

ENTREPRENEURIAL MARKETING OF STARTUPS:
CONSTRUCTIVIST BIBLIOGRAPHIC RESEARCH BASED ON PROKNOW-C

MARKETING EMPREENDEDOR DE STARTUPS:
PESQUISA BIBLIOGRÁFICA CONSTRUTIVISTA BASEADA NO PROKNOW-C

MARKETING EMPRESARIAL DE STARTUPS:
INVESTIGACIÓN BIBLIOGRAFICA CONSTRUCTIVISTA BASADA EN PROKNOW-C

Ana Maria Simões Ribeiro

Pesquisadora Doutora pelo PPGA/UFSC
Universidade Federal de Santa Catarina
E-mail: anasimoesribeiro@gmail.com
<http://orcid.org/0000-0001-5807-4510>

Rogério Tadeu de Oliveira Lacerda

Professor do PPGA/UFSC
Universidade Federal de Santa Catarina
E-mail: rogerlacerda@gmail.com
<https://orcid.org/0000-0002-5151-172X>

Artigo recebido em 10/11/2020. Revisado por pares em 20/02/2023. Recomendado para publicação em 27/09/2023, por Ademar Dutra (Editor Científico). Publicado em 02/03/2024. Avaliado pelo Sistema double blind review.



©Copyright 2023 UNISUL-PPGA/Revista Eletrônica de Estratégia & Negócios. Todos os direitos reservados. Permitida citação parcial, desde que identificada a fonte. Proibida a reprodução total. Revisão gramatical, ortográfica e ABNT de responsabilidade dos autores.

ABSTRACT

The research aimed to identify the main papers, authors, and journals on entrepreneurial marketing of startups, from a qualified bibliographic portfolio and their references. To this end, a bibliographic search was performed, using the ProKnow-C (Knowledge Development Process - Constructivist) method. As result, Audrey Gilmore; Gerald E. Hills; Ian Fillis; Morgan P. Miles and Sussie Morrish are the prominent authors. Journal of Research in Marketing and Entrepreneurship; Journal of Business Research; European Journal of Marketing and the International Small Business Journal are the most recognized and receptive on the subject. The papers of Morrish, Miles and Deacon (2010) and Morrish (2011) stood out.

Keywords: entrepreneurial marketing; Startups; ProKnow-C; bibliometrics; constructivism.

RESUMO

A pesquisa objetivou identificar os principais artigos, autores e journals sobre marketing empreendedor de startups, a partir de um portfólio bibliográfico qualificado e suas referências. Para tal, realizou-se uma pesquisa bibliográfica, utilizando o método ProKnow-C (Knowledge Development Process – Constructivist). Como resultado, Audrey Gilmore; Gerald E. Hills; Ian Fillis; Morgan P. Miles e Sussie Morrish são os autores proeminentes. Journal of Research in Marketing and Entrepreneurship; Journal of Business Research; European Journal of Marketing e o International Small Business Journal são os mais reconhecidos e receptivos na temática. Destacaram-se os artigos de Morrish; Miles e Deacon (2010) e Morrish (2011).

Palavras-chave: marketing empreendedor; startups; ProKnow-C; bibliometria; construtivismo.

RESUMEM

La investigación tuvo como objetivo identificar los principales artículos, autores y revistas sobre marketing emprendedor para startups, a partir de un portafolio bibliográfico calificado y sus referencias. Se realizó una investigación bibliográfica, utilizando el método ProKnow-C (Knowledge Development Process - Constructivist). Audrey Gilmore; Gerald E. Hills; Ian Fillis; Morgan P. Miles y Sussie Morrish son los autores destacados. Journal of Research in Marketing and Entrepreneurship; Journal of Business Research; European Journal of Marketing y International Small Business Journal son los más reconocidos y receptivos sobre el tema. Los artículos de Morrish se destacaron; Miles y Deacon (2010) y Morrish (2011).

Palavras-clave: marketing empreendedor; startups; ProKnow-C; bibliometria; constructivismo.

1 INTRODUCTION

In today's markets, entrepreneur-oriented companies operate in environments characterized by changes, complexity, chaos and contradictions (QURESHI; KRATZER, 2011). This highly competitive scenario, which constant changes, requires different ways to manage uncertainties (GOMES; SALERNO; PHAAL; PROBERT *et al.*, 2018) and deal with knowledge limitations (JONES; SUORANTA; ROWLEY, 2013a; O'CASS; NGO, 2011; WHALEN; AKAKA, 2016), that are typical in technology-based and innovative startup environments.

Considering these elements, it is evident that the marketing paradigms present in most research and textbooks has become simplistic to explain the current phenomena (DAY, 2011) and inefficient to improve the performance of dynamic organizations (ALQAHTANI; USLAY, 2020). This result can be explained by the emphasis on consolidated companies and a rationalist decision paradigm for building marketing knowledge (EGGERS; HANSEN; DAVIS, 2012).

In this context, marketing management has presented itself as one of the biggest challenges for new entrepreneurs (FRANCO; SANTOS; RAMALHO; NUNES, 2014) (ALQAHTANI; USLAY, 2020; EGGERS, 2010). Entrepreneurial organizations have specificities that are not limited only to size, but also in the way classic administrative functions are operationalized (EGGERS; HANSEN; DAVIS, 2012). Therefore, the concept of traditional marketing has limitations for studying small companies and business with entrepreneurial orientation (EGGERS; HANSEN; DAVIS, 2012; JONES; SUORANTA; ROWLEY, 2013a; KOCÁK; CARSRUD; OFLAZOGLU, 2017; MORRISH, 2011; SIGUÉ; BIBOUM, 2019; STOKES, 2000b; WHALEN; AKAKA, 2016).

To circumvent such limitations, new lines of marketing thinking have emerged to meet the demands of nascent and small organizations. The interaction between entrepreneurship and marketing has been recognized by scholars, leading to a growing research field (AHMADI; O'CASS, 2016; HANSEN; DEACON; PASCAL; SETHNA, 2020; KRAUS; HARMS; FINK, 2010), called entrepreneurial marketing (EM). This field was developed to deal with the growing uncertainty of entrepreneurial businesses (ALQAHTANI; USLAY, 2020).

According to the literature, the EM is suitable for analyzing startup management. Startups are small and medium-sized companies in their early stages, investing in technology-based products to create markets or offer superior products in existing markets (AHMADI;

O'CASS, 2016; MALDANER; ZORTEA, 2019). These companies are inserted in highly dynamic and uncertain markets and use alternative marketing techniques (EGGERS; HANSEN; DAVIS, 2012; JONES; SUORANTA; ROWLEY, 2013b; RIES, 2011).

However, despite the economic importance of startups and their need to better articulate marketing management (ALQAHTANI; USLAY, 2020), there is little understanding of the contribution of entrepreneurship to marketing and vice versa. The understanding of the marketing expression in these organizations is still incomplete and lacks contributions in several activities, such as segmentation strategies, positioning and sales management practices (ALQAHTANI; USLAY, 2020; BOCCONCELLI; CIOPPI; FORTEZZA; FRANCONI *et al.*, 2018; HANSEN; DEACON; PASCAL; SETHNA, 2020).

In the work developed with EM there is still a lack of understanding of how marketing strategies work and why some startups are more successful than others in applying these practices (JONES; SUORANTA; ROWLEY, 2013a). Furthermore, the emphasis given to the restriction of resources in the EM (KRAUS; HARMS; FINK, 2010; STOKES, 2000a; WHALEN; AKAKA, 2016; WHALEN; USLAY; PASCAL; OMURA *et al.*, 2016) seems to ignore contexts where startups have wide access to financial investments and support from different organizations such as incubators, accelerators and higher education institutions.

Another limitation of the EM literature concerns the existence of different concepts of entrepreneurship and marketing, leading to a profusion of entrepreneurial marketing concepts (KRAUS; HARMS; FINK, 2010). This is intensified by the fact that the authors use different strategic orientations to explain EM (EGGERS; HANSEN; DAVIS, 2012). Finally, only few studies have presented a critical analysis of the literature on marketing for small entrepreneurial companies. Therefore, the understanding of how marketing is put into practice in companies like startups is still incomplete and fragmented (BOCCONCELLI; CIOPPI; FORTEZZA; FRANCONI *et al.*, 2018).

Taking the points presented into consideration, it is necessary to understand the state of the art of marketing management literature in the context of startups, to identify gaps and to assist the development of future research. Therefore, the present work proposes to conduct a bibliographic research, identifying a bibliographic portfolio (BP) relevant to the theme and presenting the main characteristics of it and its references. Among the characteristics presented are the elements referring to the authors, journals, keywords, number of citations and the most relevant papers in the scope of this research.

The understanding of the construction of this research field is necessary for the marketing management literature and its application in dynamic and uncertain contexts, typical of startups and companies intensive in knowledge, technology and innovation (HANSEN; DEACON; PASCAL; SETHNA, 2020). To answer the research problem, we use the ProKnow-C process (Knowledge Development Process - Constructivist) (ENSSLIN; ENSSLIN; LACERDA; TASCA, 2010).

ProKnow-C is a method with the aim of building the researcher's knowledge, offering a theoretical basis recognized by the scientific community. The method takes into account the researcher's delimitations and restrictions, inherent to the academic context and seeks to give them clear processes (ENSSLIN; ENSSLIN; LACERDA; TASCA, 2010; LACERDA; ENSSLIN; ENSSLIN, 2012).

From this introduction the work is organized as follows: Presentation of the theoretical framework about entrepreneurial marketing; Research methodology and ProKnow-C steps; Description of the stage of selection of the bibliographic portfolio, followed by the Bibliometric Analysis and finally, the Final Considerations.

2 THEORETICAL BACKGROUND ON ENTREPRENEURIAL MARKETING

The authors understand EM as an organizational function and a set of processes to create, communicate and deliver value to customers in organizations characterized by innovation, risk taking, proactivity, resource constraints and performance in uncertain environments. (KRAUS; HARMS; FINK, 2010; STOKES, 2000a; WHALEN; AKAKA, 2016; WHALEN; USLAY; PASCAL; OMURA *et al.*, 2016). For managers, the concept presupposes a marketing approach that is based not only in marketing literature, but also in a series of other strategic guidelines combined (JONES; ROWLEY, 2011). Although, there is no consensus in literature about which guidelines are part of these combinations (EGGERS; HANSEN; DAVIS, 2012).

There are several differences between Traditional Marketing and Entrepreneurial Marketing (HARRIGAN; RAMSEY; IBBOTSON, 2012). The differences extend to marketing communications strategies, research and development, product design and development, configuration of distribution channels and market research (EGGERS; HANSEN; DAVIS, 2012).

In EM companies, the entrepreneurs do not wait until there are established market segments and do not carry out costly market research before starting the product development process (MORRISH; MILES; DEACON, 2010). Companies that adopt EM have a proactive orientation towards the market, that is, they create their own market opportunities, co-creating value with their consumers and using their contact networks (ALQAHTANI; USLAY, 2020; O'CASS; NGO, 2012).

Another striking difference is manifested in the strategies for promoting brand and products. While in traditional marketing, conventional communication channels are used, in EM other possibilities are considered, such as viral marketing, interactive marketing, disruptive marketing, with intensive use of social media (ALQAHTANI; USLAY, 2020; KRAUS; HARMS; FINK, 2010; MORRISH; MILES; DEACON, 2010). Table 1 shows the differentiation between traditional Marketing and Entrepreneurial Marketing.

Table 1: Differences between traditional and entrepreneurial marketing

Element	Tradicional Marketing	Entrepreneurial Marketing
Predominant strategic orientation	Customer orientation Requires understanding the customer's needs before the development and commercialization of products and services (EGGERS; HANSEN; DAVIS, 2012; STOKES, 2000b).	Entrepreneurial orientation Entrepreneurs tend to start with an idea and then look for a market for it, instead of starting from an established and identified need among customers (KOCAN; CARSRUD; OFLAZOGLU, 2017).
Marketing practices	Marketing mix The concepts of Product, Price, Promotion and Location are used, in a departmentalized way within the company, to implement the marketing strategy (STOKES, 2000a)	Emerging strategies The practice of marketing permeates all employees of the company, and marketing planning is based on the intuition of the entrepreneur and the search for innovation (JONES; ROWLEY, 2012).
Market Intelligence Source	Market research Formal market research supports each of the marketing principles by offering abundant market data (MORRISH, 2011).	Interactive Marketing Entrepreneurs rely on feedback from customers, their stakeholders and their personal networks to gather qualified market information (WHALEN; AKAKA, 2016).

Source: Elaborated by the authors (2020)

However, as presented in the introduction, the work developed with EM presents several limitations (JONES; SUORANTA; ROWLEY, 2013a) and the understanding of how marketing is put into practice in startups is still incomplete and very fragmented (BOCCONCELLI; CIOPI; FORTEZZA; FRANCONI *et al.*, 2018).

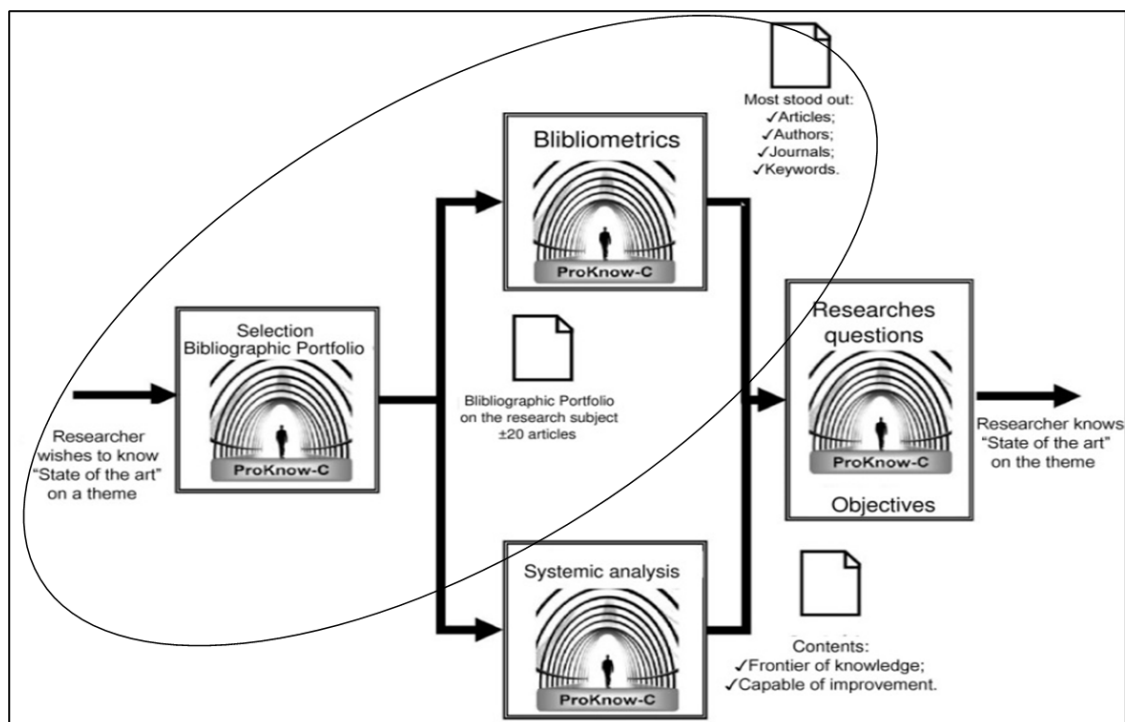
3 METODOLOGY

To answer the research problem, an exploratory bibliographic research was conducted. The exploratory research is indicated when the researcher does not have clear knowledge of the analysis categories, which will emerge from the literature (CRESWELL, 2014).

As an intervention instrument, was used the ProKnow-C (Knowledge Development Process - Constructivist), developed by LabMCDA, from the Federal University of Santa Catarina - Brazil (ENSSLIN; ENSSLIN; LACERDA; TASCA, 2010). ProKnow-C is a bibliographic study methodology that offers tools and guidelines for understanding the state of the art of scientifically recognized literature on a given research topic. The method in question presents a constructivist approach, which considers the limitations and interests of the researcher (AFONSO; SOUZA; ENSSLIN; ENSSLIN, 2011; ENSSLIN; ENSSLIN; LACERDA; TASCA, 2010).

The ProKnow-C method presents well-described and elaborated steps that enable the construction of knowledge and facilitate the replication of this type of research in other contexts (ENSSLIN; SCHEID; ENSSLIN; LACERDA *et al.*, 2012). Figure 1 summarizes the main steps of the method, with emphasis on those steps performed in this work.

Figure 1 - Steps of the ProKnow-C intervention instrument



Source: ENSSLIN; ENSSLIN; LACERDA e TASCA (2010)

In the present work, the first two stages of ProKnow-C were used: a) selection of a portfolio of relevant papers on the research topic; and b) bibliometric analysis of the portfolio and its references (ENSSLIN; ENSSLIN; DE OLIVEIRA LACERDA; DE SOUZA *et al.*, 2014). The first step begins with the definition of the database, followed by the search axes, keywords and filters that will be applied to the chosen base. After selecting the raw paper bank, the papers are filtered for alignment with the theme (ENSSLIN; ENSSLIN; LACERDA; TASCA, 2010).

The result of the first phase is the portfolio of papers aligned with the proposed theme and its references. Using this portfolio, a bibliometric research of the papers that compose it and their references are conducted (LACERDA; ENSSLIN; ENSSLIN, 2012). In this stage, we seek to establish relationships and understanding about the authors, journals, keywords and scientific relevance (ENSSLIN *et al.*, 2013). In the following sections, the conduction of each stage of the study will be discussed in more depth.

4 SELECTION OF THE BIBLIOGRAPHIC PORTFOLIO

The survey data were collected between August and October of 2020, based on the steps described in ProKnow-C (ENSSLIN; ENSSLIN; LACERDA; TASCA, 2010). For the selection of the bibliographic portfolio, the following steps were carried out: Definition of the research axes, according to the researcher's knowledge in the area; Definition of the keywords for each axis; Selection of the database; Selection of the raw paper database and Filtering the paper database. The implementation of each steps is presented below

4.1 SELECTION OF THE GROSS PAPERS DATABASE

The first step in the selection of the bibliographic portfolio is the definition of the research axes related to the studied topic. Based on the research axes, central terms are defined for each of the axes. The combination of the terms results in the keywords used to select the raw database of papers. The axes adopted were entrepreneurship and marketing and the keywords were combined as follows in Table 2.

Table 2 - Keywords

ENTREPRENEURSHIP		MARKETING
Startup*	AND	Marketing
Start up	AND	Marketing
Start-up	AND	Marketing
New technology venture	AND	Marketing
Entrepreneur*	AND	Marketing
Innovation	AND	Marketing

Source: Elaborated by the authors (2020)

The terms for each axis were combined in addition, using the word “and” in the searches. The asterisk symbol (*) is used when the word may present any change that you want to predict, as a startup, in the singular, and the variation startups, in the plural. The keywords should be contained in the Title, in the Keywords or in the Summary of the papers. Only recent papers published between 2010 and the period of 2020 were considered. And as

a filter, the Business categories were applied; Management; Social Science, Engineering and Economics.

Scopus was chosen as the research database, because it presents the journal's relevance indexes; it provides search tools with Boolean expressions; it is representative in the Management and Business area; and it has papers that cover the theme of this research. The result of the searches with the six keywords and the application of the filters, resulted in a total of 6049 papers.

4.2 FILTERING THE GROSS PAPERS DATABASE

EndNote software was used to export references and to support the next steps, working as a bibliography, citations, and references manager. With the software, the 6049 papers identified in Scopus were compiled, of which 858 were eliminated because of duplicated works, leading to 5191 papers. After the filtering, the titles of the 5191 non-repeated papers were read. 4532 papers were excluded because they did not have titles aligned with the theme, leading to 659 non-repeated papers with titles aligned with the theme.

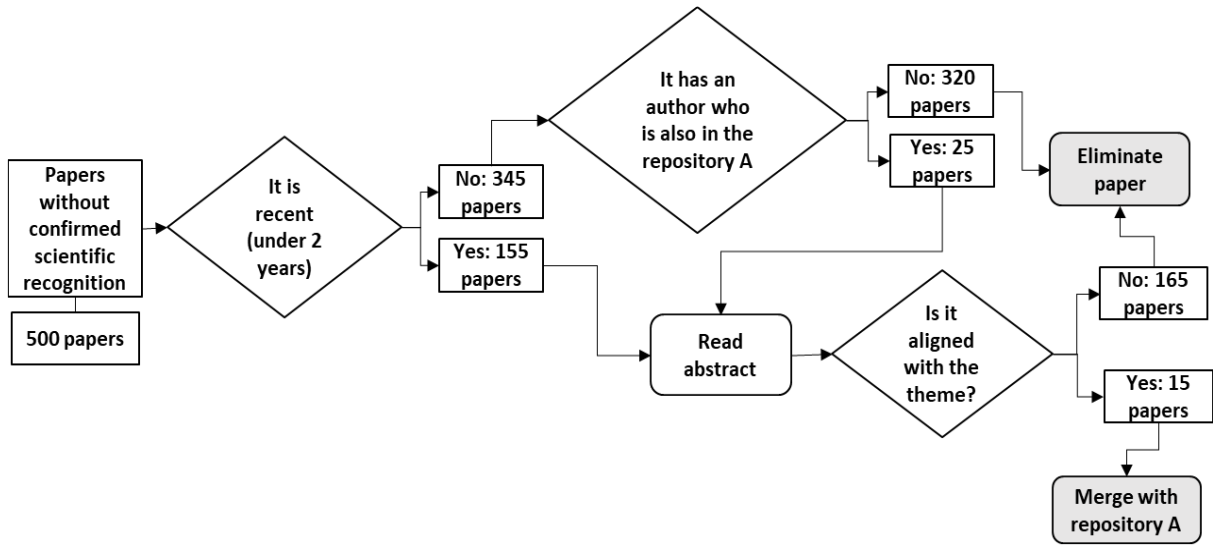
Then, filtering was carried out regarding the scientific recognition of the database. The citation numbers of each of the 659 papers were verified, through the registration made by Google Scholar. Based on these data, the postulate of Pareto (1896) was used, in which a small part of the population represents the majority of the effect, generally approaching the ratio of 20% and 80% respectively. Thus, it was found that 24% of the papers (159) represented 80% of the citations and 76% of the papers (500) represented only 20% of the citations.

For the reading of abstracts, the cut-off point was set at 80% of citations, representing 159 with validated scientific recognition. Therefore, the 159 abstracts were read, with the intention of eliminating papers with abstracts not aligned with the theme. 122 papers were eliminated, and 37 non-repeated papers were kept with titles and abstracts aligned with the theme. The 37 papers made up repository A.

Before reading the papers in full, the 500 papers with low scientific representation (representing only 20% of citations), called repository B, were reconsidered, to find promising papers despite their low number of citations. The stage is summarized in Figure 2. Recent papers, with less than two years of publication, had their abstracts read. For papers with more

than 2 years of publication, only the abstracts which authors appeared in the authorship of any of the papers with validated scientific recognition were read. Thus, the abstracts of 180 more papers were read.

Figure 2 - Reanalysis of papers without validated scientific recognition



Source: Elaborated by the authors (2020)

Of the 180 papers that had their abstracts read at this stage, only 15 were in line with the theme. All other 485 papers without proven scientific recognition were eliminated at this stage. The remaining 15 papers from repository B were merged with the 37 papers from repository A, to form repository C, with 52 papers. Of the 52, 2 were not available online for reading.

The 50 papers in the C repository, available online, were read in full. The reading sought to prove the alignment with the theme of the research axes. 24 papers were aligned with the theme, while 26 were discarded. Of the 24 papers maintained, 19 (80%) were originally from repository A and 5 (20%) were from repository B. The 24 papers are presented in Table 3, along with the number of citations in Google Scholar.

Tabela 3 – Papers from BP

Title	Citations
-------	-----------

Jones, R., & Rowley, J. (2011). Entrepreneurial marketing in small businesses: A conceptual exploration. <i>International small business journal</i> , 29(1), 25-36.	310
Kraus, S., Harms, R., & Fink, M. (2010). Entrepreneurial marketing: moving beyond marketing in new ventures. <i>International Journal of Entrepreneurship and Innovation Management</i> , 11(1), 19-34.	277
Morrish, S. C., Miles, M. P., & Deacon, J. H. (2010). Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship. <i>Journal of Strategic Marketing</i> , 18(4), 303-316.	176
Bettiol, M., Di Maria, E., & Finotto, V. (2012). Marketing in SMEs: The role of entrepreneurial sensemaking. <i>International Entrepreneurship and Management Journal</i> , 8(2), 223-248.	137
Morrish, S. C. (2011). Entrepreneurial marketing: a strategy for the twenty-first century?. <i>Journal of Research in Marketing and Entrepreneurship</i> .	128
O'Cass, A., & Ngo, L. V. (2011). Winning through innovation and marketing: Lessons from Australia and Vietnam. <i>Industrial marketing management</i> , 40(8), 1319-1329.	99
Yannopoulos, P., Auh, S., & Menguc, B. (2012). Achieving fit between learning and market orientation: Implications for new product performance. <i>Journal of Product Innovation Management</i> , 29(4), 531-545.	92
Kocak, A., Carsrud, A., & Oflazoglu, S. (2017). Market, entrepreneurial, and technology orientations: impact on innovation and firm performance. <i>Management Decision</i> .	86
Eggers, F., Hansen, D. J., & Davis, A. E. (2012). Examining the relationship between customer and entrepreneurial orientation on nascent firms' marketing strategy. <i>International Entrepreneurship and Management Journal</i> , 8(2), 203-222.	74
Whalen, P., Uslay, C., Pascal, V. J., Omura, G., McAuley, A., Kasouf, C. J., Jones, R., Hultman, C. M., Hills, G. E. Hansen, D. J., & Gilmore, A. (2016). Anatomy of competitive advantage: towards a contingency theory of entrepreneurial marketing. <i>Journal of Strategic Marketing</i> , 24(1), 5-19.	71
Jones, R., Suoranta, M., & Rowley, J. (2013). Entrepreneurial marketing: a comparative study. <i>The Service Industries Journal</i> , 33(7-8), 705-719.	65
Jones, R., Suoranta, M., & Rowley, J. (2013). Strategic network marketing in technology SMEs. <i>Journal of Marketing Management</i> , 29(5-6), 671-697.	64
Sok, P., O'cass, A., & Miles, M. P. (2016). The performance advantages for SMEs of product innovation and marketing resource–capability complementarity in emerging economies. <i>Journal of Small Business Management</i> , 54(3), 805-826.	59
Whalen, P. S., & Akaka, M. A. (2016). A dynamic market conceptualization for entrepreneurial marketing: the co-creation of opportunities. <i>Journal of Strategic Marketing</i> , 24(1), 61-75.	59
Perez, L., Whitelock, J., & Florin, J. (2013). Learning about customers. <i>European Journal of Marketing</i> .	45
Fillis, I. (2010). The art of the entrepreneurial marketer. <i>Journal of Research in Marketing and Entrepreneurship</i> .	44

Harrigan, P., Ramsey, E., & Ibbotson, P. (2012). Entrepreneurial marketing in SMEs: the key capabilities of e-CRM. <i>Journal of Research in Marketing and Entrepreneurship</i> .	43
Qureshi, S., & Kratzer, J. (2011). An investigation of antecedents and outcomes of marketing capabilities in entrepreneurial firms: an empirical study of small technology-based firms in Germany. <i>Journal of Small Business & Entrepreneurship</i> , 24(1), 49-66.	41
Jones, R., Sethna, Z., & Solé, M. (2013). Entrepreneurial marketing: conceptual exploration and link to performance. <i>Journal of Research in Marketing and Entrepreneurship</i> .	41
Alqahtani, N., & Uslay, C. (2020). Entrepreneurial marketing and firm performance: Synthesis and conceptual development. <i>Journal of Business Research</i> , 113, 62-71.	20
Eggers, F. (2010). Grow with the flow: entrepreneurial marketing and thriving young firms. <i>International Journal of Entrepreneurial Venturing</i> , 1(3), 227-244.	6
Jones, R., & Rowley, J. (2012). Card-based game methods: exploring SME entrepreneurial marketing practice. <i>International Journal of Entrepreneurship and Small Business</i> , 16(4), 485-502.	6
Hansen, D. J., Deacon, J. H., Pascal, V., & Sethna, Z. (2020). The future is in the past: A framework for the Marketing-Entrepreneurship Interface (MEI). <i>Journal of Business Research</i> , 113, 198-208.	4
Sigué, S. P., & Biboum, A. D. (2020). Entrepreneurial Marketing and Social Networking in Small and Medium Service Enterprises: A Case Study into Business Dealings in Cameroon. <i>Journal of African Business</i> , 21(3), 338-354.	0

Source: Elaborated by the authors (2020)

5 BIBLIOMETRIC ANALYSIS

This section presents the main results in the bibliometric analysis of the papers in the portfolio, as well as their references.

5.1 BIBLIOMETRIC ANALYSIS OF THE PORTFOLIO

The five most prominent papers in the portfolio, considering citations in Google Scholar, are: Jones and Rowley (2011), with 310 citations; Kraus. Harms and Fink (2010), with 277 citations; Morrish, Miles and Deacon (2010) with 176 citations; Bettiol, Di Maria and Finotto (2012), 137 citations and Morrish and Morrish (2011), with 128 citations, as shown in Table 1.

49 authors were identified in the 24 papers. The authors with the greatest presence in the bibliographic portfolio are: Rosalind Jones, author of five papers; Jennifer Rowley, author of four papers and David J. Hansen, author of three papers.

Regarding scientific journals, 18 scientific journals, where the 24 papers in the portfolio were published, were identified. The most present journals in the portfolio are: Journal of Research in Marketing and Entrepreneurship (4 papers); Journal of Strategic Marketing (3 papers); International Entrepreneurship and Management Journal (2 papers) and the Journal of Business Research (2 papers).

Analyzing the keywords, 77 keywords were verified, of which 17 were repeated, at least once. The most prominent keyword was Entrepreneurial Marketing (14 papers), followed by Marketing (9 papers), Market orientation (8 papers), Entrepreneurial orientation (7 papers), Small to medium-sized enterprises (6 papers), Entrepreneurship (5 papers), Innovation (5 papers) and Customer orientation (3 papers).

5.2 BIBLIOMETRIC ANALYSIS OF REFERENCES OF SELECTED ARTICLES

In this stage, all references of the 24 papers of the BP were identified and listed. For the listing, Excel software was used. After eliminating duplicate references, a total of 1312 references were obtained, including books, scientific papers, among other types.

From this repository, 1848 authors were listed, among which the most prominent are Carson David (28 papers); Audrey Gilmore (19 papers); Gerald E. Hills (17 papers); Ian Fillis (16 papers); Morgan P. Miles (13 papers); Sussie Morrish (13 papers); Satnley F. Slater (13 papers); Stephen L. Vargo (13 papers); Jeffrey G. Covin (11 papers); Michael H. Morris (11 papers); Aron O'Cass (11 papers) and Kwaku Atuahene-Gima (10 papers).

A total of 286 scientific journals were identified. The most frequent journals among the papers in the references of BP are: Strategic management newspaper (56 papers); Journal of Marketing (55 papers); Industrial Marketing Management (39 papers); European journal of marketing (38 papers); Journal of business venturing (28 papers); International small business journal (24 papers); Journal of Business research (24 papers); Journal of Research in Marketing and Entrepreneurship (24 papers); Entrepreneurship Theory and practice (23 papers); Journal of Marketing Management (22 papers); Strategic management newspaper (21 papers).

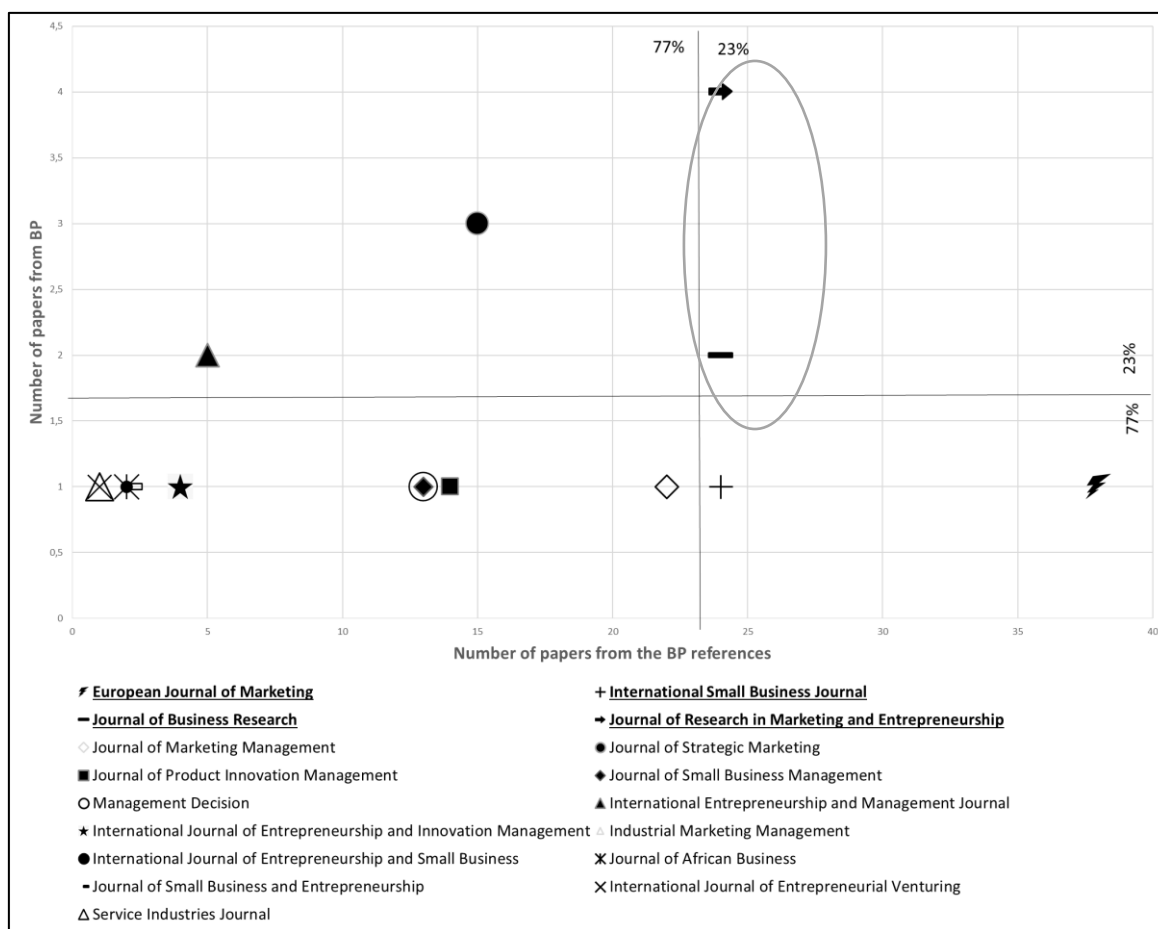
5.3 BIBLIOMETRIC ANALYSIS OF BP AND ITS REFERENCES

After the bibliometric analyses of the 24 papers of the BP and the bibliometric analyses of its 1312 references, additional analyzes were carried combining the 1336 papers. The most relevant journals and authors were analyzed considering the two sets of papers, as well as the most prominent papers considering their number of citations in Google Scholar, as well as the number of works that their most cited author had on the references.

The first aspect analyzed concerns the communalities between BP journals and their references. 17 journals were identified in which works from both the BP and their references are published. The most prominent journals in both BP and in their references are the Journal of Research in Marketing and Entrepreneurship (24 papers in the references and 4 in the PB); Journal of Business Research (24 papers in the references and 2 in the PB); followed by the European Journal of Marketing (38 papers in the references and 1 in the PB) and the International Small Business Journal (24 papers in the references and 1 in the PB).

Figure 3 shows the journals, the most prominent are highlighted in the graph and in the legend.

Figure 3 - Journals present in BP and references



Source: Elaborated by the authors (2020)

The second aspect analyzed was the most relevant authors at the intersection between BP and its references. A total of 49 authors have works present both in BP and in references.

Audrey Gilmore (Ulster University, Northern Ireland) was the author present in BP who had the biggest number of works in the references (19 papers). Among her most cited works on Google scholar the following themes are observed: qualitative research in marketing, marketing in small and medium-sized businesses, entrepreneurship networking, innovative marketing and service marketing.

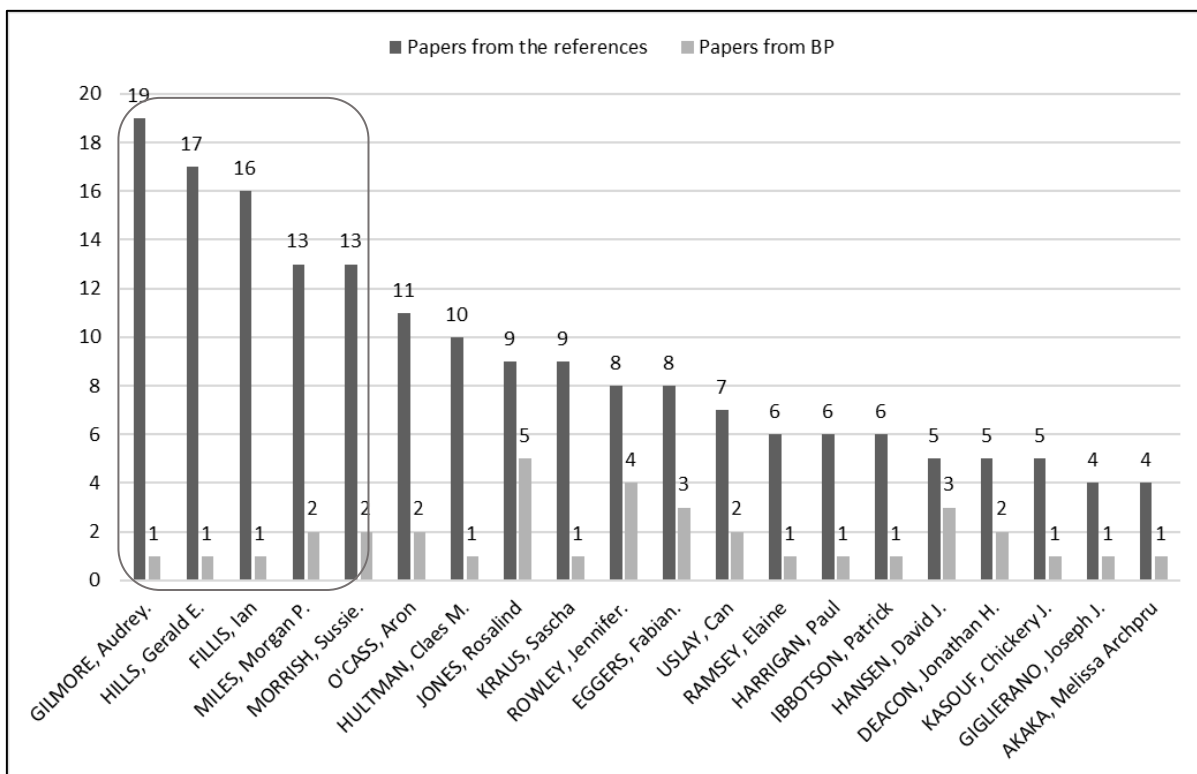
Gerald E. Hills (Bradley University, United States) is the second most prominent author in the references of BP (17 papers). Hills is considered by many authors as the father of entrepreneurial marketing, being one of the pioneers and most recognized authors in the field, mainly for his work in recognizing opportunities. Hills, started the entrepreneurial marketing interest group at the American Marketing Association (AMA), the world's leading

marketing research institution (COLLINSON; SHAW, 2001; HILLS; HULTMAN; KRAUS; SCHULTE, 2010).

The third most cited author in the references of the BP (16 papers) was Ian Fillis (Liverpool John Moores University, United Kingdom). Fillis has papers focused on entrepreneurship and small and medium companies. The fourth most cited author in the references (13 papers) and with two works in BP was Morgan P. Miles (Charles Sturt University, Australia) with works widely cited in marketing and entrepreneurship. And with the same values as the previous, Sussie Morrish (University of Canterbury, New Zealand), who also presents relevant work in the area of entrepreneurial marketing.

Figure 4 shows the 20 most relevant authors in the analysis. The five most prominent authors are indicated in the Figure.

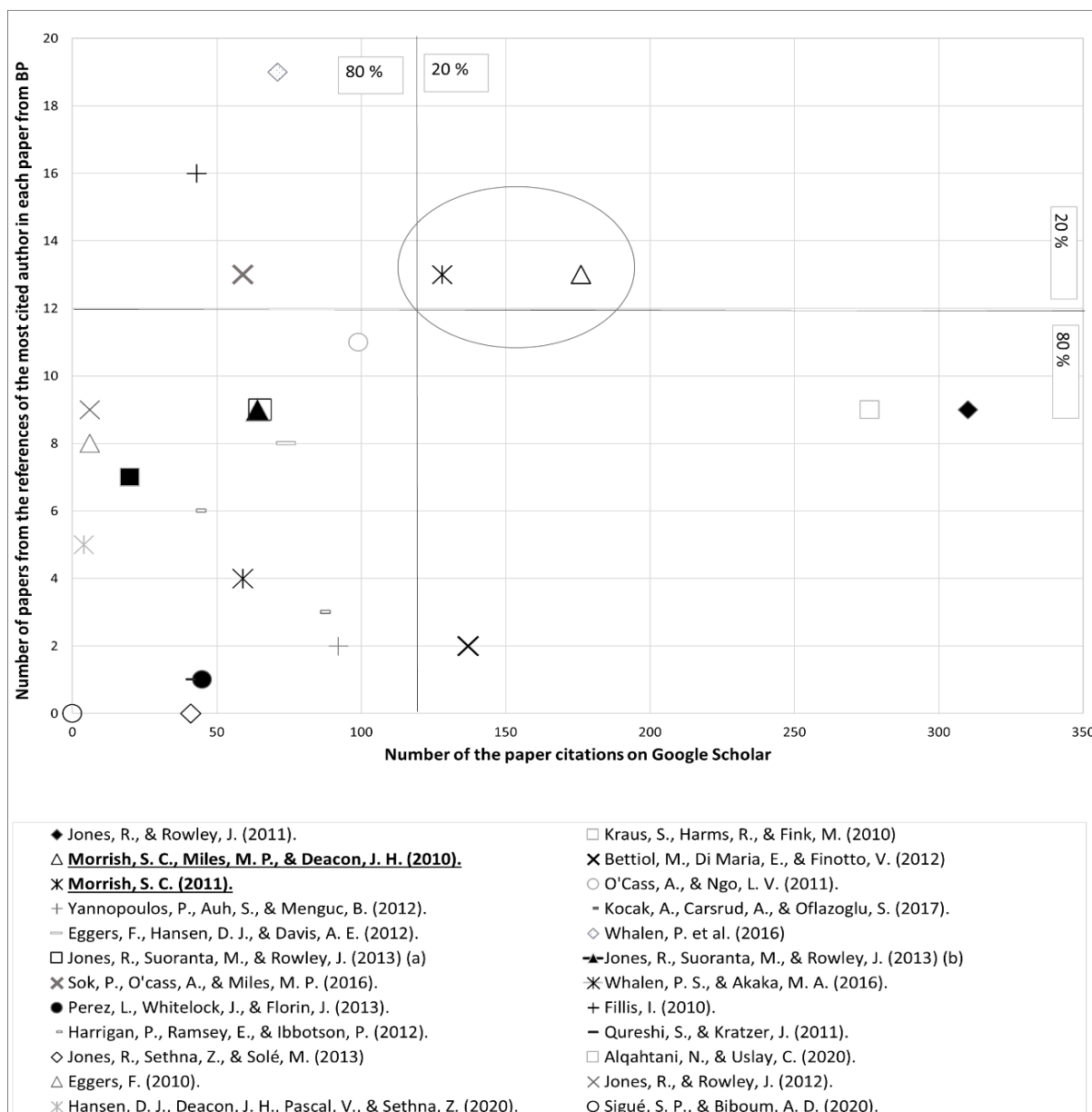
Figure 4 - Relevant authors in BP and references



Source: Elaborated by the authors (2020)

The third aspect addressed concerns the prominence of the papers, considering their position both in the BP and in the references. The number of citations in Google Scholar for each paper was analyzed, as well as the number of times that the most cited author of the paper appears in the BP references. Thus, we sought to present a classification of papers, based on these two parameters. In Figure 5, it is possible to locate each of the 24 papers. The two most prominent papers are indicated in the graph and in the legend.

Figure 5 - Classification of BP papers



Source: Elaborated by the authors (2020)

According to the classification, the most prominent paper (176 citations on Google Scholar and most cited author with 13 works in the references) is entitled “Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship” by the authors Sussie C. Morrish, Morgan P Miles and Jonathan H. Deacon, published in 2010 in the Journal of Strategic Marketing. And the second most prominent (128 citations on Google Scholar and the most cited author with 13 works in the references) is “Entrepreneurial marketing: a strategy for the twenty-first century?” by author Sussie C. Morrish, published in the Journal of Research in Marketing and Entrepreneurship, in 2011.

6 CONCLUSIONS

The present paper sought to elucidate the main questions about the state of the art in the Entrepreneurial Marketing for Startups literature, in order to enable the identification of patterns and possible gaps for the development of future research. The research aimed to develop a bibliographic research, from the identification of the relevant bibliographic portfolio for the theme.

To answer the research problem, the ProKnow-C (Knowledge Development Process - Constructivist) method was used, a method with the aim of building the researcher's knowledge, offering a theoretical basis recognized by the scientific community. The constructivist method considers the researcher's delimitations and restrictions, inherent to the academic context and seeks to circumvent them with clear processes.

The selection of the raw data was made by Scopus, considering scientific papers, published after 2010, in the areas of Business; Management; Social Science, Engineering and Economics. The keywords were defined based on two main axes: marketing and entrepreneurship. Thus, with the aid of the Endnote software, 5191 non-repeated papers from the search were identified. After filtering the title and abstract alignment, a bibliographic portfolio of 24 papers relevant to the theme of Entrepreneurial Marketing was defined. In addition, a set of 1312 references from the papers of the BP was identified.

With the selected papers and their references, a bibliographic analysis was carried out, to identify the papers of greatest prominence for the theme. Initially, 17 journals were identified in which works from both the BP and their references are published. The most prominent journals are the Journal of Research in Marketing and Entrepreneurship; Journal of Business Research; European Journal of Marketing and the International Small Business Journal.

Regarding the authors at the intersection between BP and their references, the most relevant were: Audrey Gilmore (Ulster University, Northern Ireland); Gerald E. Hills (Bradley University, United States); Ian Fillis (Liverpool John Moores University, United Kingdom); Morgan P. Miles (Charles Sturt University, Australia) and Sussie Morrish (University of Canterbury, New Zealand). The authors work mainly in research related to marketing, entrepreneurship, and management of small and medium-sized companies.

The third aspect concerns the prominence of the papers, considering their position both in the BP and in the references. The two most prominent papers are: “Entrepreneurial marketing: acknowledging the entrepreneur and customer-centric interrelationship” by authors Sussie C. Morrish, Morgan P. Miles and Jonathan H. Deacon, published in the year 2010 in the Journal of Strategic Marketing. And the second most prominent is “Entrepreneurial marketing: a strategy for the twenty-first century?” by author Sussie C. Morrish, published in the Journal of Research in Marketing and Entrepreneurship, in 2011.

The ProKnow-C structured process enabled the identification of a relevant and representative bibliographic portfolio on the intersection of the marketing area with the area of entrepreneurship, composed of 24 papers. These results are useful for researchers who seek to develop research in the fields of entrepreneurial marketing and startup marketing to identify relevant papers and possible research gaps in the topic.

As expected, the paper had some limitations, among which we can mention : a) the use of only one search base; b) the 10-year time limit (between 2010 and 2020) in the publication of papers; and c) the composition of the BP only with papers available in digital media. For future research, it is recommended to conduct the last two stages of ProKnow-C (systemic analysis and identification of research opportunities) in the BP identified in this paper.

REFERENCES

AFONSO, M. H.; SOUZA, J. d.; ENSSLIN, S. R.; ENSSLIN, L. J. R. d. G. S. e. A. Como construir conhecimento sobre o tema de pesquisa? Aplicação do processo Proknow-C na busca de literatura sobre avaliação do desenvolvimento sustentável. 5, n. 2, p. 47-62, 2011.

AHMADI, H.; O'CASS, A. The role of entrepreneurial marketing in new technology ventures first product commercialisation. **Journal of Strategic Marketing**, 24, n. 1, p. 47-60, 2016. Paper.

ALQAHTANI, N.; USLAY, C. Entrepreneurial marketing and firm performance: Synthesis and conceptual development. **Journal of Business Research**, 113, p. 62-71, 2020. Paper.

BOCCONCELLI, R.; CIOPIPI, M.; FORTEZZA, F.; FRANCIONI, B. *et al.* SMEs and Marketing: A Systematic Literature Review. **International Journal of Management Reviews**, 20, n. 2, p. 227-254, 2018. Paper.

COLLINSON, E.; SHAW, E. Entrepreneurial marketing – a historical perspective on development and practice. **Management Decision**, 39, n. 9, p. 761-766, 2001. Paper.

CRESWELL, J. W. **A concise introduction to mixed methods research**. SAGE publications, 2014. 1483359050.

DAY, G. S. J. J. o. m. Closing the marketing capabilities gap. 75, n. 4, p. 183-195, 2011.

EGGERS, F. Grow with the flow: entrepreneurial marketing and thriving young firms. **International Journal of Entrepreneurial Venturing**, 1, n. 3, p. 227-244, 2010. Paper.

EGGERS, F.; HANSEN, D. J.; DAVIS, A. E. Examining the relationship between customer and entrepreneurial orientation on nascent firms' marketing strategy. **International Entrepreneurship and Management Journal**, 8, n. 2, p. 203-222, 2012. Paper.

ENSSLIN, L.; ENSSLIN, S. R.; LACERDA, R. T.; TASCA, J. E. J. P. t. c. p. d. r. p. j. a. l. B. ProKnow-C, knowledge development process-constructivist. 10, n. 4, p. 2015, 2010.

ENSSLIN, L.; SCHEID, L. C. M.; ENSSLIN, S. R.; LACERDA, R. T. d. O. J. J.-J. o. l. S. *et al.* Software process assessment and improvement using Multicriteria Decision Aiding-Constructivist. 9, n. 3, p. 473-496, 2012.

ENSSLIN, S. R.; ENSSLIN, L.; DE OLIVEIRA LACERDA, R. T.; DE SOUZA, V. H. A. J. A. J. o. l. *et al.* Disclosure of the state of the art of performance evaluation applied to project management. 4, n. 11, p. 677, 2014.

FRANCO, M.; SANTOS, M. D. F.; RAMALHO, I.; NUNES, C. An exploratory study of entrepreneurial marketing in SMEs: The role of the founder-entrepreneur. **Journal of Small Business and Enterprise Development**, 21, n. 2, p. 265-283, 2014. Paper.

GOMES, L. A. d. V.; SALERNO, M. S.; PHAAL, R.; PROBERT, D. R. J. T. F. *et al.* How entrepreneurs manage collective uncertainties in innovation ecosystems. 128, p. 164-185, 2018.

HANSEN, D. J.; DEACON, J. H.; PASCAL, V.; SETHNA, Z. The future is in the past: A framework for the Marketing-Entrepreneurship Interface (MEI). **Journal of Business Research**, 113, p. 198-208, 2020. Paper.

HARRIGAN, P.; RAMSEY, E.; IBBOTSON, P. Entrepreneurial marketing in SMEs: The key capabilities of e-CRM. **Journal of Research in Marketing and Entrepreneurship**, 14, n. 1, p. 40-64, 2012. Paper.

HILLS, G. E.; HULTMAN, C. M.; KRAUS, S.; SCHULTE, R. History, theory and evidence of entrepreneurial marketing - An overview. **International Journal of Entrepreneurship and Innovation Management**, 11, n. 1, p. 3-18, 2010. Paper.

JONES, R.; ROWLEY, J. Entrepreneurial marketing in small businesses: A conceptual exploration. **International Small Business Journal**, 29, n. 1, p. 25-36, 2011. Paper.

JONES, R.; ROWLEY, J. Card-based game methods: Exploring SME entrepreneurial marketing practice. **International Journal of Entrepreneurship and Small Business**, 16, n. 4, p. 485-502, 2012. Paper.

JONES, R.; SUORANTA, M.; ROWLEY, J. Entrepreneurial marketing: A comparative study. **Service Industries Journal**, 33, n. 7-8, p. 705-719, 2013a. Paper.

JONES, R.; SUORANTA, M.; ROWLEY, J. Strategic network marketing in technology SMEs. **Journal of Marketing Management**, 29, n. 5-6, p. 671-697, 2013b. Paper.

KOÇAK, A.; CARSRUD, A.; OFLAZOGLU, S. Market, entrepreneurial, and technology orientations: impact on innovation and firm performance. **Management Decision**, 55, n. 2, p. 248-270, 2017. Paper.

KRAUS, S.; HARMS, R.; FINK, M. Entrepreneurial marketing: Moving beyond marketing in new ventures. **International Journal of Entrepreneurship and Innovation Management**, 11, n. 1, p. 19-34, 2010. Paper.

LACERDA, R. T. d. O.; ENSSLIN, L.; ENSSLIN, S. R. Uma análise bibliométrica da literatura sobre estratégia e avaliação de desempenho. **Gestao e Producao**, 19, n. 1, p. 59-78, 2012.

MALDANER, L. F.; ZORTEA, C. G. C. PROGRAMA DE ACELERAÇÃO DE STARTUPS: ANÁLISE COMPARATIVE DOS MECANISMOS DE ACELERAÇÃO DOS PROGRAMAS START-UP BRASIL E START-UP CHILE. **Revista Eletrônica de Estratégia e Negócios**, 11, n. 3, p. 29-53, 2019.

MORRISH, S. C. Entrepreneurial marketing: A strategy for the twenty-first century? **Journal of Research in Marketing and Entrepreneurship**, 13, n. 2, p. 110-119, 2011. Paper.

MORRISH, S. C.; MILES, M. P.; DEACON, J. H. Entrepreneurial marketing: Acknowledging the entrepreneur and customer-centric interrelationship. **Journal of Strategic Marketing**, 18, n. 4, p. 303-316, 2010. Paper.

O'CASS, A.; NGO, L. V. Winning through innovation and marketing: Lessons from Australia and Vietnam. **Industrial Marketing Management**, 40, n. 8, p. 1319-1329, 2011. Paper.

O'CASS, A.; NGO, L. V. Creating superior customer value for B2B firms through supplier firm capabilities. **Industrial Marketing Management**, 41, n. 1, p. 125-135, 2012. Paper.

QURESHI, S.; KRATZER, J. An Investigation of Antecedents and Outcomes of Marketing Capabilities in Entrepreneurial Firms: An Empirical Study of Small Technology-Based Firms in Germany. **Journal of Small Business and Entrepreneurship**, 24, n. 1, p. 49-66, 2011. Paper.

RIES, E. **The lean startup**. New York: Crown Business, 2011.

SIGUÉ, S. P.; BIBOUM, A. D. Entrepreneurial Marketing and Social Networking in Small and Medium Service Enterprises: A Case Study into Business Dealings in Cameroon. **Journal of African Business**, 2019. Paper.

STOKES, D. Entrepreneurial marketing: A conceptualisation from qualitative research. **Qualitative Market Research: An International Journal**, 3, n. 1, p. 47-54, 2000a. Paper.

STOKES, D. Putting Entrepreneurship into Marketing: The Processes of Entrepreneurial Marketing. **Journal of Research in Marketing and Entrepreneurship**, 2, n. 1, p. 1-16, 2000b. Paper.

WHALEN; AKAKA, M. A. A dynamic market conceptualization for entrepreneurial marketing: the co-creation of opportunities. **Journal of Strategic Marketing**, 24, n. 1, p. 61-75, 2016. Paper.

WHALEN; USLAY, C.; PASCAL, V. J.; OMURA, G. *et al.* Anatomy of competitive advantage: towards a contingency theory of entrepreneurial marketing. **Journal of Strategic Marketing**, 24, n. 1, p. 5-19, 2016. Paper.