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## **The Interface of International Marketing and Entrepreneurship Research: Review, Synthesis, and Future Directions**

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# **The Interface of International Marketing and Entrepreneurship Research: Review, Synthesis, and Future Directions**

## **ABSTRACT**

There is no intensive review available of research at the interface of international marketing and entrepreneurship. This article systematically logs and organizes the subject matter and provides research suggestions. An organizing framework featuring three main dimensions—international marketing, the nature of marketing, and entrepreneurship—guides the literature review. The review relies on a full search of articles relevant to international marketing and entrepreneurship published in academic journals over the past two decades (1997–2016). The study adopts a qualitative research approach to analyze 169 articles that meet the definitions of both international marketing and entrepreneurship research. Nine interesting research types emerge at the intersection of international marketing and entrepreneurship research, and the study examines the theoretical and empirical trends of each type. A particularly promising avenue for future studies would be cross-cultural comparative research on the individual–opportunity nexus in marketing across countries. More mixed-method and longitudinal research designs are also welcomed. The authors also offer suggestions for future interdisciplinary research.

**Keywords:** international marketing, entrepreneurship, review, future research

The interface of international marketing and entrepreneurship research has interested researchers for some years (e.g., Knight 2000; Styles and Seymour 2006), and scholars recognize the significance of entrepreneurship and innovation to marketing, and indeed the importance of marketing in supporting successful entrepreneurship (Webb et al. 2011). Entrepreneurship research informs us of how entrepreneurs can identify and exploit opportunities (Shane and Venkataraman 2000). This knowledge is valuable when studying foreign marketing (i.e., marketing across national borders) and cross-cultural comparative marketing (i.e., the comparison of marketing across national borders) as entrepreneurs often play a crucial role in exploiting foreign market opportunities. This stream of entrepreneurship research has led to investigations of how entrepreneurial orientation, marketing strategy, and firm performance interrelate among internationally-active, small and medium-sized enterprises (SMEs), and to studies establishing the important role of international entrepreneurship and innovation in SME internationalization (Knight 2000; O’Cass and Weerawardena 2009).

Research at the international marketing and entrepreneurship interface nurtures development in the two research disciplines and interdisciplinary research (Yang and Gabrielsson 2017). However, while there has been progress, the research advances have not produced a fully developed research paradigm at the interface and despite the significant amount of research on international marketing and entrepreneurship published over the past two decades no review of it exists, and hence researchers lack a platform on which to build valuable future research. To advance the international marketing and entrepreneurship research fields, researchers would benefit from a review of the work conducted at the interface of the two fields. As the research



interface continues to evolve, reviewing the literature heightens awareness of the nature, issues, and inconsistencies of the phenomena.

Accordingly, the primary purpose of this article is to systematically collate and synthesize the subject matter at the international marketing and entrepreneurship interface, and to suggest a future research agenda. Specifically, we have three major objectives: to identify and analyze the theoretical background, research methodologies, and contributions of articles at the interface of international marketing and entrepreneurship; to organize and synthesize research types, and discuss key research themes in the reviewed studies; and to develop a comprehensive future research agenda based on information extracted from the articles reviewed. In pursuit of these objectives the current research presents a systematic review of 169 articles published over the past two decades. The review adopts an inductive approach to identify and organize its research themes, and an ontological approach to foster a common understanding of the structure of the research domain (Braun and Clarke 2006; Jones, Coviello, and Tang 2011).

This article contributes to the international marketing research in a number of ways. First, it presents a holistic organizing framework with three dimensions of importance at the international marketing and entrepreneurship interface: international marketing, the nature of marketing, and entrepreneurship. Second, this research is among the first to provide a critical review of the literature at that same interface that illuminates the role and development of entrepreneurship research in the international marketing field. In doing so, it also identifies nine specific research types and categorizes themes and synthesizes research trends on theoretical and empirical issues. Third, it provides researchers with an overview of the theories adopted in prior research and will

help identify emerging theoretical perspectives. Interestingly while research continues to apply internationalization process models and network theories, new theories originating in the entrepreneurship sphere are increasingly appearing, including effectuation and opportunity discovery/creation theory.

Fourth, this article not only helps to identify research gaps in the field but also indicates key thematic areas warranting further investigation. It suggests that there are still research opportunities to extend the existing studies as well as unexplored research areas. Among the most interesting are those that simultaneously explores extensively the international marketing and the entrepreneurship dimensions. Fifth, the review also presents outstanding methodological issues from the extant research at the interface, which will clarify for researchers the empirical methods required for the future, and which critical issues are addressed by existing empirical studies. Having that information should enhance future researchers' future efforts. A critical aspect of that research will be to develop valid reliable measurements of key constructs such as opportunity formation and performance measurement from both the international marketing and entrepreneurship fields. Finally, the current review can be of use to practitioners in addition to academics. Practitioners will benefit from the clarification of the nexus between entrepreneurs and foreign market opportunities when making international marketing decisions.

The next section outlines the theoretical background influencing the definitions of the research fields of international marketing and entrepreneurship; it thus clarifies the theoretical basis on which we assess the literature we review. The remainder of the paper proceeds with a presentation of its research method including its scope and procedures. Following the

presentation of the methodology, we present the results of the study with observations on, and a synthesis of, the extant literature. Finally, we address future research directions and offer a conclusion on the contribution and limitations of the study.

## **THEORETICAL BACKGROUND**

### **The International Marketing Domain and the Definition of Marketing**

Scholars have studied various aspects within the international marketing field with a particular focus on marketing activities that span countries. Extant research includes extensive work on the managerial processes of expansion into international markets (Wu and Zhou 2018); suitable modes of operation (Burgel and Murray 2000), and the planning and implementation of marketing strategies (Katsikeas, Samiee, and Theodosiou 2006) in those foreign markets. Other studies investigate marketing activities in a domestic market setting, but feature a cross-country comparison. For instance, understanding the differences or similarities in marketing practices applied in different countries (Brettel, Engelen, and Heinemann 2009; Lin and Kalwani 2018), or how the local market environment influences the selection of domestic marketing strategies and subsequent performance in various countries might have important theoretical and managerial implications (Eisend, Evanschitzky, and Calantone 2016). Moreover, scholars have recently studied the effect of national cultural and economic factors on the relationships in the global customer engagement framework related to customer experience, satisfaction, emotions, and engagement (Gupta, Pansari, and Kumar 2018). In line with the scholarly work, the Journal of International Marketing (JIM) has defined two general domains of international marketing: the international and the cross-cultural. The former domain encapsulates a situation when marketing

activities take place across national borders; the latter refers to a situation comparing marketing-relevant issues across national boundaries (JIM 2017). The current research adopts the international marketing domains defined by JIM and reviews extant international and cross-cultural marketing studies. These studies should be consistent with the latest marketing definition by the American Marketing Association (AMA) and address issues related to the dimensions of marketing (Varadarajan 2000; Webster 1992).

Marketing literature has identified three distinct elements of the nature of marketing: “marketing as *culture*, marketing as *strategy*, and marketing as *tactics*” (Webster 1992, p. 10). Marketing as culture emphasizes the primary importance of customers at the organizational level (e.g., Vorhies, Orr, and Bush 2011). Marketing as strategy focuses on how market segmentation, targeting, and positioning influence how a strategic business unit competes in its chosen business areas (Webster 1992). Export marketing strategy (Morgan, Katsikeas, and Vorhies 2012), market entry strategies (Chen, Griffith, and Hu 2006), and internationalization strategy (Sui and Baum 2014) are among the issues explored in the international marketing literature. Marketing as tactics focuses on the operating level, such as the marketing mix—product, price, promotion, and place/distribution (Kotler 2000). For example, scholarly interest in international social media advertising has recently been increasing (Johnston et al. 2018). These elements of marketing literature are also consistent with the categorization devised by Varadarajan (2000). Moreover, we suggest that scholars should consider *society* as an additional element of marketing, one that focuses on the value creation for society at large according to the latest AMA (2013) definition of marketing.

## **Entrepreneurship Domain**

Entrepreneurship research studies the identification, evaluation, and exploitation of opportunities (e.g., Cohen and Winn 2007). Entrepreneurial opportunities are “those situations in which new 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). Second, entrepreneurship research investigates individuals, such as entrepreneurs, who discover, evaluate, and exploit the opportunities (e.g., York and Venkataraman 2010). The most widely accepted definition in the entrepreneurship literature conceptualizes entrepreneurship research as: “the scholarly examination of how, by whom, and with what effects opportunities to create future goods and services are discovered, evaluated, and exploited” (Shane and Venkataraman 2000, p. 218). This definition emphasizes the nexus of individuals and opportunities (Shane 2012). Therefore, in this review we consider entrepreneurship research to encapsulate studies focusing on either opportunities or individuals or both. We have purposively elected not to limit the review to international entrepreneurship<sup>i</sup> because to do so would exclude many interesting articles dealing with entrepreneurs and opportunities that do not cross national borders, but include cross-country comparisons that illuminate the interface between entrepreneurship and international marketing.

## **Organizing Framework**

Based on the domain of international marketing and the definitions of marketing and entrepreneurship discussed above, Figure 1 illustrates the organizing framework that guides our literature review. It consists of three main dimensions: international marketing, the nature of marketing, and entrepreneurship. First, the international marketing dimension consists of the general domains of international marketing; the cross-cultural and international (JIM 2017), and

can be divided into: (1) cross-cultural; (2) foreign (i.e., marketing across national borders to foreign markets); and (3) cross-cultural and foreign. Second, the marketing dimension applied incorporates both the definition of marketing by the AMA (2013) and the elements of marketing by Webster (1992) and adopts a categorization that incorporates: (1) society; (2) culture; (3) strategy; and (4) tactics. Third, we base the entrepreneurship dimension on the individual–opportunity nexus (Shane and Venkataraman 2000; Shane 2012) and sub-divide it as follows: (1) individuals; (2) opportunities; and (3) individuals and opportunities.

*“Insert Figure 1 about here”*

## **METHOD**

The researchers followed a systematic search protocol and undertook a scientific review of the existing research on the subject (Petticrew and Roberts 2006). We first identified and selected the literature, before assessing the research quality, and then categorized and synthesized the related studies (Tranfield, Denyer, and Smart 2003). Because the international marketing and entrepreneurship interface incorporates diverse interdisciplinary topics, we conducted the review and evaluation based on an inductive approach and ontological classification in qualitative research (Braun and Clarke 2006; Jones et al. 2011). An ontology is “a formal explicit description of concepts in a domain of discourse” (Noy and McGuinness 2001, p. 3). Ontological classification refers to a categorization system that defines typologies, major themes, and sub-themes among the reviewed articles.

The stages of the review are detailed in Web Appendix A but in outline involved the following steps: First, we set the search protocol; the search criteria are based on the conceptualization of international marketing drawn from JIM, the marketing issues identified by Webster (1992) and Varadarajan (2000), and entrepreneurship research as defined by Shane and Venkataraman (2000). Accordingly, we determined the search term keywords, which became the objective criteria for selecting articles (Jones et al. 2011; Weed 2008). The search included only peer-reviewed journal articles that are either conceptual or empirical papers because journal articles contain validated knowledge (Podsakoff et al. 2005). We excluded both research in which the primary focus was not on both international marketing and entrepreneurship and that published in books, conference papers, and reports owing to their limited availability. We also excluded review articles, editorials, and commentaries in line with our main focus of analysis, conceptual or empirical studies. Moreover, our review excluded articles discussing education or research techniques for international marketing or entrepreneurship, case studies published for teaching purposes, and articles not available electronically. Finally, we specified the journals included in this review by using only those included in the ABS list to ensure at least the basic academic quality of the publication outlet (Academic Journal Guide 2015).

The search range is 1997 to 2016 inclusive. We started the review from 1997 because there have been more articles published at the marketing–entrepreneurship interface (MEI) since that time. This rising interest was spurred by the establishment of the AMA Special interest group for MEI in the early 1990s, the first Academy of Marketing symposium in 1995, and the publication of an influential textbook discussing the interface called *Marketing and Entrepreneurship in SMEs: an Innovative Approach* (Carson et al. 1995). Moreover, we wanted to ensure we covered 20 years

of research up to the point of conducting the literature review. We used the defined search terms in the EBSCOhost Business Source and Proquest ABI/INFORM databases. Two researchers checked the papers independently against the criteria for defining international marketing and entrepreneurship research and the exclusion criteria. This process isolated 79 articles from the databases that incorporate literature from both the international marketing and entrepreneurship fields. Then we undertook a focused manual search in selected key journals specializing in marketing, entrepreneurship, international business, and management (see Web Appendix A). We conducted a manual check of all the articles to be included and excluded on the basis of the fit with our definitional and search parameters; this step identified a further 90 articles in addition to those discovered during the journal search. This total includes 14 articles from *International Business Review*, 45 articles from the *Journal of International Entrepreneurship*, and 31 articles from other outlets. The final data sample thus comprised 169 articles. Web Appendix B presents an overview of the articles arranged by publication name and research type. 26.6% of the articles were published in the *Journal of International Entrepreneurship*. Qualitative studies account for 56.2% of the total, and quantitative studies 33.7%. Only five articles adopted both methods. The remainder of the studies are conceptual.

The analysis of the articles followed a qualitative research approach of inductively identifying themes. Themes represent the fundamental concepts that describe the subject matter of an article (Ryan and Bernard 2003). Therefore, we identified themes that describe the core ideas and arguments related to the research questions, constructs, and concepts of the articles (Braun and Clarke 2006; Jones et al. 2011; Thorpe et al. 2005). Applying the principles of qualitative research, we inductively derived the research themes from a holistic understanding of the 169



articles. The theme identification followed an iterative process. The first iteration resulted in the categorization of nine research types according to our conceptualization of international marketing and entrepreneurship research. The second iteration isolated major themes within each of the nine research types. We then refined, classified, and synthesized those themes to facilitate an ontological organization of the research domain (e.g., Jones et al. 2011). Owing to the quantity of studies on foreign marketing and entrepreneurship matters, the third iteration process identified sub-themes for this research category. Web Appendix C lists the research articles in this review according to their research type. We present the major and sub-themes, theme explanations, and relevant papers for each research type in the results section below.

## **RESULTS**

This section presents the major typologies of international marketing and entrepreneurship research. Our review classifies international marketing research into three categories: cross-cultural, international, or both (JIM 2017). In each category, we further categorize entrepreneurship research on the basis of three points of focus: individuals, opportunities, or both. Accordingly, we have identified nine types of research at the international marketing/entrepreneurship interface and also the theoretical perspectives adopted in the studies (see Table 1). We discuss the contribution and limitations of each research type below.

*“Insert Table 1 about here”*

### **Cross-Cultural Comparative Marketing and Entrepreneurship Research**

A limited number of articles have emerged over the past decade in this research category that compares marketing between different countries and incorporates entrepreneurship research. We have identified two papers addressing entrepreneurship from the viewpoint of individuals, mainly entrepreneurs (Type 1) and a further two papers addressing opportunities (Type 2). However, we have not found any paper focusing on both individuals and opportunities (Type 3) (see Table 2). This is quite surprising given the importance of the individual–opportunity nexus. It seems cross-cultural comparative research does not tackle the fundamental question of “why, when, and how some people and not others exploit the opportunities that they discover” (Shane and Venkataraman 2000, p. 222) as it relates to marketing opportunities. It is important to ask Shane and Venkataraman’s question as the answer can vary depending on the relevant country. However, the absence of articles of Type 3 might be explained by the requirement for collaboration between researchers in different countries, and the increased resource demands imposed by such collaboration. Moreover, the articles identified in this category study marketing as culture, strategy, and tactics, but do not address the societal element.

*“Insert Table 2 about here”*

*Individual-focused Cross-Cultural Comparative Marketing Research (Type 1).* The studies found of this type are quantitative studies with secondary data drawn from multiple countries. For example, the research of Block et al. (2013) adopts the knowledge spillover theory and crowding effect theory, drawing data from 33 countries to analyze prospective entrepreneurs’ modes of entry into entrepreneurship and also considers the influence of entrepreneurs’ age, education, and psychological variables. The contribution of this research type is to explain differences in country-level entrepreneurship behavior (Block et al. 2013). It also

stresses the importance of differentiating between individual-focused entrepreneurship and corporate entrepreneurship (Pathak, Laplume, and Xavier-Oliveira 2015). However, the limitation is that individual entrepreneurs are not the main focus, but play a relatively minor role. If research were to focus on the characteristics of individual entrepreneurs, we would know more of their role in international marketing research. Perhaps there are differences across countries in respect to the information entrepreneurs possess, or differences in their cognitive ability to combine information to formulate new marketing ideas (Shane and Venkataraman 2000). Another limitation of this research type lies in the widespread use of secondary survey data. Primary data could be collected with questions tailored to examine the characteristics of individuals that foster entrepreneurship, a line of enquiry that would certainly facilitate theoretical development.

*Opportunity-focused Cross-Cultural Comparative Marketing Research (Type 2).* The two research papers identified in the review as being of this research type are both quantitative studies using primary survey data. The study of Brettel et al. (2009) investigates the performance outcomes of market orientation in new entrepreneurial ventures in Germany and Thailand and integrates Hofstede's (1980) cultural perspective. While the research by Felzensztein and Gimmon (2009) applies social network theory and examines the factors influencing the development of marketing cooperation among cluster-based firms in Scotland and Chile. The contribution of this research type is to introduce national culture as a factor; however, the main problem is that it does not examine opportunities thoroughly. Opportunity can appear in many forms, such as when entering new markets, obtaining new customers, and establishing new businesses. Moreover, a deeper analysis of opportunities would encompass the opportunity

formation process including the identification, evaluation, and exploitation of opportunities in relation to marketing-related concepts (Shane and Venkataraman 2000). Accordingly, we conclude that the current studies have not thoroughly examined the different forms that opportunities can take, and the sub-processes involved.

### **Foreign Marketing and Entrepreneurship Research**

Foreign marketing research that investigates marketing activities across countries with an interface with entrepreneurship is a major research category, and features in 140 studies published from 1997 to 2016. We identified 91 papers focusing on individuals (Type 4), 27 papers related to opportunities (Type 5), and 22 papers addressing both individuals and opportunities (Type 6). A majority of the papers study marketing as strategy, while considerably fewer studies focus on culture, society and tactics. Nevertheless, we found one study by Tasavori, Ghauri and Zaefarian (2016) that applied stakeholder theory to investigate the corporate social entrepreneurship of multinational corporations (MNCs) in a foreign market at the base of the pyramids. Table 3 presents the first and second-order research themes and explanations.

*“Insert Table 3 about here”*

*Individual-focused Foreign Marketing Research (Type 4).* This research type accounts for 54% of the papers reviewed. Those studies mainly investigate entrepreneurs’ roles in their firms’ internationalization, including the influences, processes and patterns, entrepreneurial approach, performance outcomes, strategic orientations, and market strategy involved. Almost half of the studies investigate the key factors influencing internationalization, which include entrepreneurs’

perceptions, attitudes, experience, and strategic behavior (e.g., Milanov and Fernhaber 2014), ownership (e.g., Zahra 2003), networks (e.g., Chetty and Söderqvist 2013), industry (e.g., Andersson 2004), and the internet (e.g., Tseng and Johnsen 2011). Moreover, one-third of the studies examine the processes and patterns in internationalization, including international new ventures and born globals. Many studies adopt internationalization models as their theoretical perspective, while applying network theory to investigate internationalization among firms. The main feature in this type of research is its highlighting the importance of considering the entrepreneur, not just the firm, as an appropriate unit of analysis (Odorici and Presutti 2013). The same research type also includes foreign market entry studies that illustrate how interactions between characteristics at the level of social ties, the firm, and the individual can explain entrepreneurs' foreign market entry assessments (e.g., Domurath and Patzelt 2016). Also among this group is research investigating the antecedents, incentives, and performance implications of exporting. The findings emphasize the impact of prior international experience, global networks of entrepreneurs or the founding team, and the cultural characteristics of foreign markets (e.g., Yeoh 2004).

Surprisingly, there is scant research on the marketing mix, and we found only a few studies on product, branding, and channels. The studies suggest that entrepreneurs' experience, qualities, and global orientation are known to be critical to born globals' successful branding (Gabrielsson 2005), and moreover, their values and beliefs set the tone for SMEs' brand identity (Spence and Essoussi 2010). We also found a limited number of studies exploring entrepreneurial marketing in relation to the performance of early and rapidly-internationalizing firms (Hallbäck and Gabrielsson 2013; Kocak and Abimbola 2009). This is surprising as the entrepreneurial

marketing concept includes the notion that by conducting innovative, proactive marketing and leveraging the resources of others, entrepreneurs can overcome some of the liabilities related to newness, smallness, and foreignness.

The contribution of the research reviewed lies in its ability to enhance the understanding of the role of entrepreneurs in internationalization and in integrating that understanding theoretically through the resource-based view and network theory (Freeman and Cavusgil 2007; Milanov and Fernhaber 2014). Furthermore, this body of research provides new theoretical insights into situations where the entrepreneur is central to the internationalization process among different types of firms (e.g., Hutchinson, Quinn, and Alexander 2006). However, the research is largely driven by the internationalization phenomenon and often lacks a solid theoretical basis.

Additionally, some studies have a weak focus on individuals, for instance they might portray entrepreneurs' role as only one of the investigated factors or present it in only one hypothesis.

Moreover, the external validity of the results from the case study method might be limited to the study context. There is also a dearth of longitudinal investigations. The number of quantitative studies is far lower than that of qualitative studies. In addition, some research relies on self-reported data, which may be problematic due to the potential for respondent bias. We suggest future research of this type might use other data sources such as secondary data and internal documents to promote data triangulation (Lincoln and Guba 1985).

*Opportunity-focused Foreign Marketing Research (Type 5).* There are far fewer studies addressing opportunities in foreign marketing research than there are studies focused on individuals. The major theme in this research type is still internationalization, because entering

new foreign markets offers among the biggest opportunities for firms from the international marketing viewpoint. The internationalization research investigates patterns and influences related to firms' internationalization opportunities (e.g., Coviello and Martin 1999), the process of international entrepreneurial opportunity recognition (e.g., Chandra, Styles and Wilkinson 2009), and the role of networks or social ties (e.g., Ellis 2011). Other literature examines market selection in international expansion opportunities (Sakarya, Eckman, and Hyllegard 2007) and international market opportunities through corporate entrepreneurship in MNCs (Birkinshaw 1997; Tasavori et al. 2016). Extant research also adopts the knowledge-based view to examine entrepreneurial knowledge of opportunity exploitation (Mejri and Umemoto 2010) and uses the resource-based view and capability theory to reveal the effect of opportunity on building and developing marketing capabilities in internationalizing firms (Kaufmann and Roesch 2012). Additionally, some literature examines opportunity in international joint ventures and international alliances (e.g., Haskell, Veilleux, and Béliveau 2016).

The contributions of this research type are as follows: First, it improves our understanding of internationalization in relation to different theoretical perspectives, such as the eclectic paradigm, stage models, and network theory. Second, it offers new insights into international marketing by integrating the corporate social entrepreneurship, marketing, and entrepreneurship disciplines (e.g., Tasavori et al. 2016). Third, the studies explain the relation between network ties, opportunity recognition, and internationalization performance (e.g., Kontinen and Ojala 2011). Moreover, the Type 5 research illustrates how international entrepreneurial firms realize opportunities with the help of strong internet capabilities (e.g., Glavas, Mathews, and Bianchi 2017). However, the limitation affecting the reviewed articles is that they do not capture

opportunities that arise from an actor creating the opportunity (Alvarez and Barney 2007) or accidental discovery of an opportunity (Muzychenko and Liesch 2015). In addition, the existing literature tends to rely on data collected through managerial self-reporting, which raises the potential issue of a social desirability response bias (Glavas et al. 2017). The current literature of this research type has a strong focus on internationalization, whereas the marketing mix themes are notably absent in relation to opportunities.

*Individual and Opportunity-focused Foreign Marketing Research (Type 6).* We found 17 studies in the realm of internationalization, and another four studies on entrepreneurial marketing, the opportunity portfolio process, and venture development and growth. The internationalization research investigates the role of entrepreneurs in relation to international opportunity exploitation (e.g., Stoian et al. 2016), the role of networks in international opportunities, and the role of opportunity discovery in international commitment. The existing studies illustrate how entrepreneurs identify and exploit international opportunities (e.g., Galkina and Chetty 2015), and moreover, often mentions that opportunities develop in networks. Studies of this type accordingly contribute to the network theory of internationalization by highlighting the role of networks in the pursuit of international opportunity (e.g., Vasilchenko and Morrish 2011), and also how networking capability facilitates product development and international market performance (e.g., Sullivan Mort and Weerawardena 2006). Research on social networks in the context of opportunity development has the potential to bolster knowledge of the nexus between individual- and marketing-related opportunities. The research also provides insights into how international commitment is built between small entrepreneurial firms from emerging markets and their foreign operations (e.g., Rocha et al. 2012). Additionally, the research type has



advanced the domain of entrepreneurial marketing by using effectuation theory and empirically identifying entrepreneurial marketing strategies in born globals in the form of opportunity creation, customer intimacy-based innovative products, resource enhancement, and legitimacy (Sullivan Mort, Weerawardena, and Liesch 2012). That stream links international marketing and international entrepreneurship by applying an entrepreneurship theory lens to the international marketing strategies of rapidly-internationalizing firms.

However, there are also limitations to the extant research. For instance, studies have only analyzed the first phase of internationalization, and thus do not investigate how differences in the discovery and exploitation of opportunities have influenced firm performance in later phases (e.g., Nordman and Melén 2008). Moreover, some research does not consider how differences in entrepreneurs' attitudes, self-efficacy, and behavioral processes influence internationalization performance (e.g., Muzychenko and Liesch 2015). In addition, there is a notable lack of quantitative research; this review identified only the one survey study conducted by Santos and García (2011). Moreover, the major drawback of the studies in this group is that they limit their research context to internationalizing SMEs, and as such, neglect large international firms. Studying individuals' characteristics and opportunities flowing from international marketing activities conducted by large international firms would extend current knowledge.

### **Cross-Cultural Comparative and Foreign Marketing and Entrepreneurship Research**

We also found 25 articles that addressed both cross-cultural comparative and international marketing research including the entrepreneurship dimension. Most study marketing as strategy from various theoretical perspectives, such as those of internationalization models, the network

theory, effectuation, and the theory of planned behavior. A few articles study the tactical element of marketing and apply internationalization theories and the resource-based view. We found two papers adopting the strategic orientation perspective to investigate marketing as culture.

However, only one paper applies the dynamic capabilities, stakeholder, and learning theories to focus on the societal dimension of marketing when investigating links between stakeholders and firms' marketing capabilities (Evers, Andersson, and Hannibal 2012).

*Individual-focused Cross-cultural Comparative and Foreign Marketing Research (Type 7).* This research type compares international marketing research across different countries with a focus on individual entrepreneurs. We identified studies of internationalization, channels, brands, customer orientation, marketing capabilities, networks, and decision making (see Table 4). The internationalization research gathers cross-country data to investigate the patterns, process, and modes of internationalization, the factors influencing internationalization, and the role of entrepreneurs in firms' rapid internationalization in several countries (e.g., Andersson and Evangelista 2006). Furthermore, research has explored the role of stakeholders in the processes of building marketing capability among international new ventures (Evers et al. 2012). In addition, there is literature on modes of foreign market entry illustrating that immigrant entrepreneurs influence the choice of entry mode made by firms entering their country of origin (Chung and Tung 2013).

*“Insert Table 4 about here”*

These studies contribute by conducting entrepreneur-level analysis across multiple countries. It is important to understand how founders of entrepreneurial firms shape the marketing strategies or

strategic orientation of their firms. Overall, there are relatively few studies that address issues around the marketing mix, which is perhaps surprising given the importance ascribed to the topic in the marketing literature. Moreover, a major drawback of the extant literature is the limited focus on the transition economies or emerging markets. We only identified one study by Cunningham, Loane, and Ibbotson (2012), reporting the internationalization strategies of small firms from Poland and Hungary, and access to more studies centered on the emerging markets would certainly enhance the field.

*Opportunity-focused Cross-cultural Comparative and Foreign Marketing Research (Type 8).* This research type compares international marketing research across countries and studies opportunities for entrepreneurship. We found studies on internationalization, foreign market entry, networks, and windows of opportunity (see Table 4). For example, one study applies opportunity-based international entrepreneurial culture as a theoretical lens through which to explore differences in entrepreneurs' attitudes to internationalization, country market presence, and international mode by way of multiple case studies in the UK and Greece (Dimitratos et al. 2016). Yamakawa et al. (2013) address an important research gap in the form of the international expansion of new ventures from emerging economies by adopting industry, resource, and institution-based theoretical views and using samples from China and India. In addition, scholars have employed network theory applied to both quantitative and qualitative data to investigate networks of internationalizing entrepreneurial firms in Australia, Canada, Ireland, and New Zealand (Loane and Bell 2006). The study reports consistent results across those countries, and concludes that firms should build new networks to exploit international opportunities. The limitation of this research type is that it lacks a process perspective relating to international

opportunity recognition and exploitation. The field would also benefit from more comparison rather than trying to pool the data into one sample to find consistency in the cross-national studies. Furthermore, the articles we reviewed of this research type did not validate the measurement model separately in each country before analyzing the cross-country data in all of them, which may have a negative impact on the validity of the measurement model.

*Individual and Opportunity-focused Cross-cultural Comparative and Foreign Marketing Research (Type 9).* There are very few studies of this research type. We found two papers on internationalization and two on decision making. These studies contribute to our understanding of why small firms increasingly engage in early internationalization. Using data from the USA and UK, Johnson (2004) found the influencing factors include the founders' international vision and their desire to be international market leaders, the identification of specific international opportunities, and the possession of international contacts and sales leads. The case study by Langseth, O'Dwyer, and Arpa (2016) on Norwegian and Irish SMEs demonstrates that the enabling force of technology, the mediating force of the entrepreneurs' global vision, the moderating forces of foreign market knowledge, and the strength of network ties are significant factors in the speed of internationalization. Moreover, research has identified differences in the internationalization strategies of high-tech SMEs in cross-country studies. Spence and Crick (2006) suggest that entrepreneurs and the management team of such firms employ a range of approaches to recognize and exploit opportunities varying from planned strategy formation through opportunistic behavior. The finding supports effectuation theory's assertion that entrepreneurs follow their intuition instead of a systematic planning process in changing circumstances (Sarasvathy 2001).

This research type is very promising as it not only examines the individual–opportunity nexus (Shane and Venkataraman 2000) in marketing that occurs across markets, but also seeks to validate the findings in a cross-cultural comparative research setting. In so doing it not only takes a holistic standpoint on entrepreneurship, but also considers international marketing from both cross-cultural and international perspectives. The results therefore have more potential for generalization than some of the other types discussed. However, there is a lack of research overall, and especially of the quantitative type, in this area.

## **FUTURE RESEARCH DIRECTIONS**

The current review illustrates and analyzes the existing research at the interface of international marketing and entrepreneurship. We see future study opportunities being connected to the theoretical perspectives applied, and also to extending current research, exploring new research avenues, and resolving methodological issues. We discuss these suggested future research directions below, and they are summarized in Table 5.

*“Insert Table 5 about here”*

### **Theoretical Perspectives**

We found that the most common theoretical perspective in our review was that of internationalization theories/models. Other theoretical perspectives include network theory, the resource-based view, the knowledge-based view, the opportunity-based view, dynamic capabilities, effectuation, and strategic orientations such as market orientation and

entrepreneurial orientation (see Table 1). Figure 2 shows the distribution of the main theoretical perspectives in the reviewed literature. The growing research interest in international entrepreneurship dictates that almost half of the extant literature has used internationalization models/theories as its theoretical background. Much of the research on international entrepreneurship presents its theoretical basis as being the incremental internationalization of the Uppsala model (Johanson and Vahlne 1977), the eclectic paradigm (Dunning 1988), and/or transaction cost theory (Hennart 1988), while much of the remainder investigates rapid internationalization by born globals or international new ventures perspectives (Oviatt and McDougal 1994). Albeit these models and/or theories often introduce the research phenomenon, many studies barely mention them when describing theoretical frameworks or their findings. Future research on international entrepreneurship and international marketing might therefore benefit from expressly applying theory and/or from developing theoretical perspectives alongside the internationalization models. For instance, social capital theory (Adler and Kwon 2002) and social network theory (Granovetter 1973) might be applied to investigate social media, or diffusion of innovation theory (Roger 2003) might be applied to explicate the adoption process of the internet in international marketing. Moreover, future studies might adopt the strategy fit perspective to reveal the internal and external factors affecting entrepreneurship and international marketing and their performance outcomes.

*“Insert Figure 2 about here”*

Network theory is the second most frequently applied theoretical perspective after the internationalization models and it featured in publications throughout the review period. Some research applies a network as a variable, such as that examining the role of network relationships

in internationalization (e.g., Oviatt and McDougall 2005). Some studies focus on investigating networks per se, such as those scrutinizing network density, diversity, and strength (e.g., Musteen, Datta and Butts 2014). We suggest future research might utilize both approaches and apply the network theory to examine the other three elements of marketing—society, culture, and tactics—because the existing studies generally examine marketing through the strategic element. Moreover, international entrepreneurship and international marketing research increasingly applies new theoretical perspectives such as effectuation (e.g., Mainela and Puhakka 2009), the opportunity-based view (e.g., Chandra, Styles and Wilkinson 2012) and opportunity discovery/creation theory (e.g., Hohenthal, Johanson and Johanson 2003), which emphasize the individual and/or the opportunity level of analysis and therefore open interesting future research avenues.

Some theories appear only rarely in our review. Examples include Hofstede's culture perspective, institutional theory, the industry-based view, standardization/adaptation, buyer-seller relationship theories (e.g., relating to trust and power), and theories such as Porter's value chain, and configuration and coordination perspectives are not mentioned at all. The above theoretical perspectives are classic theories in international marketing research, and would therefore seem to merit greater attention in future studies at the international marketing and entrepreneurship interface. Furthermore, there are theories from other disciplines that could guide future research, such as cognitive theory, the heuristic model, stakeholder theory, and human capital theory.

### **Extensions to the Existing Research**

Our review suggests the following future research agenda to extend the current body of literature. Various issues related to individuals merit further study; for example, how entrepreneurs' personal characteristics, such as their entrepreneurial self-efficacy, risk propensity, or fear of failure influence how they assess international markets (Domurath and Patzelt 2016). Similarly, studies could focus on the role of entrepreneurs in the international decision-making process and the factors influencing their international marketing strategies. We need a better understanding of how and why entrepreneurs make international marketing decisions based on theories such as the Uppsala model, the born-global approach, entrepreneurship theory, and the network approach. Future research might also examine the interplay between individual cognition and firm-level behavior (e.g., Jones and Casulli 2014), and that approach could encompass established social psychology theories. Furthermore, Andersson (2000) recommends investigating entrepreneurs at different stages of an industry's life cycle. Research in that field might investigate whether environmental dynamism relates to the characteristics of entrepreneurs and to how they implement international marketing strategies. Another potential research area would be to study knowledge transfer (in terms of product, technology, and market expertise) from entrepreneurs to other members of the organization involved in developing international marketing strategies.

There are also opportunities to extend current international marketing research to focus more sharply on opportunities. Future studies might study how international marketing strategies change over time as entrepreneurs exploit international opportunities. Research might also investigate the relationship between the methods entrepreneurs adopt in pursuit of international opportunities and firm performance (see, Hulbert, Gilmore, and Carson 2013). Moreover,



examining opportunity creation and/or discovery processes through the lens of effectuation (Sarasvathy 2001), and also the impact of effectual versus causal logic on opportunity processing outcomes would be worthwhile. Effectuation theory illuminate the process of evaluating international marketing opportunities.

The above-mentioned research avenues could help develop our understanding of international entrepreneurial decision making. Furthermore, there is a gap for future research into international opportunities that firms have recognized but not yet exploited, and the related topic of mechanisms that bring about the implementation of some international opportunities but not others (Kontinen and Ojala 2011). Another question for future research is whether firms that utilize extensively the internet to internationalize early have an advantage in terms of pursuing international opportunities successfully. Are there so-called learning advantages of newness (Autio, Sapienza, and Almeida 2000) associated with these types of internet firms that facilitate faster adoption of specific marketing practices required in foreign markets? Future research exploring how opportunities are created with internet without any physical presence, or if discovery and creation are interlinked entrepreneurial actions would be beneficial, as suggested by Glavas et al. (2017).

### **Unexplored Research Avenues**

This review shows the existing research investigates a diverse set of issues; however, there are still many unexplored avenues of research. An almost untapped area is research type 9 in our review that tackles both the individual–opportunity nexus (Shane and Venkataraman 2000) and the broadest definition of international marketing, by examining both how marketing activities

transfer across borders and comparing marketing issues across national borders. This research type could help to address new research questions that can only be answered by integrating both entrepreneurship and international marketing research in its broad sense; examples include why some people and not others discover international entrepreneurial opportunities in a particular country context; and how do they create, communicate, deliver, and exchange offerings that have value for international customers, clients, partners, and society at large; and also whether cultural or country-specific issues require firms to adapt their approaches when transferring marketing cultures, strategies, and tactics to specific countries. Cultural dimensions might well play a part and research might, for example, examine how entrepreneurs from individualistic countries such as the USA compare to people from more collectivist cultures like Spain when identifying and addressing new marketing opportunities in international markets. The findings of this type of research would take the international context into account and help to develop theories and research findings that could be generalized to a wider population spanning national boundaries. Similarly, we observed a shortage of type 3 research that addresses the individual and opportunity nexus in comparative marketing research, but without considering marketing activities across borders. Here too, generalizability could be improved if the individual–opportunity nexus related to marketing activities were compared with other countries.

Another area of research with potential is international marketing in ethnic or transnational entrepreneurship. Research suggests transnational entrepreneurs in the global marketplace might have an adventurous and innovative mindset that leads them to pursue new opportunities across institutional environments (Terjesen and Elam 2009). Future studies might explore how the

characteristics of returnee entrepreneurs contribute to innovation, internationalization, and growth in the context of emerging markets (e.g., Bai, Johanson, and Martín 2017).

There are many unexplored international marketing issues around individuals and/or opportunities. Future research might examine the central role of founders or managers in developing international marketing programs. Such research might examine the effect of entrepreneurial processes and mindsets on specific issues including decisions on branding, marketing communication, pricing, product design, customers, and so on. Furthermore, the debate on the benefits of standardization versus adaptation in international market research has not yet addressed the role of individuals in deciding about such foreign opportunities. Another interesting research avenue would be to conduct quantitative studies on international entrepreneurial marketing and how entrepreneurs from different countries decide whether and how to exploit such opportunities. The research gap arises because the extant research is limited to qualitative empirical inquiries in small and open economies and features little investigation of the role of the entrepreneur (e.g., Hallbäck and Gabrielsson 2013; Sullivan Mort et al. 2012).

Another fruitful research avenue would be to examine the international marketing and entrepreneurship interface in the context of large international firms such as MNCs. The current review illustrates that most of the investigation in this field is in the context of SMEs, but researchers might explore corporate entrepreneurship and intrapreneurship with a focus on individual managers conducting international marketing for MNCs. For instance, it would be interesting to examine whether MNCs follow similar effectual networking processes as those identified by Chetty, Ojala, and Leppäaho (2015) among SME managers. Future research might

also conduct comparative studies of the marketing decision-making processes and international marketing strategies of both entrepreneurial SMEs and established MNCs.

Furthermore, future studies should differentiate between cross-national and cross-cultural research because the latter should have a strong focus on culture. We strongly recommend researchers collect primary cultural data in future studies, because the Hofstede (1980) country scores on national culture might not be an accurate measure of the cultural factors in the sample. Yeoh (2004) also emphasizes the importance of developing and testing cultural measurements. Examining cultural, economic, political, and institutional factors could yield interesting results with cross-national samples in future research: Researchers might for example examine how they affect the standardization or adaptation of an international marketing strategy.

Finally, we found the current research has a strong tendency to study the strategy element of marketing (Webster 1992) as shown in Table 1. Some studies focus on the culture element of marketing by examining the market orientation and/or entrepreneurial orientation (e.g., Kocak and Abimbola 2009; Odorici and Presutti 2013) and on the tactics element, for instance, by investigating the internet as a channel for rapid internationalization (Arenius, Sasi, and Gabrielsson 2006) and the development of global brands (da Silva Lopes and Casson 2007), but they are relatively scarce. Little effort has been made to address the societal element and establish the relevance of marketing to society; hence, a significant future research direction would be to conduct studies at the international marketing and entrepreneurship interface on topics of sustainability and corporate social responsibility.

### **Outstanding Methodological Issues**

Our review suggests that qualitative rather than quantitative research dominates the extant literature (see Web Appendix B). This is because much research at the interface of international marketing and entrepreneurship is still at the theory development phase; therefore, more scholars have used qualitative methods to explore *how* and *why* type research questions. Future research will have the opportunity to apply quantitative methods to conduct theory testing. In addition, we found the unit of analysis in research types 1, 4, and 7 is either the individual level, or multiple levels, including the firm level and research type 4 also features the network level of analysis. In research types 2, 5, and 8, the unit of analysis is primarily the firm level, but research type 5 includes the network and/or opportunity level. In research types 6 and 9, the units of analysis are the individual and the opportunity. Owing to the cross-cultural nature of research types 1, 2, 7, 8, and 9, the analysis also spans different nations at the country level. We suggest future studies should collect robust data that fit relevant levels of analysis of the focal research phenomenon.

It is clear that certain methodological issues arising from our review should be addressed if the research field is to advance, which are discussed next. First, researchers should ensure that they define measures operationally in a manner appropriate to the research context. For example, future studies might develop richer and deeper measures of entrepreneurial internationalization behavior (Jones and Coviello 2005). Future research should also seek to develop a valid reliable measurement for both foreign market opportunity creation and discovery, for example. The understanding of the individual and opportunity nexus requires better measures to capture their interaction. Moreover, we need to develop measurement instruments to accommodate cultural particularities in cross-national research (Brettel et al. 2009), because the use of country-level

cultural dimensions and scores is not adequate. With a better understanding of individuals and their cultural background scholars could enhance the reliability and validity of construct measures through testing in different environments.

Another important issue meriting attention is the conceptualization and operationalization of performance outcomes of entrepreneurial actions. We found that authors often do not clearly define and justify the performance indicators they select, which has resulted in a range of different measurements of performance outcomes, and thus conflicting findings. This has not only hindered the establishment of a coherent cumulative body of knowledge but also the development of disciplinary maturity of the field. Accordingly, as stated in Katsikeas, Morgan, Leonidou, and Hult (2016), future research should explicitly define and justify the chosen performance outcomes of entrepreneurial actions in the study. Using multiple measures of performance outcomes consistent with the selected conceptual basis would permit the more reliable examination of performance trade-offs of entrepreneurial actions in international marketing research.

The third issue raised in this review is the lack of a robust data sample to facilitate the generalizability of the findings. We need larger and more geographically diverse samples of survey data and combinations with archival data in future studies. Future research might conduct studies in different economic contexts, such as well-established and emerging economies. There is a shortage of studies conducted in developing countries, especially those with large domestic markets, as in Brazil, Russia, India, and China, the so-called BRIC countries (e.g., Dib, Rocha, and Silva 2010). Furthermore, studies should compare high- and low-technology industry

contexts, as well as business-to-business and business-to-consumer firms. This would require a research shift in the field and in journal policy to accept replication studies. Only through replicating previous studies in new contexts can we learn how generalizable our theoretical models are and the extent to which earlier findings can be transferred to these new contexts. This is not to say that we should not also investigate new contexts offering new insights that could perhaps complement the findings of earlier studies.

The fourth issue is the urgent need for mixed-method research and longitudinal research designs. This review revealed only four studies applying a mixed-method approach. The mixed-method technique of utilizing quantitative and qualitative methods facilitates triangulation—the purposive gathering and use of multiple data sources or measures such as interviews, observation, and surveys in the reporting of results—which can deliver a comprehensive view of the studied phenomenon (Hanson and Grimmer 2007). Moreover, there is a clear need for longitudinal study designs in future research because international opportunity formation and marketing, and also firm survival and performance are processes best studied over time. However, we should temper expectations because longitudinal research demands both time and financial resources of the research team involved, and also a lengthy commitment from the informants.

## **CONCLUSION**

This review examines articles based on an organizing framework including the dimensions of international marketing, the nature of marketing, and entrepreneurship. A more detailed analysis revealed a further nine pertinent research types and themes within these types. We would

encourage cooperation among scholars from diverse disciplines to advance our knowledge of the practices at the international marketing and entrepreneurship interface. In particular, research on the individual–opportunity nexus related to marketing across countries and conducting cross-cultural comparisons would seem to have potential. Researchers should consider incorporating new theories originating in the entrepreneurship sphere into the international marketing field because doing so should enhance the understanding of foreign opportunities related to international marketing and of the role of entrepreneurs. The current review limits itself to journal articles published over the past two decades, and hence, there might be insightful perspectives that have not been considered. Nevertheless, this systematic review offers notable avenues for future research. In addition, our review has implications for practitioners responsible for international marketing. The organizing framework developed should help managers to reflect on the nature of marketing and adjust their marketing practices to suit foreign environments and international customers. Those managers should also be aware of the nexus between entrepreneurs and foreign market opportunities when making international marketing decisions. Entrepreneurial characteristics such as creativeness, risk-taking, alertness, and self-efficacy may prove important for realizing such opportunities.



## End notes:

<sup>1</sup> International entrepreneurship is defined as “the discovery, enactment, evaluation, and exploitation of opportunities—across national borders—to create future goods and services” (Oviatt and McDougall 2005, p. 540).

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## TABLES

**Table 1** Research types and theoretical perspectives at the international marketing/entrepreneurship interface.

	Marketing as society	Marketing as culture	Marketing as strategy	Marketing as tactics	No. of studies
Research type 1 (Cross-culture & individuals)			Knowledge spillover theory and crowding effect theory (1) <i>No theory used (1)</i>		2
Research type 2 (Cross-cultural & opportunities)		Market orientation and Hofstede culture perspective (1)		Network theory (1)	2
Research type 3 (Cross-cultural, individuals & opportunities)					0
Research type 4 (Foreign & individuals)		Market orientation and entrepreneurial orientation (3) Network theory (1)	Internationalization models/theories (43) Network theory (12) Resource-based view (4) Knowledge-based view (3) Entrepreneurial orientation (3) Learning-based theory (2) Effectuation (2) Standardization perspective (2) Buyer–seller relationship (1) Dynamic capabilities (1) Social capital theory (1) Human capital theory (1) Cognition theory (1) The heuristic-systematic model (1) Theory of practice (1) <i>No theory used (3)</i>	Internationalization models/theories (3) Network theory (1) Standardization perspective (1) <i>No theory used (1)</i>	91
Research type 5 (Foreign & opportunities)	Stakeholder theory (1)	Internationalization models/theories (1)	Internationalization models/theories (9) Network theory (5) Resource-based view (3)		27

			Opportunity-based view (2) Discovery theory (1) Knowledge-based view (1) Effectuation (1) Business model (1) Economic-based gravity model (1) <i>No theory used (1)</i>		
Research type 6 (Foreign, individuals & opportunities)			Internationalization models/theories (5) Network theory (4) Effectuation (4) Institutional theory (2) Resource-based view (1) Dynamic capabilities (1) Regulatory focus theory (1) Opportunity perspective (1) Understanding-based theory (1) Theory of planned behavior (1) <i>No theory used (1)</i>		22
Research type 7 (Cross-cultural & foreign, individuals)	Dynamic capabilities, stakeholder, and learning theories (1)	Market orientation and customer orientation (1)	Internationalization models/theories (3) Network theory (2) Dynamic capabilities (1) Resource-based view (1) Knowledge-based view (1) Effectuation (1) Theory of planned behavior (1)	Internationalization models/theories (1) <i>No theory used (2)</i>	15
Research type 8 (Cross-cultural & foreign, opportunities)		Opportunity-based view, market orientation, entrepreneurial orientation (1)	Network theory (1) Industry, resource, and institution-based views (1) <i>No theory used (1)</i>	Resource-based view (2)	6
Research type 9 (Cross-cultural & foreign, individuals & opportunities)			Internationalization models/theories (3) Effectuation (1)		4
No. of studies	2	8	147	12	169

**Table 2** Research themes for cross-cultural comparative marketing and entrepreneurship research.

<b>Panel A: Type 1</b>		
Individual-focused cross-cultural comparative marketing research		
Entrepreneurship focus	Theme	Theme explanation
Individuals	Entry to new business (1)	Entrepreneurs' mode of entry into entrepreneurship.
	FDI (1)	Effect of inbound FDI on entrepreneurial activity.
<b>Panel B: Type 2</b>		
Opportunity-focused cross-cultural comparative marketing research		
Entrepreneurship focus	Theme	Theme explanation
Opportunities	Market orientation (1)	Performance outcomes of market orientation in new entrepreneurial ventures.
	Marketing cooperation (1)	Development of marketing cooperation among cluster-based firms.
<b>Panel C: Type 3</b>		
Individual and opportunity-focused cross-cultural comparative marketing research		
Entrepreneurship focus	Theme	Theme explanation
Individuals and opportunities	(None)	

**Table 3** Research themes for foreign marketing and entrepreneurship research.

<b>Panel A: Type 4</b>			
Individual-focused foreign marketing research			
Entrepreneurship focus	Major theme	Sub-theme	Theme explanation
Individuals	Internationalization (63 studies)	Influences (31)	Key factors influencing internationalization.
		Processes and patterns (21)	Internationalization processes of traditional, born-global firms, international new ventures, or other types of firms.
		Entrepreneurial approach (4)	Entrepreneurs' approach to, or entrepreneurial processes advancing, internationalization.
		Performance outcomes (3)	Performance outcomes of internationalization and key factors.
		Strategic orientations (2)	Entrepreneurial orientation and/or market orientation.
		Market strategy (2)	Market concentration versus diversification.
		Foreign market entry (6 studies)	Determinants (3)
		Mode and strategies (2)	Market entry mode and strategies.
		Market penetration (1)	Psychic distance influencing the speed of foreign market penetration.
	Export (7 studies)	Antecedents (2)	Antecedents of exporting.
		Incentives (1)	Incentives to exporting.
		Performance outcomes (4)	Performance implications of exporters and key factors.
		Marketing system or functions (2)	Entrepreneurial networks as marketing system or functions.
	Networks (6 studies)	Foreign market knowledge (1)	International networks as a source of foreign market knowledge.
		Dynamics (2)	Network dynamics in international new ventures.
		Market knowledge (1)	International market knowledge creation of international new ventures.
		Product (1)	Product strategies of internationalizing firms.
Marketing mix (4 studies)	Branding (2)	Branding strategies of SMEs or born globals.	
	Channel (1)	Internet as a sales channel.	
	International entrepreneurial marketing strategies.		
Entrepreneurial marketing (1 study)			
Marketing capabilities (2 studies)	The role of founders' or entrepreneurs' market or marketing capabilities.		
Consumer (1 study)	Consumers as international entrepreneurs.		
Outsourcing (1 study)	Entrepreneurs' decisions to outsource internationally.		

**Panel B: Type 5**

Opportunity-focused foreign marketing research				
Entrepreneurship focus	Major theme	Sub-theme	Theme explanation	
Opportunities	Internationalization (21 studies)	Patterns and influences (8)	Patterns and influences related to firms' internationalization opportunities.	
		Process (3)	The process of international entrepreneurial opportunity recognition.	
		Market selection (1)	Market selection in international expansion opportunities.	
		Marketing capabilities (1)	The effect of opportunity on building and developing marketing capabilities in internationalizing firms.	
		Internet (2)	International opportunities in internet-based environments.	
		Networks/social ties (5)	The role of networks or social ties in opportunity recognition.	
		Entrepreneurial knowledge (1)	Knowledge of the existence of opportunities and opportunity exploitation in internationalization.	
		Operation mode (3 studies)	Export (1)	Export market opportunity analysis.
			International joint ventures (1)	Opportunity discovery in international joint ventures.
			International strategic alliances (1)	Opportunity as a criterion for alliance partner selection.
Corporate entrepreneurship (2 studies)		International market opportunities through corporate entrepreneurship.		
Business model (1 study)		Opportunity for value creation from the business model perspective.		

**Panel C: Type 6**

Individual and opportunity-focused foreign marketing research			
Entrepreneurship focus	Major theme	Sub-theme	Theme explanation
Individuals and opportunities	Internationalization (17 studies)	Process and influences (14)	International opportunity exploitation and the role of entrepreneurs.
		Networks (2)	The role of networks in the exploration and exploitation of international opportunities.
		International commitment (1)	The role of opportunity discovery in international commitment.
		Entrepreneurial marketing (1 study)	Opportunity creation in entrepreneurial marketing and the role of entrepreneurs' decision making.
		Opportunity portfolio process (1 study)	The opportunity portfolio process adopted by entrepreneurs in international entrepreneurship.
		SME growth (1 study)	Sources of opportunities seized by entrepreneurs for firm growth in SMEs.
INV development (2 studies)		Entrepreneurs' behavior in relation to opportunities for the development of INVs.	

**Table 4** Research themes for cross-cultural comparative, foreign marketing, and entrepreneurship research.

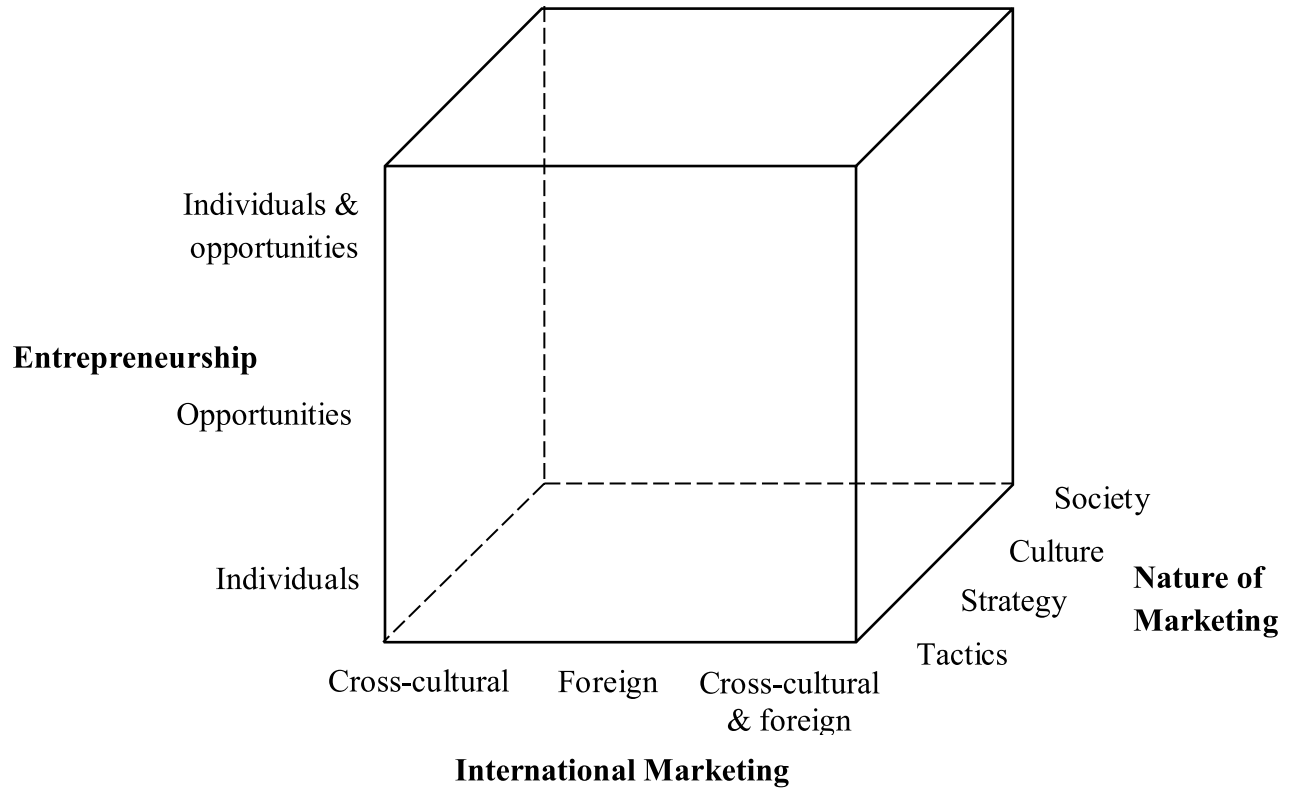
<b>Panel A: Type 7</b>		
Individual-focused cross-cultural comparative and foreign marketing research		
Entrepreneurship focus	Theme	Theme explanation
Individuals	Internationalization (9)	The patterns, processes, modes, and influences involved in internationalization and the role of entrepreneurs.
	Channels (1)	Channels used by entrepreneurs in born globals.
	Brand (1)	The role of entrepreneurs in creating and developing successful global brands.
	Customer orientation (1)	The effect of the founders' personal dispositions on customer orientation in entrepreneurial firms.
	Marketing capabilities (1)	Stakeholders and marketing capabilities in international new ventures.
	Networks (1)	The role of immigrant entrepreneurs' social networks in foreign market entry strategies.
	Decision making (1)	Entrepreneurs' strategic decision making in born globals.
<b>Panel B: Type 8</b>		
Opportunity-focused cross-cultural comparative foreign marketing research		
Entrepreneurship focus	Theme	Theme explanation
Opportunities	Internationalization (2)	Patterns and influencing factors evident in pursuing international opportunities.
	Foreign market entry (1)	Opportunities evident in foreign market entries.
	Networks (1)	The role of networks in the internationalization of entrepreneurial firms.
	Windows of opportunity (2)	The extent to which global new product development programs open new market, product, and technological arenas.
<b>Panel C: Type 9</b>		
Individual and opportunity-focused cross-cultural comparative and foreign marketing research		
Entrepreneurship focus	Theme	Theme explanation
Individuals and opportunities	Internationalization (2)	Factors influencing internationalization and the role of entrepreneurs and opportunities.
	Decision making (2)	Entrepreneurs' decision making on foreign market opportunities.

**Table 5** A summary of future research directions at the international marketing–entrepreneurship interface.

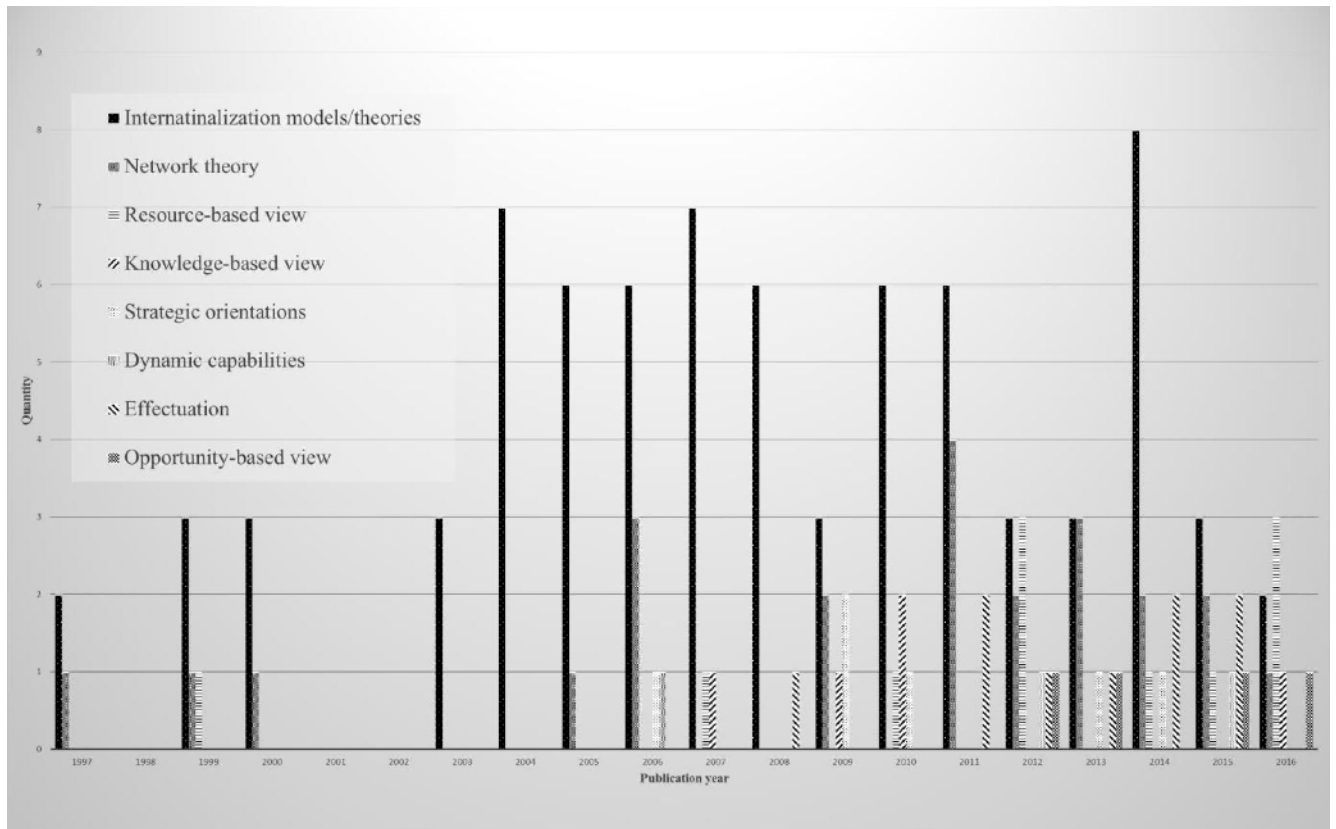
<b>Future research directions</b>	
<b>Theoretical perspectives</b>	<ul style="list-style-type: none"> <li>- Specifically using theory and/or developing interesting theoretical perspectives other than internationalization models at the marketing–entrepreneurship interface</li> <li>- Applying network theory to examine the other three elements of marketing in addition to strategy: society, culture, and tactics</li> <li>- Using effectuation, the opportunity-based view, and opportunity discovery/creation theory to emphasize the individual and/or the opportunity level of analysis</li> <li>- More use of classic theoretical perspectives such as Hofstede’s culture perspective, institutional theory, the industry-based view, standardization/adaptation, buyer-seller relationship theories (e.g., trust and power), Porter’s value chain, and configuration and coordination perspectives</li> <li>- Using theories from other disciplines to provide new insights such as well-developed social psychology theories (e.g., cognitive theory and the heuristic model) to offer a richer understanding of individual cognitive traits</li> </ul>
<b>Extensions to the existing research</b>	<ul style="list-style-type: none"> <li>- Examining the influence of entrepreneurs’ personal characteristics on international market assessment</li> <li>- Focusing on entrepreneurs’ role in the decision-making process and how this affects the design of international marketing strategies</li> <li>- Investigating the interplay between entrepreneur’s individual cognition and firms’ marketing behavior</li> <li>- Studying the relation of environmental dynamism and entrepreneurs’ characteristics</li> <li>- Investigating international marketing knowledge transfer from entrepreneurs to the organization</li> <li>- Examining different forms of opportunities in relation to international marketing concepts</li> <li>- Investigating how entrepreneurs pursue international marketing opportunities over time, the mechanisms, and performance outcomes</li> <li>- Examining how opportunities are created in internet-based global environments, or if discovery and creation are an interlinked entrepreneurial action</li> </ul>
<b>Unexplored research avenues</b>	<ul style="list-style-type: none"> <li>- Considering both the individual–opportunity nexus and how marketing activities transfer across borders, and also comparing such activities across national borders</li> <li>- Comparing how entrepreneurs from different cultural contexts identify and decide upon new opportunities in international markets</li> <li>- Investigating how entrepreneurs differ in terms of adapting their marketing tactics in various foreign countries when exploiting foreign marketing opportunities</li> <li>- Addressing the individual and opportunity nexus in comparative domestic marketing</li> <li>- Investigating international marketing by ethnic or transnational entrepreneurs</li> <li>- Exploring the effect of individual mindsets and entrepreneurial processes on branding, marketing communication, pricing, product design, customers, etc. and of differences across countries.</li> <li>- Examining the role of individuals and opportunities in marketing standardization versus adaptation</li> <li>- Bringing the international marketing and entrepreneurship interface to large international firms</li> <li>- Conducting comparative studies of entrepreneurial marketing decision-making processes that involve both international new ventures and established MNCs</li> <li>- Differentiating between cross-national and cross-cultural research</li> <li>- Particularly addressing the societal elements, such as sustainability and corporate social responsibility</li> </ul>
<b>Outstanding methodological issues</b>	<ul style="list-style-type: none"> <li>- Developing measurement to accommodate cultural particularities in cross-national research</li> <li>- Developing a valid reliable measurement of international opportunity and its formation</li> <li>- Explicitly conceptualizing and operationalizing performance measurements of entrepreneurial actions</li> <li>- Collecting primary cultural data from individuals</li> <li>- Using larger and more geographically diverse survey data in combination with archival data</li> <li>- More replication studies to validate the research across countries</li> <li>- Conducting studies in different geographic, economic, and industrial contexts</li> <li>- Conducting mixed-method research</li> <li>- Adopting longitudinal research designs</li> </ul>



**FIGURES**



**Figure 1** Organizing framework of the literature review.



**Figure 2** Distribution of main theoretical perspectives in the literature review.

## **Web Appendices**

### **Web Appendix A. Methodological procedures**

#### *A. Criteria for defining international marketing and entrepreneurship research*

1. International marketing research defined by the Journal of International Marketing
  - a. International, when marketing activities occur across national boundaries.
  - b. Cross-cultural, when comparing marketing-related issues across national boundaries.
2. Marketing defined by American Marketing Association (2013), Varadarajan (2010), and Webster (1992).
  - a. Marketing is “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (AMA 2013).
  - b. Marketing issues include: customer, consumer, export, market entry, internationalization, networks, innovation, product, price, promotion, distribution, channel, brand, internet.
3. Entrepreneurship defined by Shane and Venkataraman (2000).
  - a. Opportunities
  - b. Individuals/entrepreneurial characteristics
4. Peer-reviewed journal articles published in the disciplines of marketing, entrepreneurship and small business management, general management, international business, organizational studies, and strategy.
5. Empirical and conceptual articles from 1997 to 2016.

#### *B. Exclusion criteria*

1. Research published in edited books for conference proceedings
2. Editorials, commentaries, features, reports, or review papers
3. Case studies for teaching purposes
4. Articles unavailable electronically
5. Articles published in journals that are not listed in ABS ranking or ranked as level 1

#### *C. Search method and scope – Stage I*

1. Full search of articles using EBSCOhost Business Source and Proquest ABI/INFORM databases
2. Initial focus on abstract
3. Search term by the following keywords:

(international OR foreign OR global)

AND

(entrepreneurship OR entrepreneurial OR entrepreneurialism OR entrepreneur OR opportunity)

AND

(marketing OR customer OR consumer OR export OR market OR entry OR internationalization OR -internationalisation OR network OR innovation OR product OR price OR promotion OR distribution OR channel OR brand OR internet)

4. Reading and checking papers to determine inclusion or and exclusion based on fit with definitional and search parameters, and to eliminate duplicate articles from the two databases.

Article sample from databases:  $n = 79$ .

*D. Search method and scope – Stage II*

1. A focused/manual search of selected key journals:

a. Journal of International Marketing, International Marketing Review

b. Journal of Marketing, Journal of Marketing Research, Marketing Science, International Journal of Research in Marketing, Journal of the Academy of Marketing Science

c. Entrepreneurship Theory and Practice, Journal of Business Venturing, Strategic Entrepreneurship Journal

d. Journal of International Entrepreneurship

e. Journal of Research in Marketing and Entrepreneurship

f. Journal of International Business Studies, Journal of World Business, International Business Review

g. Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Journal of Management Studies

2. Include and exclude based on fit with definitional and search parameters. Extra article sample from manual search:  $n = 90$ .

*E. Final sample for analysis:  $n = 169$ .*

**Web Appendix B.** Overview of the paper sample

Publication (listed alphabetically)	No. of conceptual work	No. of qualitative studies	No. of quantitative studies	No. of mixed- method studies	Sum
Asia Pacific Journal of Management	0	1	0	0	1
Business History Review	0	1	0	0	1
European Business Review	0	4	0	0	4
European Journal of Marketing	0	4	1	0	5
Entrepreneurship and Regional Development	0	4	2	0	6
Entrepreneurship Theory and Practice	3	1	3	0	7
Industrial Marketing Management	0	1	0	0	1
International Business Review	2	9	3	0	14
International Marketing Review	0	14	5	1	20
International Studies of Management and Organization	0	1	0	0	1
Journal of Business Venturing	1	2	4	0	7
Journal of International Business Studies	2	2	4	0	8
Journal of International Entrepreneurship	3	21	19	2	45
Journal of International Marketing	0	10	1	0	11
Journal of Marketing Management	0	1	1	0	2
Journal of Product Innovation Management	0	0	2	0	2
Journal of Research in Marketing and Entrepreneurship	0	0	1	0	1
Journal of Small Business Management	0	1	1	0	2
Journal of Small Business and Enterprise Development	0	10	3	0	13
Journal of the Academy of Marketing Science	0	0	0	1	1
Journal of World Business	1	3	3	0	7
Management International Review	0	3	0	0	3
Multinational Business Review	0	1	1	0	2
Service Industries Journal	0	1	1	0	2
Strategic Entrepreneurship Journal	0	1	1	0	2
Strategic Management Journal	0	0	0	1	1
Total	12	95	57	5	169

### Web Appendix C. Research articles in the review

<i>Type 1: Individual-focused cross-cultural comparative marketing research</i>			
Theme	Papers		
Entry to new business (1)	Block et al. 2013		
FDI (1)	Pathak, Laplume and Xavier-Oliveira 2015		
Total (2 studies)			
<i>Type 2: Opportunity-focused cross-cultural comparative marketing research</i>			
Theme	Papers		
Market orientation (1)	Brettel, Engelen and Heinemann 2009		
Marketing cooperation (1)	Felzensztein and Gimmon 2009		
Total (2 studies)			
<i>Type 3: Individual and opportunity-focused cross-cultural comparative marketing research</i>			
Theme	Papers		
Total (0)			
<i>Type 4: Individual-focused foreign marketing research</i>			
Major theme	Sub-theme	Papers	
Internationalization (63)	Influences (31)	Hamill and Gregory 1997; Crick and Jones 2000; Andersson 2002; Andersson and Wictor 2003; McDougall, Oviatt and Shrader 2003; Zahra 2003; Andersson 2004; Berry and Brock 2004; Acedo and Florin 2006; Hutchinson, Quinn and Alexander 2006; Acedo and Jones 2007; Meliá, Pérez and Dobón 2010; Thai and Chong 2008; Evers 2010; Nkongolo-Bakenda et al. 2010; Tseng and Johnsen 2011; Pettersen and Tobiassen 2012; Shirokova and McDougall-Covin 2012; Laurell, Andersson and Achtenhagen 2013; Andersson, Evers and Griot 2013; Kollmann and Christofor 2014; Loane, Bell and Cunningham 2014; Milanov and Fernhaber 2014; Omri and Becuwe 2014; Vissak and Zhang 2014; Denicolai, Hagen and Pisoni 2015; Sui, Morgan and Baum 2015; Andersson and Berggren 2016; Bai, Johanson and Martín 2016; Ricard, Pennecc and Reynaud 2016; Roy, Sekhar and Vyas 2016	
	Processes and patterns (21)	Madsen and Servais 1997; Preece, Miles and Baetz 1999; Andersson 2000; Bell et al. 2003; Chetty and Campbell-Hunt 2004; Park and Bae 2004; Rialp et al. 2005; Gabrielsson and Pelkonen 2008; Liu, Xiao and Huang 2008; Crick 2009; Amal and Filho 2010; Dib, Rocha and Silva 2010; Zou and Ghauri 2010; Kontinen and Ojala 2012a; Kontinen and Ojala 2012b; Freeman, Deligonul and Cavusgil 2013; Crick and Crick 2014; Hewerdine, Rummyantseva and Welch 2014; Jørgensen 2014; Schueffel, Baldegger and Amann 2014; Verbeke, Zargarzadeh and Osiyevskyy 2014	
	Entrepreneurial approach (4)	Jones and Coviello 2005; Freeman and Cavusgil 2007; Terjesen and Elam 2009; Jones and Casulli 2014	
	Performance outcomes (3)	Kuivalainen et al. 2010; Musteen and Datta 2011; Li, Qian and Qian 2012	
	Strategic orientations (2)	Kocak and Abimbola 2009; Odorici and Presutti 2013	
	Market strategy (2)	Crick 2007; Felzensztein et al. 2015	
	Foreign market entry (6)	Determinants (3)	Ojala and Tyrväinen 2006; Ojala 2009; Domurath and Patzelt 2016
		Mode and strategies (2)	Zacharakis 1997; Burgel and Murray 2000
		Market penetration (1)	Arenius 2005
	Export (7)	Antecedents (2)	Westhead, Wright and Usbasaran 1999; Lafuente, Stoian and Rialp 2015
Incentives (1)		Ahmed et al. 2006	
Performance outcomes (4)		Yeoh 2004; Mostafa, Wheeler and Jones 2006; Filatotchev et al. 2009; Ganotakis and Love 2012	

Networks (6)	Marketing system or functions (2)	Iyer and Shapiro 1999; Harris and Wheeler 2005
	Foreign market knowledge (1)	Musteen, Datta and Butts 2014
	Dynamics (2)	Coviello 2006; Chetty and Söderqvist 2013
	Market knowledge (1)	Fuerst and Zettinig 2015
Marketing mix (4)	Product (1)	Evers 2011
	Branding (2)	Gabrielsson 2005; Spence and Essoussi 2010
	Channel (1)	Arenius, Sasi and Gabrielsson 2006
Entrepreneurial marketing (1)		Hallbäck and Gabrielsson 2013
Marketing capabilities (2)		Falay et al. 2007; Yuan, Bao, and Olson 2016
Consumer (1)		Chandra and Coviello 2010
Outsourcing (1)		Mazzanti, Montresor and Pini 2011
Total (91 studies)		

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*Type 5: Opportunity-focused foreign marketing research*

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Major theme	Sub-theme	Papers
Internationalization (21)	Patterns and influences (8)	Coviello and Martin 1999; Hohenthal, Johanson and Johanson 2003; Oviatt and McDougall 2005; Barrutia and Echebarria 2007; Westhead 2008; O’Cass and Weerawardena 2009; Chandra, Styles and Wilkinson 2012; Colapinto et al. 2015
	Process (3)	Mathews and Zander 2007; Chandra, Styles and Wilkinson 2009; Kontinen and Ojala 2011
	Market selection (1)	Sakarya, Eckman and Hyllegard 2007
	Marketing capabilities (1)	Kaufmann and Roesch 2012
	Internet (2)	Reuber and Fischer 2011; Glavas, Mathews and Bianchi 2016
	Networks/social ties (5)	Ellis 2000; Han 2006; Brown, McNaughton, and Bell 2010; Ellis 2011; O’Gorman and Evers 2011
	Entrepreneurial knowledge (1)	Mejri and Umemoto 2010
Operation mode (3)	Export (1)	Sheng and Mullen 2011
	International joint ventures (1)	Mainela and Puhakka 2009
	International strategic alliances (1)	Haskell, Veilleux, and Béliveau 2016
Corporate entrepreneurship (2)		Birkinshaw 1997; Tasavori, Ghauri and Zaefarian 2016
Business model (1)		Sainio et al. 2011
Total (27 studies)		

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*Type 6: Individual and opportunity-focused foreign marketing research*

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Major theme	Sub-theme	Papers
Internationalization (17)	Process and influences (14)	McAuley 1999; Fletcher 2004; Crick and Spence 2005; Nordman and Melén 2008; Schweizer, Vahlne and Johanson 2010; Andersson 2011; Evers and O’Gorman 2011; Lamb, Sandberg and Liesch 2011; Santos and Garcia 2011; Kumar 2012; Li 2013; Galkina and Chetty 2015; Muzychenko and Liesch 2015; Stoian et al. 2016
	Networks (2)	Sullivan Mort and Weerawardena 2006; Vasilchenko and Morrish 2011
	International commitment (1)	Rocha, Mello, and Farias 2012
Entrepreneurial marketing (1)		Sullivan Mort, Weerawardena and Liesch 2012

Opportunity portfolio process (1)	Chandra, Styles and Wilkinson 2015
SME growth (1)	Hulbert, Gilmore, and Carson 2013
INV development (2)	Mainela, Pernu and Puhakka 2011; Gabrielsson and Gabrielsson 2013
Total (22 studies)	

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*Type 7: Individual-focused cross-cultural comparative and foreign marketing research*

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Theme	Papers
Internationalization (9)	Andersson and Evangelista 2006; Loane 2006; Gassmann and Keupp 2007; Terjesen, O'Gorman and Acs 2008; Sommer 2010; Cunningham, Loane and Ibbotson 2012; Cannone and Ughetto 2014; Hagen and Zucchella 2014; Weerawardena et al. 2015
Channels (1)	Gabrielsson and Kirpalani 2004
Brand (1)	da Silva Lopes and Casson 2007
Customer orientation (1)	Deshpandé et al. 2013
Marketing capabilities (1)	Evers, Andersson, and Hannibal 2012
Networks (1)	Chung and Tung 2013
Decision making (1)	Nummela et al. 2014
Total (15 studies)	

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*Type 8: Opportunity-focused cross-cultural comparative and foreign marketing research*

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Theme	Papers
Internationalization (2)	Yamakawa et al. 2013; Dimitritos et al. 2016
Foreign market entry (1)	Bingham 2009
Networks (1)	Loane and Bell 2006
Windows of opportunity (2)	Kleinschmidt, Brentani and Salomo 2007; Brentani, Kleinschmidt and Salomo 2010
Total (6 studies)	

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*Type 9: Individual and opportunity-focused cross-cultural comparative and foreign marketing research*

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Theme	Papers
Internationalization (2)	Johnson 2004; Langseth, O'Dwyer and Arpa 2016
Decision making (2)	Spence and Crick 2006; Chetty, Ojala and Leppäaho 2015
Total (4 studies)	

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