

Beyond Conventional Strategies: The Untapped Potential of Entrepreneurial Marketing for Moroccan Companies

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Abstract:

The study of entrepreneurial marketing (EM) has gained prominence in exploring the relationship between entrepreneurship and marketing. The purpose of this paper is to delve into the field of entrepreneurial marketing (EM) and present the foundational concepts that have led to the emergence of EM as an independent research field. The paper explores the intersection between entrepreneurship and marketing while shedding light on key theories and perspectives of entrepreneurial marketing such as the effectuation theory, and the S-D logic. Moreover, the paper investigates the role of EM in mitigating uncertainty, particularly within the context of post-disaster recovery scenarios. Overall, this paper contributes to the growing body of knowledge on entrepreneurial marketing. Future research opportunities are highlighted, particularly within the realm of Moroccan SMEs, to further advance the understanding and application of entrepreneurial marketing strategies.

Keywords: Entrepreneurial marketing, uncertainty, crisis, literature review, marketing, entrepreneurship

JEL Classification: L26; M31

Paper type: Theoretical Research

Résumé :

L'objectif de cet article consiste à approfondir la sphère du marketing entrepreneurial (ME) et à présenter les concepts fondamentaux qui ont conduit à l'émergence du ME en tant que domaine de recherche autonome. Cette étude explore le point de convergence entre l'entrepreneuriat et le marketing tout en éclairant les principales théories et perspectives du marketing entrepreneurial, notamment la théorie de l'effectuation et la logique S-D. Par ailleurs, cette étude se penche sur le rôle du ME dans la gestion de l'incertitude, particulièrement dans le contexte de scénarios de reprise post-catastrophe. Dans son ensemble, cet article contribue à l'enrichissement du corpus de connaissances en matière de marketing entrepreneurial. Des perspectives de recherche à venir sont mises en exergue, notamment dans le contexte des petites et moyennes entreprises marocaines, afin de favoriser une meilleure compréhension et application des stratégies du marketing entrepreneurial.

Mots clés : Marketing Entrepreneurial, Incertitude, Crise, Revue de la littérature, marketing, entrepreneuriat

JEL Classification : L26 ; M31

Type du papier : Recherche théorique

1. Introduction:

Marketing and entrepreneurship are acknowledged as distinct academic disciplines (Webb et al., 2011). While traditionally seen as separate, these two domains complement each other quite effectively, offering mutual support and similar utility (Hansen et al., 2020).

Both marketing and entrepreneurship are critical activities within companies, constituting essential dimensions of organizational operations. The ability to comprehend markets and deliver enhanced value to customers through marketing strategies is pivotal for the success of small and young businesses (Hills and Laforge, 1992). Simultaneously, adopting an entrepreneurial mindset in business, characterized by the swift identification and exploitation of opportunities, significantly enhances performance (Morris, Schindehutte & LaForge 2002). This recognition has led scholars to emphasize the pivotal interaction between entrepreneurship and marketing within enterprises, eventually giving rise to the concept of "Entrepreneurial Marketing" (Jones and Rowley, 2011).

The evolution of entrepreneurial marketing can be traced back to the differentiation between EM and administrative-focused marketing (Hills and Hultman, 2011) Unlike traditional marketing approaches grounded in established theories, EM takes a more innovative and creative approach, harnessing entrepreneurial thinking and actions to propel marketing efforts (Shuremo, Illés & Dunay, 2021). Especially relevant for small and medium enterprises (SMEs), entrepreneurial marketing addresses the critical marketing challenges that often confront them (Franco et al., 2014). By embracing the principles of entrepreneurial marketing, SMEs can devise effective strategies attuned to their unique characteristics and resource limitations.

Moreover, entrepreneurial marketing introduces new avenues for research and academic exploration. The field remains relatively underexplored, revealing gaps in existing research (Amjad, Rani, & Sa'atar, 2020). Scholars have pinpointed the necessity for further examination of marketing practices in small entrepreneurial firms and the application of social practice theory to the study of entrepreneurial marketing (Toghraee et al., 2017). The study of entrepreneurial marketing furnishes researchers with insights into the unique challenges and prospects faced by entrepreneurs and SMEs, thereby enriching the pool of marketing theories and frameworks.

In light of this context, this paper aims to explore the evolution and growth of entrepreneurial marketing, shedding light on its significance and utility as a distinct field of research and marketing practice, particularly within the landscape of uncertainty that SMEs navigate.

This paper seeks to address this gap by conducting a comprehensive literature review that synthesizes and analyzes the existing research regarding the intersection of entrepreneurship, marketing, and hence, the emerging field of entrepreneurial marketing (EM). In addition to establishing the theoretical foundations of EM, this study seeks to dig into the practical implications of effectuation theory and S-D logic, elucidating how these theories have influenced the development of entrepreneurial marketing strategies. Through this examination, the article aims to contribute to a more holistic understanding of the intricate interplay between entrepreneurship and marketing while providing valuable insights into the role of entrepreneurial marketing in navigating uncertainty, particularly within post-disaster recovery.

2. Exploring Entrepreneurial Marketing: Uniting Two Dynamic Fields:

The intersection connecting the realms of entrepreneurship and marketing has emerged as an intriguing subject of research. This area of inquiry explores the dynamic interplay between these two domains, uncovering fresh perspectives on how entrepreneurial ventures employ marketing

tactics to navigate uncertain market landscapes and foster expansion. As scholars delved deeper into this intersection, they discovered a distinct and multifaceted construct known as entrepreneurial marketing (EM). This progression in scholarly exploration has given birth to the domain of entrepreneurial marketing, where original ideas, theories, and frameworks are formulated to look into the interconnected relationship between entrepreneurship and marketing. This section explores the foundational concepts that led to the emergence of entrepreneurial marketing as an independent research field, shedding light on its critical role in shaping modern business practices.

2.1. The interface between entrepreneurship and marketing:

The exploration of the relationship between entrepreneurship and marketing has gained increasing interest in the field of management sciences. These interconnected domains are closely interconnected and enhance one another within the landscape of business creation and development. This dynamic interaction sheds light on how marketing's role has evolved throughout the entrepreneurial journey, emphasizing the strategic marketing approach for the success of new ventures (Morris, Schindehutte & LaForge 2002).

This evolution can be elucidated by the shared goal that binds entrepreneurship and marketing which is the creation and provision of value to customers. While entrepreneurship centers on recognizing and exploiting business opportunities, marketing strives to comprehend customers' needs and aspirations, alongside developing strategies to effectively fulfill these requirements with a profitable outlook (Hisrich and Ramadani, 2018). Consequently, entrepreneurship and marketing inherently align in their inclination to generate value for stakeholders, encompassing customers, shareholders, and society at large.

During the initial phases of the entrepreneurial journey, marketing assumes a pivotal function in identifying business opportunities. The entrepreneur must understand the target market, evaluate the prospective demand for their product, and formulate the optimal method to engage and convince customers. In this context, marketing principles and methodologies such as segmentation, positioning, and the marketing mix form a strong base for smart decision-making (Morrish, 2011).

The importance of marketing continues during the stages of business development and growth. Following the company's launch, marketing plays a vital role in forming and managing the brand, interacting with customers, facilitating the distribution of products or services, and executing pricing and promotional approaches. Moreover, marketing contributes to the establishment of lasting customer relationships, nurturing loyalty, and generating continuous revenues (Collinson and Shaw, 2001).

Conversely, marketing has also been reshaped by entrepreneurship through the introduction of innovative perspectives and methodologies. Entrepreneurs frequently embody a creative mindset, a readiness to undertake risks, and a determination to challenge conventional standards. These entrepreneurial attributes have given rise to the emergence of marketing innovation, where enterprises embrace fresh strategies to forge and convey value to their customers (Stokes, 2000). Additionally, entrepreneurs have propagated concepts like viral marketing, influencer marketing, and experiential marketing, which have evolved into strategic mechanisms extensively adopted by companies to distinguish themselves in the market.

Starting from the early 1980s, research has increasingly focused on the relationship between entrepreneurship and marketing (Toghraee et al., 2017). Academics have proposed that these interconnected domains can synergize and aid small enterprises in adjusting to shifts, pinpointing viable opportunities, and developing their innovative capabilities (Ionita, 2012). Studies have explored the impact of marketing skills and knowledge on entrepreneurial decisions, at the same time, investigating how entrepreneurship can shape marketing practices.

As a result, research has consistently examined entrepreneurial orientation, market orientation, and the interaction between the two (Hisrich and Ramadani, 2018)

As previously highlighted, a pivotal aspect within the crossroads of marketing and entrepreneurship is marketing innovation, a domain that has obtained substantial scholarly attention. Indeed, researchers have directed their focus toward understanding how entrepreneurs use marketing to conceive and introduce fresh innovative concepts, products, or services. This approach highlights the entrepreneur's ability to understand customer needs, develop creative solutions, and effectively communicate with the market (Hills and Hultman, 2011). Findings have indicated that enterprises led by entrepreneurs often exhibit a propensity for embracing innovative marketing practices and implementing differentiation strategies to establish a distinctive presence within the market (Zhao, 2005).

Another facet of the convergence between marketing and entrepreneurship is market-oriented entrepreneurship. This perspective accentuates the importance for entrepreneurs to comprehend the nuances of market dynamics, recognize business opportunities, and customize their offerings to align with customer requirements (Jiménez et al., 2008). Scholars have explored the examination of how entrepreneurs incorporate marketing principles and methodologies into their decision-making framework, employing tools like market analysis, customer relationship management, and segmentation, (Voorhees et al., 2015). This approach highlights the pivotal nature of adopting a market-oriented strategic orientation for the success and sustainability of entrepreneurial ventures.

As time has progressed, the intersection of marketing and entrepreneurship has attracted escalating interest. The birth of the entrepreneurial marketing concept is an outcome of profound contemplation and continuous scholarly exploration, shaped by the perspectives of numerous researchers and industry experts. This dynamic paradigm has flexibly evolved and matured across the years, aligning with the changing needs of businesses and market environments

2.2. The emergence of the concept of entrepreneurial marketing:

The concept of entrepreneurial marketing has emerged since the early 2000s in the scientific literature due to the pioneering efforts of researchers such as Stokes, Morris, and Laforge. In the sphere of marketing as an academic facet of business studies, initial research predominantly fixated on large corporate organizations with abundant resources, thus, neglecting smaller entrepreneurial ventures. This perspective often disregarded resource limitations, capacity limitations, distinctive business objectives, and specific contexts of these more entrepreneurial enterprises, as well as the skills and resources entrepreneurs employed to leverage marketing as a means of creating a competitive advantage (Miles and Darroch, 2006).

In alignment with this, Carson and Gilmore point out that the character of marketing within small and medium-sized enterprises (SMEs) is impacted by the intrinsic traits of the entrepreneur, manager, and owner coupled with the intrinsic constraints of SMEs themselves (Carson and Gilmore, 2000). This perception has led to a growing acknowledgment of contextual disparities in entrepreneurial marketing, motivating the development of the interface between marketing and entrepreneurship (Morris, Schindehutte & LaForge, 2002).

In terms of definitions, the notion of "entrepreneurial marketing" has elicited a range of definitions over the course of time, mirroring the progressions in ideas and research within the fields of marketing and entrepreneurship. Through an examination of the definitions crafted by scholars, we can discern the evolution of this pivotal concept.

In 1992, Hills and Laforge emphasized the importance of the interface between marketing and entrepreneurship (Hills and Laforge, 1992). They highlighted the possibility for marketing to

contribute to the development of intermediary theories similar to those of the marketing discipline, concurrently spotlighting the opportunity for alignment between consumer and entrepreneurial conducts.

In 1994, Gardner directed his attention to the marketing's role in introducing innovation to the market. According to his perspective, marketing facilitates the market introduction of innovations and holds a key role in creating sustainable competitive advantages (Gardner, 1994). Subsequently, in 1997, Duus introduced a fresh interpretation of entrepreneurial marketing, focusing on a market-oriented and entrepreneurial action perspective. He accentuated the development of specific organizational competencies and skills through entrepreneurial actions targeted at addressing latent demand from future customers for products that do not yet exist (Duus, 1997). Then, in 2000, Hill and Wright portrayed entrepreneurial marketing as marketing behavior that is influenced by the leader's personality. They emphasized the central role of the entrepreneur in molding the marketing activities of the company (Hill and Wright, 2000).

During the same year, Stokes asserted that entrepreneurial marketing is characterized by tactics aimed at captivating new customers, setting it apart considerably from conventional marketing practices. He stressed the significance of intuition in comprehending market needs and in developing innovative ideas (Stokes, 2000). According to him, entrepreneurial marketing stands apart from traditional marketing by virtue of four key characteristics. Firstly, it embodies an orientation toward innovation, highlighting its propensity for creative and unprecedented approaches within marketing strategies. Secondly, it embraces a bottom-up method for market selection, accentuating the importance of understanding distinct market segments and customer demands before formulating marketing plans. Thirdly, entrepreneurial marketing emphasizes interactive methods, prioritizing direct involvement and communication with customers. Lastly, it leans on informal networking as a valuable resource for amassing essential information to guide marketing decisions.

In 2001, Collinson and Shaw identified three key areas of the interface between marketing and entrepreneurship: orientation to change, opportunism, and innovative management approach. They highlighted the ability of entrepreneurial marketing to proactively respond to market changes (Collinson and Shaw, 2001).

In the subsequent year, in their influential article titled "Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives," which has become a prominent reference in the field, Morris, Schindehutte, & LaForge (2002) articulated their definition of entrepreneurial marketing as "the proactive identification and exploitation of opportunities to attract and retain profitable customers through innovative approaches to risk management, resource valorization, and value creation" (Morris, Schindehutte & LaForge, 2002). Their conceptualization of entrepreneurial marketing is fundamentally grounded on the idea that entrepreneurial enterprises must adopt a marketing orientation in order to succeed in today's dynamic and competitive business environment.

Over time, these different definitions have enriched the understanding of the concept of entrepreneurial marketing by highlighting its multiple dimensions and practical implications. These diverse perspectives have contributed to forging a comprehensive view of entrepreneurial marketing as a dynamic and innovative approach, focused on value creation and proactive management of opportunities.

2.3. Top 10 of the most cited articles:

The field of entrepreneurial marketing (EM) has obtained significant attention over the years, and numerous research papers have contributed to its development. In order to check the most

impactful EM scientific papers, we have checked the 10 most cited publications in the SCOPUS database (Table 1).

The most cited research is from Morris, Schindehutte, & LaForge (2002), who present a construct for integrating emerging entrepreneurship and marketing perspectives. They proposed seven core dimensions of EM and introduced a conceptual model surrounding this phenomenon. Their paper provides a comprehensive framework for understanding the dynamic interplay between entrepreneurship and marketing.

The second most cited research is from Hills, Hultman, & Miles (2008) who investigate the evolution and development of entrepreneurial marketing, offering a historical perspective that identifies central incidents. They highlight the distinctive differences between EM and administrative-focused marketing and suggest that EM may represent a new school of marketing thought.

Stokes who wrote the third most cited research in 2000, focuses in it on the processes of entrepreneurial marketing and how they differ from traditional marketing theories. Entrepreneurs tend to be "innovation-oriented" rather than solely customer-oriented, emphasizing bottom-up market selection and interactive marketing methods. His study sheds light on the unique approaches that entrepreneurs take in their marketing efforts, acknowledging their resource limitations while leveraging their strengths.

In the fourth most cited paper, Jones and Rowley (2011) contribute by a conceptual exploration of entrepreneurial marketing in small businesses. Their research proposes the concept of entrepreneurial marketing orientation, drawing from existing literature on entrepreneurial, market, innovation, and customer orientations. They argue that marketing in small and medium-sized enterprises is intertwined with other activities and behaviors, making it crucial to understand its context, particularly in relation to customer engagement, innovation, and entrepreneurial marketing approaches.

Kraus, Harms & Fink (2010) present in the fifth most cited paper an innovative perspective on entrepreneurial marketing, which can be described as "marketing with an entrepreneurial mindset." By integrating the American Marketing Association's (AMA) marketing definition with two concepts of entrepreneurship (entrepreneurial orientation and entrepreneurial management), the authors propose a comprehensive definition of entrepreneurial marketing.

These 5 highly cited papers, along with others in the top 10 (listed in table 2 below), have significantly shaped the field of entrepreneurial marketing. From providing integrative constructs and conceptual models to exploring historical perspectives and unique processes, these research works have been instrumental in advancing the understanding of the complex and dynamic interplay between entrepreneurship and marketing in various organizational contexts.

Table 1: Top 10 of the most cited articles in EM

Paper Title	Author(s) and year	Citations
Entrepreneurial marketing: a construct for integrating emerging entrepreneurship and marketing perspectives	Morris, M. H., Schindehutte, M., & LaForge, R. W. (2002)	1192
The evolution and development of entrepreneurial marketing	Hills, G. E., Hultman, C. M., & Miles, M. P. (2008)	691
Putting entrepreneurship into marketing: the processes of entrepreneurial marketing	Stokes, D. (2000)	679
Entrepreneurial marketing in small businesses: A conceptual exploration	Jones, R., & Rowley, J. (2011)	530
Entrepreneurial marketing: moving beyond marketing in new ventures	Kraus, S., Harms, R., & Fink, M. (2010)	500

Entrepreneurial marketing: a conceptualisation from qualitative research	Stokes, D. (2000)	460
Entrepreneurial marketing—a historical perspective on development and practice	Collinson, E., & Shaw, E. (2001)	457
Large firms, entrepreneurial marketing processes, and the cycle of competitive advantage	Miles, M. P., & Darroch, J. (2006)	395
The effects of entrepreneurial marketing on born global performance	Kocak, A., & Abimbola, T. (2009)	304
Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship	Morrish, S. C., Miles, M. P., & Deacon, J. H. (2010).	290

Source : Authors' contribution

3. Theoretical lenses:

Indeed, as the domain of entrepreneurial marketing continues to progress, researchers and scholars have embarked on elucidating its complexities through diverse theoretical perspectives. Among these, two prominent frameworks emerge: the effectuation theory and the service-dominant logic (Kasouf et al., 2009; Hills and Hultman, 2011; Whalen and Akaka, 2016; Read et al., 2016). These theories provide invaluable insights into how businesses forge value, innovate, and engage with their customer base. By adopting these theoretical viewpoints, we can attain a clearer comprehension of the multifaceted nature of entrepreneurial marketing and the strategies that underpin its success within an ever-evolving business landscape.

3.1. The effectuation theory :

The journey of conceiving an entrepreneurial project necessitates entrepreneurs to navigate a landscape of frequent decision-making, often within contexts of uncertainty. Traditionally, predictive methodologies have been employed to deal with the unfamiliar, both in theory and practice. One of these approaches is the causal approach, which relies on a rational logic of planning and predicting actions to achieve a set of objectives (Sarasvathy, 2001, 2008).

The causal approach involves studying the environment, identifying business opportunities, setting objectives, and developing action plans to achieve them. Business plans are often used in entrepreneurship education to follow this logic. However, this approach may not be suitable for managing small and medium-sized enterprises (Alsos et al., 2019). The causal approach leads to using the predictive process, which involves identifying opportunities, planning based on in-depth market research, and acquiring resources to implement the plan (Servantie and Rispal, 2020).

Predictive rationality was challenged by various researchers, including Simon, who accentuated the cognitive limits of the human mind (Simon, 1991). Simon's work served as inspiration for Sara Sarasvathy to formulate a contrasting approach, which she termed "effectual logic" (Sarasvathy, 2001). The effectual approach stands in contrast to causal logic. Rather than predetermining objectives and the means to attain them, effectual entrepreneurs employ the resources at their disposal to generate potential outcomes. Outcomes materialize during the course of entrepreneurial actions, rather than being predetermined (Sarasvathy, 2001).

According to Sarasvathy, entrepreneurs start their journey by relying on their personal traits, knowledge, and social networks. They then use the available means to realize their projects and progressively acquire new information by interacting with others, enabling them to encounter potential partners and stakeholders (Sarasvathy, 2008). The effectual entrepreneur repeats this process based on new opportunities and unforeseen events, allowing them to make effective decisions adapted to uncertainty (Sarasvathy, 2008).

Because entrepreneurship is intrinsically linked to uncertainty, entrepreneurs must navigate and manage this unpredictability. Consequently, the principles of effectuation offer substantial

contributions to both the theoretical and practical aspects of entrepreneurial marketing (Sarasvathy, 2001; Hills and Hultman, 2011; Read et al., 2016). Effectuation presents noteworthy benefits for marketing, notably the notion of co-creation, fostering collaborative efforts with diverse partners, and a more pragmatic approach to market research and pricing (Read et al., 2016). Collectively, effectuation presents an alternative to conventional causal logic in the realm of entrepreneurial decision-making. In its application to marketing, it aids in more effectively managing uncertainty and formulating strategies aligned with the dynamic shifts within the market environment.

3.2. The Service-Dominant logic:

Before 1960, marketing was primarily focused on tangible goods and their physical distribution (Vargo and Lusch, 2004). Concepts of "intangible products" or "services" were rarely addressed and considered as complements to tangible goods (Dixon, 1990). This comes from marketing adopting a traditional economic model based on the exchange of goods (Vargo and Lusch, 2004). According to this perspective, marketing involves adding material properties to resources to make them commercially marketable, thus limiting its potential contribution to the production of intangible goods (Dixon, 1990).

Conversely, the concept of resources was predominantly linked with physical resources. Notably, Penrose was among the early economists to recognize the shift in perspective by emphasizing that resources include not solely "inputs in the production process," but also "the services these resources can offer" (Penrose, 1959). Resources are further categorized into operand resources, which are acted upon to produce an effect, and operant resources, used to take action upon operand resources (Vargo and Lusch, 2004). These operant resources include human aspects (skills), organizational elements (procedures), informational components (knowledge), and relational aspects (social networks) (Madhavaram and Hunt, 2008).

The new perspective proposed by Vargo and Lusch in 2004 named the "Service-Dominant Logic (SDL)," expands the role of marketing and places operant resources at the core of the value creation process. According to this view, customers do not simply look for goods or services to buy but rather offerings that give services and create value. Thus, the customer is considered an active partner and co-creator of value (Vargo and Lusch, 2004).

Table 2 presents the main differences between the Service-Dominant logic (SDL) and the old Goods-Dominant Logic, (GDL):

Table 2: The main differences between SDL and GDL

	Goods-Dominant Logic (GDL)	Service-Dominant Logic (SDL)
Exchange unit	Material goods traded as operand resources	Exchanging specialized skills as operating resources
The role of merchandise	Goods are operand resources and finished products	Goods are transmitters of operative resources for value creation
The customer's role	The customer is the recipient of the goods and an occasional operand resource.	The customer is a service co-producer and primarily an operating resource
Value determination and meaning	Value is determined by the producer in terms of "exchange value".	Value is perceived and determined by the consumer on the basis of "use value".
Company-customer interaction	The customer is an operand resource acting on resources	The customer is primarily an operating resource and actively participates in the co-creation of value.
Source of economic growth	Wealth obtained from resources and tangible goods	Wealth gained through the exchange of specialized knowledge and skills

Source: Vargo and Lusch, 2004

Value co-creation consistently involves the use of two distinct resource categories: operand resources and operant resources (Vargo and Lusch, 2004). While operand resources play a significant role in facilitating co-creation, a central challenge for firms revolves around the identification, attraction, and proficient utilization of operant resources owned by stakeholders (Vargo, Maglio & Akaka, 2008). This implies that firms can no longer be viewed as the exclusive origin of resources; rather, they assume the role of integrators for the diverse skill sets offered by various stakeholders.

Therefore, the SDL serves as an invaluable lens for comprehending and elucidating the Entrepreneurial Marketing (EM) concept. EM itself embodies an innovative and dynamic approach to marketing, emphasizing entrepreneurial thinking and actions. In this context, SDL's focus on the co-creation of value and the active involvement of customers aligns seamlessly with EM's principles. As EM emphasizes the identification and exploitation of opportunities in uncertain environments, SDL's perspective on value creation, where customers actively participate in shaping the value proposition, resonates profoundly. Furthermore, SDL's recognition of the importance of operant resources and specialized skills in value co-creation complements EM's emphasis on leveraging entrepreneurial capabilities for competitive advantage.

4. Entrepreneurial marketing as a tool to navigate uncertainty and risk:

Certainly, uncertainty is a fundamental part of starting businesses, where new ideas come to life in ever-changing and unpredictable situations. Entrepreneurs work to bring their creative ideas to reality, facing challenges and finding ways in unfamiliar territories. Faced with uncertainty and limited resources, entrepreneurs are driven to take steps, introducing new and sometimes unique products to the market, all while persuading a diverse group of stakeholders to support their efforts (Fisher et al., 2020).

4.1. The Dynamic Nature of Business Challenges: Understanding Uncertainty and Risk:

Uncertainty and risk are important concepts in the context of business and entrepreneurship. Indeed, uncertainty forms a fundamental concept in the majority of entrepreneurial theories (McMullen and Shepherd, 2006). Referred to as “*situations where probability cannot be measured. This immeasurability arises from the nature of the real world*” (Dow 1995, 118; cited by Stockhammer and Grafl, 2010), uncertainty can emerge from various areas of the social structure, including political realms, natural phenomena, and financial markets, among other factors (Stockhammer and Grafl, 2010).

However, uncertainty isn't the singular challenge entrepreneurs have to deal with. They must also manage resource constraints (Baker and Nelson, 2005) and the liability of newness (Aldrich and Fiol, 1994) inherent in entrepreneurial pursuits. Beyond technological evolution-induced uncertainty, the ramifications of various legal and fiscal regulations also introduce substantial risks, particularly for digital ventures (Kraus et al., 2019). Nevertheless, within a broader context, Brühwiler (2011 cited by Tajer, Benyaich & Rigar, 2022) has defined risk as a potential threat that could lead to a diversion from future business objectives. Morrish and Jones (2020) suggest that business risks stemming from disasters surpass those linked to other unstable markets.

To delineate the scope of our subsequent work, it becomes imperative to also examine the concept of crisis. Through a review of the literature, a crisis can be defined as a sudden and atypical event that unexpectedly triggers disruptions within the organizational, financial, or managerial systems (Bentahar and Bouazzaoui, 2022, pp.128).

Over the past three years, a notable challenging state has arisen due to the global spread of the COVID-19 virus. This period of economic disruption was predominantly characterized by the enforced cessation of the nation's economic operations, resulting in an unprecedented social and economic influence in Morocco. According to the High Commission for Planning (HCP) (in: Habbani and El Jamoussi, 2022) businesses experienced a decrease in their production activities to adapt to the health crisis (in: Habbani and El Jamoussi, 2022). The substantial ramifications brought by the exceptional COVID-19 crisis on businesses have led to a decline in revenue and, consequently, a reduction in their financial efficacy (Habbani and El Jamoussi, 2022).

4.2. Embracing Entrepreneurial Marketing: A Strategic Response to Navigate the Uncertain Entrepreneurial Contexts:

Confronted with this dilemma and in light of the challenges encountered by organizations, there arises a necessity to embrace some major entrepreneurial practices. The studies on navigating uncertainty, particularly in crisis management within entrepreneurship research, have assessed the key actions entrepreneurs or organizations undertake to recover from crises. In their 2020 study, Fisher et al. directed the emphasis toward the entrepreneur, culminating in the observation that in order to address this uncertainty, entrepreneurs might opt for “hustling”. Meanwhile, other practices are encapsulated in entrepreneurial orientation (Allammari and Taqi, 2023), alongside the individual characteristics of the entrepreneur (Tajer, Benyaich & Rigat, 2022), as well as entrepreneurial marketing (Morrish and Jones, 2020).

From an alternative standpoint, prior research suggests that the recovery rate of new firms after an economic crisis is faster in regions with a strong and diverse knowledge stock (Bishop, 2019). From a similar perspective, Damir and Zahrane (2022) highlight that expertise is a valuable concept for founders-managers to navigate significant uncertainties, including the previous health crisis. Therefore, the characteristics of the entrepreneur have a direct and significant impact on crisis management, highlighting their crucial role in business survival and crisis management (Tajer, Benyaich & Rigat, 2022). From a different perspective, through the adoption of an entrepreneurial orientation, SMEs cultivate a culture of learning, agility, and adaptability, enabling them to swiftly adjust to changes, anticipate future trends, and innovate accordingly (Allammari and Taqi, 2023).

From an alternate viewpoint, the changing technology, shifting consumer preferences, and economic crisis create uncertain situations, causing traditional marketing strategies to be less effective (Reibstein, Day, & Wind, 2009). In contrast, entrepreneurial marketing (EM) is gaining momentum as a good alternative, rooted in the theory and practices of firms navigating uncertain environments (Hills, Hultman & Miles, 2008; Sethna, Jones & Harrigan, 2013).

These uncertainties arise from dramatic changes in technology and consumer preferences, resulting in increased instability and complexity (Hills and Hultman, 2011). Sources of uncertainty also include intense competition, economic fluctuations, rapid technological advancements, and political uncertainty (Whalen et al., 2016). In the face of these multiple challenges, entrepreneurial marketing emerges as a strategic approach based on flexibility, creativity, and adaptability to tackle obstacles and seize opportunities in an ever-evolving environment (Morris, Schindehutte & LaForge, 2002; Hills and Hultman, 2011).

Several authors have emphasized the significance of entrepreneurial marketing in addressing uncertainty and navigating volatile market conditions. As summarized in table 3 below, these authors have identified the key dimensions of entrepreneurial marketing that make it an interesting strategy to embrace uncertainty and thrive in dynamic business environments.

Table 3: Strategies in entrepreneurial marketing for navigating uncertainty

Authors	Key Points about dealing with Uncertainty
Collinson and Shaw (2001)	- EM involves change-focused and innovative decision-making to address uncertainty effectively. - Intuition and networking play a role in navigating uncertain market conditions.
Morris, Schindehutte, & LaForge (2002)	- Proactive orientation and calculated risk-taking are crucial in addressing uncertainty. - EM focuses on leveraging resources to create value amidst uncertainty.
Gruber (2004)	- Uncertainty is an inherent aspect of entrepreneurial ventures, and EM embraces it.
Kilenthong (2011)	- Market immersion and proactive orientation are essential strategies to navigate uncertainty.
Hills & Hultman (2011)	- Innovativeness and flexibility are key attributes to adapt swiftly in uncertain markets.
Fiore et al. (2013)	- Risk management and opportunity-driven approaches are crucial in dealing with uncertainty in EM.
Whalen et al. (2016)	- Entrepreneurial marketing involves innovative, proactive, and risk-taking activities to address market uncertainty effectively.

Source: Authors' contribution

In examining the recovery of small businesses following disasters, the researchers discovered that the field of Entrepreneurial Marketing (EM) provides a valuable framework for interpreting the outcomes of their study (Morrish and Jones, 2020). For instance, Morrish (2011; as cited by: Morrish and Jones, 2020) posits that EM strategies prove beneficial during periods of market volatility and ambiguity.

In line with these findings, Morrish and Jones (2020) define entrepreneurial marketing as follows: “*Entrepreneurial Marketing is a configuration of activities that emerge from entrepreneur decisions and actions for pursuing business objectives in stable and turbulent environments that in- corporate opportunity-seeking, resource-organizing and risk-accepting behaviors to create multiple stakeholder value*” (Morrish and Jones, 2020, pp. 8).

From the insights of Morrish and Jones (2020), it becomes evident that newly emerging Entrepreneurial Marketing (EM) activities, influenced by an entrepreneur's post-disaster decision-making, encompass behaviors such as seeking opportunities, organizing resources, creating value creation, and embracing risk; as we explain above:

- **Opportunity-seeking behaviors:** First of all, the identification and pursuit of opportunities are closely intertwined with the creation and integration of innovative business models. Entrepreneurs demonstrated behavior centered around pursuing opportunities and promptly embraced the implementation of these opportunities. This entails not only acknowledging the altered circumstances post-disaster but also swiftly adapting strategies to accommodate the "new normal".
- **Resource organizing:** Business recovery in the aftermath of a disaster was notably boosted by the entrepreneurs' proficiency in preserving the existing company's resources and implementing corrective measures to acquire supplementary vital assets, such as human resources. In this regard, Morrish and Jones (2020) concluded that entrepreneurs financed these activities from personal savings while awaiting insurance claims. Furthermore, they acquired additional external resources, from government and local council subsidies as well as emergency business assistance.
- **Creating customer value:** Adapting to the transformed post-disaster community, entrepreneurs co-created value for existing and new customers through strategic adjustments and market immersion.

- **Accepting risk:**
Risk in this context encompasses physical, emotional, environmental, and financial factors, with entrepreneurs demonstrating a willingness to accept elevated risk levels while navigating adversity.

Summing up the alignment with contemporary EM theory, the findings of Morrish and Jones in 2020 point out the pivotal role of entrepreneurial marketing in post-disaster scenarios. Entrepreneurs adeptly manage diminishing resources by relying on experience and skill, rather than relying solely on resource leverage. Post-disaster recovery needs entrepreneurs to explore innovative avenues for value creation in a changed environment, demanding heightened resourcefulness and a greater acceptance of elevated risks compared to usual circumstances (Morrish and Jones, 2020).

The significance of entrepreneurial marketing lies in its ability to tackle the specific needs and challenges faced by entrepreneurs and SMEs. SMEs often navigate conditions of uncertainty and resource constraints, rendering traditional marketing methods less effective (Ismail et al., 2018). Entrepreneurial marketing offers an alternative by furnishing innovative and adaptable strategies capable of responding to changing market dynamics and limited resources. By adopting an entrepreneurial marketing perspective, SMEs can identify and exploit market opportunities, foster networks, and cultivate marketing competencies that contribute to their overall triumph (Franco et al., 2014).

5. Contributions and future research:

This research aimed to provide an assessment of pertinent academic papers on entrepreneurial marketing. Given that, understanding the concept of entrepreneurial marketing seems to be a relevant topic particularly due to its distinctiveness from traditional marketing (Morris, Schindehutte, & LaForge, 2002).

Therefore, based on a review of the literature and theoretical reflections on the concept of "entrepreneurial marketing", the article uncovers the perspectives through which it can be conceptualized and presents the foundational concepts that have paved the way for the emergence of entrepreneurial marketing as a distinct research field, shedding light on its pivotal role in shaping modern business practices. Moreover, the paper examines key theories and perspectives such as effectuation theory (Sarasvathy, 2001), and the Service-Dominant logic (S-D logic) (Vargo and Lusch, 2004), and their relevance in the context of entrepreneurial marketing. Additionally, our argument revolves around the idea that entrepreneurial marketing plays a vital role in tackling exceptional challenges, broadly in mitigating uncertainty within the context of post-disaster recovery scenarios. The article focuses on the importance of opportunity-seeking, resource organizing, value creation, and risk acceptance as crucial entrepreneurial marketing behaviors for post-disaster recovery.

Therefore, it is recommended for SME founders and managers to develop a clear vision of an entrepreneurial marketing orientation, foster a culture of embracing risk-taking, identifying new opportunities, and being creative within their organization.

Indeed, entrepreneurial marketing (EM) is considered a relatively new field of research and marketing concept that has gained significant attention in recent years (Sadiku-Dushi, Dana, Ramadani, 2019; Yadav and Bansal, 2020). Furthermore, it has become apparent; according to our knowledge; that there has been extremely limited attention from Moroccan researchers on studying entrepreneurial marketing within Moroccan SMEs. Accordingly, this paper contributes to the literature on entrepreneurial marketing discipline by presenting various findings and discussing the key conclusions in a broader context.

Given this perspective, our study serves as a catalyst for future empirical research. With this in mind, it becomes pertinent to dig deeper into upcoming investigations by conducting an empirical study within the context of Moroccan SMEs and see the potential impact of entrepreneurial marketing on the performance of enterprises.

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