impact in the SEs marketing functions, it is mentionable that the American Marketing Association (AMA, 2013) has defined marketing as: "The activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large." According to this definition, social value creation is intrinsic in the concept of marketing and EM perspective. Further, other research highlighted that the marketing process not only focuses on creating immediate sales to fulfil customer needs but also it works to develop integration plans to establish long-term relationships with their customer bases (Kilenthong et al., 2016), (Schmid, 2012), (Rauch et al., 2009). In the SEs settings, this relationship depends on creating long-term social impact by directly or indirectly changing customers' lives. Hence, it has been revealed from the case study SEs that most of them have different types of social projects through those they developed products or provided services which has a significant impact on customer's life for creating long term social impact. For instance, to bring people out of poverty and food insecurity, Socio-economic service 2 carried out a micro-credit programme among poor people, emphasising

women instead of men by keeping them as their crucial clients as the commercial banks denied them any financial supports. The Executive Director of Socio-economic service 2 illustrated,

"Our small businesses clients were, previously, a bit of a burden in the society, but now they are earning, maintaining their family, livelihood and they are not dependent on any other people. Now their children are getting an education from schools, no domestic violence, these all are the impact of our programme. If these things have happened, we understand that the loan and support we provide are working. "(ED - Socio-economic service 2)

While traditional marketing has placed more focus on the transaction and customer relationship, the focal point of entrepreneurial marketing is innovative and is oriented towards value creation (Morris, Schindehutte, & LaForge, 2002). Equally, social enterprises used critical EM practices to assess customer and social values or societal impact by measuring changes such as reducing domestic violence and women's economic empowerment. Similarly, the ED of Socio-economic service 2 again added

"We give loans to the women, not men, and to take that money, a husband needs to be in a good relationship with the wife, and as women are taking the money, so they have the priority on it. Previously, men were not giving importance to their wives, but now they were taking loans. Furthermore, women have a big role in supervising where the money will be invested and how it will be spent. As a result, women are being empowered, and it creates opportunities to work together."(Executive Director, Socio-economic service 2)

It has also been revealed from the case study SEs that most of them have robust evaluation systems to check the product or service quality from its EM point of view and its effect on customer's life for ensuring long term social impact. For instance, the executive director of Socio-economic service 2 mentioned the organisation employing a monitoring process that evaluated the efforts of the organisation to meet the quality standards that will meet the customer preferences and create more social values. Also, the manager of Socio-economic service 2 stated that the donors monitored the organisation's performance level externally and provided feedback on their current service qualities offered to the poor and marginalised community, which they provided on creating social impact, primarily protect their fundamental human rights (food, education, health, and nutrition). He explained that,

"In our project-based work, we do monitor by the core staffs. Besides, donors are doing monitoring as well. Not only that, in our micro-credit programme, monitoring has been done from the micro-credit regulatory Act (MRA). For drug, treatment monitoring has been done by the drug control department to assess the standard of our services. So, in that way, our standard has been assessed internally and externally and able to create changes in the society." (Manager, Socio-economic service 2)

Moreover, it is unearthed that the quality control process for its product and services was typical among most SEs to create and measure value for the customer and society. For instance, the Executive Director of Social development service 1 mentioned that the SE had its quality control system that helped rate customer satisfaction in assessing the organisation's services and improving product attributes that contribute to the social value creation. She also cited that the SE worked on options that helped ensure quality social businesses, improving customer self-esteem.

However, this practice has been found significantly in Tech-based service 2. In contrast, the organisation has maintained rigorous methods and followed very structured service monitoring systems to add value to its customer and bring expected social changes.

While value creation is an essential condition for exchange to occur, successful firms emphasize the value creation activities best suited to their strategic intent within their competitive niche (Miller & Floricel, 2004). Under the relationship marketing perspective, firms view themselves as having an ongoing relationship with their customers, aimed at delivering extra value and generating multiple transactions over time (Gengler and Leszczyc, 1997, p.24). Based on online observation, it has been revealed from some of the case study SEs that some are significantly practising social value creation as a part of EM, which is reflected on their web and social media portals. For instance, Tech-based service 1 has impacted social value creation and measured it, which has a human-centric design for a new product. It also has product positioning and marketing by providing significant emphasis to the marginalised people, which is reflected through its mission statement and goal accordingly,

"Promoting innovative and sustainable solutions integrating social enterprise model that impact marginalised lives in Bangladesh and beyond." And *"The primary goal of your marketing design is to match your company's products and services to the people who need and want them."* (Company website, Tech-based service 1)

Figure 4. 20 shows the social value creation process of a company that some young women provide health, nutrition, and technological support to clients in rural areas. Some figures have been deleted from this post to maintain data privacy and anonymity.

Figure 4. 20 Empowering women, Facebook post, Tech-based service 1

The statement showed the commitment and the determination in bringing positive social changes by an organization. This declaration also reflected the efforts of creating social value, a key aspect in EM that determines the success of an SE, which depends on making an impact in society. This aspect was common in most of the case study SEs. In addition, from the EM viewpoint, the CEO of Tech-based service 2 cited that his organization's approach to adding social value included actions to improve product quality based on local context and operations effecting. These actions involved consistent managerial changes (involve local experts in cross-domain knowledge) and their level of commitment towards bringing positive changes in the community and resource utilisation to create social value. For example, the SE mentioned in its company website,

" *Complex social problems like poverty, lack of education, poor health and well-being, corruption, security threat, business failure, need a proper understanding of the local context from systems thinking approach. It is challenging for those from the other*

culture or context to design solutions without understanding the local ecosystem properly."(company website, Tech-based service 2)

As Bellostas et al. (2016) state, value creation involves the entire value proportion process that involves customer understanding levels and improved productivity levels and quality. At this point, a significant result was revealed from Tech-based service 2, which appears to capitalise on this approach compared to other SEs. The CEO of Tech-based service 2 illustrated this practice through a unique example of their existing rules,

> *"for example, it is difficult for women to buy emergency contraception or sanitary napkin as they feel uneasy. Doing home delivery, which a woman does, removes their hesitation and trains them about hygiene issues. They (clients) can consult with them (sales girl), which is impossible to do in a shop. Which is value addition, I will say. In addition, it is saving their time, getting advice, and not facing any difficulties that they would face from an outside shop. The value proposition is also important for our team to understand and important for the customer as well. We always think about what their benefit is, what is the value proposition. That means what value we are adding; we are comparing with others." (CEO, Tech-based service 2)*

According to the director's response, some services included offering vocational training for its customers and linking different customers to different agencies with beneficial information on various social problems. These supports were provided in addition to the core support as a supplementary service to their clients to create social values. In such an approach, the organisation stretched beyond its service delivery scope to meet other customer needs. Steiner and Teasdale (2019) define such support efforts as positive gestures that improve customer links to the company and

appreciate their willingness to seek the organization's services, which helped the organisation create social values. For instance, the manager of Socio-economic service 1 cited that the organisation's customer support approach involved providing extra service during Covid 19, such as checking the Blood Pressure and blood sugars of its customers. Such valuable support and positive gestures improve customer value and creating social value as well.

Social development 2 provides a library for learners in the community and ensures learners access teachers. This initiative showed that ensuring inclusion in the education sector for vulnerable groups through social activity is marketing related to social value creation.

4.8.3 Achieving Core Social Values

Social value creation is an ultimate goal of SEs (Christian, 2010), and they start practising it as a part of EM strategy. According to Beugré (2016), an organization can become a social enterprise by attaining core social values. While traditional marketing has placed more focus on the transaction and customer relationship, the focal point of EM is oriented toward value creation (Morris et al., 2002). The dual mission is to achieve financial sustainability and create social value by integrating the socially excluded and disadvantaged into the workplace categorises a social firm as a SE (Borzaga & Defourny 2001). Then again, creating social impact as an advanced EM strategy is geared toward social mobilisation, service delivery, policy advocacy, and networking. Social entrepreneurship creates social value by acting as a change agent and providing social innovation by relying on a sustainable business model (Acs et al., 2013).

Similar findings revealed from the interview of the CEO of Social development service 1 that, on achieving core social values, qualities of SE such as honesty, transparency, and respect determine the efforts to attain core-social values. Other different approaches were based on various SEs operations that equally helped social entrepreneurs achieve core social values. According to Timmons and Spinelli (2009), social entrepreneurs aim to address social and environmental problems by seeking creative and valuable solutions regardless of profit orientation. The CEO of Tech-based service 2 mentioned the organization's efforts to meet sustainable needs related to a SEs effort to meeting core social values. Tech-based service 2 revealed that organisations' sustainable needs effectively meet current and future social needs. Powell et al., (2019) identify this approach as a creative way of meeting social values through adequate environmental resources. Similarly, the manager of Socio-economic service 1 stated his organisation also monitors its resource usage to meet different sustainable needs to achieve different core social values such as integrity, competence, dignity, and healthy human relationship in service delivery.

Above and beyond, during interviews, employees' responses of Socio-economic service 2, Social development service 2, and Health service named their organisation to have shown improvement in their service delivery as an indicator of achieving core social values. Other SEs managers, Social development service 1, Tech-based service 1, and Tech-based service 2, did not site the same impact but identified different advanced efforts of the organizations in creating new operations of delivering services to meet various social needs. For example, the manager of Social development service 2 cited his organisation to have met the deferential requirements of different clients due to the improvements. The search to meet different product dimensions in the delivery and service creation approach involve creative methods of

the firms to achieve core social value of meeting customer preferences in solving other social issues (Arena et al.,2015). However, as cited by the Director of Health, the Health service's approach aimed to meet the social needs of the people and improve their spiritual needs. In addition, online observation discovered that,

"*Health service is distinct because of its identity, as an organization delivering various need-based services through both field-based and institutional interventions. Furthermore, it has a unique way of doing 'business' that is shaped by its values and works for unlocking human potential enabling communities and societies to engage in creating a better society*" *(company website, Health service).*

Also, the CEO of Social development service 2 cited the firm involving a charity approach through their products to help humanity and society. In such methods, the SEs fought to meet other needs within their service provision efforts by improving their product dimensions. The discussions in the interview and secondary data analysis revealed that social entrepreneurs who addressed basic social needs, such as food, shelter, or education, very often find it challenging to capture economic value because although the 'customers' are willing, often they were unable to pay even a tiny part of the price of the products or services (Seelos & Mair, 2005a). However, the most significant reflections on achieving core social values through specific aims and objectives were found from the online observation of Social development service 1. To keep its key focus on education, emergency response, and women empowerment for the marginalised community, Social development service 1 reflected its core social values in its mission statement and mentioned,

"*Our mission is to build a country where every child is educated, and every woman is empowered, every individual has access to healthcare and ensures*

everyone's prosperity and well-being. It has worked on numerous projects, from working with displaced communities in remote riverine islands in the North, facilitating a community health centre, building schools, supporting Rohingya Refugees with food, clothing, shelter, and even creating women skills and training centre". (company website, Social development service 1).

Similarly, Health service has mentioned in its Annual report 2018-2019 regarding achieving its core social values

"Over the past year, Health service has made notable progress in alleviating human sufferings through reducing poverty, removing illiteracy, empowering women, and boosting socio-economic activities. Hundreds of poor people have received treatment and care, thousands have come out of the poverty trap, and millions have gone to schools and other vocational training centres and educational institutions. These are, in fact, the core values and promised goals of our organisation". (Annual report 2018-2019, Health service)

Another core value that social enterprises in Bangladesh strive to achieve is equality in employment and other life opportunities. The enterprises have policies that ensure every person in society benefits from their resources and opportunities fairly and equitably. The organisations avoid favouring certain groups of people in their employment, thereby enhancing equality. The enterprises also play a critical role in ensuring respect for the environment by avoiding engaging in business practices that destroy the environment. Beugré (2016) argues that environmental sustainability is a core basis of any social entrepreneurial venture. Sustainable use of available resources helps to ensure that the Bangladeshi SEs are environmentally sustainable in their operations. Achieving inclusion through their social initiatives, such as

supporting vulnerable groups of people in the society, is another way Bangladesh social enterprises create social value.

4.8.4 Summary

The research findings have created knowledge on differential approach SEs in ensuring social value creation by offering quality services to meet the needs in a different social context and valuing customers' social needs. The data analysis yielded some key findings, such as realising social value identifies SEs as part of the social systems that seek to solve different social issues. Therefore, SEs must include advanced approaches to meet their clients' social needs and bring positive societal changes to achieve higher social services. These efforts should also seek to solve other social-related issues through increased product dimensions and achieving core social values. This study revealed that SEs cultivate social values as its EM strategy by developing awareness on vital issues, facilitating empowerment, providing the required economic set values, and enforcing changes to perceptions, behaviours, and attitudes (Singh, 2016). This study also explored social value creation in an emerging economy of a country like Bangladesh. These social changes or social impact/outcome includes a wide range of social impacts, starting from creating awareness, empowering deprived people, providing food security, reducing poverty, improving health, sanitation and nutrition and education, developing children's future skills, empowering disadvantaged women and marginalised community.

4.9 Analysis of Networks and Networking

4.9.1 Introduction

Networks and networking both are critical for the success of social enterprises. Exploring EM in the context of social entrepreneurship, Shaw (2004) categorises EM actions using four themes such as opportunity recognition, entrepreneurial effort, entrepreneurial organizational culture, and networks and networking. Networks connect marketing enterprises' connection systems on a beneficial business relationship that influences an organisation's actions within the higher business ecosystem. Networks also enhance an organisation's authenticity in the marketplace by partnering with other stakeholders and gaining their pre-commitments to create value for all contributors (Sarasvathy, 2001). Wong and Lam (2015) also define these networks to involve the wide impression made on the firm operation or the extended influence of the firm processes to other operating businesses environments.

On the other hand, networking has helped entrepreneurial ventures attain a high level of growth over the years (Johannisson, 2017). Networking helps in marketing organisation products, as it is a source of ideas that can enhance a firm's marketing capabilities. The action of "networking" includes all activities employed by an enterprise to build networks. These actions improve the marketing relationship of an enterprise and enable the enterprise to succeed in its market operations (Kim & Lim, 2017). Besides, networking is a vital tool for social enterprises to be proactive in recognising and utilising prospects, mobilising resources, and creating value for stakeholders. Thus, networks and networking both determine entrepreneurial marketing processes by influencing the decision on service delivery strategies used

by the SEs. The coordination of factors of networks and networking are relative to influencing the EM strategy. Based on the EM literature there are various kinds of the network exist such as Personal contact networks (PCNs), business networks, industry and marketing networks, social networks (Aldrich et al., 1991; Aldrich and Zimmer, 1986; Birley and Cromie, 1988; Carson et al., 1995; Gilmore et al., 2001; Hill, 2001). Building effective networks (Carson et al., 1995; Lindman, 2004; Storey, 1994) is another significant feature of entrepreneurship (Collinson and Shaw, 2001), using social networks as informal and social linkages to get a higher and more stable flow of information and resources.

Based on those references from relevant literature, this section discussed different findings of networks and networking from the seven case study SEs. It gave a comparative view of the findings of this EM element. The data collected from various case studies revealed that social enterprises in Bangladesh used different networking approaches with multiple institutions to obtain critical marketing and support systems. The section will discuss three aspects based on the data findings. The aspects include the SEs networking options and strategies with other institutions as an EM practice, networking on the marketing and promotional efforts of the SEs services, and the effect of the entrepreneurs and managers' personal and professional networks on the marketing approach of the SEs. All the findings have been revealed from interview transcripts, web and social media content through online observation and review of different reports and documents from selected case study SEs.

4.9.2 Different networking approaches with allies as essential EM practices

Konrad (2013) argues that networking creates a culture of success within entrepreneurial ventures. Creating success culture through networking is having alliances with organisations or institutions that operate in the same industry. Networking with other institutions involves an integral part of the EM process that influences the co-existence of their operational business in the industry or the community (Badi et al., 2017). SEs' efforts to network with other institutions are marked with other essential benefits that involve resource usage, marketing influence, service promotion, and delivery (Ghods, 2019). For SEs, networks also influence different dimensions of EM and enhance organisations' abilities to be proactive, innovative, opportunity-centred, and value-driven. The study findings on the seven SEs showed different approaches employed by the firms to build strong networks with other similar institutions for beneficial reasons related to their survival and success in the market and create social impact through some collective efforts. The approaches for networking with institutions involved formal or informal meetings, communications, event organisations, and employees' personal and professional networking capabilities.

Socio-economic service 2, a social enterprise operating in the NGO sector, handling drug problems, uses alliances as a tool of networking. The alliances help the social enterprises support each other in tackling legal and marketing challenges they encounter in their core business of bringing positive change in society. There is also the strategy of regular meetings among leaders of a given sector. Johannisson (2017)

indicates that networking can be attained through having regular appointments with peers in a given sector.

As cited by the CEO, Tech-based service 1,

"Normally, we do networking through different events, and we meet with lots of people personally as well over the weekend. They are connected on the family level as well. I think that is important because many ideas come from informal settings." (CEO - Tech-based service 1)*.* He also added,

"We send letters, greetings on different occasions, which is one way to connect, then we attend their events, and vice versa for professional reason, which is another way of connecting. In addition, we explore business opportunities together. Lots of our work is collaborative work. That means we do not do alone, even fundraising; we do that jointly." (CEO, Tech-based service 1*)*

From the responses, the impact of improved work relationships in the organisation was related to the collaborative efforts of SEs and an effort to meeting different stakeholder preferences within the organisation. It also demonstrated that networks and networking are essential to how the entrepreneur does business and the absolute value of an entrepreneur's business lies in its networks (Gilmore et al., 2000). Nonetheless, as Social development service 1's executive director narrated, the joint meeting did not link to clients but only involved organisational employees and limits different firms' efforts to share ideas. Figure 4.21 shows an example of the strength of networks through networking with partners and government institutes on the Tech-based service 2.

Figure 4. 21 Screenshot of company website, Tech-based service 2

Networking supports the entrepreneurial owner-manager congregate data that is useful in helping decisions, assist their assessment and evaluation of any market situation or opportunity, and support in maintaining awareness of market-related issues (O'Donnell, Gilmore, Carson, & Cummins, 2002; Rocks, Gilmore, & Carson, 2005). Altogether, these networking actions facilitate a company to adapt and refine its marketing strategy (Miles et al., 2014). Accordingly, gathering information and organising formal or informal meetings for networking purposes was a common practice identified with most SEs about their web content and entrepreneurs/managers responses. As depicted from all the case study enterprises, joint meetings were exclusively practical issues such as sharing ideas where both were equally involved in defining the working scope of individual firms. In the determination of working range, the meetings dealt with the issue of people by influencing the working relationship among employees, thus relating to having a positive result on SEs service output (Hoque et al. 2019).

Moreover, the manager, Social development service 1, expressed their practices of networking through various events as a joint effort towards the well-being of the community,

"To maintain the network, we go for different sorts of events together where we can contribute equally for the welfare of the people; then we share the benefits with different sorts of initiatives like knowledge-based events or volunteering events and fair based. We visit other organisations to share our works, ideas. There is some trust-based place where one can go to another, share ideas, take suggestions and talk about everything. This is about people; the common target is towards the people." (Manager, Social development service 1). Figure 2.21 shows a networking meeting held with government and non-government allies organised by Socio-economic service 2 in its office to launch a new programme to share their product and services.

Figure 4. 22 Networking meeting from Facebook page, Socio-economic service 2

The statement quoted that the SE worked closely with other institutions by involving consistent communication. It has been revealed that the SEs maintained regular contact with close allies to share ideas and thoughts on different aspects of the firm's

operations. In return for sharing ideas, the SEs creativity in service product provision improved on diverse usability, quality, branding, and usefulness within the operating environment. McManus (2015) identified regular communication through networking between SEs as a two-way beneficial action that promotes healthy work relationships, which eventually influences the long-term firms' growth and co-existence within the same social environment. As illustrated by the manager, Tech-based service 2

"There is a network named Mobile Alliance for Maternal Action (MAMA); we are a member of that because we work on health. We are supposed to have a membership with many digital health-related networks. Like, for example, there are some networks under the Information-communication technology (ICT) division. When the ICT division designs any solution, they call vendors from their listed network members where we are also members." (Manager, Tech-based service 2*)*

Moreover, online observation revealed some significant EM practices of Tech-based service 2, which exhibited utmost priority on networks and networking with similar national and international organisations and some corporate partners to ensure ultimate services to its clients in a collective effort through supplement and complements others within the networks. For instance, this SE pointed out on its website,

"We believe in the power of togetherness. Nothing great can be accomplished alone. We are here for good, but to make it better and to be striving for the best, support, companionship and mutual effort are essential. Furthermore, reaching out to the corners of the nation where intervention is necessary is not an easy task, and it is better to have someone beside you who is reliable and experienced." (Company website, Tech-based service 2*).*

Networking through organizing events is also a unique approach that was most practised by Tech-based service 1. This type of activity provided a more comprehensive network of meeting with other regular people linked to different similar organisations. In such platforms, the manager cited that Tech-based service 1 and its co-companies were linked to new customers through this initiative. SMEs develop their competencies by gathering information, testing ideas, and gaining advice from their personal and business networks (Carson and McCartan, 1995; Gilmore et al., 2001; Hill, 2001). The statement showed that the approach provided one on one firm employee interactions. Improved internal operation results in improved service delivery since that affected the design, features, and creativity in service provisions. That is how networking is an essential aspect of EM. Entrepreneurial marketers usually rely on personal networks for information and potential customers. These can include suppliers and competitors too (Zainualdin et al., 2019). Through online observation of the case study of SEs, it has been revealed that most of the SE often use networking, particularly in making marketing decisions or practising EM. Strat-ups, in particular, secure clients through the entrepreneurs' network (Gruber, 2004).

Health service as a social enterprise ensured that its leaders have regular meetings with their peers to build support networks. The forum acts as a platform for sharing ideas on market products and services to the general public. However, networking faces challenges where competition comes in, as organisations do not cooperate directly on certain fronts. In Addition to the interviews, the secondary data analysis from EM perspective Health service has been found very strategic in its networking and practised widely to maximise its service delivery. For instance, the website of Health service demonstrated its sector-wise relevant personal and professional network partners. It highlighted its networking positions at national and international

levels, where the SE was in a leadership position in many networks. The SE was also mentioned in its Health Sector strategy (2009-2015).

"Working together for creating united movement directed to a common goal, recognise comparative advantages and contribution of each stakeholder and integrate efforts and resources owned by each stakeholder. The role of Health service would be to act as a Facilitator to strengthen coordination and collaboration among GO-NGO, private sector, and community people through sharing and consultation for ensuring the coordinated services and resource mobilisation" (Health Sector strategy, 2009-2015, Health service).

Through this networking, the Health service appreciably contributed to the health sector, especially in its tobacco control and anti-drug movement, making the SE an icon in Bangladesh for its magnificent advocacy efforts. Because in the SE sector, the success of an advocacy effort depends on the number of people/networking organisations that support it. Also, while smaller firms tend to be less market-oriented, they are likely to emphasise networking activities. Networking allows small firms to access resources they lack (Bjerke and Hultman, 2002). Accordingly, the CEO of Social development service 2 asserted that the organisation jointly worked with other organisations and, as a result, built up new networks on different project arrangements. Most of the projects were based on providing conjoint social services to meet one community's needs. The CEO cited the organisation developed networking with a relevant United Nations (UN) agency to provide sex education to adolescents. The SE's manager and operations head also stated that the organization worked with the appropriate UN agency as resource-sharing. The organisation reached out to other firms for beneficial contributions of other services that improved

their operation to solve a particular community need. Thus, organising the different events involving other allies was one of the significant and joint initiatives among SEs addressing the clients' needs. In the organized events, employees shared alternatives and ideas, which helped them improve their work efforts and eventually benefit both firms' operations. The firm's operations included improved approaches on promotion strategies by the firms and impacted other internal service options such as the decisions on product pricing. Some internal decisions instigate firms' desire to improve product quality as a strategy to develop strong positioning within the market (Cheah et al., 2019).

Another networking aspect that has been revealed from the interview with Socio-economic service 1 is responsibility sharing which is partly related to joint project development approaches. The ED shared that,

"In NGO sector everyone understands the networking very well. Moreover, it is not only for business purposes but also for social mobilisation we work together with like-minded organisations. It is our long-term practice, and when we do advocacy with an issue, we do prior planning to select who are like-minded organisations and who are our opposition. Then we build an alliance or networking." (Executive Director, Socio-economic service 1*)*

The statement indicated that the SE's joint responsibility-sharing approach involved collaborative social mobilisation efforts that did not affect any aspect of joint projects with a beneficial result. Nonetheless, as Wong and La (2015) state, responsibility-sharing equally involves unplanned contribution approaches of firms to solve a single social problem commonly related to their social operations. Socio-economic service 1 manager responses impliedly identifying that SEs planning efforts involved

individual firms that form up to link with other related forms to solve a social problem. Other researchers do not exclusively define the distinction of each of the above networking options. Different researchers such as Kim & Lim (2017) and Naderi et al.(2019) have described the joint corporation of firms as the standard practices. Others have only researched the limitations of competitive rivalry in different EM efforts to create networks with other similar institutions. However, in this sector, there are some professional or business competition exist which reflected from some of the entrepreneur's statements, for instance, according to the manager's statement of Socio-economic service 2

"There are some competition and jealousness among the network organisations. So, still, there is not enough positive environment developed yet to utilize this strength of networking. In this country still, there are not enough healthy competitions, which I did not see. So, what we do just by our effort." (Manager, Socio-economic service 2*,)*

In similar aspects, the Executive Director, Socio-economic service 1 asserted,

"Yes, sometimes they are (networks) helpful. Nevertheless, in our areas (SE sectors), competition among NGOs is not very healthy. In some aspects, it is unhealthy. They are supportive in the common interest when they feel it their issues as well. Nevertheless, when competition comes, they do not play a supportive role." (Executive Director, Socio-economic service 1*)*

 In the same way, the executive director of Social development service 1 expressed that communication is mainly limited to competitive rivalry. This limitation affects the firm's processes as firms focus on outdoing their close competitors in the industry. As the executive director stated, this issue is an inhibiting factor limiting their communication and freedom to share ideas with other CEOs even with their

dependability to survive in the business environment. The egocentrism nature of communications implores firms to seek more options to improve their EM strategy to better position their operating environment.

4.9.3 Networking influences directly on product/service promotion

Networking has far-reaching effects on product and service promotion by social enterprises in Bangladesh. A study conducted by Hoyos-Ruperto et al. (2013) revealed that networking acts as a platform for sharing ideas and knowledge on different aspects of an industry or business. Within the entrepreneurial marketing literature, networks have been identified as an essential entrepreneurial marketing tool (O'Donnell et al., 2001; Gilmore and Carson, 1999; Shaw, 1998, 2002), and networking has been described as a critical entrepreneurial marketing competency (Carson et al., 1995; Hill, 2000a, b; Hill and McGowan, 1997). Networking influences on firm's product sell is linked to different believes that instigates other firm's effort to create different business networks. Past researchers uncovered different results of business networks on various forms of operations. Moreover, based on the research findings on the seven SEs, the following aspects were identified to involve the networking influence on different firms' product marketing efforts such as product sharing, product exhibiting, product or service promotion. It also revealed the nature and benefits of varying networking options such as personal, professional, and systematic networks and their influence on marketing strategy and product promotion. For example, Lubberink (2019) stated, networking improves product sharing among like-minded organisations. Furthermore, according to Hills & Hultman (2005), one of

the characteristics of this EM element is to make 'marketing decisions based on daily contact and networks.

Similarly, the executive director of Social development service 1 agreed that sharing responsibilities of the join-minded organisation enhanced the client product sharing platforms to promote a product for like-minded organisations. Socio-economic service 2 and Tech-based service 1 also acknowledged that product sharing helped the companies access new clients who learn about the company products and thus grow interested in the company products, which equally improves the awareness level of the company services in the new market niches. Moreover, it also helped the SEs get new ideas or solve problems related to the product or services. Similar reflection came through the Manager, Socio-economic service 2.

"In Khulna, [a northern division of Bangladesh] we are the member of GO-NGO network, and I have a personal contact as a member; otherwise, I will not know them. Here, my benefit is that I need some idea to seek their advice freely if I face any problem. Besides, for any problem, we discuss collaboratively, and any time we can take advice from others, which is the key advantage of staying in a network." (the manager, Socio-economic service 2*, interview transcript).*

Further, product or service exhibition involves firms sharing ideas and knowledge on different issues that built up the SEs cooperative operation ventures. Based on the response from Socio-economic service 1's Executive Director, like-minded organisations developed a unique appeal of different market needs and, consequently, increased capacity to meet other needs within the identified market segment. The director stated that such links promote the sale of the partners' products as a shared market operation to benefit both firms in meeting the client demands in service

delivery. Nonetheless, as Naderi et al., (2019) stated, such a process depends on the firm incapacity to produce similar service demands in the long term.

Moreover, a network is the context of personal and professional relationships, which form the stage upon which entrepreneurial accomplishment is played. It comprises personal and social contacts and economic interactions influenced by the society it is created (Nasrullah, 2012). Accordingly, in response to the effects of the entrepreneur's personal and professional networking, most of the participants from the case study SEs cited their professional and personal networks to impact the firm's marketing strategy and product promotion. For instance, the entrepreneur or manager could promote their product and exchange ideas through personal and professional networks. The executive director of Social development service 1 referred to her credential to create different networks with related firms. The productive outcomes of the networks involve improved knowledge that helps the entrepreneur contribute better to the firm's marketing strategy and thus helps them make sound decisions on product pricing, market penetration, competition, service branding, and positioning approach of their firms in their respective industries. The effect is equally identified with other four firms (Tech-based service 1, Tech-based service 2, Social development service 2, and Socio-economic service 2) from the seven SEs and who agreed their networks have a particular effect on their contribution developing the firms' marketing strategies. Appropriately, regarding the impact of employees' personal and professional networking in the company's EM function, the CEO of Tech-based service 1 expressed,

"Both (personal and professional connection) is important. Had the CEO and team leaders had their network, it would not be easy to work in that business.

Previously we did not notice that when we hire them (senior management employee), but now we notice especially those who joined in leadership positions, we try to check whether they have any of their network" (CEO, Tech-based service 1*).*

The case studies used in this research reveal that networks created by individual social enterprises in Bangladesh have acted as a platform for sharing ideas on marketing. The networks have helped social enterprises to handle marketing challenges, especially in a fast-changing landscape, due to emerging issues like covid-19. Also, ideas on the best marketing strategies have been realised through networking platforms through many social enterprises in Bangladesh. Networking has also acted as a promotion platform for the products and services offered by social enterprises. Social enterprises have used alliances or industrial networking platforms to showcase the products and services they provide to the world. Hence, it is evident that networking plays an influential role in enhancing social enterprise products and services to different target customers.

Furthermore, from interview data, another practical approach has been found, which is systematic networking. This is one of the unique approaches that was applied by Tech-based service 2 only. Cao et al., (2015) defined that systematic networking involves networking that ranks networks on beneficial effects of different networks on general operations. This approach involved promotional approaches to reaching out to different market segments and creating a strong competitive appeal through regular communication among network allies. As identified from the case studies, the CEO of Tech-based service 2 detailed that their organizations involved a systematic networking process based on a beneficial relationship with other firms in the same

industry. The fruitful relationship enhanced healthy competition in the industry as the firms' operations were potentially related. CEO, Tech-based service 2 expressed,

"We are weak in networking because those working here are not very good in marketing and networking. In that case, we have taken an approach, that is systematic networking. I attended a seminar in Germany which was on networking. I got some knowledge and trying to implement it in my organisation. We will be able to build a network, and maintain it and keep it alive. It required much effort in its every step" (CEO, Tech-based service 2*).* He also added,

"There are some more steps to how can you extend this network. Another one is a triangular system, like, and you will not do one to one network. You always bring together another person, maybe another CEO with him and gradually, it will be a long list. The benefit it offers is that if any person loses, you have many others. Moreover, to keep the network alive, you need some innovative way" (CEO, Tech-based service 2*, interview transcript).*

In Addition, as identified from the data findings, systematic networking can adopt other networking options with other companies. Research and operations manager, Tech-based service 2 stated that the firm applied event organising and responsibility sharing as their systematic networking strategies.

4.9.4 Summary

Social enterprises are more reliant on each other despite the exiting competitive rivalry, which limits their associations. SMEs develop their competencies by gathering information, testing ideas, and gaining advice from their personal and business

networks (Carson and McCartan- Quinn, 1995; Gilmore et al., 2001; Hill, 2001). This study data also revealed that, with limited financial resources and more restrictions on time available to engage in market research, SEs made excellent use of the networks of relationships in which they are surrounded to collect that market information which is relevant to the continued achievement of organisational goals routinely (O'Donnell et al., 2001; Shaw, 2002). Their practising of systematic networking and lots of very effective networking methods for product and service promotions can be mentioned here as an example.

However, through networking, such organisations improve the social image to offer quality service that guarantees their long-term existence in operations. The research will contribute significantly to new findings by showing the different applications of firms' networking strategies that work similarly to realising the same work objectives within the social context. However, other aspects from the findings, such as the exchange of marketing ideas through various events and regular meetings, are identified as the same strategies employed by different firms to build networks with other like-minded organisations.

4.10 Key findings and Commonalities from EM practices by SEs

While the main objective of SEs is to optimise social good, they are also significantly dedicated to achieving high returns to business in terms of profits. These profits are used to fund imperative social projects and programmes. Henceforth, this explains the importance of marketing for SEs, which conducts significant marketing and promotional activities using traditional TV commercials, word of mouth, and modern

digital platforms (Hisrich, & Ramadani, 2018). Through marketing and promotions and significant market research, SEs should identify existing market needs and market gaps and exploit these opportunities through innovation, risk-taking, and resource leveraging.

Through the interviews, it can be noted that various SEs in Bangladesh are yet to embrace effective marketing strategies, and there is no separate marketing strategy. Another arising issue relates to the accessibility and leveraging of significant resources. As asserted, SEs profits are reinvested to optimise social value; these profits tend to be limited. SEs also acquire resources from donations and grants. The resources tend to be limited in comparison to the numerous societal needs and references. Limited resources also affect innovations and proactiveness in various ways, significantly revealed from the manager's statement of Tech-based service 1. Some SEs rely heavily on part-time employees and volunteers, which affects employee commitment and, hence, innovations. Also, the organisations invest inadequately in research and development, affecting the speed of innovations compared to for-profit organizations. In resource limitation, the enterprises considered resource sharing or outsourcing primary functions to enhance productivity and overall efficiency.

Customer intensity focus appeared to be a significantly common element for all case studies among all identified aspects. All the respondents admitted to the importance of adopting a significant customer focus. SEs are majorly aimed at increasing social good, implying the need to identify and meet customer needs and references in the market. Social value was also significantly standard and was determined to be an objective for many consulted SEs (Morris, Schindehutte, and LaForge, 2002). The SEs

admitted that they were not necessarily driven by profits but rather by optimising social welfare.

Proactiveness and innovation were also significantly common elements for all the organisations. Proactiveness integrates a detailed analysis of the external environment. Therefore, the SEs admitted the importance of proactiveness towards forecasting and decision-making in the current dynamic business environment. Proactiveness was also used as the guide or basis for innovation and calculated risk-taking activities. From the data obtained, for most of the SEs, the outstanding concept in entrepreneurial orientation is innovation. Social enterprises are more specific on boosting their innovation when it comes to the products and services that offer solutions to the social problems that the enterprises focus on. The SEs identified for the analysis are focused on innovation to solve a specific social problem encountered by the citizens of Bangladesh. The social enterprises also appeared keen on displaying enthusiasm. They ensure that they are well aware of the situation in the market and determine how their products and services can help fill the market gap. Through proactiveness and innovation, the overall profitability of the business is bound to increase as the different factors are correlated.

On the other hand, networks and networking can be identified as among the least upheld elements by the SEs. Although a significant number of SEs had struck partnerships and joined networks with various organisations, including WHO and UN agencies, this appeared not to be a priority for these organisations, as objectives may be achieved individually or through networks.

4.11 Interrelation of EM practices in the selected SEs

Interviews conducted with the Executive Managers and CEOs or the entrepreneurs of the mentioned SEs show imperative interconnectivity between various elements of the EM framework. Firstly, imperative interconnectivity was exhibited between innovations and risk-taking. Tech-based service 2 CEO asserted that the company engages in creative thinking and embraces multiple ideas from the employees and stakeholders, which are then converted into products and services. However, to implement these ideas, the company has to take significant risks, given the existent uncertainty about the productivity of these ideas or the extent to which they ought to achieve organisational objectives. The CEO asserts that the outcomes are productive in most instances, besides having a few occasions where failure could not be avoided. Interconnectivity between innovation and opportunity identification also exists. Identifying the market opportunities is contemplated as innovative performance because they occur from the gap in different features of the market that are potentially profitable through the new approaches of evolving new products (Hills, Hultman, Miles, 2008).

There also exists significant interconnectivity between innovation and proactiveness. As the CEOs from Tech-based service 1, Tech-based service 2, Socio-economic service 1, and Social development service 2 articulate, external environmental factors significantly affect their respective businesses. The SEs have to be proactive and engage in research and development, to discover imperative innovations to deal with these external environment changes.

Significant interconnectivity between opportunity identification and risk-taking is also revealed in the case of SEs. Socio-economic service 2 CEO admits that the company recognises significant opportunities by conducting comprehensive research. The company then admits to experiencing 10% risk when exploiting these opportunities to meet corporate objectives, either in the long run or short. The Health service Director asserts this relationship by entailing the various risks incurred in developing essential health programmes, which can be seen as crucial opportunities for optimising social good.

Some other significant interconnectivity also revealed between social value creation and customer intensity. These two elements can complement each other because customer intensity involves analysing customer needs and preferences, enabling them to optimise social value by ensuring that the identified customer needs and preferences are met over time and exceeded (Miles et al., 2015). Tech-based service 2 and Tech-based service 1 CEOs also articulated their interest in marketing their SEs, from a crucial customer intensity focus aspect. Marketing enables customers to acquire insight into existing SEs products and services and embrace them accordingly. This promotes the optimisation of social value, both in the long run and in the short run.

There also exists a significant relationship between social value creation and resource leveraging. According to the statement and data revealed from Socio-economic service 1 and Social development service 2, SE's resources tend to be limited, while needs are unlimited. CEOs and managers, therefore, coordinated various activities to acquire significant resources. Socio-economic service 2 also agreed that the SE leverages significant resources by allocating them accordingly across a wide range of

HIV/AIDS, malaria, and Tuberculosis programs to minimise the effects of such diseases and hence create and optimise social value.

Resources leveraging and networking also complement each other. Networking is vital for developing partnerships and networks, an important way of optimising resources and efficiently allocating resources across various needs and preferences. Data from Tech-based service 1 revealed a significant relationship between networking and resource leveraging. The organisation worked as an agent and dealt with developing a platform for bottom-up pyramid markets. The organisation, therefore, leveraged its significant resources towards realising effective networks, as it acts as a substantial market intermediary. The SE achieves social value by building networks and leveraging resources to accomplish these networks. Similarly, Tech-based service 2 also practised standard networking processes such as systematic networking to maximise resources to attain the organisational goal.

According to Socio-economic service 2 CEO and manager, the SE notices a considerable interaction between social value creation, ads a factor of market orientation, and innovation and risk-taking as notable entrepreneurial orientation aspects. The CEO ascertains that the SE has, over time, realised significant innovations and has taken considerable risks in implementing these innovations towards creating and optimising social value. Data revealed from Tech-based service 2 and Social development service 1 also recognises the importance of innovations. Innovations have the organisation develop imperative technological services for meeting various societal needs through integration in health and global education programmes.

4.12 Chapter Summary

From the data obtained, for most of the SEs, the outstanding concept in entrepreneurial orientation is innovation and value creation. Social enterprises are more specific on boosting their innovation when it comes to the products and services that offer solutions to the social problems that the enterprises focus on. Through the interviews, it can be noted that various SEs in Bangladesh are yet to embrace effective marketing strategies, and there is no separate marketing strategy. Another arising issue relates to the accessibility and leveraging of significant resources. As asserted, SEs profits are reinvested to optimise social value; these profits tend to be limited. SEs also acquire resources from donations and grants. The resources tend to be limited in comparison to the numerous societal needs and references. Entrepreneurial Marketing (EM) identifies and leverages significant opportunities for attracting, acquiring, and retaining profitable customers through practical approaches such as innovation, proactiveness, risk management, resource utilisation, and value creation. However, the concept of social enterprises is not yet well developed in Bangladesh but is gradually growing with the diversified efforts of different entrepreneurs in the country. In Bangladesh, various social enterprises integrated entrepreneurial marketing strategies for productivity, organisational goals, and social responsibilities. However, there is no structural framework or business model for applying EM. The importance of marketing strategy and its execution in social enterprises is a significant arising issue for making more profit, business growth, and sustainability. A comprehensive and effective business model is now essential for the SE to survive in the competitive business environment for operating its marketing functions in an emerging economy like Bangladesh.

Chapter 5 Discussion

5.1 Introduction

Entrepreneurial Marketing (EM) identifies and leverages significant opportunities for attracting, acquiring, and retaining profitable customers through practical approaches such as innovation, proactiveness, risk management, resource utilisation, and value creation. Entrepreneurial marketing has been adopted by multiple for-profit businesses, including small and medium-sized enterprises, to increase their market share and competitive advantage in the market. Social enterprises also incorporated similar EM approaches. Unlike for-profit organisations, social enterprises are majorly dedicated to generating a defined social good and offering significant societal benefits. In this research, some SME categories of social enterprises such as Tech-based service 1, Tech-based service 2, Socio-economic service 2, Socio-economic service 1, Social development service 1, Social development service 2, and Health service have been selected to investigate their EM practices.

An entrepreneurial marketing framework illustrates the appropriate approach entrepreneurs use in opportunity recognition and developing an effective marketing strategy (Hills et al.,2008). The framework evolves based on the different marketing practices available in the market and the entrepreneurial marketing practices that the entrepreneurs consider successful. A practical framework ensures that the entrepreneurs seek uniqueness, take the initiative one step ahead, effectively utilise the available opportunities, multiply the effect, leverage relationships with available allies, and realise profits from their operations. SEs also adopt marketing orientation aspects of the seven EM elements framework, including resource leveraging,

customer intensity focus, and value creation. Although multiple SEs have integrated the seven EM elements framework as an effective strategy formulation and decision-making approach, it has various gaps that ought to be sealed through an advanced and more integrated model. The framework fails to recognise crucial entrepreneurship aspects such as SEs create value for the customer and create a significant impact for the society that needs to be incorporated. Besides, the theory excludes network and networking as a crucial EM element required for SEs to solve various social problems through collective effort. This gap ought to be sealed through the implementation of a comprehensive model. After that seven EM elements, the EMICO framework developed by Jones and Rowley (2009) integrates 15 crucial aspects of the EM framework, which are used to understand the marketing activities of SMEs. However, the EMICO framework can be asserted to be a vital development of the seven EM elements (Morris et al., 2002) framework. The framework also exhibits the same gap as the seven EM elements framework. It fails to integrate networks and networking as a significant element, which entails building and maintaining solid relationships with stakeholders as an essential competitive advantage factor. Instead, the framework put more importance on resource leveraging rather than networking. Also, social value creation needs to be adopted for its appropriate application in the SE sectors.

Moreover, the EM framework for creating opportunity with competitive angles and the EM contingency framework-both have significant lacks of various vital EM dimensions that promote the achievement of a more entrepreneurial enterprise, with innovations and risk-taking, networking, social value creation, and proactiveness, which are crucial entrepreneurial marketing elements that ought to be embraced by a SE. Mário et al. (2014) proposed another EM framework that consists of the critical EM dimensions and variables relevant to SMEs. Nevertheless, it has used only a few cases which is

not enough to develop any statement. Besides, Sigue and Biboum (2020) adopt the Entrepreneurial Marketing perspective to investigate the role of social networking and relationships in marketing strategies.

The works of literature on EM reveal that both EO and MO have a particular influence on the tactical knowledge competencies of organisations (Miles and Darroch, 2006; Anderson et al., 2009) and therefore developing a comprehensive approach and strategic learning provide the ability to act more efficiently to market shifts. Tactical knowledge competencies illustrate the organisation's proficiency in creating a systematic capacity to obtain knowledge from the ongoing strategic actions and apply this expertise in future strategic decisions (Thomas et al., 2001). These attributes are significant for SE to grow in the market and sustain in the competitive market economy. A comprehensive, integrated EM framework consisting of its essential dimensions can be addressed. Moreover, EO and MO-both scales reveal some attributes; consequently, they have interconnectivity in many points. For instance, EO has associated strong connections with many other marketing aspects such as market orientation, marketing information and customer orientation (Matsuno et al., 2002; Keh et al., 2007; Merlo and Auh, 2009; Kwak et al., 2013; Thoumrungroje et al., 2013; Wahyuni and Sara, 2020). Therefore, a framework consisting of both scales is a more efficient approach for SE.

5.2 Proposed (new) EM framework for SE

Existing EM literature revealed most of the frameworks developed considering commercial business firms or for-profit ventures, or SMEs ignoring the context of SE.

Having recognised social enterprise as a substantial and rising part of the economy of some specific country and identifying that few studies have pursued to discover entrepreneurial marketing within the context of social enterprises, the research was designed to explore marketing practices of SE in Bangladesh (Shaw, 2004). Therefore, it is obliged to adopt a framework fitted with for-profit and not-for-profit combined initiatives and effectively create social and customer value. A new EM framework for the SE has been proposed in this perspective, which could be a substantial part of their comprehensive business model. This framework mostly adopted key EM elements from some existing frameworks such as Seven EM Elements (Morris et al.,2002), EMICO Framework and EM dimensions presented by Shaw (2004) with some adjustment in the SE context shared by Santos (2012). It has incorporated comprehensive and integrated dimensions useful for generating a profit and creating social value creation. This framework includes eight EM elements: inducing innovation, proactiveness, risk-taking, opportunity identification, resource leveraging, customer intensity focus, and networks and networking and social value creation. It is important to note that, by replacing value creation, the proposed framework adopted social value creation as a contextual modification based on the nature and key objectives of the SE. It is generally contented that, the main goal of social entrepreneurs is creating social value instead of making profit (Santos,2012). For example, Certo and Miller (2008) claim that "Social value has little to do with profits but instead involves the fulfilment of basic and long standing needs such as providing food, water, shelter, education and medical services to those members of society who are in need." Although Santos (2012) expresses all economic value creation is fundamentally social in the sense that activities that create commercial value also develop society's welfare through a better allocation of resources. The proposed new

model can be asserted to be comprehensive, effective and developed, as it integrates all the aspects of entrepreneurial and market orientation, making it appropriate for many businesses.

As asserted, there exists a significant interaction among all the seven elements of the EM framework. The new framework adds networks and networking to the seven EM elements framework, given the undeniable importance of building connections in promoting the success of SEs and social value creation replaced by value creation considering the prime objective of SEs. Networks and networking are also essential towards availing significant resources and support the other elements, such as innovation, proactiveness, risk-taking, which require considerable input from stakeholders and hence determine the ability by SEs to leverage or optimise social value. The new proposed model, therefore, seals the various gaps exhibited by the other entrepreneurial marketing models.

Figure 5. 1 Proposed EM framework for SE (Author, 2021)
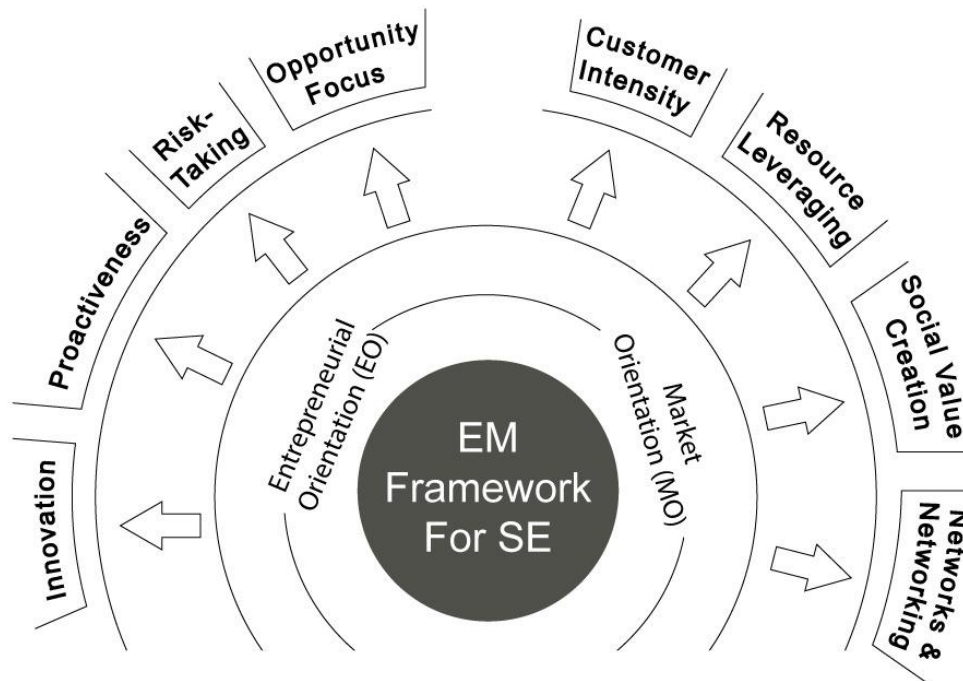
Therefore, the proposed EM framework comprises eight EM elements under Entrepreneurial orientation (EO) and market orientation (MO) scales. Based on the framework, as mentioned earlier entrepreneurial marketing strategy contains entrepreneurial orientation strategies and market orientation strategies that are also a model of both entrepreneurship and marketing interface. Entrepreneurial orientation refers to the directions that are mainly firm-specific and used in the firm's processes, decision-making, and practices, resulting in new entrants. On the other hand, market orientation refers to identifying the consumer needs and developing products to meet the diversified needs. Under these two scales, the elements include innovation, proactiveness, risk-taking, opportunity identification, social value creation, resource leveraging, customer intensity focus, and networks and networking.

A critical review of pertinent pieces of the literature reveals that EM dimensions under EO and MO are significant to enhance the performance of SE. Ahmadi and O'Cass (2016) emphasise EM activities via the degree of complementarity between EO and MO in driving innovation regarding new technology schemes. They unearth a positive effect regarding exploratory and exploitative actions in augmenting performance; also, the emergency role of marketing competencies (Crick et al., 2018). In other words, EO entails devising strategic policies and business strategies by adopting entrepreneurial firm behaviours. EO, therefore, integrates various approaches, managerial practices, and organisational behaviours that are entrepreneurial. These include opportunity identification, proactiveness, risk-taking, and innovation. As a crucial EO element, innovation involves creating new ideas, experimentation, and pursuing these ideas for effective conversion into products and services. Innovation is adopted as an essential EO element, as it involves the development of new products and services that promote organisational growth and development which is similarly applicable for SE. Innovations may require an organisation to use its existing skills or adopt new skills towards creating new products and services. An innovative business model in SE enables it's beneficiaries or clients to generate income, acquire new skills and expand their networks in ways that comply with prevailing norms are thus likely to have empowerment prospective (Haugh and Talwar, 2014).

Risk-taking is also an essential element of EO. Risk-taking involves taking bold actions aimed at increasing business development. While risks and failure in many cases go hand in hand, there are plenty of examples where risks tend to be successful, enabling a company to introduce new products or venture into new markets, which are essential organisational development factors. Like a business firm, an intelligent social entrepreneur can turn the risk into an opportunity. Proactiveness involves the

anticipation of future market conditions through forecasting and market analysis. For SE in an instable and changing market, firms need to grab opportunities to attain competitive advantage, identify opportunities in the market one step ahead (Lumpkin and Dess, 2001). Through this proactiveness, the companies are not only fulfilling customers' current needs but also producing new ones for upcoming needs. This is important for entrepreneurial SEs, as it enhances the development of strategic plans and taking advantage of opportunities concerning shifting market demand and external environment dynamism. Opportunity identification involves recognising significant opportunities, which the business can venture into, sealing existing market gaps (Ghods, 2019).

Market orientation (MO) involves identifying customer needs and references and tailoring goods and services to meet these market needs and preferences. Therefore, market orientation is consumer-driven, as business strategies and decisions are based on market demand and existing customer needs and preferences. MO includes resource leveraging, customer intensity focus, social value creation, and networks and networking. Resource leveraging involves allocating significant organisational resources to meet unlimited market needs (Hills, Hultman, and Miles, 2008). Essential resources for SEs include human resources, equipment and machines, and capital resources; these resources should be allocated across a wide range of market needs to meet customer expectations. Social value creation involves identifying the customer pain points and points of social value and developing effective value proposition strategies to meet these needs in the long run or the short run. Customer intensity focus involves determining the needs of different customer segments and targeting them accordingly, based on their specific needs and preferences (Ghods, 2019). Other customers tend to have different social conditions, implying the need to study them

accordingly. Networks and networking involve striking strategic partnerships to meet market needs optimally and developing imperative relationships with customers to ensure customer conformity and value creation. However, incorporating social value creation as EM dimension in SE is the key contribution in this research that also bring a multi-disciplinary research outcome through merging business and social studies together. Social value creation has been discussed mainly as part of a broader discourse about social entrepreneurship research. However, on top of the debate about the definition of social value (Rohatynskyj, 2011), social value creation seems to be predominantly characterised as behaviour not confined within an enterprise's boundaries. It "can occur within or across the non-profit, business, or government sectors" (Austin, Stevenson, and Wei-Skillern, 2006, p. 2). Furthermore, even if it takes place within a business organisation that achieves more than total cost recovery (Yunus, 2008), the company's social mission is prioritised over its financial goals (Dees & Elias, 1998). The literature suggests that although commercial enterprises can have a transformative social impact, social value creation as a primary mission is more commonly found in social enterprises than in commercial ones (Austin et al., 2006). In the EM framework for SE, value creation as a significant EM element must be replaced by social value creation in SE context based on SEs primary objective. Therefore, incorporating social value creation in the EM framework for SE is one of the significant contributions in this study.

Moreover, this adoption contributes to some important outcomes related to some social dimensions, such as women empowerment leading to positive changes in society. Social value creation has been reviewed chiefly as part of a broader discussion in the study on social entrepreneurship (Sinkovics et al., 2014). However, social value creation seems to be principally considered an action that is not confined

within the borders of an enterprise. It "can occur within or across the non-profit, business, or government sectors" (Austin, Stevenson and Wei-Skillern, 2006, p. 2). The most relevant distinction to explain how social entrepreneurship is different from commercial entrepreneurship is that the significant difference is between value creation and value capture (Santos, 2012) as commercial enterprises aim is to value capture, not always value creation. The ambiguity between the economic value and social value is challenging for developing theory because it needs individual considerations about the domain of social entrepreneurship and is essentially a prescriptive decision that construct "social" and who requires "social help" (Santos, 2012). The author also emphasises the term "social" and mentions that there is some system of measurement or set of values that make some particular types of value creation "social" (Santos, 2012)

.

As mentioned above, Figure 5.1 illustrates a comprehensive EM framework comprising all necessary EM dimensions effective for SE for their business growth and sustainability which is a great concern in the context of an emerging economy like Bangladesh. After careful review of existing relevant EM literature, it is revealed that most of the past EM studies (Han et al., 1998; Jaworski and Kohli, 1993; Slater and Narver, 1995, Morris et al., 2002, Miller and Floricel, 2004, Becherer, Finch, & Helms, 2005/6, Hills & Hultman, 2011) emphasised value creation on commercial aspects, whereas for SEs, this value creation should bring some social changes and positively impact the community. Besides, past EM researchers discovered EM framework from different perspective whereas most recent and most cited EM elements and frameworks such as seven EM elements by Morris et al., (2002); EMICO framework by Jones and Rowley (2009), EM framework for SME by Mario et al., (2014); EM

elements by Whalen et al., (2016); EM dimensions by Kilenthong et al., (2016) presented EM mostly large firm or commercial business context while SMEs in the social business sectors have been ignored. Hence this research identifies how these EM frameworks and dimensions are currently being used by various SEs operating in the service sector in Bangladesh and proposed a comprehensive and integrated EM framework through filling the gaps by incorporating social value creation as a key EM dimension.

Social enterprises conceptualised value creation to benefit society or the environment rather than capturing value like typical commercial enterprises (Santos, 2012). Based on the data collected from various case studies in this research, social enterprises in Bangladesh have created social value through the products or services they offer indirectly or directly. One of the strategies used to create social value through products or services is ensuring the products offered help solve social problems a community was grappling with. Social Enterprises create social value for a specific group of people, vulnerable community particularly women as the most vulnerable community. This thesis contributes to focusing on this gap and further learning by discovering the point of view of social entrepreneurs who are rooted in communities that promote social value creation by empowering women through their marketing strategy. Thus, this comprehensive and integrated EM framework reveals an essentially suppressed dimension of entrepreneurial marketing research and practice.

However, it is important to note that there is a considerable number of proof that most activities of social entrepreneurs are aimed at extending essential services to underprivileged sections of the population, such as the poor, long-term unemployed,

disabled, marginalised, socially excluded (Seelos and Mair, <u>2005</u>) as part of their social value creation. However, a company's business models, characterised as the interlinked set of activities that create value by adopting a specific need, is a comparatively new area of investigation in policy and organisation theory (Zott and Amit <u>2007</u>). Many other issues need to be obtained through insight into enterprise brands and approaches when value creation is the primary achievement driver (Santos, 2012).

Furthermore, according to the World Bank (<u>2009</u>), empowerment is the "process of increasing the assets and capabilities of individuals or groups to make purposive choices and transform those choices into desired actions and outcomes." Therefore, due to lack of resources, SEs focus on possibly large-scale problems for which they pursue sustainable results, and the most appropriate way to achieve their expected outcome is to empower recipients and potential participants to become an essential part of the solution (Santos, 2012). For example, this research revealed increasing female involvement in entrepreneurial activity in most of the case study SEs that has been associated with the improved status of women, enhanced family and community well-being and broader societal gains (Ardrey et al. 2006; Jamali 2009; Mayoux 1995; Servon 1997; Servon and Doshna 2000; Scott et al. 2012, Haugh and Talwar 2014).

Women empowerment is ''one of the central issues in the development process'' (Sen 1999, p. 202), and the disproportionate care of women in developing nations remains an ethical and development issue (World Bank 2011). Proof that development approaches based on fostering women to take part in the economic activity is hindered by such social and cultural obstacles has been reported from Africa (Scott et al. 2012), Bangladesh (Mair et al. 2012b) and Pakistan (Roomi and Parrott 2008). Woman empowerment comprises of various dimensions (Mayoux 2000): economic

empowerment through entree to income, that may converse more chance on taking decisions on spending their income; augmented self-confidence and well-being; social empowerment consequential from growing acceptance in the community; and political empowerment from growing involvement in public life (Haugh and Talwar 2014). All these mentioned matters are significant indications of positive social changes that SEs can contribute through their EM practices. SEs have been active in helping women find ways to support themselves and their families, and the study showed how social entrepreneurship also contributes to empowering women and advancing social change (Haugh and Talwar 2014) through social value creation. Therefore, studying the method, social entrepreneurs use for empowerment approaches and insert them into their business strategy will contribute to the development of social entrepreneurship and provide clear ideas about how mainstream companies and enterprises can use the thought of empowerment to bring some innovation in their business (Santos, 2012).

5.3 Interconnectivity among EM elements in SE

Though EM dimensions are a combination of EO and MO scales, they are somehow interconnected. Hasan (2020) illustrated in his study that EM scholars have provided nearly similar definitions for three EM dimensions: Innovativeness, risk-taking and proactiveness. Innovation refers to identifying original, unusual and creative solutions to problems or needs. Pro-activeness is the ability to make things happen irrespective of currently available means (Covin and Slevin, 1991). Figure 5.2.shows interconnectivity across EM dimensions.

Figure 5. 2 Interconnectivity of EM dimensions across EO and MO
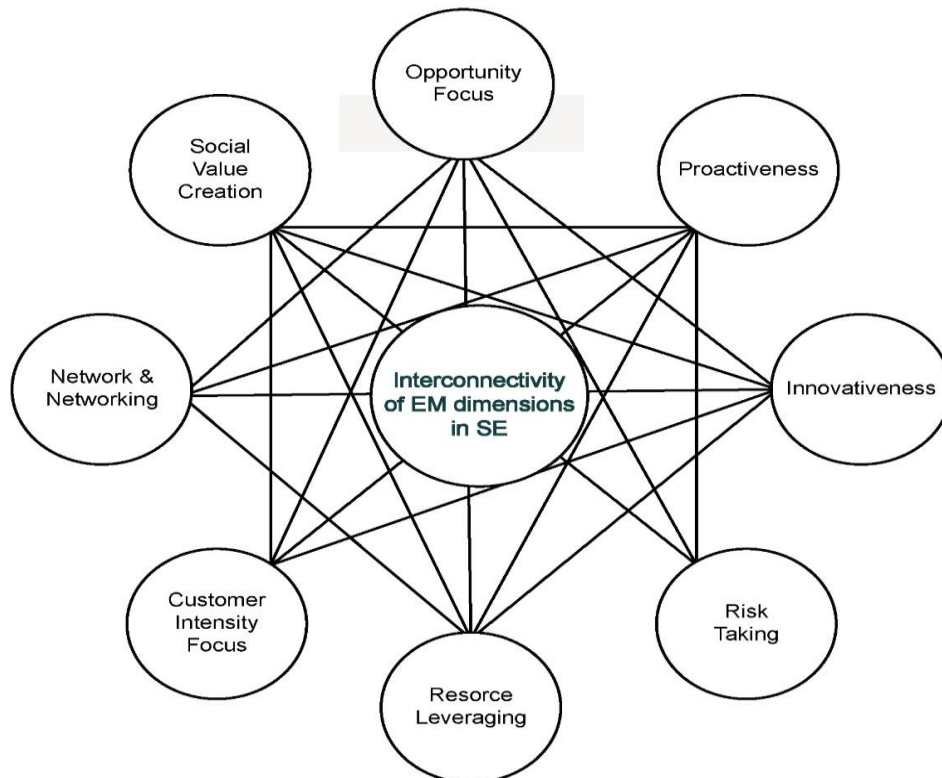
As an imperative element of the EM framework, innovation involves new ideas that the competitors have not integrated. Innovations equal the development of new creative ideas and converting these ideas into products or services. Innovations are also crucial towards increasing social value, especially for social enterprises, by developing more effective strategies to achieve set objectives, both in the long and short-run (Jones, and Rowley, 2013).

Proactiveness is also an essential element of the EM framework as it enables SEs to think one step ahead to plan for the upcoming business challenge and social issues. This element involves critically studying the external environment and anticipating the various external environmental factors to reduce business vulnerability to the external

environment and uncertainty and dependence (Martin, 2009). There exists a important relationship between innovation and proactiveness. Innovation involves converting creative ideas into products and services, while proactiveness entails critically investigating external environment factors. New ideas should be generated through external environment analysis, enabling entrepreneurs to convert these ideas into products. The relationship between proactiveness and innovation is essential as external market analysis ensures that SE innovation matches external environment trends and needs.

Risk-taking involves the integration of new opportunities into the business. Some calculated risks may be fatal for social enterprises, while others may enhance business development and sustainability. A significant relationship between risk-taking, innovations, and proactiveness exists. Innovations are associated with substantial uncertainty, volatility, and ambiguity; this requires us to take significant risks while implementing innovations. Also, the external environment is associated with increased competition and dynamism, which causes considerable business risks. Therefore, proactiveness and risk-taking are essential requirements for implementing innovations in SEs (Jones & Rowley, 2009). As a significant EM element, opportunity identification involves recognising imperative opportunities in the market by identifying substantial gaps and filling them accordingly. SEs identify opportunities by recognising acute social needs and developing meaningful ideas to seal these gaps, therefore (Swenson, Rhoads, and Whitlark, 2012). There is a deep relationship exists between proactiveness and opportunity identification. Proactiveness promotes identifying new opportunities by realising existing gaps in the market and various market trends that require the development of innovations, hence also ascertaining a relationship between opportunity identification and innovation (Kolabi et al., 2011). As an

imperative element of the EM framework, social value creation involves delivering socially valuable services or achieving a significant societal need while generating substantial returns in terms of profits to the company. SEs are dedicated to optimising societal value while also acquiring business returns. There exists a significant relationship between social value creation and innovations. To create optimal social value, SEs must be engaged in critical research and development to realise innovations to meet societal needs, both in the long run and short-run (Jones & Rowley, 2009). SEs also ought to identify new opportunities and leverage them accordingly towards optimising societal needs, either in the long run or in the short run.

The resource leveraging element involves efficiently allocating resources among crucial business functions and using resources in the best way possible to achieve optimal returns. Most social enterprises rely on donations and grants from the government or other donors, implying that they should have limited resources to meet their unlimited social needs through building networks. Resource leveraging is vital for enhancing effective identification of opportunities, implementing important innovations to meet existing societal needs, and promoting social value creation.

Customer intensity focus involves the increased zeal, passion, and enthusiasm, that marketing will generate imperative organisational objectives, such as improving business popularity among customers, to make the company successful. Customer intensity focus promotes the effective diffusion of innovations, establishing a significant relationship between customer intensity focus and innovations (Collinson & Shaw,

2001). The entrepreneurial effort involves the ability of SEs to show increased devotion to their ventures. In contrast, entrepreneurial organisational culture consists of adopting a culture that focuses on entrepreneurship through various aspects such as innovations, planning, and human resource productivity, among other elements such as management flexibility and efficiency. Entrepreneurial effort and culture promote resource leveraging by ensuring that resources are effectively tapped and allocated to meet enterprise needs. Entrepreneurial endeavour and culture also enhance the realisation of new opportunities and converting ideas to products and services through innovation. Networks and networking as an EM element involve developing significant relationships with stakeholders, and partnerships with other organisations, including SEs, to achieve the defined social objectives (Martin, 2009).

However. regarding interconnectivity among EM dimensions past researchers (Collinson & Shaw, 2001, Martin, 2009, Kolabi et al., 2011, Swenson, Rhoads, and Whitlark, 2012, Jones, and Rowley, 2009 & 2013, Kullak et al, 2021) illustrated some important interlink such as innovation and proactiveness are interlinked with social value creation for instance, innovation increase social value through creating more effective strategies to accomplish set objectives of SE and proactiveness supports SE to think one step ahead to plan for the future business challenge. Similarly risk-taking is linked with innovation, opportunity identification and proactiveness as mentioned by Jones & Rowley (2009). Again, Kullak et al (2021) in their recent paper on *"Enhancing value creation in social purpose organizations: Business models that leverage networks"* discussed about interconnectivity between social value creation and resource leveraging and role of networking. In this perspective, figure 5.2

illustrates some interconnectivity of EM dimensions which is more applicable in the SE sector as explored from the primary and secondary data in this research. This research also filled the existing gaps by presenting those interrelation of EM elements and importance of exploring those interconnectivity of EM dimensions as most of them supplement and complement each other in many ways as mentioned bellow.

The research findings (primary and secondary data) revealed that, as the competition keeps on growing in the SE sectors, technology is taking another step higher; therefore, respective companies should look for various ways to use the advanced technology to bring innovation, and proactiveness to think one step ahead as a key step of market orientation for their business growth. Besides, online observation revealed some noteworthy innovation and opportunity focus stepping together to become more customer-centric and create more social values which the case study company started recently during the pandemic situation as an alternative marketing option such as some education organisations offered online classes, and the tech-based company offered mobile-based software suitable to use from home or any places, other companies created online options for product order, customer service and micro-credit programme operating business through online and mobile communication boost networking and customer intensity focus strategy. These initiatives are the best example of their creativity, proactiveness, opportunity focus mindset, and creating social value through some calculated risk-taking approach by leveraging their resources among other partners through networking.

Similarly, it is revealed that some EM dimensions are inter-connected to others to create more long-term social values such as networking supports SEs to leverage required resources through developing partnership. Moreover, a strong relationship

also among social value creation, networking and resource leveraging (Kullak et al 2021). According to the statement and data revealed from the case study, SE's resources tend to be limited, while needs are unlimited. CEOs and managers, therefore, coordinated various activities to acquire necessary resources, including capital, technologies, and human resources, and leverage them accordingly across a wide range of activities to ensure that societal needs are optimally met for social value creation and optimisation. All these mentioned relation among EM dimensions leads to more future research that explore the strength of such interconnectivity

Chapter 6 Conclusion

6.1 Major research findings

Entrepreneurship is a business concept involving the idea of investment of goods and services to make great returns. It has various branches that make its role unique to multiple people, such as those who take part in small-scale investment and medium or large-scale investment. However, in the context of social entrepreneurship, it has some significant aspects, such as entrepreneurial marketing, that guide it in performing the role of business of various goods and services in the market for a specific group of people. This study was conducted to review the multiple details crucial in entrepreneurial marketing, making it easy to understand the different entrepreneurial marketing approaches and its implication in SE sectors. Therefore, through evaluating relevant EM literature and comparing it to empirical findings collected from entrepreneurs, the thesis revealed some significant outcomes related to the entrepreneurship marketing practices involved in the study conducted in Bangladesh in the social enterprise context those are as follows:

Based on the nature and business strategy of the SE sector, there is significant interconnectivity between EM elements such as risk-taking and innovations, proactiveness and innovation, opportunity focus and customer intensity focus, resource leveraging and networking, customer intensity and social value creation and among others (see figure 5.2)

Data from the interview revealed that most of the case study SE has no separate marketing strategy for their business. In some cases, it is inbuilt with its company

strategy, assigning less importance to marketing-related functions. The study also revealed that employing a B2C marketing approach on offline and online marketing platforms was more beneficial for most of the case study SEs. A few SEs used B2B and B2G based on the nature of the product or services.

Environmental turbulences related to intense competition in the marketplace force entrepreneurial ventures to embrace innovativeness at all times (Hallbäck and Gabrielsson, 2013). Innovativeness should be an integral part of EM, which requires businesses to use innovation to retain customers. Social enterprises can use innovation as an EM strategy to achieve competitiveness, better positioned to have loyal customers. Another effective innovation practice is through ICT or digital platforms; many meetings and training have been held virtually during the COVID-19 pandemic to continue services and communication. Initially, very few people knew about online conferences and other applications that aided online conferences. Innovation departments should be constituted in organisations to help in the prominent role of social enterprise. From an EM perspective, flexible management willing to adapt to technological advances can allow social enterprises to become highly competitive.

Another significant issue is that social enterprises in Bangladesh can manage to achieve proactiveness by having a forward-looking approach to future customer demands. As part of meeting customer's needs, the study shows social enterprises in the future should have a habit of having future markets analysed today. Social enterprises can use demand forecasting tools to determine the level of demand for their product or services in the future, thereby planning production schedules that will ensure that these demands are fully met. The study indicated that market research

needs to be employed in Bangladesh to reach the target market in advance. Market research can be helpful as a part of EM to help SEs obtain information on customers' needs, thereby ensuring that an enterprise aligns its production and marketing decisions to customer needs at all times.

The study also revealed that social enterprises in Bangladesh apply the EM concept of customer intensity. Khodakarami and Chan (2014) demonstrate that relationship management and customer interaction aids in the process of understanding customers' needs. As part of customer focus, social enterprises should rely on relationship management and customer interaction strategies, whereby customer's needs are identified, and means of fully satisfying them are devised, as shown by the findings of this study.

Moreover, among the seven-case study social enterprises, various elements such as innovations and risks taking were expected. However, networks and networking were found to be less common in their practice. Though almost all of them acknowledged the significance of networks & networking for their business growth and sustainability, it would support them in mobilising required resources, addressing proactiveness, customer intensity, and social value creation. A similar acknowledgement came from other six entrepreneurs from an additional six SE for data triangulation. Therefore, incorporating these vital EM elements would benefit SE in numerous ways.

6.2 Research Contribution

6.2.1 Theoretical contribution

Whilst research on Entrepreneurial Marketing (EM) is more than 30 years old, there is limited scholarly knowledge on using EM to achieve a soundtrack and sustain the business, particularly social businesses. Therefore, this thesis contributes to the literature of entrepreneurship and marketing in several ways.

First, this thesis offers a comprehensive review of the historical development of the notion of EM. Through providing a review of a range of definitions proposed by marketing scholars, this thesis highlights the critical changes in approaches to EM, which is essential to the understanding of the development and potential expansion of EM practices in various business sectors. Within three decades, EM has moved from just a 'style' of marketing behaviour (Hills and Wright, 2000, p.25) to a set of process (Pane Haden et al., 2016; Ionita, 2012) and "an agile mindset that 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 and Uslay, 2020 p.64). A critical review of EM definitions addresses an important gap in the existing literature on EM, which lacks a standard definition of EM and its key features. This consequently leads to misconceptions regarding its strategy development and application in different sectors, especially in social entrepreneurship.

Moreover, an exhibition of EM key features, from its inception to the evolution and its various dimensions, help researchers understand the application of EM in different contexts. A critical review on EM also reveals a different approach to studying EM elements that depart from adopting the EMICO framework, Morris et al.'s (2002) seven elements, or common EM elements suggested in prior EM studies. This distinctive approach is in line with the fourth perspective of the marketing/entrepreneurship

interface in which the authors focus on identifying the unique elements of EM sectors that have been largely ignored in existing EM studies.

Second, the thesis identified key EM dimensions beneficial for the social enterprise; namely: innovativeness, proactiveness, risk-taking, opportunity focus, customer intensity focus, value creation, networking, and resource leveraging (Gardner, 1994; Gilmore and Carlson, 1999; Stokes, 2000; Collinson and Shaw, 2001; Schindehutte and Morris, 2001; Morris et al., 2002; Liu et al., 2002; Bjerke and Hultaman 2002; Miller and Floricel, 2004; Shaw 2004; Morris and Pitt, 2009; Rechard et al., 2012; Sethna et al., 2013; Whalen et al., 2016; Kilenthong et al., 2016). Using these EM dimensions, social enterprises can be better positioned to improve their competitive advantage by offering new products and services aligned to the needs of their target customers. The study pinpoints how these EM dimensions are currently being used by various SEs operating in the service sector in Bangladesh. Based on the successful application of EM concepts by SE in this research, the study contends that these elements can be adopted by other social enterprises in Bangladesh and other parts of the world. Given the scarcity of literature examining EM elements for their efficacy in the SE sector, this study thus successfully addresses the gap in subsequent literature. It further enhances the research strand by placing a strong focus on Innovation practices. This offers an important contribution in EM literature since the existing studies predominantly looked at innovation characteristics as ones primarily based on commercial business endeavours, rather than on the field of social business or social entrepreneurship ground (Galera and Borzaga, 2009). Hence, the research reveals that some significant EM dimensions, such as networking and social value creation, enhance social enterprises' competitive advantage in the marketplace.

Despite that significance, these two dimensions were missing in most robust EM frameworks, including Morris et al.'s seven EM elements framework.

Third, the findings pursue to put together a contribution to the recent cascade of research investigating how EM could impact the developing economy context. There is also a need to explore broader social science theory to illustrate the research context for enabling an impact of EM. A conventional method to delivering theoretical diversity in this field is the application of EM frameworks to unify various approaches. Thus, this research argues that EM frameworks (Morris et al., 2002, Shaw,2004, Jones and Rowley 2009; Mario et al., 2014; Kilenthong et al., 2015; Whalen et al., 2016) offer a useful approach for linking different dimensions of EM research by recognising the contribution of marketing in different sectors. However, studying EM in a developing country context like Bangladesh to fill the gap of lack of EM research in the context of an emerging market economy is another contribution of this research. Shaw (2004) illustrated that profit maximisation is not the key focus, hardly any research has pursued to value entrepreneurial marketing within a not-for-profit or social context. Where few studies have been conducted on these types of organisations, for instance, Fillis's (2000) study on creativity in arts industries and Stokes's (2002) investigation of entrepreneurial marketing by the headteachers, the results produced have contributed to recognise entrepreneurial marketing within diverse contexts.

As analysed by Hills and Hultman (2011), some significant contribution has been done in assessing EM in the developing economy context especially those that have recently adopted market systems for the first time. Since this research focuses on the context as a key part to study EM, discovering EM practices in the most appropriate

research context is critical to addressing the research objectives. As existing research shows, despite the growing number of context-driven entrepreneurship studies, still, there is a persistent gap in knowledge regarding the consequences of contextual embeddedness on various entrepreneurial practices (Welter 2011). Consequently, due to 'the varied contexts in which social enterprise and social innovation can arise (Shaw and de Bruin 2013, 742), recurrent need for research has been required to explore the implication of context in social entrepreneurship (De Bruin and Lewis 2015; Short, Moss, and Lumpkin 2009) this has been addressed in this thesis.

Fourth, this thesis provides a comprehensive and integrated framework with critical EM dimensions that SE can effectively use to make their business viable, attain and retain more customers, and create more value for customers and society. Whilst EM framework is not absent in the marketing literature, the varied and overlapping dimensions of existing EM frameworks such as EM framework of Seven Elements (Morris et al., 2002), EMICO Framework (Jones and Rowley, 2009), EM framework for SME (Mario et al., 2014), EM contingency framework (Whalen et al., 2016) and some EM dimensions such as six EM elements: growth orientation, opportunity orientation, total customer focus, value creation through networks, informal market analysis, and closeness to the market (Kilenthong et al., 2015) have caused misperception and imposed challenges in determining a model that can be applied for social enterprises (Ionita, 2012; Ramos, 2016). This thesis also demonstrates the inter-connectivity of those EM dimensions and provides details on how SEs practically apply different dimensions of EM. In particular, the new framework consists of eight EM elements, seven of which are adopted from the most cited and most adopted EM framework by Morris et al., (2002). It focuses on opportunity, leveraging resources,

customer focus, proactiveness, innovation, value-driven, and managing risk approach to succeed in the long run.

A key contribution of this thesis lies in the integration of the social value creation element into the EM framework. It is essential to acknowledge that social value creation is not absent in the SE literature (Austin, Stevenson, & Wei-Skillern, 2006; Hockerts, 2010; Mair & Martí, 2006; Santos, 2012; Zahra, Gedajlovic, Neubaum, & Shulman, 2009), which refers to different social approaches applied by SEs to solve existing social problems and create a long-term social impact (Kullaka et al., 2021; Bellostas et al., 2016).

Incorporating social value creation from SE research strands into the EM studies is a vital research movement since it strengthens EM as a theoretical framework to examine and analyse SE practices. Notably, the quest of creating values is not absent in EM literature. Instead, it is known under the 'terminology' value creation' and is deemed a critical element in its framework. The use of 'value creation' in EM, however, predominantly places the focus of values on enhancing competitive position (Miller and Floricel, 2004), firm performance and results (Becherer, Finch and Helms, 2005; Li, Huang, and Tsai, 2009) exchange and transaction (Morris et al., 2002) whilst overlooking the long-term social impact, an aspect essential to SEs. As a result, the new proposed framework, which replaces 'value creation' in EM with 'social value creation' in SE studies, has responded to the scholarly inquiry of cross-disciplinary research.

When integrating social value creation (Santos, 2012) as a theoretical concept into the EM framework, the study further expands this concept by introducing 'empowerment' as a new dimension of this key element. Extant studies have discussed many forms

of social value creation, including consumer surplus and the enhancement of human capabilities (Sinkovics et al., 2014); thus, the approaches to social value creation are by far limited. Contribute to the multi-dimensions of social value creation; this study suggests the dimension of empowerment, particularly women empowerment, which has not been widely discussed in existing SE or EM literature. Women empowerment is a strong theme consistently found in all data sets of this study. Female involvement is associated with the improved status of women, enhanced family and community well-being and wider societal advances (Ardrey et al., 2006; Jamali 2009; Mayoux 1995; Servon 1997; Servon and Doshna 2000; Scott et al., 2012, Haugh and Talwar 2014). Studies on business and business ethics also show particular interest in innovative models that offers empowerment capability, which includes facilitating women to create income, build new skills and expand their networks, and the study shows how social entrepreneurship also contributes to empowering women and advancing social change (Haugh and Talwar 2014) as part of social value creation.

Haugh and Talwar (2014) illustrated that, the development of social entrepreneurship, with its emphasis on ''the innovative use of resources to explore and exploit opportunities that meet a social need in a sustainable manner'' (Sud et al. 2009, p. 203), introduces a more ethical variation of entrepreneurial endeavour, with an unambiguous social change plan (Branzei 2012) which is advancement of social change through empowering women. The authors also emphasised on, the predictions of lengthier period social change were generated by ensuring women's financial activity and broadening their independence. This research exhibited same findings through most of the case study findings.

In a nutshell, this research expands the theoretical insight of entrepreneurial marketing in the context of social entrepreneurship. This study complements the existing EM

framework and key EM dimensions proposed by Morris et al. (2002), Shaw (2004); Hills et al. (2008); Jones and Rowley (2009), Mario et al., (2014), Kilenthong et al., (2015); Whalen et al., (2016) and expand on these studies by proposing the social value creation as a critical dimension to examine EM among SEs. A focus on social value creation is essential to our understanding of how SEs practice EM strategy, since the subsequent research mainly discusses the aspect of profit generation of business despite their numerous contributions in the social and economic development of the social business sector. A key theoretical contribution of this thesis is also merging the various approaches in EM research and filling the disparities of EM dimensions for practicing it effectively in SE sectors. In this perspective, the theoretical contributions are also reflected in the proposed comprehensive and integrated EM framework with its all-necessary dimensions for SE to understand the importance of EM in the Social business sectors in emerging economy context.

6.2.2. Managerial implications

The study has made several practical recommendations for social business sectors entrepreneurs and respective managers in general and SME categories SEs. Exploring EM dimensions and their effectiveness in some particular business areas would be helpful for entrepreneurs to develop their marketing strategy for new products or services and business expansion. For instance, introducing innovation, practising calculative risk-taking, employing and adopting digital technology, emphasising networking, and focusing on social value creation would help the management increase the number of customers, make them more engaged, retain them, and achieve their goals the ultimate goal of the company. The proposed EM framework would be beneficial for the policymakers to develop a comprehensive

business strategy for SEs and create a supportive environment for them by removing existing barriers. The study results showed different practical experiences of SEs regarding EM practices and challenges they faced, which helped other entrepreneurs and managers to understand EM dimensions, their application, and the entire phenomena in their particular context. The study indicated that market research needs to be used in Bangladesh to reach the target market in advance. Market research can be helpful as a part of EM to help SEs in obtaining information on customers' needs, thereby ensuring that an enterprise aligns its production and marketing decisions to customer needs at all times. These findings would help the entrepreneur/owner-manager design appropriate products or services based on authentic market research outcomes. This thesis also discovered that enterprises with social value creation as their primary objective are expected to experience some degree of conflict between the commercial and social dimensions of their business model (McDonald, 2007), which would provide some valuable indication to the social entrepreneurs setting their objectives.

Regarding practical contribution the proposed EM framework would be an important part of an organisation as it will lead entrepreneurs or managers in making ideas based on the concepts, they apply in their investments for them to form organised business structures. The framework ensures the stepwise organisation and growth of the company through the inspiration of the company to work together with all kinds of stakeholders in a network. This integrated and comprehensive EM framework also refers to some essential tasks of SEs such as mobilisation of resources through utilising existing networks through systematic networking to attract, acquire and retain more clients and more profits in an attempt to increase corporate profits which is still a missing area of social business sectors in Bangladesh. To the entrepreneurs of

SMEs EM also refers to identifying and leveraging considerable opportunities for appealing, and holding profitable customers through some unique approaches combination of EO and MO such as innovation, proactiveness, and value creation. Moreover. along with optimising social good this research would help social entrepreneurs, to achieve high returns to business in terms of profits for maintaining business growth and sustainability as these profits are used to fund social projects and programmes since it explains the importance of marketing initiatives for SEs in a developing country (Hisrich, & Ramadani, 2018).

6.3 Research limitations

Despite many positive findings, usefulness, and implication, the study has some limitations that could be addressed in some future studies. First limitation was, the results revealed here are particular to the cases analysed, which may not be adequate to bring in generalised decisions. Jack and Raturi (2006) illustrated that a combination of quantitative and qualitative methods delivers depth and details not achieved using just one method. Accordingly, a mixed inquiry method is suggested in future research that could further examine with a broader range of data how the key EM dimensions in the proposed model impact to social and financial outcomes of a social enterprise. The second limitation was this study concentrates only on the entrepreneurs and respective managers of the firms. Because of telephonic interviews, the researcher could not be able to reach the clients or other stakeholders levels due to lack of internet or telephone network in remote areas. So, the future study may involve entrepreneurial team-level participants to explore their marketing decision-making ability and interview clients/customer/other stakeholders to collect more data and insight from the service

receiver's point of view and to assess the authenticity of the data. Future research could create a wider research spectrum in the EM intervention in the SE context by incorporating different kinds of stakeholders for more insights.

Third limitation of this research was the language issue. For the interview, the most used language was Bengali due to participants' convenience, and some of the participants used both Bengali and English in their responses during the interview. Therefore, the entire process of composing from recording, then translating into English, and transcribing was a long way for the researcher. Besides, in some responses, Bengali to English might not express the exact meaning of every participant or what they exactly mean by this word. Therefore, the verbatim quotes were translated to reflect local speech instead of doing the same grammatical sentences. As a native speaker, the researcher translated the meaning as carefully as possible to maintain data accuracy.

And last but not least limitation was due to Covid-19 pandemic restriction, the researcher could not do some necessary part of the research such as participants observation or direct observations through attending some event or meeting. Therefore, instead of a face-to-face interview, the researcher had to go for a telephonic interview. And instead of direct observation or participants observation the researcher had to comply with online observation through reviewing the company website, different relevant social media platforms such as Facebook, Instagram, LinkedIn, YouTube. Therefore, future research could design some contingency techniques and planning to overcome that sudden emergency situation. Moreover, due to the pandemic situation, it was very challenging for the researcher to reach the selected entrepreneurs/ managers timely or within the due time frame because some of the

participants experiencing illness of covid-19. Consequently, the number of participants has been reduced from 25 to 20, and the data collection took a longer time than usual. However, during the interview, most of the entrepreneurs or managers shared some experience that they faced or challenges they had to go through due to this emergency pandemic situation and the emergency plan they need to develop to manage this situation as a calculated risk management approach in their marketing strategy. These additional learnings could help in future research and add some new dimensions for entrepreneurs in their EM strategy.

Furthermore, some of the selected entrepreneurs refused to participate in this research due to a lack of understanding of entrepreneurial marketing and the overall concept of SE, and the role of EM in SE sectors. Some of them shared that marketing strategy is a very confidential part of an organisation, so they are not interested to discuss it. Therefore, the researcher had to search some other potential entrepreneurs to include in this research. However, this particular finding also demonstrates the lack of adequate study or research on social enterprises marketing strategy or the role of practising entrepreneurial marketing dimensions in social enterprise that might be addressed by some particular kind of future research in the field of EM.

6.4 Suggestions for futures research

First, it would be recommendable to carry out empirical research on the same subject using different methodologies. The empirical research in a mixed method would help identify the effectiveness of various EM dimensions when they are applied in social enterprises. A cross-sectional research design can be deployed in having empirical

data that demonstrate how SEs use different elements of EM as part of their marketing strategy. The goal would be to ensure that adequate evidence is generated that shows how EM strategies work effectively towards enabling social enterprises, as is the case with its success in helping traditional businesses achieve growth and sustainability.

Second, future research should focus on the applicability of the EM strategies for social enterprises that operate in non-humanitarian sectors of the economy, such as those working in the energy, education, or any other sectors. The case studies used in this research were on organisations involved in delivering humanitarian products and services to the public. Hence, the data collected on their application of EM strategic dimensions, such as innovativeness, social value creation, networking, and others, may not be generalisable to all types of social enterprises. This would then notify the EM framework from a different perspective. Also, it is recommendable for future research to compare similarities and differences in EM strategies deployed by traditional businesses and social enterprises. The goal would help identify those EM strategic dimensions that work best in social enterprises compared to their effectiveness within established companies. This would ensure that social enterprises do not blindly apply EM, as some of its dimensions may not achieve the best results.

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Appendices

Appendices 2.1 Fifteen EM elements of EMICO Framework

1. **Research and development** – Descriptors: level of emphasis on investment in R&D; technological leadership and innovation.

2. **Speed to market** – Descriptors: competitive stance – collaborator, follower, leader, defensive, etc.

3. **Risk taking** – Descriptors: calculated risk taking; preparedness to seize opportunities; preference for incremental and transformational acts; reliance on intuition and experience.

4. **Proactiveness –** Descriptors: commitment to exploiting opportunities, inherent focus of recognition of opportunities, a role for passion, zeal and commitment.

5. **Proactively exploiting markets** – Descriptors: vision and strategy are driven by tactical successes; planning, or lack of it, in short incremental steps; proactively exploiting smaller market niches; flexible, customisation approach to market; marketing decisions linked to personal goals and long-term performance.

6. **Market intelligence generation** – External (to the firm) intelligence gathering, informal market research generation, gathering marketing intelligence through PCNs and web-based IT networks.

7. **Responsiveness towards competitors** – Descriptors: responsiveness to competitor innovations and NPDs, niche marketing strategies, differentiation strategies using software quality, software innovation, quality and responsiveness of software service support, competitive advantage based on understanding of customer needs.

8. **Integration of business processes** – Descriptors: closely integrated functions, R&D, marketing, etc; sharing of resources; product/venture development is interactive; formal processes, project planning, project management; marketing that permeates all levels and functional areas of the firm.

9. **Networks and relationships** – Descriptors: resource leveraging; capacity for building network and business competence; use of social networks (PCNs); creation of value through relationships/alliances; intra-firm networks; market decision making based on daily contact and networks.

10. **Knowledge infrastructure** – Descriptors: formalised IT-based knowledge infrastructures formal and informal policies, procedures, practices and incentives; gathering and disseminating information.

11. **Propensity to innovate** – Descriptors: processes for sustaining and shaping the organisations culture to stimulate and sustain creativity and innovation; covering all innovation types – i.e. new product, services, process and administration. 297

12. **Responsiveness towards customers** – Descriptors: responsiveness to customer feedback and behaviour; speedy reaction to shifts in customer preference.

13. **Communication with customers** – Descriptors: strives to lead customers; formal and "informal" feedback gathering mechanisms; ongoing dialogue with customers to build long term relationships; delivery to customers, customer confidence with marketing based on personal reputation, trust and credibility.

14. **Understanding and delivering customer value** – Descriptors: organisation driven by customer satisfaction; understanding of how customers value products/services; closely linked to innovation practices; often two-way marketing with customers; customer knowledge often based on market immersion/interaction.

15. **Promotion and sales** – Descriptor: a focus on sales and promotional activities.

Source: Jones and Rowley, 2009, p.20, 21

Appendices 3.1 Interview Questions guide

(Entrepreneurs and Marketing Managers)

1. Participants' demographic data (capturing information on age, gender, position in the organization, length of service in current organization)
2. Organisational information (industry, size in number of employees)

Some general questions:
1. What kind of product or services you promote/provide?
2. How do you promote your product or services in the market?
3. What is your marketing strategy? and what led you to adopt this strategy?
4. How do you implement your marketing strategy?
5. How often you revise your marketing strategy?

Entrepreneurial Orientation (EO): Innovativeness, Pro-activeness, Risk Taking, Opportunity driven

1. To promote your product or services in the market, how do you try to find new ways?
2. How does new initiative within the business operations lead to more profit?
3. How do you encourage generating new ideas in your organization?
4. How does your organization take advance initiative for new products or servicec in achieving its goal?
5. How do you predict trends in the market to compete with others?
6. How do you implement your new ideas?
7. To improve the business what kind of initiatives do you take such as new products, service, or processes ahead of the competitors in the market?
8. What is your risk-taking approach to promote your business?
9. What marketing techniques do you use to get more customers?
10. How does your organization make best usage of opportunities to expand in the market?

Marketing Orientation (MO): Customer intensity focus, Resource leveraging, Social Value creation

11. How do you create and maintain close relationships with customers?
12. How do you provide customer service?
13. What is customer satisfaction to you? And how do you measure it?
14. What approach do you follow to satisfy your customer for the attainment of competitive advantage?

15. How does your organization use both your and others' resources to creatively promote your products or services?

16. How do you overcome problems caused by resource limitations?

17. What initiative do you take to ensure maximum utilization of your resources?

18. Do you practice resource sharing or outsourcing of key functions?

19. How do you rate the standard of customer service provided by your organization?

20. How do you add value for the customers?

21. How do you contribute to long-term sponsor relationships?

22. For business success, how can entrepreneurs achieve core social values?

Social Enterprise Context: Entrepreneurial effort, Entrepreneurial organizational culture, Networks and Networking

23. For you, how important are entrepreneurial initiatives (such as innovative, proactive, risk taking etc.) in promoting your products?

24. What has been the role of entrepreneurs in the development of SE in Bangladesh?

25. How important a marketing strategy for a social enterprise for its business growth?

26. How important is being entrepreneurially (commitment, determination, opportunity focus, critical marketing insight) oriented to your organization?

27. How can innovative marketing motivate growth of social enterprises?

28. How crucial are entrepreneurs in the marketing related decision making for your organization?

29. What is your approach for networking with like-minded organizations?

30. How do like-minded organizations promote your products and services in the market?
31. How do your professional and personal networks affect your marketing strategy?

Appendices 3.2 Participant consent form

London South Bank University
EST 1892

Research Project Consent Form

Full title of Project: Application of entrepreneurial marketing strategy in social enterprises in the context of Bangladesh. 'In particular, this study will examine how Social Entrepreneurs can practice EM strategy'.

Name: Asma Parvin

Researcher Position: PhD research student

Contact details of Researcher: London South Bank University, School of Business, 103 Borough Road, London, SE1 0AA, U.K., Email: parvina4@lsbu.ac.uk

Taking part (please tick the box that applies)	Yes	No
I confirm that I have read and understood the information sheet/project brief and/or the student has explained the above study. I have had the opportunity to ask questions.	☐	☐
I understand that my participation is voluntary and that I am free to withdraw at any time, without providing a reason.	☐	☐
I agree to take part in the above study.	☐	☐

Use of my information (please tick the box that applies)	Yes	No
I understand my personal details such as phone number and address will not be revealed to people outside the project.	☐	☐

I understand that my data/words may be quoted in publications, reports, posters, web pages, and other research outputs.	☐	☐
I would like my real name to be used in the above.	☐	☐
I agree for the data I provide to be stored (after it has been anonymised) in a specialist data centre and I understand it may be used for future research.	☐	☐
I agree to the interview being audio recorded.	☐	☐

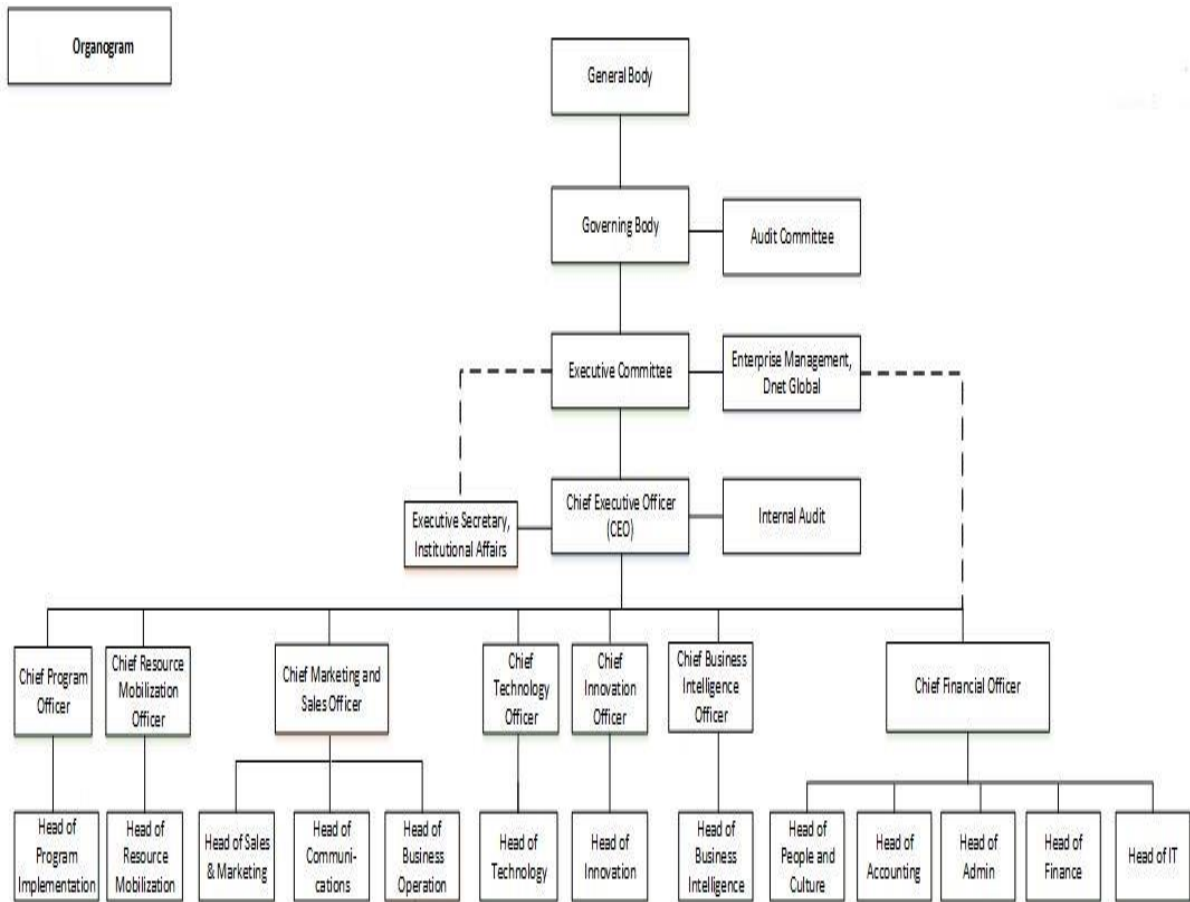———————————

Name of Participant ——————— ———————

Date Signature

——————— ———————

———————————

Name of Researcher Date Signature

Project contact details for further information:

Researcher: Asma Parvin

Email address: parvina4@lsbu.ac.uk

Appendices 3.3 Organogram, Tech-based service 2

Appendices 4.1 List of the themes generated for data analysis

Innovation

Creating innovation as a marketing strategy,

The flexible management approach for new products or services

Using Advance technology or digitalization

Is a profitable business approach

Proactiveness

Forward-looking for future demand

Reaching target market in advance

Creating new business opportunities

Using a modern technological solution

Risk-taking

Calculated Risk-taking attitudes for new product or service

Risk factors analysis for a better product or services

Opportunity focus-

Exploiting Market Opportunities,

Using Creative Marketing as an opportunity focus Approach,

Customer intensity focus

Customer Interactions and Relationship Management,

Customer-driven Product Improvements,

Marketing and Sales Promotions

Resource leveraging

EM approaches to overcome resource limitation

Approaches for resource mobilization and utmost utilization

Social Value creation

Creating social value through the product or services directly or indirectly

Achieving Core Social Values

Networks and Networking

Different Networking approaches with other Institutions

Networking effects directly on product/service promotion

Appendices 4.2 List of documents (online and offline) reviewed as secondary data/information

1. Company Annual Report and other reports
2. Any strategy documents, preferably marketing strategy
3. IEC and BCC materials used for marketing
4. Any assessment or evaluation forms report and forms
5. No of employees (full-time and part-time) and approximate no. of clients/customers
6. Any Network membership of affiliation (formal or informal. Professional or personal)
7. Nature of Product or services
8. Customer feedback form (any kind of)
9. Any event reports, including meeting minutes
10. Any study or assessment/ evaluation report
11. Online platforms and documents such as Website, and social media sites such as Facebook, LinkedIn and Instagram

Appendices 4.3 Some key quotations on EM practices from case study SEs

EM dimensions	Verbatim	Source
Innovation	DNA of a Social Enterprise is innovation…innovation in a business model, in the product and marketing; so, innovation is THE asset. Otherwise, social enterprise cannot survive.	Interview transcript-tech-based service 1
	One must-have innovation to survive, bring innovative ideas. I am not alone in the market, there are some big key players, so if I do not have some innovation, then I will not be able to reach the market.	Interview transcript-Socio-economic service 2
	We have a product design and innovation team, and we say it innovation congress. That team is a combination of 4 groups of people: business people, marketing people, resource mobilisation people, and programme people.	Interview transcript - Tech-Based Service 2).
	Yes, innovativeness is profitable because, for example, the profit Apple makes by selling 100 phones, the same profit Walton makes by selling 1000 phones. We follow Apple.	Interview transcript Social development service 2
Proactiveness	Yes, we do proactive plan and practice, like, post Covid-19 situation, we provided clinical support to the community people. We know people's health concerns will be increased in the post-Covid-19 situation. So, we are thinking about diversified services for them in advance, such as psychosocial counselling, nutrition-related advice.	Interview transcript- Socio-economic service 1
	As an example of our proactive planning, we realised that due to the Covid-19 pandemic, development work had gone back about 30 years. Livelihood or financial challenges will continue in Bangladesh. So, we have decided where the intervention that is most needed is the livelihood programme. In that perspective, we are designing some solution for our micro merchant.	Interview transcript - Tech-based service 2
Risk-taking	The risk must be that it should not be overexposed. It needs to be ensured. Nevertheless, risk-taking is also in general DNA of social enterprises.	Interview transcript- Tech-based service 1
	Business is all about risk. We must keep it in our mind, we do not know about the future, but we have to give	Interview transcript- Social

	our full potentials. We know we have a certain amount of risk, so we take steps considering it.	development service 1
Opportunity focus	Children learn from school, home, smartphones, televisions, and some other options. We want to increase their creativity, so we decided to make some content first to help children improve their skills. Nevertheless, unfortunately, our traditional schooling system does not encourage this.	Interview transcript- Social development service 2
	As an opportunity we use B2C social platform because it is an involvement of a huge network of people like it is an opportunity of getting a diversified class, age, region, nature, gender.	Interview transcript- Social development service 1
Customer intensity focus	The way to maintain customer relationship is, we have a hotline, a five-digit number, where they [customer] can speak with our call centre team, and directly place an order or they can place a complaint. - We send them [customer] goody box in different occasion especially those who have previously helped us	Interview transcript- Tech-based service 1 and Social development service 1
	We have a customer satisfaction form, and there is a feedback mechanism in our organisation such as there are feedback boxes hanged outside the office	Interview transcript- Health service
	We maintain a database of all the parents and teachers [customer] who have taken a single product from us or attended in any of our programs or courses. We share with them about our new products or services.	Interview transcript - Social development service 2
Resource leveraging	We always face resource limitations because we work on innovation, which is expensive. We try to mitigate this through some cross-functional activities. We provide cross-functional training to our employees.	Interview transcript - Tech-based service 2
	We do huge outsourcing. We do not have a team for every task, but managers are responsible for getting things done elsewhere. Suppose it is graphic design, some component of digital solution, some marketing tasks, some research work.	Interview transcript-Tech-based service 1

Value creation	We design innovative product and service solutions primarily for women, children and youth in rural and urban settings to create social impact. These solutions help not only women, children and youth, but also their family, first social circle and then creates a ripple effect in the community	Interview transcript and company website-Tech based service 2
	Every product we create has a story; we try to add value (to the lives of the people we serve) by our products. It is a story of success; it breaks the social stigma and helps people.	Interview transcript - Social development service 1
	Our small businesses clients were, previously, a burden in the society, but now they are earning, maintaining their family, livelihood and they are not dependent on any other people. Now their children are getting an education from schools, no domestic violence.	Interview transcript - Socio-economic service 2
Networking	We send letters, greetings on different occasions, which is one way to connect, then we attend their events, and vice versa for professional reason, which is another way of connecting. In addition, we explore business opportunities together. Lots of our work is collaborative work. That means we do not do alone, even fundraising; we do that jointly."	Interview transcript- - Tech-based service 1
	We believe in the power of togetherness. Nothing great can be accomplished alone. We are here for good, but to make it better and to be striving for the best, support, companionship and mutual effort are essential.	Company website, Tech-based service 2
	Working together for creating united movement directed to a common goal, recognise comparative advantages and contribution of each stakeholder and integrate efforts and resources owned by each stakeholder.	Company strategy paper, 2009-2015, Health service