



EMERALD STUDIES IN SUSTAINABLE BUSINESS DEVELOPMENT

VOLUME 1

SHAPING ENTREPRENEURIAL MARKETING

A South Asian Perspective

EDITED BY

Narayanage Jayantha Dewasini · Payal Kumar
Nirma Sadamali Jayawardena · Mananage Shanika Hansini Rathnasiri

Shaping Entrepreneurial Marketing, Volume 1

EMERALD STUDIES IN SUSTAINABLE BUSINESS DEVELOPMENT

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Shaping Entrepreneurial Marketing, Volume 1: A South Asian Perspective

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Foreword

It is an honour to write the foreword for *Shaping Entrepreneurship Marketing, Volume 1: A South Asian Perspective*. This book explores an area of marketing that is increasingly critical in today's fast-changing world: entrepreneurial marketing, specifically in the unique context of South Asia. As someone deeply familiar with this field – my esteemed co-authors for *Marketing 6.0*, Philip Kotler and Hermawan Kartajaya, also wrote the *Entrepreneurial Marketing* book – I can attest to the increasingly intertwined nature of entrepreneurship and marketing. Both entrepreneurs and marketers need a balanced perspective combining creativity, innovation, entrepreneurship and leadership (CIEL) with productivity, improvement, professionalism and management (PIPM).

Entrepreneurs are innovators, extracting value in otherwise untapped markets, which requires a marketing-oriented mind. This notion is especially true in South Asia, where the entrepreneurial ecosystem has great sociocultural diversity and economic complexities. The book brilliantly captures the role of marketing in empowering entrepreneurs to identify everyday customer challenges, make way for opportunities and scale their businesses.

Disruptions of the global economy are underway; technology and sustainability are the two main drivers. I have extensively written about these themes in *Marketing 3.0*, *Marketing 4.0*, *Marketing 5.0* and *Marketing 6.0*. South Asian entrepreneurs increasingly use digital platforms to grow their businesses, accelerated by the COVID-19 pandemic. The book contains insightful stories of these entrepreneurs, serving as practical examples to show how other entrepreneurs adapt to this new reality.

Sustainability is equally important. Since *Marketing 3.0*, we have argued that the future of marketing is about balancing profitability with social and environmental impact. In this book, the chapters show how South Asian entrepreneurs combine business goals with impact by integrating sustainability into their marketing strategies. This makes them more appealing to the market while contributing to sustainable development goals.

The book excites me because it can inspire current and future entrepreneurs. Exploring how South Asian entrepreneurs navigate a complex and evolving environment, the book benefits academics, practitioners and policymakers alike. With this focus on community-based enterprises, social entrepreneurship, digital transformation and sustainable marketing, the book also provides a comprehensive view of the entrepreneurial scene in the region.

Finally, I am particularly pleased to know that the authors of this book are preparing a second volume, which will explore the future directions of social entrepreneurship and sustainable development in entrepreneurial marketing. This next volume will enrich our understanding of how entrepreneurs can help drive positive change through innovative but responsible business practices.

In conclusion, *Shaping Entrepreneurship Marketing, Volume 1: A South Asian Perspective* is a timely and valuable contribution to entrepreneurial marketing. This book represents the entrepreneurial spirit of South Asia and reflects its global relevance. The aim is for readers to open their minds to its chapters and discover what lessons it contains for application in other countries and industries.



Iwan Setiawan
Co-Author, *Marketing 6.0: The Future is Immersive*

Chapter 1

Introduction to Entrepreneurship Marketing in South Asia: Editors' Perspective

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Abstract

This chapter examines the contextuality characterizing entrepreneurial marketing in adopting specific marketing techniques to overcome South Asian cultural, economic and technological barriers. The South Asian region, with its unique and diverse culture and rapidly progressing start-up environment, offers challenges and benefits for aspiring start-ups. The roles of entrepreneurship marketing are highlighted in this chapter as a tool central to creating sustainable businesses in environments of resource scarcity and competition. A discussion of the synergies of 'conventional' and emerging forms of marketing explores how a company uses technology and social media to increase the breadth of its market and communicate with its consumers. In this chapter, the authors use cases and research findings to emphasize promoting sustainable and socially responsible entrepreneurship marketing in South Asia. Finally, this chapter offers valuable information for academicians, especially scholars, who are inclined to comprehend the research agenda and opportunities and threats of South Asian entrepreneurship marketing within the context of entrepreneurship in emerging economies.

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Introduction

The South Asian region has recently witnessed a change in the state of new ventures due to increased economic growth rates, technology and new business start-ups (Hemmert et al., 2022). Entrepreneurship is one of the main drivers of economic growth for modernizing countries like India, Sri Lanka, Bangladesh and Pakistan, which consider globalization and regional identities (Arif et al., 2022). At the same time, entrepreneurship marketing, a comprehensive plan to advertise and support enterprises, has emerged as critically important for many industries (Ouragini & Lakhal, 2024).

This book, *Shaping Entrepreneurship Marketing, Volume 1: A South Asian Perspective*, presents a current analysis of how marketing is being transformed in South Asia and what a future marketing landscape in the region may look like. The goal is to establish a more complex analysis of how IT entrepreneurs manage uncertainties, capture opportunities and market their products to establish and grow sustainable business ventures.

Why South Asia?

South Asia, where more than 1.8 billion people live, is promising and problematic. Due to its immense cultural diversity, an increasing middle-income populace and a young population, the region presents excellent potential for business growth. South Asia has made impressive advancements in attaining economic growth considerably higher than the average global rate. At the same time, it experiences significant challenges like insufficient infrastructure, regulatory issues and issues of socio-economic inclusion that sometimes make the entrepreneurial journey challenging.

When it comes to the challenges that they encounter in their businesses, South Asian entrepreneurs are quick to adapt but are even more creative when it comes to their market approach. Given the sociocultural nature of the region's environment, it is apparent that the current ideas of entrepreneurship marketing have essential gaps that the development of new approaches should address (Bussolo et al., 2024). This book's objective, therefore, is to bring to the forefront the various tactics that different entrepreneurs employ, focusing on the fact that the environment keeps changing.

The Importance of Entrepreneurship Marketing

As a concept, entrepreneurship marketing is considered a unique practical and tactical approach to marketing that differs in several ways from the classical marketing methods (Guerola-Navarro et al., 2024). Significant resource shortage and extensive partnering are characteristic of switching costs and resource

dependency in this context. Entrepreneurs work on several key constraints, including large advertising budgets, large staff and entrenched positions, as opposed to firms that have access to significant resources, including, most importantly, limited resources. This discrepancy alone requires enhanced marketing strategies and creativity on the part of the entrepreneur.

As with any part of the globe, several opportunities and risks arise from undertaking business in the South Asian region, such as new trends in marketing strategies. Due to financial limitations in directing themselves to the targeted audiences, entrepreneurs must also employ pedestrian strategies such as guerrilla, social media and grassroots marketing. What is clear, though, is that these are not options but necessities most of the time to sustain and grow. Business people can create meaningful value at low costs using these innovative approaches. This book shall explore the creative measures most people use to overcome challenges and ensure they work hard to realize their dreams and become successful entrepreneurs.

In addition, entrepreneurship marketing plays a crucial role in positioning and creating a customer base (Guerola-Navarro et al., 2024). The modern world is full of many competitors, and every single company tries to gain the attention of consumers, which is possible to achieve in the long term only if it is unique. South Asian entrepreneurs know the necessity of creating relevant and emotionally appealing value propositions and stories. These factors will be elaborated in this book to show how the marketing strategies employed by these entrepreneurs in developing brand narratives influence customers' choice of products, brand loyalty and repeat patronage.

Similarly, it is essential to note the applicability of storytelling as a critical marketing strategy in attracting entrepreneurs' attention. If marketing messages are sent frequently, inputs such as experiences, struggles or victories can keep the audience emotionally invested. These narratives are a means of applying personalities to brands, and since this brings interest and attractiveness, consumers will find it exciting. The emerging theme in marketing strategy is authenticity, which is also advantageous in building trust – the basis of customer relations. This book will show how narrative and relationship management are both seminal to South Asian entrepreneurship and, hence, the foundation of sustainable competitive advantage in this dynamic environment.

Finally, this book's analysis of entrepreneurship marketing will serve as an enlightening reference to the different approaches adopted by South Asian entrepreneurship. We believe people will be inspired to use entrepreneurship marketing in their business through resourceful and strategic thinking. This exploration will highlight the importance of entrepreneurship marketing in driving economic growth and showcase its vital role in shaping the future of business in the region.

The Role of Culture in Entrepreneurship Marketing

Various cultural factors play a vital role in the marketing strategies implemented in South Asia (Hussain et al., 2024). It is revealed that business people in the

region establish new businesses in connection with familial and community-based business practices. Everybody, for instance, extends their business by using trust, connections, and local and international networks. That is why cultural marketing is possible in this region, considering the strong influence of traditional culture and the growth of a more modern, progressive culture. For example, culturally sensitive marketing initiatives are more effective than generic ones because culture determines behaviour.

The cultural dimension is both a threat and a potential for South Asian entrepreneurs in their business environment. Many innovative solutions make local cultural references but, at the same time, are applicable globally. As indicated in this section, this book will provide case examples showing how these two forces influence entrepreneurship marketing strategies. Besides, attitudes are often culturally determined and may impact buying behaviour – the tendency to stick to a specific brand. Analyzing such narratives helps the entrepreneur modify their set market stimuli to align with their existing belief systems, thus enhancing their viability.

Navigating Technology and Innovation

It is essential to understand that the change we are witnessing is the emergence of technology across various industries, including those in South Asia (Tanabe, 2022). Mobile phone usage has become rampant, and internet usage in rural areas has increased, making the entrepreneurship marketing opportunities available to the outside world more fluid. Technology and e-business are steadily changing the way that companies interact with buyers.

The COVID-19 pandemic further propelled this shift, forcing many business owners into the new world of digital marketing and to receive new tools for connecting with their target market. The tools companies use could be as small as WhatsApp for marketing and as big as the latest Artificial Intelligence (AI) mechanisms, embodying technology as a tool for entrepreneurship marketing in South Asia.

However, digital inequality persists, evident in the rural environment and among the deprived population. A significant number of business people lack the appropriate marketing technologies. This book will look at how entrepreneurs in this region adapt to minimize this chasm and seize new technologies to advance their marketing.

Nevertheless, using advanced technologies such as AI and data analytics influences many marketing tactics. Marketing automation has gradually become a phenomenon within the business environment by expounding customer trends and improving return on investment. This book argues that with the help of technology, South Asian entrepreneurs can compete at the global level and target local South Asian consumers.

Sustainability and Social Responsibility in Entrepreneurship Marketing

The global economy has, in the recent past, shifted to sustainability and corporate social responsibility (CSR). It has become evident that climate change and social

inequality have been persistent for some time. South Asian entrepreneurs have realized that sustainability cannot be neglected in their marketing messages. This also corresponds with a global change in the concept and can be a means to pay more attention to consumers who are geared towards ecological and social problems. Consumers of the present generation are likelier to buy from companies that have embraced sustainable practices in their business operations, their buying decisions being perceived as a way of influencing change.

This book shows how South Asian entrepreneurs make marketing sustainable to stand out in a world of competition. Moreover, as these entrepreneurs clearly state that their businesses are sustainable, they can create powerful brands that appeal to clients willing to buy from sustainability-minded companies. With campaigns such as going green, socially responsible sourcing and clear statements on how they do business, young South Asian entrepreneurs are now targeting a genus of clients who value sustainability, affordability and quality of the products and services they obtain.

Furthermore, sustainability is not just a fashion; it is evidence of a change in people's attitudes and perceptions. With more attention being paid to climate change, environmental pollution and inequality issues, the companies that promote sustainable practices will have an advantage. Customer behaviours show a shift towards socially responsible consumption, which means that sustainability has to be integrated into the fundamental marketing concepts that young entrepreneurs use. The book will examine how marketing strategies automatically ensure sustainable development in South Asian businesses.

The role of social responsibility as an aspect of entrepreneurship marketing cannot be overemphasized. South Asian entrepreneurs use their marketing covers to support social causes like education, health and other communal causes. Through philanthropy or supporting causes and engaging with the community, entrepreneurs may strengthen the bonds with consumers who are now calling on companies to go out and be the change that is needed in society. In this book, the reader will learn how incorporating social responsibility into the marketing agenda benefits a company's image and garners customers with an appreciation of CSR.

Consequently, this book's examination of sustainability and social responsibility in entrepreneurship marketing is intended to offer insights into how South Asian entrepreneurs manage these problems. By demonstrating the radical strategies used by South Asian entrepreneurs to effect positive change, we wish to encourage new entrepreneurs to embrace sustainable marketing as a core value. This study will seek to demonstrate not only the feasibility of sustainable practices but also the possibility of forging an economic future for a region or a continent in terms of affirmative change.

Structure of the Book

The chapters of this book have been arranged to give readers an understanding of entrepreneurship marketing from a theoretical and applied perspective. Every chapter focuses on definite topics: digital marketing management, cultural factors

in marketing, innovation management and the impact of socio-economic factors on entrepreneurial performance. Cross-country examples from several South Asian countries will provide practical opportunities to learn about the strategies and actions taken by different business people across the region.

Chapter Overview

Every chapter of this book deals with one particular segment of entrepreneurship marketing and its configuration within the South Asian region. The following section outlines each chapter's contribution and indicates how it helped expand the existing literature on the topic.

Entrepreneurship marketing in community-based enterprises in Nepal.

This chapter comprehensively analyses entrepreneurship marketing within community-based enterprises in Nepal. The chapter concludes by stressing the role of applying entrepreneurship marketing to enhance the internationalization of community-based enterprises (CBEs) and provides a set of actionable suggestions for Nepalese entrepreneurs and policymakers.

Overview of managing digital agility among South Asian family business firms during the ongoing economic crisis.

This chapter examines how family business firms in South Asia handle digital agility during economic crises. Drawing from semi-structured interviews of family business owners in four South Asian countries, it outlines the antecedents of digital agility, such as resource orchestration, workforce transformation, technology orientation and digital risk strategy. It suggests a conceptual model to address digital agility in family businesses and offers practical recommendations regarding digital transformation during a crisis.

Antecedents of knowledge-hiding behaviour amongst Sri Lankan entrepreneurial undergraduates: An empirical study.

This empirical research focuses on the antecedents that lead to knowledge-hiding behaviour (KHB) among Sri Lankan entrepreneurial undergraduates. The study indicates that distrust, mutual reciprocity and psychological ownership significantly impact KHB. This chapter helps advance the existing literature by providing information to educational institutions on measures and actions to inhibit knowledge hiding and encourage knowledge sharing among learners to enhance the collaborative learning process.

Quest for student engagement and loyalty from a private higher education perspective.

This chapter analyses the interaction between service quality and student loyalty in private universities. The author examines the impact of service quality on student loyalty in a study conducted on 346 university students and confirms a positive impact on student loyalty, which is mediated by student satisfaction and engagement. The findings can help higher education marketers and administrators develop

policies to enhance service quality and engagement plans to retain students, which is essential for small and medium higher education institutions.

The moderating effects of transformational leadership behaviour and firm performance of SMEs in Sri Lanka.

This chapter examines how transformational leadership (TL) impacts the association between entrepreneurial orientation (EO) and the performance of small and medium enterprises (SMEs) in Sri Lanka. It reveals that TL and EO are significant drivers of SME performance, offering critical insights for SME owner–managers seeking to enhance organizational outcomes. The chapter validates the resource-based view (RBV) theory and contributes to the literature on SME management and leadership in developing South Asian economies.

Business continuity strategies during COVID-19 pandemic: A case from a small and medium enterprise (SME).

This research aims to identify measures adopted by a leading software development firm in the context of COVID-19 in Sri Lanka. Employing a qualitative research epistemology and case study research design, interviews constituted data collection tools. To explain the strategies concerning business continuity, the research follows [Castillo's \(2005\)](#) theoretical framework. Significant activities include developing a crisis response team, risk mapping and using crisis experiences as knowledge assets. ISO incorporation enables suitable responses and chances from software development to apply cost control and especially fine-tune human resources. The results presented have practical implications for managers interested in developing continuity plans in times of crisis.

Factors affecting the performance of the pickers in 3PL warehouses in Sri Lanka: A systematic review of literature.

This chapter examines factors affecting pickers' productivity in 3PL warehouses in Sri Lanka. Since warehousing is the most outsourced function in the supply chain, this research uses a systematic narrative review to present synthesized literature on 3PL (third-party logistics) providers, order-picking processes and employee performance. The parameters have been broadly divided into employee factors and order-picking factors. This exploration highlights aspects of motivation, leadership and financial incentives that significantly impact the performance of employees; however, routing and storage assignments have consequences on order picking. All these insights are essential to 3PL warehouse managers seeking to improve picker and warehouse efficiencies.

Do human resource management practices ensure employee happiness? Unveiling the moderating effect of work–life balance.

This chapter examines the connection between human resource management (HRM) practices for engaging working people and their overall well-being or job satisfaction, with work–interference balance as a mediating factor in the travel trade sector in Sri Lanka. A quantitative research methodology was adopted, with data from 379 participants using structured questionnaires. The results confirm a positive correlation between HRM practices and employee happiness, with work–life

balance as a moderator. This research fills an existing gap in the literature by presenting the analyzed data and providing suggestions on improving employee well-being.

Implications of job hopping on employees: A case study from the Sri Lankan software development industry.

This research examines the consequence of job hopping by employees in Sri Lanka's software development sector and whether job hopping fulfils employee expectations. The study used a qualitative method following the Tonnquist model; the findings show a mismatch between expectations and job roles among job hoppers. Studies indicate that job-hopping increases pay but may lead to inconveniences related to job security, benefits and organizational relations. Also noted in the study are the implications of the findings, which offer insights for employees and human resource managers on tailoring retention approaches and career actions.

The causes and effects of work–life conflict in copreneurial couples in South Asia.

This paper analyses work–life conflict often observed among South Asian copreneurial couples, such as long working days, cultural restrictions and division of labour. Through qualitative research that involved interviews with focus groups including entrepreneurs, psychologists and sociologists, it was found that rigorous gender roles and poorly defined work–life balance affect well-being and business success. This research suggests further measures to eliminate such difficulties, including flexible working arrangements, mental well-being services and work–life conflict management among copreneurial couples in South Asia.

Employee branding and SME growth in India: Towards a US\$5 trillion economy.

This study focuses on the relationship between employee branding (EBR) and SME development in India, thereby contributing towards the growth of the Indian economy in its bid to attain a 5-trillion-dollar economy. Based on a qualitative method of inquiry, the study gathered data from SME leaders and human resource professionals via purposefully designed open-ended questions. Preliminary outcomes reflect the importance of EBR in SMEs' development, organizational culture, and staff maintenance. The findings outline the significance of EBR in improving organizational and SME performance and supporting leaders and policymakers in creating prospects for sustainable economic development.

How can social media support improve the sustainability practices of Sri Lankan small and medium enterprises (SMEs)?

This chapter examines the factors influencing the adoption and use of social media for sustainability purposes by SMEs in Sri Lanka through a systematic literature review. Based on an analysis of 40 articles from several identified databases, the study outlines seven spheres of social media support for sustainability across supply chain management, sustainability communication and brand building. The study fills the existing gap in the literature on social media and sustainability in a way that benefits SMEs, academics and policymakers by offering practical and valuable suggestions on how to use social media to enhance sustainable practices.