

# **Converging Horizons: Navigating the intersection of Entrepreneurship, Marketing, and Innovation and charting future research avenues**

## **Abstract**

The intricate relationships between entrepreneurship, marketing and innovation have received scant attention. Three distinct conventional silos within this nexus have been the foundation for the use and development of concepts and theories, as well as for generating empirical understanding. These include the entrepreneurship-marketing nexus, the entrepreneurship- innovation nexus, and the marketing-innovation nexus. Hence, the aim of this introductory paper and SI is to provide theoretical insights and future research directions, which can help advance interdisciplinary research at the intersection of entrepreneurship, marketing, and innovation. The 18 papers in this special issue attest to the way the relationships between these fields have become more visible and understandable. Insights reveal counterintuitive insight in diverse contexts that advance our knowledge and bridge these fields of study. Drawing on the papers of this SI, we identify ‘bridging themes’ for future research and provide helpful recommendations and research questions under each theme to stimulate further interdisciplinary studies at the intersection of entrepreneurship, marketing, and innovation.

**Keywords:** multidisciplinary research, entrepreneurship, marketing, innovation.

## **1. Introduction**

The way we understand and explore the association between entrepreneurship, marketing and innovation is changing. The past four decades have witnessed a significant scholarly activity at the interface between these fields of study. In particular, the domain of entrepreneurial marketing research emerged and evolved intensively since 1982 (Sadiku-Dushi et al. 2019) for several reasons. First, the marketing discipline, which is attuned to markets and customer needs, is a significant resource for new venture creation and business growth (Guido et al. 2011; Hisrich,

1992; Thomas et al. 2013). Second, the marketing discipline has served over the years as a source of new concepts to study entrepreneurial phenomena and establish entrepreneurship theories (Alareeni et al., 2022; O’Cass and Sok, 2014; Stokes, 2000). Third, there is a large body of marketing literature that focuses on marketing research methodologies for new businesses and new product ideas (Hills and LaForge, 1992; Meinel et al., 2020).

Despite substantial development in our understanding of the relationship between marketing and entrepreneurship, little research has been done on the role of innovation in this nexus. Innovation has been linked with both entrepreneurship and marketing, however in separate research fields. Innovation has been associated with entrepreneurship, as they are both regarded as continuous, complementary, and tightly interlinked phenomena (Landström, Aström, & Harirchi, 2015; Schmitz et al. 2017). Innovation can be seen as the source of entrepreneurship, whereas the latter provides innovation the ground to flourish and to realize its social and economic value (Schmitz et al. 2017; Zhao 2005). Entrepreneurship and innovation are viewed as the core components for generating innovative new ventures and in facilitating corporate renewal and industrial growth (Braunerhjelm et al. 2009). Simultaneously, a great deal of research has examined the intersection of innovation and marketing (Purchase & Volery, 2020), given the widely held belief that these functions are central for a business to function properly (Drucker and Maciariello, 2008; Maciariello, 2009). In the marketing field, innovation is seen as a fundamental process that draws on marketing research to create new products or services that address unmet customer needs (Lauga & Ofek, 2009; Rosenberg, 1988). Innovation is also viewed as a practice that relies on marketing to create a compelling customer value proposition and suitable marketing mix to reach the targeted markets (Payne, Frow, & Eggert, 2017). Moreover, a substantial body of work focuses on marketing innovation, which involves the creation and use of creative or novel

marketing methods, content, and material to enhance the promotion and sale of goods and services (Aksoy, 2017; Purchase & Volery, 2020).

However, there are currently gaps in our understanding of the relationship between entrepreneurship, marketing, and innovation despite the established bodies of literature linking marketing with entrepreneurship, marketing with innovation, and innovation with entrepreneurship. Although innovation and entrepreneurship are often perceived as being similar, they have important differences that make them worthy of being studied as separate concepts in any research (Landström et al., 2015; Landström & Harirchi, 2018; Schmitz et al. 2017). Since not every new venture is innovative, entrepreneurship and innovation are not mutually exclusive (Landström et al., 2015). Furthermore, while entrepreneurship is theoretically rooted in the discipline of management, innovation is grounded theoretically in the economics and sociology disciplines (Landström & Harirchi, 2018; Schmitz et al. 2017). Hence, we contend that there are significant theoretical ramifications to understanding both entrepreneurship and innovation in relation to marketing that have not yet received enough attention. Research at the nexus between entrepreneurship, marketing, and innovation can help combine concepts and generate powerful insights that can enable the development of more comprehensive theoretical frameworks that can aid in explaining how new and existing businesses can navigate the complexities of ever-more competitive landscapes.

This paper aims to provide theoretical insights and future research directions, which can help advance interdisciplinary research at the intersection of entrepreneurship, marketing, and innovation. It also serves as an introductory paper of the special issue on ‘Entrepreneurship, Marketing and Innovation: An interdisciplinary approach’, which aimed to generate integrative knowledge and transfer of theories to enhance the explanatory power for concepts, problems and

issues related to the entrepreneurship, marketing, and innovation disciplines. This paper is organized as follows. First, we review the conventional literature silos that are present at the nexus of entrepreneurship, marketing, and innovation. Next, we present and discuss the 18 articles published in this special issue. We then outline potential avenues for future research at the nexus of entrepreneurship, marketing, and innovation centered around five bridging themes: *customer-centric innovation*, *innovative marketing strategies*, *digital entrepreneurship*, *collaborative and sustainable innovation*, and *resources and dynamic capabilities*. We conclude with the contributions and ways forward.

## **2. The intersection of entrepreneurship, marketing, and innovation: a fragmented understanding**

Despite the potential for synergies in the intersection of entrepreneurship, marketing, and innovation, there is a notable gap in the literature on the intricacies involved in the integration of these domains. *Entrepreneurship* has long been conceptualized as the act of identifying and pursuing business opportunities to create wealth (George & Zahra, 2002). However, more recently there has been a processual turn in entrepreneurship (Audretsch, & Keilbach, 2004; Pryor et al., 2016), involving an integrated set of functions, activities, and actions that are essential in sensing opportunities for the creation of new ventures and/or the renewal of existing firms (Bygrave, 2004; Shane, 2012; Venkataraman et al., 2012). Such turn calls for further attention into what entrepreneurs do (Champenois et al., 2020) and in such perspective entrepreneurship becomes an ongoing process involving remaining innovative and being effective in marketing diverse and novel products and services. Simultaneously, entrepreneurship involves the behaviors of

individuals and teams that are central to the entrepreneurial process (Baert et al., 2016; Ben-Hafaïedh & Cooney, 2017). Entrepreneurial behavior is distinct from other types of economic behaviors, since it involves risk-taking, effectual logic (Sarasvathy, 2001), abilities in sensing opportunities (Baron & Ensley, 2006; Ucbasaran et al., 2009), doing things differently (Schumpeter, 1939), capitalizing on uncertainty (McGrath and MacMillan (2000), and orchestrating resources to exploit opportunities (Xavier et al., 2024).

Similar to entrepreneurship, *innovation* is mostly conceived as a process, involving the development and commercialization of novel ideas (Crawford & Di Benedetto, 2006; Hauser, Tellis, and Griffin, 2006; Van de Ven, 1986) through a knowledge recombination process (Arora, Athreye, & Huang, 2016), centered on iterative search and problem solving and characterized by high uncertainty (Katila and Chen, 2008). A widely accepted typology of innovations comes from the Oslo manual (OECD, 2005), where innovations are distinguished into product, process, marketing, and organizational innovations. Product innovation relates to the creation of new or improved end products or services (Damanpour & Gopalakrishnan, 2001; Piening & Salge, 2015), while process innovation centers on the introduction of new features into an organization's core processes, leading to new and/or more efficient ways of executing activities (Khodadad-Saryazdi, 2021; Damanpour and Gopalakrishnan, 2001). Marketing innovation relates to the implementation of new methods for promoting or selling products or services (Medrano & Olarte-Pascual, 2016), while organizational innovation involves business model innovation (Christofi, Zahoor, Hadjielias, & Adomako, 2024) and, hence, significant changes on the way firms create, deliver and capture value (Lakshman and Gonzalez, 2023; Sorescu, 2017).

*Marketing* focuses on generating and sustaining favorable customer perceptions and attitudes, with the goal of increasing customer demand (Hanssens & Pauwels, 2016). It is a

multidimensional construct. It refers to a management philosophy or orientation (i.e. customer centrality), which places the customer at the core of value creation (Louro & Cunha, 2001). It also serves as an organizational function (i.e. the marketing department), which is responsible for activities, research, and processes that create, communicate, and deliver value to customers (Laing & McKee, 2000; Moorman & Rust, 1999). Furthermore, marketing is seen as a strategy, involving strategic decisions (e.g., which market segments to target and what value proposition needs to be achieved) and integrated tactical marketing actions (e.g. product development, pricing strategy, channels selection, communication media selection) to achieve specific marketing goals set by the organization (Morgan et al., 2019). Recent studies highlight that entrepreneurs need to be constantly generating a connection and relationship to consumers through their organizations based on diverse factors (Spielmann et al., 2022).

In essence, entrepreneurship, marketing, and innovation all interact to some extent. Nevertheless, past work has mostly focused on specific ‘silos’ within this intersection and mostly treated diverse concepts in isolation. We review next these literature silos, which involve a) the entrepreneurship-marketing nexus, b) the entrepreneurship-innovation nexus, and c) the marketing-innovation nexus.

#### *The entrepreneurship-marketing nexus:*

Over the past 40 years, the field of entrepreneurial marketing has developed and been the subject of much research (Morrish et al., 2020; Sadiku-Dushi et al. 2019). This is because marketing is an important resource for both entrepreneurship research and practice (Thomas et al. 2013; Guido et al. 2011; Hills & Hultman, 2013; Hills and LaForge, 1992). In particular, the marketing discipline focuses on identifying and satisfying markets and customer needs (Hanssens & Pauwels, 2016;

Hunt, 2018). This is directly related to entrepreneurship as it is considered one of the most important elements for new enterprise creation, as well as for the identification and evaluation of opportunities for business renewal (Resnick et al. 2016).

According to Hisrich (1992), *“marketing is one business function that must be used appropriately by the entrepreneur to launch and develop the new venture successfully”* (p. 44). Marketing sets the foundations for understanding market gaps, consumer needs, and how to develop and communicate value propositions to customers (Kowalkowski et al., 2012; Payne & Frow, 2014). Entrepreneurs rely on this information to carry out market research, segment and target their customers, and formulate competitive strategies that effectively position their products within their chosen markets (Hidayatullah et al., 2019; Weerawardena, 2003). Recent studies suggest that entrepreneurship even in remote areas showcases an orientation to cater for diverse markets and customers (Cortez Arias and Discua Cruz, 2018). This orientation is of upmost significance to new enterprise development and to searching and evaluating opportunities (Resnick et al. 2016).

Linked to the above, a large body of marketing research is applied, focusing on the development of marketing research methodologies and marketing planning tools to aid the creation of new businesses and the growth of existing organizations (Hills and LaForge, 1992; Malhotra, Nunan, & Birks, 2020). Several scholars have focused over the years on the development and optimization of strategic marketing planning tools for new ventures (Cooper, 2000; Greenley & Oktemgil, 1996) and on how management can effectively support marketing plans (Greenley, Hooley, & Saunders, 2004). Others have investigated the way the classical marketing planning principles can be adapted to suit the growth needs of smaller businesses (Carson & Cromie, 1989), while also considering the organizational context in which plans are developed and implemented

(Greenley & Oktemgil, 1996). Similarly, a lot of attention was placed on the advancement of marketing research techniques to allow entrepreneurs to discover and seize opportunities more effectively (Malhotra, 1992; Siegel & Renko, 2012).

When it comes to entrepreneurship theory, the field of marketing has long been a source of theories and concepts for researching entrepreneurial phenomena and developing entrepreneurship theories (O’Cass and Sok, 2014; Stokes, 2000). For instance, value co-creation which is a central entrepreneurial concept attuned to open innovation (Chesbrough, 2006), draws on conceptual work from the marketing discipline which highlights the importance for firms to work together with customers to generate more satisfying value for both sides (Prahalad and Ramaswamy, 2000, Prahalad and Ramaswamy, 2002). Moreover, within the entrepreneurship and marketing interface, research has also paid attention to the role of the entrepreneur in marketing efforts carried out by businesses (i.e., Bettiol et al. 2012; Schindehutte et al. 2008), including the marketing function for the purpose of creating customer value (Bettiol et al. 2012; Laing & McKee, 2000). The entrepreneur is often the main decision-maker and has the responsibility for several of the business functions which are managed by specialists in large companies, including marketing strategies for the purpose of creating value for the customer (Bettiol et al. 2012). Recent studies suggest that entrepreneurs do not act in a vacuum and instead rely on a vast network of actors and create value for consumers relies by leveraging social, cultural, economic and physical resources (Discua Cruz & Halliday, 2023).

*The entrepreneurship-innovation nexus:*

Since the establishment of the field of entrepreneurship, the concepts of innovation and entrepreneurship have been tightly interwoven (Schmitz et al. 2017; Sahut, & Peris-Ortiz, 2014).



According to Schumpeter (1934), entrepreneurs' engagement in new combinations (i.e. innovation) is crucial both in creating new ventures as well as in growing existing organizations. Regarding the entrepreneur, this has been conceived over the years as an inventor, innovator, or creative thinker (Hébert & Link, 2006; Kuratko, Fisher, & Audretsch, 2021), capable of orchestrating and re-combining resources to create new products and services (Xavier et al., 2024).

Furthermore, entrepreneurial opportunities, which are the foundation of entrepreneurship, have been largely conceived to involve situations in which “innovative goods, services, raw materials, and organizing methods can be introduced and sold at greater than their cost of production” (Shane and Venkataraman 2000: p. 220). At the same time, concepts such as entrepreneurial orientation and entrepreneurial mindset that have been developed to characterize entrepreneurs or entrepreneurial organizations, incorporate innovation as a basic characteristic. For instance, Lumpkin and Dess (1996) point out that entrepreneurial orientation involves entrepreneurs or organizations who are characterized by the co-presence of innovativeness, autonomy, risk taking, proactiveness, and competitive aggressiveness. Kuratko, Fisher, and Audretsch (2021), in turn, argue that an entrepreneurial mindset entails innovative behaviors and a desire “to make tomorrow better through innovation” (p. 1685). Hence, in broad sense, innovation appears as an inherent characteristic of entrepreneurship and the entrepreneur (Kuratko et al., 2021). The practice of entrepreneurship is largely understood to embody innovation, conceived as a process that facilitates the creation of new products, processes or ways of organizing creative recombination to exploit new opportunities (Avlonitis, & Salavou, 2007; Covin & Wales, 2012; Wales, 2016). Recent conceptualisations suggest that opportunities unfold in a complex process where individuals have diverse perceptions of success (Ramoglou & McMullen, 2024).

Different nuances of the links between entrepreneurship and innovation have been examined over the years. Innovation has been researched in the context of new venture creation, with evidence highlighting that newly established firms should develop and launch novel products or services at their entry face (Fox, Simsek, & Heavey, 2023; McKelvie, Wiklund, & Brattström, 2018). New venture innovation differs from organizational innovation, which is innovation that takes place within established organizations and allows companies to boost their profitability and efficiency through the development of new or improved products, services, or processes (Gumusluoğlu & Ilsev, 2009; Woodman, Sawyer, & Griffin, 1993).

Furthermore, entrepreneurship has also been looked in relation to radical and incremental innovation. Radical innovations are revolutionary in nature (Kamuriwo, Baden-Fuller, & Zhang, 2017), involving high uncertainty and usually relying on new technologies (Christensen, 1997; Sood & Tellis, 2005), the creation of new facilities and equipment (Song & Thieme, 2009), and the re-combination of distant and diverse knowledge bases (Kaplan and Vakili, 2015). One research strand has looked entrepreneurship in Schumpeterian terms (Schumpeter 1942), examining the way radical innovations can power the creation of successful new ventures (Stringer, 2000; Ritala & Hurmelinna-Laukkanen, 2013) and the growth of existing corporations (O'Connor & DeMartino, 2006; Lassen et al., 2006). However, innovation behind new or existing organizations can be incremental, geared towards the improvement or refinement of existing offerings (e.g. products) by reinforcing existing resources and capabilities (Subramaniam & Youndt, 2005; Obal, Kannan-Narasimhan, & Ko, 2016). Entrepreneurship an innovation should be therefore regarded as an interwoven, ongoing everyday practice in organisations (Zhao, 2005)

*The marketing-innovation nexus:*

At marketing-innovation nexus, the concept of marketing innovation has been central (e.g., Aksoy, 2017; Purchase & Volery, 2020), which involves “the processes carried out by the firm to adapt the product to customers’ specific needs, improve its functionalities and innovate in customer management” (Sánchez-Gutiérrez et al., 2019: p. 619). According to Purchase & Volery (2020), marketing innovation can take a variety of forms: significant changes in product design or packaging, incorporation of new technologies such as QR codes on products, recyclable or biodegradable packaging, new media or technologies for product promotion, creative marketing communication, new ways of distributing products to customers, and creative pricing strategies. The efforts and resources that businesses devote to introducing marketing innovations have been identified as equally important as other types of organizational innovation when it comes to enhancing firm performance or competitiveness (Grimpe et al., 2017; Medrano & Olarte-Pascual, 2016). User-based innovation has provided consumers with the opportunity to co-create value for organisations as they become involved in the development of their brands (Halliday, 2016).

In recent years, with the emergence of new technologies such as artificial intelligence, virtual and augmented reality, the Internet of Things, and social media, the marketing discipline has been in a process of transformation (Fredström et al., 2022; Grimpe et al., 2017; Wu & Monfort, 2023). These developments are increasingly converging marketing with new technologies, enabling marketing to be rediscovered and, hence, to be practiced in different and more creative ways (Behl et al., 2023; Kshetri et al., 2023). Studies reveal that new technologies are driving marketing innovation (Grimpe et al., 2017; Wu & Monfort, 2023). For example, the use of social media and internet platforms in the retail sector is allowing firms to sell goods directly (Grimpe et al., 2017) and communicate more effectively with their client base (Farmaki et al., 2022). Studies on marketing communication, reveal that emerging technologies such as generative

artificial intelligence are changing the way marketing content is established and communicated and help create marketing communication campaigns that appeal more effectively to their target audiences (Kshetri et al., 2023; Ooi et al., 2023).

Core dimensions of business model innovation, such as value 'value proposition innovation', 'value creation innovation', and 'value capture innovation' are additional contemporaneous constructs that fall under the umbrella of marketing. Value proposition innovation involves the deconstruction of a company's value proposition, with the view to substantially reduce costs and improve differentiation (Payne & Frow, 2014). It entails providing customers with an enticing presentation of new products or services, effectively explaining them why they should choose the firm's offerings above those of competitors (Guo, Yang, & Han, 2019). Value creation innovation involves a firm creating new customer value, by mobilizing internal and external resources (Guo et al., 2019; Hadjielias, Christofi, Christou, & Drotarova, 2022) and capitalizing on new technological advancements (Mancuso, Petruzzelli, & Panniello, 2023). Servitization, which involves the integration of services into the core offerings of the business to expand beyond product-centric models, is an example of how businesses can innovate at the level of value creation (Cenamor, Sjödin, & Parida, 2017; Xing, Liu, & Davies, 2023). Servitization also facilitates value proposition innovation as it helps develop new and unique service offerings that complement or augment the value of existing products to address more holistically the needs of consumers (Rondi, De Massis, & Kraus, 2021; Xing et al., 2023). Value capture innovation involves the adoption of new sales and profit models in order to capture value more effectively (Guo et al., 2019). With the use of digital technologies companies are innovating the mechanisms of value creation and value capture (Guo et al., 2019; Mancuso et al., 2023). Leveraging advancements in digital technologies such as internet-based platforms, AI, ML, and big data

companies can offer more innovative digital-based products and more personalized customer experience that enhance value creation (Hadjielias et al., 2022).

Summing up the above, when we think of the connections between entrepreneurship, marketing, and innovation several overlaps appear to exist. Nevertheless, past work has not adequately integrated these domains. Consequently, this creates opportunities for multidisciplinary research aimed at producing integrative knowledge and theory transfer to enhance the explanatory power for concepts, problems and issues associated with the fields of entrepreneurship, marketing and innovation and, collectively, to advance the business and management field.

### **3. Articles featured in this SI**

The collection of papers in this special issue brings together multidisciplinary knowledge on the intersection between entrepreneurship, marketing, and innovation, from a wide range of business disciplines. They draw upon theories and concepts from a variety of disciplines, as well as explore contextual factors and conditions surrounding the special issue topic. These studies showcase that diverse pressures are mounting, coming from international competition for lower prices, government changing support and regulations and an expectation for products of higher quality. To such pressures, the emergence of new but also maturing markets in some regions around the world amplifies the need to better understand the relationships between entrepreneurship, marketing, and innovation. Drawing on diverse perspectives, methods, relationships and contexts, the articles in this special issue uncover that such relationships are more intricate than what we originally believed and underscore that entrepreneurship, marketing, and innovation are deeply intertwined.

Adjimah et al. argue that the role of governments may be more important than previously presented in developing economies. Their study, conducted in Ghana, focused on commercializing indigenous innovation in the context of low-income economies. By exploring the effect of demand and supply-side government incentives on indigenous innovation they find that whilst the value of the supply side of a supply chain is important, we cannot overlook the demand factor in developing economies. Additionally, Audretsch et al. in a study about how to secure an innovation grant in new industries in the UK, reveal that gender bias does not apply in fundraising for innovation. They demonstrate how various sources of financing and gender change the likelihood of grant funding in both the short and long run.

In a different study, Chaudhuri et al. makes us reconsider the value of a car sharing scheme in the light of sustainability. Their study, based in India, has uncovered that car sharing has an overall positive net impact, with certain potential negative dimensions. Willingness, financial affordability, location, and experience were identified as the key factors of consumers opting for car subscriptions. Moreover, Chen et al. call us to ponder about the unique relationships between entrepreneurial passion, well-being, and success. Based on a study in China, they found four entrepreneurial passion profiles —fully passionate, action-driven, interest-driven and dispassionate. Whilst some profiles showed the highest level of entrepreneurial success, other profiles call for attention to the variety of psychological well-being and attitudes to entrepreneurial success.

Clemente-Almendros et al. provide novel evidence about the effect of COVID-19 in SMEs. Their study in Spain suggests that the COVID-19 pandemic has triggered the redefinition of supply chains at the organizational level. They show that the impact of COVID-19 related to primary activities has a positive influence on innovation outcomes in SMEs. The results highlight the

performance of female managers involved. In another study focusing on wineries in Italy, Crick et al. unpack the relationship between an export entrepreneurial marketing orientation (EMO) and export performance. Their study reveals that by cooperating with appropriate industry rivals, small wineries can acquire new resources, capabilities, and opportunities to help them to boost their export performance. Their findings suggest that by being strategically flexible and able to collaborate with apt stakeholders, entrepreneurs leading those firms may enhance their export performance.

Further, Evansluong et al. take us into the approach immigrant entrepreneurs take to overcome the liability of newness and foreignness through the use of digital opportunities. Based on a study of Vietnamese businesses in Sweden, they uncover how ethnicity can be used as a resource in immigrant entrepreneurship, specifically using digital artifacts and digital platforms. They find that rather than being constrained and their status as an asset in business. Giakoumelou et al., in turn, remind us that access to financing is one of the most important aspects for marketing. Their study, based in Italy, indicates that a start-up' access to financing is significantly impacted by marketing constructs adopted. The valuation of a business may be more contingent on the promotion of its product, brand equity and marketing competence than previously believed.

Golgeci et al., take a closer look into the role that marketing agility and risk propensity have in the resilience and survival of eastern European immigrant entrepreneurs in Denmark. By understanding the approach and rationale of 12 entrepreneurs from Hungary, Slovakia, Latvia, Lithuania, and Romania in Denmark, they find a counterintuitive finding to prior studies that highlighted a reliance on ethnic networks as a dominant target market. A focus on understanding the importance of context that facilitates entrepreneurship and how that influences risk provide us with rich accounts about how immigrant entrepreneurship approach diverse markets. In a different

study, Ismail and Mohamad found that the connection between an entrepreneurial, marketing and brand orientation is key to understanding a firm's financial performance. Their study shows that a connection between brand orientation and profitability implies that firms receive the greatest benefits in terms of profits when they are genuinely brand oriented. Their results also reveal that investment in a marketing orientation would boost the financial performance of a firm.

Karadag et al, (2023) focused on discussions around intellectual, human, and social capital, uncovering a moderating role of social capital and IO on the positive association between human capital resources and innovation capability. Their study, based in Turkey, highlights the importance of networks, alliances, and social relationships, mixed with strategic thinking, organizational learning and a culture of innovation. Kariv et al. (2023), in turn, provide a clearer perspective about feasibility and desirability in marketing. They find, based on a study in Quebec (Canada), that an entrepreneur's perceived marketing capabilities and perceptions of support in the immediate entrepreneurial ecosystem affects aspects of marketing feasibility and desirability. Their results suggest that perceived market feasibility and desirability are prominent factors in differentiating between entrepreneurial and non-entrepreneurial action.

Moreover, Khan et al. expand our understanding, based on a study in Pakistan, about the importance of resources on product development and marketing capabilities on firm performance in an emerging market. Their study provides a nuanced understanding of marketing agility as a boundary spanning factor for entrepreneurial marketing capabilities. Khelladi et al. based on a single case study about a game used within healthcare facilities, showcase how social intrapreneurs generate social innovation. Their study suggests that the positive outcome of social innovation, driven by intrapreneurs, benefits diverse stakeholders, including hospital patients who participate in the coproduction of their own care.



Mallodia et al., based on a study of European and USA firms, offer a broader understanding of open innovation. Based on a collection of data from diverse firms, they bring forward a conceptualization of open innovation and present a framework that elucidates its antecedents and outcomes. Their work offers researchers the opportunity to pursue diverse paths in the study of this open innovation. In another study, Moztafiz et al. explore how firms build strong dynamic marketing capability (DMC) from open innovation (OI) to enhance their performance. Their quantitative study, based in Malaysia, reveals a positive interplay between knowledge acquisition (Inbound OI) and a dynamic marketing capability. Knowledge exploitation (outbound OI) is found to mediate the relationship between inbound OI and firm performance.

Further, Su et al. delve into the role of corporate vision. Their study showcases the pathways and mechanisms by which corporate visions operate to assist businesses in achieving high performance. They find, based on a study in China, that the mechanisms by which corporate visions can be articulated, accepted and transformed within the organization are also the means by which corporate visions can improve corporate performance. Their study provides new insights into the conditions of corporate vision acceptance. In turn, Sun and Lee provide a more nuanced understanding of the process by which entrepreneurial marketing of small and medium sized businesses enhance their technological capability. Based on a study in South Korea, they uncover that proactive market orientation and subsequent exploratory market behavior enhance technological capability. They identify factors that stimulate firms to implement entrepreneurial marketing. Last, Zheng and colleagues, investigate crowdfunding platforms to find out whether incorporating technology orientation influences crowdfunding success. Their results, considering crowdfunding platform types, project locations, minimum fundraising goals, and articulation suggest that technology-orientated projects are more likely to achieve better fundraising outcomes.

#### **4. Navigating the intersection of Entrepreneurship, Marketing, and Innovation: Charting Future Research Avenues**

The future looks promising in the relationships that scholars in this special issue have identified in the nexus between entrepreneurship, innovation, and marketing. In terms of entrepreneurship, papers in this special issue have underscored the importance of integrating marketing and innovation resources and strategies within entrepreneurship to facilitate new venture establishment and company growth (Crick et al.; Evansluong et al., this issue). In terms of innovation, several papers in this special issue have highlighted that innovation at its core relates to entrepreneurship and marketing through novel products and services that create a greater connection with consumers locally and globally (Adjimah et al.; Crick et al., this issue). Concerning marketing, studies in the special issue illustrate that marketing capabilities and marketing orientations can help firms innovate, which can further enhance their market position and financial growth (Golgeci et al.; Ismail and Mohamad, this issue).

We argue that a more holistic perspective of the intricate relationship of the fields of entrepreneurship, marketing, and innovation can be provided through understanding of contemporaneous phenomena such as digital transformation, consumer behavior shifts, and sustainable business practices. In this section we navigate the intersection between entrepreneurship, marketing, and innovation to establish common theoretical threads that can bring these research domains together. Using an inductive analysis of the papers included in this special issue, we identify five major ‘bridging themes’ that can serve this purpose: *customer-centric innovation, innovative marketing strategies, digital entrepreneurship, collaborative and sustainable innovation, and resources and dynamic capabilities* (see Figure 1).

[Insert Figure 1, here]

### *Customer-centric innovation:*

Customer-centric innovation gravitates around the guidance and participation of customers in the development of new products and services. As products and services offering differs around the world, we find that prior products have become extremely sophisticated due to the changing tastes and preferences of consumers (Discua Cruz et al., 2020). As customers can be involved in evaluating the design, production and performance of a product or service (Khelladi et al., this issue), they engage in a process of co-creation, which may allow the development of new offerings (Mumford & Zettinig, 2022) but also the appreciation of how marketing and branding can be designed around the expectations and responses from the end consumers (Halliday, 2016). Customer centric innovation therefore calls for further attention to relational and interactive theoretical perspectives (Vaux Halliday & Trott, 2010). Such approach calls to understand processes of integrating customer knowledge into the organisation, communications to leverage the relationship with customers to develop new innovative offerings based on customers changing demands and co-creating meaning in branding. Customer centric innovation, therefore, can entice and foster further entrepreneurial action and marketing strategies that revolve around end users and consumers. This will allow entrepreneurs to adapt quickly to expectations and demands and encourage innovative products and services as well as appropriate marketing approaches. The study by Karadag et al. (this issue) reveals that a customer-centric approach that maintains firms close to customers through strong social ties can lead to stronger innovation capabilities in new ventures. Further, according to Khelladi et al. (this issue) companies that consider customers as internal stakeholders participate in coproduction, in which the customer serves as a primary catalyst for the creation of new social enterprises and social innovation.

Based on the above, we propose the following questions for further research on the area of customer-centric innovation: **RQ1:** *What factors influence a customer-centric innovation in diverse industries?*; **RQ2:** *Is there a relationship between customer-centric innovation and marketing practices?*, and **RQ3:** *How are entrepreneurs leveraging diverse resources to engage in customer-centric innovation?*

*Innovative marketing strategies:*

As marketing relates to understanding and addressing consumer needs, it involves developing strategies to reach them relying on an ongoing entrepreneurially driven innovative process. We know that entrepreneurs may rely on their ingenuity within the places where they are embedded to market their products to customers in novel ways (Arias and Discua Cruz, 2018). However, there is a growing need for innovative marketing strategies to connect business offerings to markets. By making these connections, a firm can generate new impetus for innovation, which can develop into an ongoing force that promotes business growth and profitability (Comstock, 2014). The articles by Kariv et al.; Khan et al, Crick et al, and Golgeci et al (this issue) hint that such approach is possible. Innovative marketing strategies can result in improved products, diversified offerings, new markets and an enhance quality of management within organisations.

Scholars could consider diverse forms of organisations, such as large, medium, small, and micro enterprises. As many of these forms are family owned and controlled, comparisons in the way innovative marketing strategies are addressed may be explored. While the foundations of where strategies come from when considering entrepreneurship has been long established (Mintzberg, 1973) further empirical studies as to how and why this occurs, and the factors involved is needed. We then propose the following questions for further research: **RQ1:** *How do innovative*

*marketing strategies emerge in micro, small, medium, and larger enterprises? **RQ2:** What factors influence the development of innovative marketing strategies?, **RQ3:** Which sectors are more likely to develop innovative marketing strategies?, and **RQ4:** Are there differences between family and non-family firms in their approach to innovative marketing strategies?*

*Digital entrepreneurship:*

Studies in this SI have highlighted that we are on the brink of a new entrepreneurial revolution through digitalization, supporting recent IJBR conversations (Troise et al., 2022). The last ten years have seen a sharp rise in the adoption of digital technologies (Anderton et al., 2021), which has altered the the way entrepreneurship is done (Khelladi ete al; Zheng et al., this issue). In our era, entrepreneurs, entrepreneurial teams, and businesses cannot operate effectively without digital tools in their approach to marketing and innovation. In the past, marketing practices have traditionally spoken to consumers through radio, television, newspapers ads, direct mail, and magazines. Consumers seek information to help their purchasing decisions in a variety of venues, relying more on and more on the digital economy. The digital economy, that is the worldwide web of economic activities and processes that connect individuals, business, devices, and operations through digital tools is expected to be worth around US\$ 20.8 trillion by 2025 (World Economic Forum, 2023).

From its inception to our time, the digital economy has represented a plethora of opportunities for digital or cyber entrepreneurship (Carrier et al., 2004; Kraus et al., 2018). As digital transformation, that is, the ability of an organisation to “adapt, respond, and position itself for success in the face of rapid technology evolution” (Guinan et al., 2019, p. 717) is transforming the way businesses operate around the world, then entrepreneurs and organisations supported by

digital and technology infrastructure could have a significant advantage in digital entrepreneurship. The study by Evansluong and colleagues (this issue) suggest that digital tools are already transforming the way entrepreneurs do entrepreneurship, innovate and market their products/services based on digital tools. Further questions that address such relationships may reveal novel ways of marketing through digital ways and tools. Moreover, comparative studies between several countries could and should expand our knowledge on and understanding of how digitalization and the use of digital tools influences entrepreneurship (Santoro et al., 2018; Scuotto et al., 2017). We then propose the following questions for further research: **RQ1:** *How does digitalization in entrepreneurial firms bridge entrepreneurship, marketing, and innovation activities?*, **RQ2:** *How do emerging technologies influence the marketing and innovation capabilities of new ventures?*, and **RQ3:** *How do entrepreneurs in diverse contexts (e.g. developing, transitioning economies) approach digital entrepreneurship?*

*Collaborative innovation and sustainability:*

The papers in this special issue have highlighted the individual and organizational analysis level in innovation, providing a significant advance in the way we understand how entrepreneurs innovate (Clemente-Almendros et al; Chaudhuri et al., this issue). These advances suggest that collaboration, drawing in diverse networks, will often enhance the ability of entrepreneurs to be innovative. The context in which such processes happen has been long associated to industrial districts (Johannisson et al., 2007) and more recently to entrepreneurial ecosystems (Lux et al., 2020). These contexts call for greater attention to perspectives such as social capital, networks, embeddedness and for theories that can elucidate the action that comes from how entrepreneurs think (Fisher, 2012) and act on their own or in the company of others (Al-Dajani et al., 2023).

Moreover, this approach calls to go beyond individual organizations and consider the fascinating world of Cooperatives. Recent studies suggest that collaborative innovation within Cooperatives provide an ideal and unique context to explore further the connection between entrepreneurship, innovation and marketing (Hadjielias, Discua-Cruz, and Howorth, 2023). Collective approaches to entrepreneurship, marketing, and innovation may be easier to explore in contexts where entrepreneurs deal with issues in the same industry (e.g. wineries, Crick et al., this issue) and where there may obtain greater support to create collaborative arrangements or where networks and alliances may make such connections more likely (Karadag et al., this issue).

Further, this special issue also suggests that we need a more nuanced understanding of open, collaborative, and multi-stakeholder innovation (Crick et al.; Mallodia et al., this issue) and their consequences for sustainability within industries, regions, and nations (Adjimah et al; Clemente-Almendros et al., this issue). There are increasing concerns as to the offer of products and services that may have harmful effects in our immediate and global environment. The relationship between entrepreneurship and marketing suggests that further attention can be given to existing and developing models (e.g. car sharing, Chaudhuri et al., this issue) in the way they can be adapted around the world in innovative and sustainable ways. Novel ideas, when viewed as a process, may aim at constantly revising a product/service offering based on creating sustainable solutions for businesses and communities (Baù et al., 2021) which can help us better understand why corporate visions may be accepted (Su et al., this issue).

Based on the above, we propose the following questions for further research: **RQ1:** *How does collaborative innovation emerge in the context of cooperatives?*; **RQ2:** *What factors influence collaborative innovation in diverse geographical contexts?*, **RQ3:** *Why would entrepreneurs in the same industry engage in collaborative innovation?*, **RQ4:** *How can existing business models be*

*improved to enhance their social and environmental impact?, **RQ5:** How can collaborative innovation processes be suitably leveraged to promote sustainability in industries and/or regions, and **RQ6:** What role can entrepreneurship, marketing, and innovation play at the intersection between collaborative innovation and sustainability?*

*Resources and dynamic capabilities:*

In terms of resources, this SI has highlighted that whilst financial resources are relevant in the relationship between marketing, entrepreneurship and innovation (Giakoumelou et al; Ismail and Mohamad, this issue), intangible resources such as knowledge merit further attention. Knowledge, as a resource, can facilitate entrepreneurial action and influence the way entrepreneurs perceive the feasibility of their approach to marketing and innovation (Kariv et al., this issue). According to Khan et al. (this issue), knowledge can help firms become more agile and encourage a shift in how they approach marketing or innovation. Other resources such as ethnicity, have been highlighted by papers in the SI as critical to make sense of how to leverage a resource previously believed to only operate within inclusive networks (Evansluong et al.; Golgeci et al., this issue). Ethnicity can allow entrepreneurs to create novel marketing strategies and influence the way technology is used.

Papers in this special issue also emphasize the role of individual and organizational-level dynamic capabilities at the intersection of entrepreneurship, marketing, and innovation. Examples of these capabilities are marketing agility (Golgeci et al.; Khan et al., this issue), dynamic marketing capabilities (Moztafiz et al, this issue), entrepreneurial marketing orientation (Crick et al., this issue), and entrepreneurial passion (Chen et al., this issue). These dynamic capabilities play a crucial role in enabling both new and established organizations to survive exogenous shocks



such as economic downturns and pandemics (Clemente-Almendros et al.; Golgeci et al., this issue). Other dynamic capabilities linked to bricolage and effectuation can become relevant to the way entrepreneurs draw on marketing and innovation to facilitate new venture creation and company growth. While studies highlight that entrepreneurs often do with what they have at hand, this has been revealed to be far more sophisticated and resourceful than previously understood (Ghezzi, 2019). Hence, future work could look into how bricolage and effectuation approaches can take place at the nexus of entrepreneurship, marketing, and innovation and what drives their effectiveness within particular contexts. Studies taking a processual view could suggest dynamic and dialectic models of bricolage and effectuation at this intersection.

Given the above discussion, we propose the following questions for further scrutiny: **RQ1:** *What resources become relevant at the intersection between marketing, entrepreneurship and innovation?*, **RQ2:** *What dynamic capabilities at the intersection of entrepreneurship, marketing, and innovation can be relevant to entrepreneurs and entrepreneurial firms?* **RQ3:** *How can such dynamic capabilities shape resilience and survival in the midst of exogenous shocks?*, and **RQ4:** *Why and how can bricolage and effectuation approaches take place at the nexus of entrepreneurship, marketing, and innovation?*.

## **5. Implications and Conclusions**

This introductory paper and SI aimed to contribute to the advancement of interdisciplinary research at the nexus of entrepreneurship, marketing, and innovation. We essentially provide three important theoretical contributions to the fields of entrepreneurship, marketing, and innovation. First, in order to address the fragmented understanding of the intersection between entrepreneurship, marketing, and innovation that has been provided thus far, we map the area

holistically and talk about the three conventional (literature) pairs inside it. These include the entrepreneurship and marketing nexus, the entrepreneurship and innovation nexus, and the marketing and innovation nexus. We review and discuss literature in these conventional silos, which taken as a whole provide a disjointed picture of the connections among entrepreneurship, marketing, and innovation. Second, we identify ‘bridging themes’ for future research that can help integrate entrepreneurship, marketing, and innovation in future studies. Using an inductive approach based on the studies published in this special issue, we identify five ‘bridging themes’: *customer-centric innovation*, *innovative marketing strategies*, *digital entrepreneurship*, *collaborative and sustainable innovation*, and *resources and dynamic capabilities*. We provide helpful recommendations and research questions under each theme in an effort to stimulate further interdisciplinary studies at the intersection of entrepreneurship, marketing, and innovation. Third, this special issue provided a platform of focused exploration and knowledge integration at the intersection of entrepreneurship, marketing, and innovation. The papers published in this SI collectively advance interdisciplinary research in the fields of entrepreneurship, marketing, and innovation by combining theories and concepts, elucidating theoretical relationships, and by producing and integrating empirical knowledge. This can aid in a deeper understanding of complex phenomena related to the disciplines of entrepreneurship, marketing and innovation, as well as help in the improvement of existing theories and concepts at this intersection.

For practitioners, this special issue offers a broader understanding of the relevance of knowledge and other resources that may allow their companies to remain agile, create a compelling vision, and keep innovating. Organizations can leverage innovative marketing strategies to differentiate themselves in competitive markets through improved products and diversified offerings. Insight brought forward by the diverse papers of this SI underscore that cooperation and

engagement with diverse actors is an ongoing endeavour which may be supported by new information technology advances. Organizations must also take a collaborative approach to innovation to stay close to the customer while fostering sustainability within industries and regions. The bridging themes suggested in this special issue (Figure 1) provide a starting point for practitioners to evaluate their approach to entrepreneurship, marketing and innovation.

## References:

Adjimah, H. P., Atiase, V., & Dzansi, D. Y. (2023). Do government incentives increase indigenous innovation commercialisation? Empirical evidence from local Ghanaian firms. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Aksoy, H. (2017). How do innovation culture, marketing innovation and product innovation affect the market performance of small and medium-sized enterprises (SMEs)? *Technology in Society*, 51, 133-141.

Alareeni, B., Hamdan, A., Hamdan, R., & Shoaib, H. M. (2022). Marketing and entrepreneurship: challenges and opportunities. *Journal of Strategic Marketing*, 1-8.

Al-Dajani, H., Bang, N. P., Basco, R., Calabrò, A., Cheng, J. C. Y., Clinton, E., Daspit, J. J., De Massis, A., Discua Cruz, A., Garcia-Lorenzo, L., Gartner, W. B., Germain, O., Gherardi, S., Helin, J., Imas, M., Jack, S., McAdam, M., Radu-Lefebvre, M., Rovelli, P., ... Welter, F. (2023). A multi-voiced account of family entrepreneuring research: Expanding the agenda of family entrepreneurship. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Anderton, R., Jarvis, V., Labhard, V., Petroulakis, F., Rubene, I., & Vivian, L. (2021). The digital economy and the euro area. *ECB Economic Bulletin*, 8. [https://www.ecb.europa.eu/pub/economic-bulletin/articles/2021/html/ecb.ebart202008\\_03~da0f5f792a.en.html](https://www.ecb.europa.eu/pub/economic-bulletin/articles/2021/html/ecb.ebart202008_03~da0f5f792a.en.html)

Arora, A., Athreye, S., & Huang, C. (2016). The paradox of openness revisited: Collaborative innovation and patenting by UK innovators. *Research Policy*, 45(7), 1352-1361.

Audretsch, D. B., & Keilbach, M. (2004). Does entrepreneurship capital matter?. *Entrepreneurship theory and practice*, 28(5), 419-430.

Audretsch, D., Belitski, M., & Brush, C. (2023). How to secure an innovation grant for firms in new industries? Gender and resource perspectives. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Avlonitis, G. J., & Salavou, H. E. (2007). Entrepreneurial orientation of SMEs, product innovativeness, and performance. *Journal of Business Research*, 60(5), 566-575.

Baert, C., Meuleman, M., Debruyne, M., & Wright, M. (2016). Portfolio entrepreneurship and resource orchestration. *Strategic Entrepreneurship Journal*, 10(4), 346-370.

Barney, J. B. (1996). The resource-based theory of the firm. *Organization Science*, 7(5), 469-469.

Barney, J. B., Wright, M., & Jr., D. K. (2001). The resource-based view of the firm: Ten years after 1991. *Journal of Management*, 27(6), 625-641.

Baù, M., Block, J., Discua Cruz, A., & Naldi, L. (2021). Bridging locality and internationalization – A research agenda on the sustainable development of family firms. *Entrepreneurship & Regional Development*, 0(0), 1–16.

Behl, A., Pereira, V., Jayawardena, N., Nigam, A., & Mangla, S. (2023). Gamification as an innovation: a tool to improve organizational marketing performance and sustainability of international firms. *International Marketing Review*.

Ben-Hafaïedh, C., & Cooney, T. M. (2017). *Research Handbook on Entrepreneurial Teams: Theory and Practice*. Edward Elgar Publishing.

Bohnsack, R., Kurtz, H., & Hanelt, A. (2021). Re-examining path dependence in the digital age: The evolution of connected car business models. *Research Policy*, 50(9), 104328.

Carrier, C., Raymond, L., & Eltaief, A. (2004). Cyberentrepreneurship: A multiple case study. *International Journal of Entrepreneurial Behavior & Research*, 10(5), 349–363.

Carson, D., & Cromie, S. (1989). Marketing planning in small enterprises: a model and some empirical evidence. *Journal of Marketing Management*, 5(1), 33-49.

Cenamor, J., Sjödin, D. R., & Parida, V. (2017). Adopting a platform approach in servitization: Leveraging the value of digitalization. *International Journal of Production Economics*, 192, 54-65.

Champenois, C., Lefebvre, V., & Ronteau, S. (2020). Entrepreneurship as practice: Systematic literature review of a nascent field. *Entrepreneurship & Regional Development*, 32(3–4), 281–312.

Chaudhuri, R., Chatterjee, S., Ghosh, A., Vrontis, D., & Thrassou, A. (2022). Sustainable innovation for shared mobility: Contextual and consumer factors of an Indian car subscription business model. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Chen, C., Zhang, J., Tian, H., & Bu, X. (2022). The impact of entrepreneurial passion on entrepreneurial success and psychological well-being: A person-centered investigation. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Chesbrough, H. W. (2006). The era of open innovation. *Managing innovation and change*, 127(3), 34-41.

Chrisman, J. J., Chua, J. H., De Massis, A., Frattini, F., & Wright, M. (2015). The ability and willingness paradox in family firm innovation. *Journal of Product Innovation Management*, 32(3), 310-318.

Christensen, C. 1997. *The innovator's dilemma*. Boston: Harvard Business School Press.

Christofi, M., Zahoor, N., Hadjielias, E., & Adomako, S. (2024). Business model innovation and international performance of emerging market international businesses. *Journal of International Management*, 30(1), 101111.

Clemente-Almendros, J. A., González-González, I., Cerdá-Suárez, L. M., & Seguí-Amortegui, L. A. (2023). Understanding the relevance of family business, gender and value chains for SMEs' innovation in the context of COVID-19. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Comstock, B. (2014, July 3). Innovation Is Marketing's Job, Too. *Harvard Business Review*.  
<https://hbr.org/2014/07/innovation-is-marketings-job-too>

Connelly, B. L., Certo, S. T., Ireland, R. D., & Reutzel, C. R. (2011). Signaling theory: A review and assessment. *Journal of Management* 37(1): 39-67.

Cooper, L. G. (2000). Strategic marketing planning for radically new products. *Journal of marketing*, 64(1), 1-16.

Covin, J. G., & Wales, W. J. (2012). The measurement of entrepreneurial orientation. *Entrepreneurship theory and practice*, 36(4), 677-702.

Crick, J. M., Crick, D., & Ferrigno, G. (2023). Coopetition and the marketing/entrepreneurship interface in an international arena. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Damanpour, F., & Gopalakrishnan, S. (2001). The dynamics of the adoption of product and process innovations in organizations. *Journal of Management Studies*, 38(1), 45-65.

Discua Cruz, A., & Halliday, S. V. (2023). "Living the dream": A closer look into passionate consumer-entrepreneurship in a developing Latin American country. *Journal of Small Business & Entrepreneurship*, 35(6), 961–987.

Discua Cruz, A., Centeno Caffarena, L., & Vega Solano, M. (2020). Being different matters! A closer look into product differentiation in specialty coffee family farms in Central America. *Cross Cultural & Strategic Management*, 27(2), 165–188.

Evansluong, Q., Grip, L., & Karayianni, E. (2023). Digital ethnicity affordances: From a liability to an asset in immigrant entrepreneurship. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Farmaki, A., Hadjielias, E., Olya, H., Taheri, B., & Hadjielia Drotarova, M. (2023). CSR communication and international marketing: Insights from the COVID-19 pandemic. *International Marketing Review*, 40(5), 1071-1111.

Fisher, G. (2012). Effectuation, Causation, and Bricolage: A Behavioral Comparison of Emerging Theories in Entrepreneurship Research. *Entrepreneurship Theory and Practice*, 36(5), 1019–1051.

Fox, B. C., Simsek, Z., & Heavey, C. (2023). Venture team membership dynamics and new venture innovation. *Strategic Entrepreneurship Journal*.

Fredström, A., Parida, V., Wincent, J., Sjödin, D., & Oghazi, P. (2022). What is the market value of artificial intelligence and machine Learning? The role of innovativeness and collaboration for performance. *Technological Forecasting and Social Change*, 180, 121716.

George, G., & Zahra, S. A. (2002). Culture and its consequences for entrepreneurship. *Entrepreneurship theory and practice*, 26(4), 5-8.

Ghezzi, A. (2019). Digital startups and the adoption and implementation of Lean Startup Approaches: Effectuation, Bricolage and Opportunity Creation in practice. *Technological Forecasting and Social Change*, 146, 945-960.

Giakoumelou, A., Salvi, A., Kvasova, O., & Rizomyliotis, I. (2023). The start-up's roadmap to private equity financing: Substituting discounts with a premium in valuation for growth. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Golgeci, I., Arslan, A., Kentosova, V., Callaghan, D., & Pereira, V. (2023). The role of marketing agility and risk propensity in resilience and survival of eastern European immigrant entrepreneurs in Denmark. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Greenley, G. E., & Oktemgil, M. (1996). A development of the domain of marketing planning. *Journal of Marketing Management*, 12(1-3), 29-51.

Greenley, G., Hooley, G., & Saunders, J. (2004). Management processes in marketing planning. *European Journal of Marketing*, 38(8), 933-955.

Grimpe, C., Sofka, W., Bhargava, M., & Chatterjee, R. (2017). R&D, marketing innovation, and new product performance: a mixed methods study. *Journal of product innovation management*, 34(3), 360-383.

Grimpe, C., Sofka, W., Bhargava, M., & Chatterjee, R. (2017). R&D, marketing innovation, and new product performance: a mixed methods study. *Journal of product innovation management*, 34(3), 360-383.

Guinan, P. J., Parise, S., & Langowitz, N. (2019). Creating an innovative digital project team: Levers to enable digital transformation. *Business Horizons*, 62(6), 717-727.

Gumusluoğlu, L., & Ilsev, A. (2009). Transformational leadership and organizational innovation: The roles of internal and external support for innovation. *Journal of Product Innovation Management*, 26(3), 264-277.

Guo, H., Yang, J., & Han, J. (2019). The fit between value proposition innovation and technological innovation in the digital environment: Implications for the performance of startups. *IEEE Transactions on Engineering Management*, 68(3), 797-809.

Hadjielias, E., Discua Cruz, A., & Howorth, C. (2023). Symbiotic Relationships, Knowledge Management, and Sustainable Value at the Nexus Between Family Businesses, Cooperatives, and Rural Communities. *IEEE Transactions on Engineering Management*, 1–15.

Hadjielias, E., Christofi, M., Christou, P., & Drotarova, M. H. (2022). Digitalization, agility, and customer value in tourism. *Technological Forecasting and Social Change*, 175, 121334.

Halliday, S. V. (2016). User-generated content about brands: Understanding its creators and consumers. *Journal of Business Research*, 69(1), 137–144.

Hanssens, D. M., & Pauwels, K. H. (2016). Demonstrating the value of marketing. *Journal of marketing*, 80(6), 173-190.

Hébert, R. F., & Link, A. N. (2006). The entrepreneur as innovator. *The Journal of Technology Transfer*, 31, 589-597.

Hervas-Oliver, J. L., Sempere-Ripoll, F., & Boronat-Moll, C. (2014). Process innovation strategy in SMEs, organizational innovation and performance: A misleading debate?. *Small business economics*, 43, 873-886.

Hidayatullah, S., Firdiansjah, A., Patalo, R. G., & Waris, A. (2019). The effect of entrepreneurial marketing and competitive advantage on marketing performance. *International Journal of Scientific and Technology Research*, 8(10), 1297-1301.

Hunt, S. D. (2018). Advancing marketing strategy in the marketing discipline and beyond: from promise, to neglect, to prominence, to fragment (to promise?). *Journal of Marketing Management*, 34(1-2), 16-51.



Ismail, A. R., & Mohamad, B. (2022). Determinants of SMEs' performance: Amalgamation of entrepreneurial, market and brand orientations. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print). *J. Bus. Res.*, 124 (2021), pp. 389-404

Johannisson, B., Caffarena, L. C., Discua Cruz, A. F., Epure, M., Pérez, E. H., Kapelko, M., Murdock, K., Nanka-Bruce, D., Olejárová, M., Lopez, A. S., Sekki, A., Stoian, M.-C., Tötterman, H., & Bisignano, A. (2007). Interstanding the industrial district: Contrasting conceptual images as a road to insight. *Entrepreneurship & Regional Development*, 19(6), 527–554.

Kamuriwo, D. S., Baden-Fuller, C., & Zhang, J. (2017). Knowledge development approaches and breakthrough innovations in technology-based new firms. *Journal of Product Innovation Management*, 34(4), 492-508.

Karadag, H., Sahin, F., & Bulut, C. (2023). When does intellectual capital enhance innovation capability? A three-way interaction test. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Kariv, D., Krueger, N., Cisneros, L., & Kashy-Rosenbaum, G. (2023). Embedding the marketing angle into the pursuit of entrepreneurial propensity: Roles of perceived feasibility and desirability and stakeholders' support. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Katila, R., and E. L. Chen. 2008. Effects of search timing on innovation: The value of not being in sync with rivals. *Administrative Science Quarterly* 53: 593–625.

Khan, H. & Lee, R., 2020. A sociolinguistic perspective of the effects of packaging in bilingual markets. *Journal of Brand Management*, 27(2): 130-142.

Khan, H., 2019. Effects of personal dispositions, familiarity and consumption situation on Western brands' packaging. *Journal of Consumer Marketing* 36(6): 715-727.

Khan, H., Mavondo, F., & Zahoor, N. (2022). Integration of outside-in and inside-out entrepreneurial marketing capabilities, marketing agility and resources for entrepreneurial firm performance. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Khelladi, I., Castellano, S., & Vinçotte, E. C. (2023). The role of social intrapreneurship and serious games in generating social innovation in the healthcare sector. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Khodadad-Saryazdi, A. (2021). Exploring the telemedicine implementation challenges through the process innovation approach: A case study research in the French healthcare sector. *Technovation*, 107, 102273.

Kowalkowski, C., Persson Ridell, O., Rëndell, J. G., & Sörhammar, D. (2012). The co-creative practice of forming a value proposition. *Journal of marketing management*, 28(13-14), 1553-1570.

Kraus, S., Palmer, C., Kailer, N., Kallinger, F. L., & Spitzer, J. (2018). Digital entrepreneurship: A research agenda on new business models for the twenty-first century. *International Journal of Entrepreneurial Behavior & Research*, 25(2), 353–375.

Kshetri, N., Dwivedi, Y. K., Davenport, T. H., & Panteli, N. (2023). Generative artificial intelligence in marketing: Applications, opportunities, challenges, and research agenda. *International Journal of Information Management*, 102716.

Laing, A. W., & McKee, L. (2000). Structuring the marketing function in complex professional service organizations. *European journal of marketing*, 34(5/6), 576-597.

Laing, A. W., & McKee, L. (2000). Structuring the marketing function in complex professional service organizations. *European journal of marketing*, 34(5/6), 576-597.

Landström, H., & Harirchi, G. (2018). The social structure of entrepreneurship as a scientific field. *Research Policy*, 47(3), 650-662.

Landström, H., Åström, F., & Harirchi, G. (2015). Innovation and entrepreneurship studies: One or two fields of research?. *International Entrepreneurship and Management Journal*, 11, 493-509.

Lassen, A. H., Gertsen, F., & Riis, J. O. (2006). The Nexus of Corporate Entrepreneurship and Radical Innovation. *Creativity and Innovation Management*, 15(4), 359–372.

Lauga, D. O., & Ofek, E. (2009). Market research and innovation strategy in a duopoly. *Marketing Science*, 28(2), 373-396.

Louro, M. J., & Cunha, P. V. (2001). Brand management paradigms. *Journal of marketing management*, 17(7-8), 849-875.

Lux, A. A., Macau, F. R., & Brown, K. A. (2020). Putting the entrepreneur back into entrepreneurial ecosystems. *International Journal of Entrepreneurial Behavior & Research*, 26(5), 1011–1041.

Maciariello, J. (2009). Marketing and innovation in the Drucker Management System. *Journal of the Academy of Marketing Science*, 37, 35-43.

Malhotra, N. K. (1992). Shifting perspective on the shifting paradigm in marketing research: A new paradigm in marketing research. *Journal of the Academy of Marketing Science*, 20(4), 379-387.

Malhotra, N. K., Nunan, D., & Birks, D. F. (2020). *Marketing Research*. Pearson UK.

Malodia, S., Chauhan, C., Jabeen, F., & Dhir, A. (2023). Antecedents and consequences of open innovation: A conceptual framework. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Mancuso, I., Petruzzelli, A. M., & Panniello, U. (2023). Innovating agri-food business models after the Covid-19 pandemic: The impact of digital technologies on the value creation and value capture mechanisms. *Technological Forecasting and Social Change*, 190, 122404.

McKelvie, A., Wiklund, J., & Brattström, A. (2018). Externally acquired or internally generated? Knowledge development and perceived environmental dynamism in new venture innovation. *Entrepreneurship Theory and Practice*, 42(1), 24-46.

Medrano, N., & Olarte-Pascual, C. (2016). The effects of the crisis on marketing innovation: An application for Spain. *Journal of business & industrial marketing*, 31(3), 404-417.

Medrano, N., & Olarte-Pascual, C. (2016). The effects of the crisis on marketing innovation: An application for Spain. *Journal of business & industrial marketing*, 31(3), 404-417.

Meinel, M., Eismann, T. T., Baccarella, C. V., Fixson, S. K., & Voigt, K. I. (2020). Does applying design thinking result in better new product concepts than a traditional innovation approach? An experimental comparison study. *European Management Journal*, 38(4), 661-671.

Mintzberg, H. (1973). Strategy-Making in Three Modes. *California Management Review*, 16(2), 44–53.

Moorman, C., & Rust, R. T. (1999). The role of marketing. *Journal of marketing*, 63(4\_suppl1), 180-197.

Morgan, N. A., Whitler, K. A., Feng, H., & Chari, S. (2019). Research in marketing strategy. *Journal of the Academy of Marketing Science*, 47, 4-29.

Morrish, S., Eggers, F., Pattinson, H., & Hills, G. E. (2020). Three decades in the making: The evolution of entrepreneurial marketing. *Journal of Business Research*, 113, 59-61.

Mostafiz, M. I., Ahmed, F. U., & Hughes, P. (2022). Open innovation pathway to firm performance: The role of dynamic marketing capability in Malaysian entrepreneurial firms. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Mumford, J. V., & Zettinig, P. (2022). Co-creation in effectuation processes: A stakeholder perspective on commitment reasoning. *Journal of Business Venturing*, 37(4), 106209.

Mustak, M., Salminen, J., Plé, L., Wirtz, J. (2021) Artificial intelligence in marketing: topic modeling, scientometric analysis, and research agenda *J. Bus. Res.*, 124, pp. 389-404

Obal, M., Kannan-Narasimhan, R., & Ko, G. (2016). Whom should we talk to? Investigating the varying roles of internal and external relationship quality on radical and incremental innovation performance. *Journal of Product Innovation Management*, 33, 136-147.

O'Connor, G. C., & DeMartino, R. (2006). Organizing for radical innovation: An exploratory study of the structural aspects of RI management systems in large established firms. *Journal of Product Innovation Management*, 23(6), 475-497.

OECD. (2005). *Oslo Manual: Guidelines for collecting and interpreting innovation data*, 3rd edition, OCED-Eurostat publications.

Øiestad, S., & Bugge, M. M. (2014). Digitisation of publishing: exploration based on existing business models. *Technological Forecasting and Social Change*, 83, 54-65.

Ooi, K. B., Tan, G. W. H., Al-Emran, M., Al-Sharafi, M. A., Capatina, A., Chakraborty, A., ... & Wong, L. W. (2023). The potential of generative artificial intelligence across disciplines: perspectives and future directions. *Journal of Computer Information Systems*, 1-32.

Patanakul, P., Chen, J., & Lynn, G. S. (2012). Autonomous teams and new product development. *Journal of Product Innovation Management*, 29(5), 734-750.

Payne, A., & Frow, P. (2014). Deconstructing the value proposition of an innovation exemplar. *European Journal of Marketing*, 48(1/2), 237-270.

Payne, A., Frow, P., & Eggert, A. (2017). The customer value proposition: evolution, development, and application in marketing. *Journal of the Academy of Marketing Science*, 45, 467-489.

Piening, E. P., & Salge, T. O. (2015). Understanding the antecedents, contingencies, and performance implications of process innovation: A dynamic capabilities perspective. *Journal of Product Innovation Management*, 32(1), 80-97.

Prahalad, C. K., & Ramaswamy, V. (2000). Co-opting customer competence. *Harvard business review*, 78(1), 79-90.

Prahalad, C. K., & Ramaswamy, V. (2002). The co-creation connection. *Strategy and business*, 50-61.

Pryor, C., Webb, J. W., Ireland, R. D., & Ketchen, Jr, D. J. (2016). Toward an integration of the behavioral and cognitive influences on the entrepreneurship process. *Strategic Entrepreneurship Journal*, 10(1), 21-42.

Purchase, S., & Volery, T. (2020). Marketing innovation: a systematic review. *Journal of Marketing Management*, 36(9-10), 763-793.

Ramoglou, S., & McMullen, J. S. (2024). "What is an Opportunity?": From Theoretical Mystification to Everyday Understanding. *Academy of Management Review*, amr.2020.0335.

Ritala, P., & Hurmelinna-Laukkanen, P. (2013). Incremental and Radical Innovation in Coopetition—The Role of Absorptive Capacity and Appropriability. *Journal of Product Innovation Management*, 30(1), 154–169.

Rondi, E., De Massis, A., & Kraus, S. (2021). Servitization through open service innovation in family firms: Exploring the ability-willingness paradox. *Journal of Business Research*, 135, 436-444.

Rosenberg, R. D. (1988). Integrating strategy, industrial product innovation and marketing research. *International Journal of Research in Marketing*, 5(3), 199-211.

Sahut, J. M., & Peris-Ortiz, M. (2014). Small business, innovation, and entrepreneurship. *Small Business Economics*, 42, 663-668.

Sánchez-Gutiérrez, J., Cabanelas, P., Lampón, J. F., & González-Alvarado, T. E. (2019). The impact on competitiveness of customer value creation through relationship capabilities and marketing innovation. *Journal of business & industrial marketing*, 34(3), 618-627.

Santoro, G., Vrontis, D., Thrassou, A., & Dezi, L. (2018). The Internet of Things: Building a knowledge management system for open innovation and knowledge management capacity. *Technological Forecasting and Social Change*, 136, 347–354.

Schumpeter, J. A. (1942). *Capitalism, socialism, and democracy*. New York: Harper and Brothers.

Scuotto, V., Del Giudice, M., Bresciani, S., & Meissner, D. (2017). Knowledge-driven preferences in informal inbound open innovation modes. An explorative view on small to medium enterprises. *Journal of Knowledge Management*, 21(3), 640–655.

Shane S. 2012. Reflections on the 2010 AMR decade award: delivering on the promise of entrepreneurship as a field of research. *Academy of Management Review* 37: 10–20.

Siegel, D. S., & Renko, M. (2012). The role of market and technological knowledge in recognizing entrepreneurial opportunities. *Management Decision*, 50(5), 797-816.

Song, M., & Thieme, J. (2009). The role of suppliers in market intelligence gathering for radical and incremental innovation. *Journal of Product Innovation Management*, 26(1), 43-57.

Sood, A., and G. J. Tellis. 2005. Technological evolution and radical innovation. *Journal of Marketing* 69 (3): 152–74.

Sorescu, A. (2017). Data-driven business model innovation. *Journal of Product Innovation Management*, 34(5), 691-696.

Spielmann, N., Discua Cruz, A., Tyler, B. B., & Cerrato, D. (2022). Signaling stewardship and the value of family in a brand heritage Identity: A cross-cultural study of wineries. *Journal of Business Research*, 153, 35–45.

Stokes, D. (2000). Putting entrepreneurship into marketing: the processes of entrepreneurial marketing. *Journal of research in marketing and entrepreneurship*, 2(1), 1-16.

Stringer, R. (2000). How to manage radical innovation. *California management review*, 42(4), 70-88.

Su, A., Cai, X., Liu, X.-S., Tao, X.-N., Chen, L., & Wang, R. (2023). Talk the walk: How corporate vision works for performance. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Subramaniam, M., and M. A. Youndt. 2005. The influence of intellectual capital on the types of innovative capabilities. *Academy of Management Journal* 48 (3): 450–63.

Sun, Y., & Lee, E. (2022). Entrepreneurial marketing of small and medium-sized suppliers enhancing technological capability: Lessons from industrial suppliers in South Korea. *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).

Troise, C., Ben-Hafaïedh, C., Tani, M., & Yablonsky, S. A. (2022). Guest editorial: New technologies and entrepreneurship: exploring entrepreneurial behavior in the digital transformation era. *International Journal of Entrepreneurial Behavior & Research*, 28(5), 1129–1137.

Van de Ven, A. H. (1986). Central problems in the management of innovation. *Management science*, 32(5), 590-607.

Vaux Halliday, S., & Trott, P. (2010). Relational, interactive service innovation: Building branding competence. *Marketing Theory*, 10(2), 144–160.

Venkataraman S, Sarasvathy S, Dew N, Forster W. 2012. Reflections on the 2010 AMR decade award: whither the promise? Moving forward with entrepreneurship as a science of the artificial. *Academy of Management Review* 37: 21–33

Wales, W. J. (2016). Entrepreneurial orientation: A review and synthesis of promising research directions. *International Small Business Journal*, 34(1), 3-15.

Weerawardena, J. (2003). The role of marketing capability in innovation-based competitive strategy. *Journal of strategic marketing*, 11(1), 15-35.

Woodman, R.W., Sawyer, J.E., and Griffin, R.W. (1993). Toward a Theory of Organizational Creativity. *Academy of Management Review* 18(2):293–321.

Wu, C. W., & Monfort, A. (2023). Role of artificial intelligence in marketing strategies and performance. *Psychology & Marketing*, 40(3), 484-496.

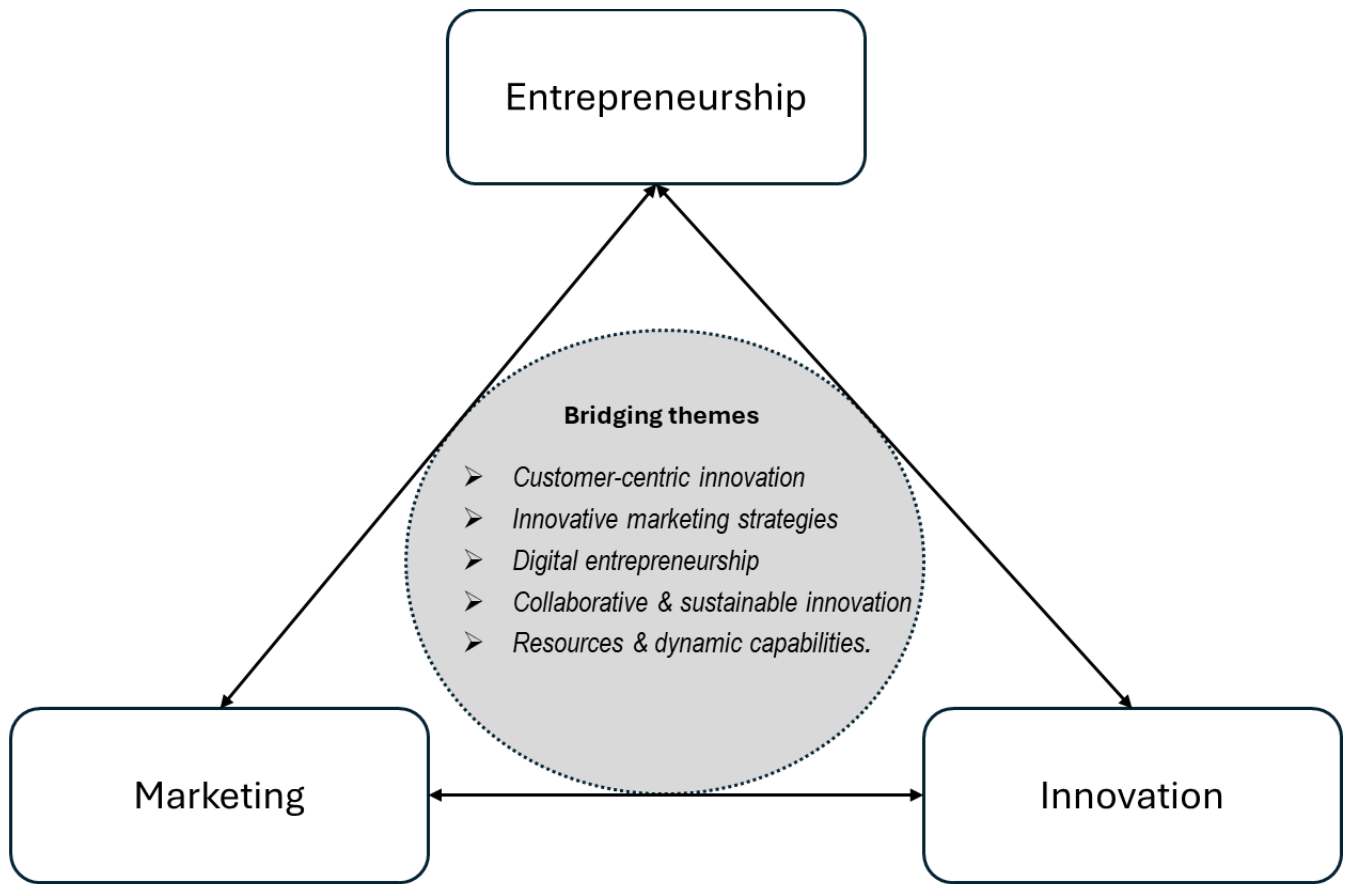
Xavier, J. A., Mostafiz, M. I., Selvachandran, G., & Quek, S. G. (2024). Resource orchestration in Indian ethnic entrepreneurial enterprises through generation change in Malaysia. *Technological Forecasting and Social Change*, 198, 122996.

Xing, Y., Liu, Y., & Davies, P. (2023). Servitization innovation: a systematic review, integrative framework, and future research directions. *Technovation*, 122, 102641.

Zhao, F. (2005). Exploring the synergy between entrepreneurship and innovation. *International Journal of Entrepreneurial Behavior & Research*, 11(1), 25–41.

Zheng, Y., Wang, Y., & Mian, S. A. (2022). Strategic positioning of projects in crowdfunding platforms: Do advanced technology terms referencing, signaling and articulation matter? *International Journal of Entrepreneurial Behavior & Research*, ahead-of-print(ahead-of-print).





**Figure 1. Bridging themes at the intersection of entrepreneurship, marketing, and innovation**