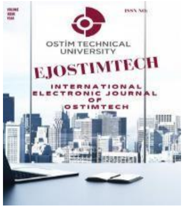

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ENTREPRENEURIAL MARKETING FOR SOCIAL VALUE CREATION

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Abstract

This study explores how entrepreneurial marketing (EM) practices contribute to social value creation and support the achievement of the Sustainable Development Goals (SDGs). Adopting a qualitative, interpretive phenomenological approach, the research is based on semi-structured interviews conducted with five senior marketing professionals and scholars in Turkey. The study examines how key EM dimensions—such as proactiveness, innovation, customer intensity, and resource leveraging—intersect with sustainability-oriented strategies. The findings indicate that when purpose-driven missions are integrated with digital marketing and social media tools, entrepreneurs are better positioned to create meaningful social impact. The research presents a conceptual framework derived from empirical data and offers strategic insights for entrepreneurs aiming to align marketing efforts with social value. These findings contribute to the literature by bridging entrepreneurial marketing and social impact within a specific national context.

Keywords: entrepreneurial marketing, social value creation, sustainability, interpretive phenomenology, SDGs

Introduction

Rapid changes in market dynamics, customer behavior, and technological innovation have made traditional marketing approaches less effective. EM, rooted in the convergence of marketing and entrepreneurship, has emerged as a response to such volatility. EM integrates proactive opportunity-seeking, innovation, and resource leveraging into marketing practices to achieve sustainable competitive advantages (Alqahtani & Uslay, 2020).

While marketing and entrepreneurship have traditionally evolved as distinct disciplines, the past two decades have witnessed increasing cross-disciplinary research and practice (Carson & Coviello, 1996; Sullivan Mort et al., 2012). EM is not merely a blend of the two, but a paradigm shift that accommodates agility, risk-taking, and value co-creation in uncertain environments. This research investigates how EM can serve as a strategy for social value creation and achieving SDGs, drawing on empirical insights from professionals in Turkey.

Entrepreneurial marketing offers a field that has been developed for more than two decades as an interconnection between the two disciplines of marketing and entrepreneurship. Thus, entrepreneurial marketing is a combination of features from both entrepreneurship and marketing concepts (Sullivan Mort et al., 2012). Morris et al. (2002, p.5) argue that entrepreneurial marketing aims to achieve a sustainable competitive advantage, allows for dynamism and creative behavior, works as a moderator for calculated risk taking, and allows for active participation between the firm and its customers. Based on this statement, it can be stated that entrepreneurial marketing differs from traditional marketing approaches and offers and will continue to offer new approaches to marketing.

Entrepreneurial marketing has emerged as a response to the highly volatile and uncertain nature of the contemporary business environment. It is also appropriate for firms to be more proactive, opportunity and innovation oriented, to create customer value with limited resources, and to have effective risk management. Market-oriented entrepreneurs using this new approach are able to unlock alternative communication competencies and develop faster than their competitors. They are also more

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capable of finding alternative distribution methods and therefore have the capacity to develop expected products and create a unique relationship with customers (Hamel & Prahalad, 1996).

Entrepreneurial marketing, which consists of seven basic dimensions, draws these dimensions from both marketing and entrepreneurship literature. The dimensions of proactivity, opportunity focus, risk-taking orientation, innovation orientation and resource utilization are derived from the entrepreneurship literature (Miller, 1983; Covin & Slevin, 1989; Lumpkin & Dess, 1996), while customer satisfaction orientation and value creation come from the marketing literature (Narver & Slater, 1990; Jaworski & Kohli, 1993; Desphandé & Farley, 1998). These dimensions, which can be characterized as the building blocks of entrepreneurial marketing, mutually reinforce each other and thus create a synergistic strategic stance that is beneficial for firms (Morris et al., 2002; Morrish, 2011; Alqahtani & Uslay, 2020).

The increasing convergence of entrepreneurship and social impact is driving new approaches to marketing. Entrepreneurial marketing refers to the unconventional marketing strategies employed by entrepreneurs who often operate in resource-constrained environments. Unlike traditional marketing, entrepreneurial marketing is dynamic, flexible, and deeply intertwined with innovation.

At the same time, social value creation is emerging as a key objective in modern business practices. In contrast to profit-driven models, social entrepreneurship seeks to address societal challenges while generating sustainable value. This chapter explores how entrepreneurial marketing can be harnessed to create social value, blending innovation with purpose-driven strategies to create a social value and contribute to Sustainable Development Goals.

Given the global emphasis on sustainability, EM offers the potential to serve broader societal goals. This study aims to explore how entrepreneurial marketing practices can facilitate social value creation and contribute to the SDGs, based on empirical evidence collected in the Turkish context.

Conceptual Framework

Entrepreneurial Marketing: A Paradigm Shift

Marketing, in terms of the organizational philosophy of market orientation, segmentation, targeting and positioning strategies, marketing mix and operational as a concept that has been rationalized and supported by market intelligence. (Stokes, 2000: 50). The concept of Entrepreneurial Marketing was introduced in Chicago in 1982.

One of the largest professional and academic associations in this field at the University of Illinois two of which, the International Council for Small Business and the American Marketing Association (AMA) sponsored conference. As a result of the conference, the interest of researchers in this field started to increase and entrepreneurial marketing has been the focus of many studies (Morris, Schindehutte, & LaForge, 2002; Hills & Hultman, 2005; Kraus et al., 2010). Entrepreneurial marketing has gained increasing academic attention since 1986, when the American Marketing Association (AMA) began organizing annual symposia on the marketing–entrepreneurship interface. The topic expanded to Europe in 1995, and in 1999, the Academy of Marketing held its first symposium dedicated to this field.

In 1999, the Journal of Entrepreneurial Marketing published the work of entrepreneurial marketing researchers. A journal called Research in Marketing and Entrepreneurship was established. Research on this topic has increased over time and the results have been published in marketing and entrepreneurship journals.

Traditional marketing and entrepreneurial marketing differ in many ways in the target market. In traditional marketing, marketers are expected to be in a position to compete with the market research results obtained as a result of market research information, they create a detailed marketing mix. There are also 4Ps relevant marketing mix elements) in the entrepreneurial marketing, but here the 4Ps are different from the traditional marketing mix. The 4Ps related to entrepreneurship are people (person), process, purpose and practice.

Another difference between traditional marketing and entrepreneurial marketing (EM) is that entrepreneurs apply different marketing methods; prefer interactive marketing more than interactive marketing. Unlike traditional marketing, which relies heavily on established markets and detailed segmentation, entrepreneurial marketing emphasizes adaptive strategies, informal marketing methods, and direct customer interaction, especially relevant for small and medium-sized enterprises operating under resource constraints (Koçak & Özer, 2005).

Entrepreneurial marketing diverges from conventional marketing by embracing risk, innovation, and agility. While traditional marketing focuses on established markets and customer segments, entrepreneurial marketing thrives on uncertainty, adapting to market changes, and seeking out niche opportunities. It is characterized by a proactive orientation, where entrepreneurs are not just market-driven but market-driving, shaping consumer demand rather than responding to it. In summary, three themes appear as a difference between two:

- **Innovative practices:** Entrepreneurial marketing emphasizes out-of-the-box thinking, using unconventional marketing tactics such as guerrilla marketing, leveraging social media, and building grassroots campaigns.
- **Customer focus:** Entrepreneurs often rely on close relationships with customers, leveraging feedback and insights into rapid product iteration.
- **Resourcefulness:** Entrepreneurs with limited financial resources rely on creativity, partnerships, and digital tools to reach audiences.

This paradigm shift enables entrepreneurs to navigate competitive environments and introduces opportunities for generating social value beyond profit maximization.

Morris et al. (2002) mentioned seven dimensions of entrepreneurial marketing: proactiveness, calculated risk-taking, innovation and opportunity orientation are the dimensions of entrepreneurial orientation due to the resource leverage dimension. The resource leverage dimension focuses on the need to improve marketing activities, which is the only customer-oriented element (e.g. guerrilla marketing). Customer orientation and value creation are key elements derived from market orientation. The seven dimensions interact with each other. However, not all dimensions of the company use specific methods according to the needs and development stages of the company. The dimensions can be emphasized (Astuti, Nasution, & Siregar, 2018, p. 41).

- **Proactivity:** Proactivity is the ability of a firm to respond to market opportunities in the new venture process. how it relates to the environment. It is done by seizing the initiative and to “shape”, that is, by influencing trends and opportunistically to create demand by acting. The best strategy to capitalize on a market opportunity is to take advantage of the first mover. The first mover has the advantage asymmetry, you can capture unusually high profits and increase brand awareness to get ahead of its competitors in providing. Therefore, by anticipating new opportunities, taking initiative and participating in emerging markets brings entrepreneurship (Lumpkin & Dess, 1996).
- **Focus on opportunities:** Opportunities are unrecognized sources of sustainable profit and they represent market gaps. These gaps are exposed by market imperfections, and the entrepreneur should be aware of these imperfections, which differentiate marketing in order to exploit them. Seeking and finding opportunities is linked to the pace of environmental change, which means that marketers should both actively seek and explore the higher levels (Morris et al., 2002).
- **Calculated risk-taking:** Studies on risk taking have shown that entrepreneurs are predisposed to undertake risky ventures. Opportunities represent possible gains, so there is no wrong step to take in pursuit of those gains. Steps should be calculated and risks should be mitigated (Becherer, 2012).
- **Focus on innovation:** From marketing, opportunity identification and concept generation to technical support, it is necessary to ensure that the company's resource base is used creatively to support innovation with roles ranging from the development of the new economy to its expansion (Morris et al, 2001).

- **Customer Centricity:** The term customer centricity refers to where marketing wants to take the company and used to reflect belief, passion, enthusiasm, excitement and conviction about what it plans to do. Entrepreneurial marketers believe that bringing technical competence to the marketing task must go beyond what all employees stand for with the company's products and brands, ultimately defining the company's customer value proposition at a fundamental level (Morris et al., 2001).
- **Resource Leverage:** At its most basic level, leverage is the ability to do more with less. Entrepreneurial marketers are adept at using it as leverage.
- **Value Creation:** In the entrepreneurial marketing framework, the marketer is not only accountable for his or her activities, but also for creating new sources of value and continuously exploring new markets for the company. Value is a marketing concept that challenges existing industry assumptions. Value creation is created through new approaches to the elements of the business mix (Morris et al., 2001).

Value creation, which is at the center of the definition of entrepreneurial activity, is also an integral part of the marketing orientation. It is an important condition for the realization of a successful company in its competitive niche and implementing value creation activities that best fit their strategic objectives are crucial. Traditional marketing focuses more on transaction and customer relationships, whereas the focus is on innovation and value creation for entrepreneurial marketing (Becherer, 2012).

Entrepreneurial marketing creates value for customers through relationships; finding new customers and markets that effectively bring together the scarce resources. It redefines environmental factors to reduce uncertainty; find opportunities and is an innovation-oriented approach. Especially, small businesses should engage marketing activities together with the dimensions of entrepreneurship together. These dimensions of entrepreneurial marketing are essential for businesses in local and global markets which will enable them to gain a competitive advantage over their competitors.

Social Value Creation: The Driving Force

The basic idea of marketing is to provide superior value to customers. The basic principle of capitalism is that by providing superior value to customers, management creates superior value for shareholders. In a free enterprise system, customers decide how to spend their money, and companies compete to attract customers. Companies that offer products and services that do not attract customers withdraw from the market because materials, labor and capital cannot provide cash flows to pay for their resources (Doyle, 2003). Value creation means more than creating value for the customer or adding value to the product or service offered. Entrepreneurial marketing involves exploring unique ways to add value to every aspect of the marketing strategy (Fiore et al., 2013).

The needs of societies, like the needs of individuals, are infinite and unlimited. In order to maintain their continuity, societies have to fulfil the reasonable ones from this unlimited set of needs. Otherwise, social problems become unresolved, and these unresolved problems may be the source of other problems. In this sense, social enterprises are institutions that have emerged to meet some of the needs of society (Dees, 2001; Peredo & McLean, 2006). Social entrepreneurs are the actors of these organizations.

Social value refers to the broader societal benefits that result from business activities, going beyond financial profit to include environmental sustainability, community well-being and social justice (Austin, Stevenson, & Wei-Skillern, 2006; Mair & Martí, 2006). The creation of social value can be understood as the production of positive social change through innovative business models (Santos, 2012).

Unlike traditional businesses that focus on maximizing shareholder value, social enterprises balance economic objectives with social and environmental goals (Elkington & Hartigan, 2008). Entrepreneurs in this field often identify unmet social needs and create market-based solutions to address them, driving social innovation (Bornstein & Davis, 2010).

Social value refers to the positive impact a business has on society beyond profit. This includes environmental sustainability, community well-being, and ethical governance. Social enterprises aim to balance economic viability with social and environmental contributions (Peredo & McLean, 2006). In a narrow definition, social entrepreneurship is the innovation of non-profit organizations to generate income (Austin et al., 2006: 2).

Various activities carried out within the scope of finding opportunities, bringing together the necessary resources to take advantage of these opportunities and transforming these opportunities into concrete outputs can be considered as social entrepreneurship. At the same time, social entrepreneurship refers to innovative activities that aim to support long-term sustainability and increase organizational effectiveness (Hasan, 2005: 3). Social entrepreneurship is a process that integrates economic and social value creation.

Social entrepreneurship addresses pressing social issues such as poverty, education, healthcare and climate change. Developing new social enterprises is only one aspect of social entrepreneurship. The other aspect is to create revenue maximization by applying the basic principles of a for-profit business without ignoring the core mission (Peredo & McLean, 2006). In other words, it is also possible to find examples of social entrepreneurship that operate entirely on the basis of effectiveness and efficiency. The aim is both social benefit and profit.

- **Combining profit with purpose:** Social enterprises can generate revenue while creating value for society.
- **Stakeholder engagement:** An important aspect of social value creation is the involvement of different stakeholders in decision-making processes.

Corporate marketing in this context is not only about promoting products or services, but also about communicating a social mission that resonates with customers, investors and communities.

In addition, entrepreneurship in the business sector can also have a social aspect. This is because while the profit motive is the ‘main engine’ of entrepreneurship, this does not preclude other motives (Mair& Martin, 2006). From this perspective, social entrepreneurship can also include socially motivated business investments (Dess, 2001). Entrepreneurial marketing offers mechanisms to embed these objectives into marketing strategies, enabling firms to contribute meaningfully to the SDGs. Social value creation involves:

- Addressing unmet social needs with market-based solutions.
- Leveraging stakeholder engagement.
- Demonstrating authenticity and purpose in brand messaging.

Marketing Strategies for Social Entrepreneurship

Social entrepreneurs with a social mission create ‘social capital’. In fact, entrepreneurs can create financial, social and artistic capital (Thompson, 1999). Social capital can be seen as the type of values, norms and networks that can influence the development of outputs (Hasan, 2005) and can also reflect community-based intangible and tangible assets (Thompson, 2002). Tangible assets are buildings, services and support networks. Intangible assets can be recognition, reputation and respect for some achievements. Fukuyama sees social capital as the ability of people to work together for the overall goals of organizations and groups. Networks and community benefit groups both create and utilize tangible and physical assets to increase the benefits to society (Thompson, 2002).

There is a need for more approaches that develop innovative, effective and financially sustainable solutions at local and global level. This is where social entrepreneurship and social marketing come into play. Social marketing is a rich and evolving discipline well positioned to drive social change. Social marketing can be defined as an approach to ‘influencing behavior that benefits individuals and communities for greater social support’ (Gordon et al, 2016). It applies tools and techniques used in commercial marketing to change people's behavior for the better. Social marketing can contribute to the sustainability of social enterprises on a micro-economic scale by supporting their commercial activities. Social marketers can support the financial sustainability of social enterprises by increasing the demand for health and environmentally friendly goods and services produced by such enterprises. In fact, looking at social enterprises from a social marketing perspective can help to understand the contribution of social marketing to the objectives of social enterprises. In this way, social marketing can be more effective and successful by finding an application area within social enterprises (Madill et al, 2012). Social marketing can generally be defined as the use of marketing techniques to shape social events.

Social entrepreneurship is related to the role of the free market in solving social problems and is the use of entrepreneurial principles (risk-taking, innovative approaches and sustainable business models, etc.) to develop efforts or organizations to solve social problems (Nandan et al, 2015). Social entrepreneurs aim for social change while applying their innovative tendencies within a specific organizational form. Social entrepreneurship is a bridge to social innovation

Entrepreneurial marketing strategies for social value creation are deeply connected to market orientation, co-creation, and innovation. Traditional market segmentation may not apply in social ventures, as they often cater to marginalized communities or underserved populations. Therefore, strategies such as co-creation—where consumers, beneficiaries, and stakeholders actively contribute to product and service development—become crucial. These are namely:

- *Co-Creation and Stakeholder Engagement:* Social enterprises must work closely with communities to understand their needs, desires, and constraints. This approach leads to products that are more aligned with the lived experiences of the target audience.
- *Digital Marketing and Social Media:* Due to financial limitations, social entrepreneurs often leverage low-cost digital tools such as social media, blogs, and email marketing, coupled with creative social media marketing techniques. This enables them to spread their message widely without a large advertising budget.
- *Mission-Driven Communication:* Social entrepreneurs often use storytelling to highlight the impact of their work, aligning marketing messages with their social mission to create an emotional connection with customers and partners.

Methodology

This research adopts an interpretive phenomenological approach to explore the lived experiences and perspectives of marketing professionals. A purposive sampling strategy was employed, targeting senior professionals with expertise in entrepreneurial marketing and sustainability practices. Data saturation was reached after five interviews.

Strategies in marketing research have changed over time as marketing has begun to be viewed as a socially constructed institution (Hirshman, 1986). Accordingly, research has shown a tendency to apply socially constructed phenomena that require an interpretive approach. In line with this perspective, the subject of the study, qualitative research, particularly interpretative (hermeneutic) phenomenological approach, is suitable for the study. The typical approach used by interpretive phenomenology is to collect data from semi-structured interviews, as it is considered more flexible (Smith, 2007). According to Porter et al. (2011), the expert opinion technique argues that experts have more knowledge about a particular topic than others; therefore, collecting this knowledge from experts enriched my findings and made them more credible.

Confirming previous research, the use of expert opinion not only allowed me to observe different views from different disciplines firsthand and become more familiar with the research topic but also provided the opportunity to meet and interview professionals from different disciplines. Exploratory expert interviews with senior corporate- level marketing executives at different Turkish companies and scholars from Turkish universities.

Participants were selected using purposive sampling based on their senior experience in marketing and familiarity with EM principles in Turkey. The sample size was limited to five as data saturation was reached, with no new themes emerging in the final interviews. The five participants were selected for their senior-level expertise and involvement in sustainability-related marketing practices.

Semi-structured interviews included follow-up questions based on participants' responses, allowing flexibility and depth. Thematic analysis followed Braun and Clarke's (2006) approach: initial coding, identifying patterns, reviewing and naming themes. To enhance credibility, transcripts were validated through member checking and triangulated with literature insights.

A detailed list of the experts interviewed during this research is presented in Table 1.

Table 1. Name of the Experts Interviewed

Name	Profession	Education	Years of Experience
Expert 1	Marketing Director	MBA	25
Expert 2	Marketing Manager	University	15
Expert 3	Marketing Manager	University	20
Expert 4	Head of Strategic Partnerships	University	20
Expert 5	Marketing Scholar	PhD	15

In this study, the participants were asked to answer the following questions.

Q1: Thinking about the changes in marketing today, which concepts have come to the fore with these changes, especially for companies?

Q2: What comes to your mind when you think of entrepreneurial marketing?

Q3: What marketing strategies can companies design to contribute to sustainable development goals through entrepreneurial marketing?

Q4: How can companies use social media and digital marketing tools to create social value?

Q5: What opportunities can entrepreneurial marketing provide for companies?

Data were analyzed using thematic coding as outlined by Braun and Clarke (2006): Familiarization with the data, generating initial codes, identifying themes, reviewing and refining themes, defining and naming themes and producing the results.

Findings

This study explores how entrepreneurial marketing contributes to social value creation, based on insights gathered through semi-structured interviews with industry professionals. The findings reveal a growing awareness among participants regarding the need for marketing strategies that extend beyond traditional profit-oriented approaches. Respondents frequently emphasized the transformation of marketing in response to evolving societal expectations, digital disruption, and sustainability concerns. These shifts reflect a broader redefinition of marketing's role in supporting not only business growth but also social and environmental impact.

Four dominant themes emerged from the interviews: purpose orientation, digital enablement, sustainability, and adaptability. These interconnected themes illustrate how firms leverage entrepreneurial marketing practices to align with societal needs, strengthen stakeholder relationships, and differentiate themselves in increasingly value-driven markets. Each theme is elaborated in the following sections, supported by expert insights that highlight the practical implications of these strategic orientations.

Purpose Orientation: Organizations increasingly prioritize meaningful goals that go beyond financial performance, aligning their strategies with broader societal needs and ethical responsibilities.

Digital Enablement: The strategic use of social media and digital platforms has become essential for visibility, stakeholder engagement, and communicating social impact effectively.

Sustainability: Environmentally responsible practices and green marketing initiatives resonate strongly with consumers, who expect brands to contribute to the Sustainable Development Goals (SDGs) and ecological well-being.

Adaptability: Firms with flexible and agile structures are better equipped to respond to emerging social and environmental challenges, positioning themselves as innovative and resilient players in dynamic markets.

These four themes provide the conceptual foundation for understanding how entrepreneurial marketing is being reshaped to generate not only economic value but also meaningful societal impact. Each theme is explored in expert interviews.

Entrepreneurial Marketing to Create Social Value

In terms of the focal phenomenon, the interviews show that most professionals are aware of a wide range of external environments, and they emphasized the major transformation in marketing. A clear pattern that emerged from the data is that *purpose orientation, digital enablement, sustainability,* and *adaptability* are seen as vital components in today's business world.

Purpose Orientation stands out as a defining feature of entrepreneurial marketing for social value creation. According to expert interviews, purpose-driven organizations gain a significant competitive edge, particularly among increasingly value-conscious consumers. These organizations go beyond profit-making and embed meaningful goals—such as social justice, community welfare, or health equity—into the core of their marketing strategies. As one participant explained, "*Today, marketing has undergone a major transformation... Companies are focusing more on social responsibility and creating social value in their marketing strategies*" (Expert 2). Social entrepreneurs leverage this purpose as a tool for authentic engagement, aligning their brand identity with the ethical concerns of stakeholders including customers, employees, and investors.

"Customer-centered concepts are more prominent. However, it is necessary to understand the expectations of the customer well. Producers who do this in real terms are addressing sustainability as a new concept. Green marketing is also a part of this business. While being a business that does not harm the environment, they should also launch products with clean content, packaging that causes the least damage to nature, products that are easy to recycle and leave the least waste." (Expert 1)

"Today, marketing is changing around issues such as customer satisfaction, digitalization and sustainability. It is becoming more important for companies to contribute to society and be sensitive to the environment." (Expert 4)

Digitalization and sustainability seem to become apparent in today's world. Therefore, entrepreneurial marketing will attract more attention through its dimensions. One of the defining entrepreneurial marketing for social value creation is the emphasis on purpose according to expert interviews. Purpose-driven organizations have a distinct advantage in the marketplace, particularly among consumers who are increasingly conscious of the ethical dimensions of their purchasing decisions. Social entrepreneurs often embed their mission deeply into their marketing strategies, using purpose as the primary driver for engagement with customers, investors, and other stakeholders. Sustainability stands out in this context. Most of the professionals are aware of how important it is to emphasize and contribute to SDGs, at least one of them is important in the eyes of customers. Therefore, they should be accordingly producing their product or strategies.

Digital Enablement was another dominant theme, reflecting the increasing necessity for digital tools and social media in entrepreneurial marketing. Experts consistently pointed to digitalization as a key driver of visibility and community interaction. "*When I think of entrepreneurial marketing, I think of the process of quickly seizing opportunities in the market... and establishing sincere relationships with the target audience by using limited resources creatively*" (Expert 5). Digital channels allow entrepreneurs to reach large audiences with limited budgets, making it easier to amplify their social missions. One expert added that "*companies can create social value by reaching large audiences through social media and digital tools and use these platforms for social responsibility*" (Expert 3). Thus, digital enablement is not just a tool for communication but a vehicle for building trust, mobilizing communities, and driving behavioral change.

Closely related is the theme of Sustainability, which was frequently mentioned as both a value proposition and a necessity in entrepreneurial marketing. Experts highlighted that consumers are no longer passive recipients of marketing messages; they actively seek environmentally and socially responsible brands. "*Green marketing is also a part of this business... packaging that causes the least damage to nature, products that are easy to recycle and leave the least waste*" (Expert 1). These consumer expectations are pushing organizations to align their products and strategies with at least one of the Sustainable Development Goals (SDGs).

As Expert 2 noted;

"Companies can develop sustainable products and services through entrepreneurial marketing and market these products in a way that provides social benefits. For example, strategies such as projects that support local communities, environmentally friendly products and energy-saving production processes both increase brand value and serve sustainable development goals." (Expert 2)

In this sense, sustainability is not a trend—it is a strategic imperative.

"They can work on social sustainability. They can adopt an issue related to their own sector and carry out activities for the benefit of the society. If this is a food company, an issue related to healthy eating can be addressed, if it is a textile company, a sustainable development plan for water saving can be created." (Expert 4)

Authenticity is also key in entrepreneurial marketing for social ventures. Unlike traditional brands, social enterprises cannot afford to appear insincere in their commitment to social impact, as their credibility and success often depend on it. It makes brands more innovative too.

"When I think of entrepreneurial marketing, I think of the process of quickly seizing opportunities in the market and creating competitive advantage through flexible and innovative strategies. In addition, establishing direct and sincere relationships with the target audience by using limited resources creatively is also an important part of this concept." (Expert 5)

"When I think of entrepreneurial marketing, I think of a marketing approach that is innovative, flexible and quickly evaluates opportunities." (Expert 3)

Showing these strategies in social media is another important issue, because it is also crucial for companies to show their actions to their customers. Therefore, their strategies should be adaptable to new trends. Simultaneously, firms must enhance their CSR operations to attain the pertinent SDGs, with the objective of articulating their commitment to sustainability and fostering confidence.

"When I think of entrepreneurial marketing, I think of a marketing approach that can easily adapt to new concepts and trends. An understanding that does not have a cumbersome structure, can take a step forward without damaging the position of the brand and product with quick decision-making and quick analysis." (Expert 1)

"Companies can develop sustainable products and services through entrepreneurial marketing and market these products in a way that provides social benefits. For example, strategies such as projects that support local communities, environmentally friendly products and energy-saving production processes both increase brand value and serve sustainable development goals." (Expert 4)

"They can overlap their social responsibility projects with the sustainability issue they emphasise. If they are environmentally friendly, co-operation with the relevant NGO. If they say that they leave the least waste to the environment, for example, re-fill packaging." (Expert 2)

"In terms of creating social value, companies can engage in activities that will guide the consumer while using social media and other digital channels. For example, a sports brand that tries to promote the habit of doing sports can organize free sports-based events and give scholarships to successful students interested in sports." (Expert 3)

Finally, adaptability emerged as a critical capacity for firms navigating rapidly changing social and environmental landscapes. Entrepreneurial marketing practices must be flexible, enabling businesses to adjust quickly to societal shifts, new trends, or emerging crises.

"*A marketing approach that can easily adapt to new concepts and trends... with quick decision-making and quick analysis*" (Expert 1) illustrates this point. Agile structures allow companies to experiment with new formats, pilot programs, or partnerships without the bureaucratic constraints of traditional marketing. This adaptability fosters innovation while maintaining alignment with the brand's social mission.

Together, these four themes—purpose orientation, digital enablement, sustainability, and adaptability—form the backbone of entrepreneurial marketing strategies aimed at creating social value. They enable firms not only to respond to societal needs but to shape consumer behavior and drive meaningful impact in increasingly dynamic environments.

Challenges in Entrepreneurial Marketing for Social Value Creation

Despite the potential for success, entrepreneurial marketing for social ventures faces several significant challenges.

Resource Constraints: Many social entrepreneurs operate with limited financial resources, making it difficult to implement extensive marketing campaigns. Managing and utilizing resources appropriately, not only money and other assets, but also the emergence of creative and innovative thinking and the utilization of resources including the knowledge and skills of employees (Fiore et al., 2013: 66).

Measuring Social Impact: Quantifying social value can be difficult, particularly when traditional metrics like profit and market share are insufficient. Social return on investment (SROI) and other impact measurement frameworks are essential for social entrepreneurs but can be difficult to implement. However, considering new types of consumers they have to show that they mention their activities related to social value.

"*At this point, consumers have started to attach importance to the social policies of brands and companies as well as variables such as quality and price when choosing a brand. To be a strong brand, to gain superiority over competitors and to become the consumer's favorite brand, businesses should carry out activities for the benefit of society and convey this to their target audience accurately and effectively*." (Expert 1)

According to interviews, entrepreneurial marketing and social value creation have an expected strong connection.

Scaling Barriers: Reaching a wider audience while maintaining the integrity of the social mission is a significant challenge for many social enterprises, particularly when scaling geographically or entering new markets. Social media and digital tools would be helpful in this context.

"By using social media and digital marketing tools, companies can reach large masses and raise awareness on social issues. In particular, by making their social responsibility campaigns and environmentally sensitive projects visible on digital platforms, they can attract the attention of customers and create social impact. In addition, by creating communities with interactive content, they can convey these values to more people" (Expert 1)

"They can boost their communication by opening a social media account/website only for that subject." (Expert 3)

"Companies can create social value by reaching large audiences through social media and digital tools and use these platforms for social responsibility." (Expert 3)

A communication instrument to facilitate the development of this relationship could be social media, designed as an interactive communication platform for individuals and enterprises.

Discussion

The study highlights how EM can serve as a dynamic bridge between entrepreneurship and sustainable development by offering a practical and adaptable framework for organizations aiming to achieve both economic and social objectives. In rapidly changing environments, EM empowers firms to remain agile, identify emerging opportunities, and engage in value-driven innovation. This agility enables them not only to respond to social and environmental challenges but to proactively shape market dynamics in ways that align with the Sustainable Development Goals (SDGs).

One of the key contributions of this research lies in its emphasis on the capacity of EM to differentiate organizations through the deliberate creation of social value. Unlike traditional marketing approaches, EM fosters stakeholder involvement, authenticity, and responsiveness—qualities that are essential for building long-term trust and legitimacy in today's conscious consumer landscape. The interviews reveal that firms adopting EM practices often prioritize meaningful missions and societal impact, which in turn enhances their market relevance and stakeholder engagement.

However, while EM, SDGs, and social marketing are interconnected in practice, the findings also indicate that there is a need for a clearer conceptual integration among these domains. EM provides operational tactics, while social marketing introduces behavior change techniques for the common good, and SDGs establish an overarching global framework. Yet, many organizations struggle to align these pillars coherently in their strategic planning. A more explicit articulation of how EM contributes to specific SDG targets—such as climate action, gender equality, or responsible consumption—would offer stronger theoretical grounding and practical direction.

Furthermore, the study underscores the critical role of digital tools and storytelling in amplifying the impact of EM strategies. Digital platforms not only reduce communication costs and extend reach but also offer avenues for real-time interaction, community building, and transparency. Purpose-driven storytelling—particularly when supported by authentic narratives and visual content—allows firms to communicate their values, showcase social initiatives, and cultivate emotional resonance with audiences. This finding supports earlier studies suggesting that narratives emphasizing shared values and social missions can significantly increase consumer engagement and brand loyalty (Moss et al., 2011; Bhati & Manhas, 2020).

Overall, the discussion suggests that entrepreneurial marketing, when strategically aligned with social purpose and enhanced by digital technologies, has the potential to redefine how businesses contribute to sustainable development. Nevertheless, future studies should further examine how EM frameworks can be systematically integrated with social impact metrics and SDG-related accountability tools to strengthen both research and practice.

Conclusion

Using marketing strategies in a modern way includes entrepreneurial marketing. As the name suggests, it promotes the use of an entrepreneurial mindset when it comes to marketing strategies. An entrepreneurial mindset is often associated with being adaptable, proactive and creative. As a result, proactivity, innovation orientation, opportunity orientation and measured risk-taking are some of the key characteristics of entrepreneurial marketing. Value creation, customer focus and resource utilization - all essential and timeless components of marketing - are also important components of entrepreneurial marketing. Consequently, an entrepreneurial approach to marketing practice could be associated with entrepreneurial marketing.

Today's marketing professionals should prioritize entrepreneurial mindset for a number of reasons. The rules of business are evolving as a result of technological advances, and the new economic era is often characterized by instability and uncertainty. These features of today's economic landscape require companies to develop new approaches to adapting their marketing strategies to secure and maintain a competitive edge. In such an atmosphere, companies need to be able to demonstrate that they are risk-takers, that they recognize opportunities, seize them before others do and innovate frequently - all of which points to an entrepreneurial mindset. Consequently, to meet the challenges of the changing business environment, entrepreneurial marketing may be the new marketing strategy.

Entrepreneurial marketing for social value is an exciting and evolving area within both the entrepreneurship and marketing disciplines. As societal expectations shift towards more responsible and purpose-driven businesses, entrepreneurial marketing will continue to play a vital role in creating social impact. The future of the field depends on a continued emphasis on innovation, ingenuity and stakeholder collaboration.

By focusing on social as well as economic returns, entrepreneurs can lead the way towards more sustainable and equitable market systems. This chapter provides a basic exploration of how entrepreneurial marketing is used to create social value, touching on its strategies, challenges and future directions.

This research focuses on the concept of entrepreneurial marketing and social value creation. Entrepreneurial activities and types of innovation may vary on a sectoral basis. For this reason, research can be conducted on entrepreneurial marketing and social value creation in different sectors. The limitations of the research also serve as a suggestion for further research in this field. Increasing the number of experts in the research will strengthen the findings of the research. Developing marketing approaches suitable for the structure of enterprises studies can be conducted by addressing entrepreneurial marketing dimensions in different sectors.

Recommendations can be extrapolated from the results of this study in a practical setting, assisting organizations in more effectively demonstrating their commitment to sustainability, hence enhancing participation, augmenting legitimacy, and yielding competitive advantages as documented in existing studies. Given that the attainment of the SDGs enhances corporate reputation, thereby yielding numerous advantages regarding profitability and sustainability, this chapter holds starting relevance for firms across various industries and cultural and institutional frameworks. Subsequent research may concentrate on alternative social media sites, specifically LinkedIn and Instagram.

This study confirms that entrepreneurial marketing, when integrated with purpose-driven strategies and digital tools, can be a powerful driver of social value. Particularly in resource-constrained environments, EM offers practical pathways for aligning business objectives with broader societal goals. The findings emphasize the importance of adaptability, stakeholder engagement, and mission-based communication in creating sustainable impact.

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