

ETHICAL MARKETING FOR INTERNATIONALIZATION: A STUDY BASED ON AN ENTREPRENEURIAL ORGANIZATION

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Abstract

This paper explores the adoption of ethical marketing practice in internationalizing a local entrepreneurial organization. Ethical marketing is practiced by the selected organization, operating in the traditional handicraft industry from its inception in the international market. The paper is based on theoretical triangulation where the trait theory and new institutional sociology perspective are considered in explaining the reasons for internationalization through ethical marketing. By using the qualitative methodology a case study design is adopted and primary data was gathered using in-depth semi-structured interviews. The findings suggest that both the entrepreneurial traits and institutional reasons led this organization to enter into the international market utilizing ethical marketing practices. This has reflected the theoretical merits of the study by depicting how the convergence of trait theory and new institutional perspective provides a better understanding of entrepreneurial internationalization. Ethical marketing has been adopted as a sustainable unique business approach by creating value for rural suppliers of the organization. Ethical marketing has also contributed to the organization to develop sustainable networking with multiple stakeholders. Moreover, the organization captured new customers using advocacy through ethical marketing. Therefore, these findings raise interesting themes regarding entrepreneurial internationalization through ethical marketing for future scholarly work.

Keywords: ethical marketing, internationalization, entrepreneurship, traits, new institutional sociology

Introduction

Innovative entrepreneurial business organizations are playing a dominant role in the market place by capitalizing the opportunities and also they became powerful trendsetters for the whole world. According to Jack Ma (2019), it would be better to focus on entrepreneurial path for development and business organizations need to adopt a niche strategy rather than a standardized approach focusing on mass scale production. Particularly, this idea is much more relevant for developing countries where the corporate sector is adequately developed and at the same time small scale business organizations are mushrooming within the local economy. These small-scale firms, entrepreneurial in nature perform various activities in both formal and informal sectors and are significant for economic growth and national development (AL-Mamun and Zainol, 2016). However, their operations are mostly restricted to the local market and only a few entrepreneurs are entering the international market. Therefore, these local entrepreneurs are required to explore innovative approaches, different from conventional marketing in order to enhance their competitiveness in international market. One such unique approach can be identified as the ethical marketing.

Ethical marketing has been subjected to scholarly investigation across various industries and contexts (Hur, 2014; Kumar and Mokhtar, 2016; Malhotra & Miller, 1998) and even in small businesses sector (Mohammed, 2018). In addition, past literature also emphasized that ethical marketing can be used effectively in internationalization of business organizations. Accordingly, Lovrić (2016) pointed out the significance of adding ethical value in positioning organizations in the new economy in international trade. Further, Welford, Meaton, and Young (2003) contended that more equitable and ethical trading relationships are important in a global economy to achieve the sustainable development. Within this backdrop, in the extant body of literature, although important, there is a scarcity of ethical marketing studies within the context of internationalizing local entrepreneurial organizations. One cannot assume that ethical marketing which is practiced among larger corporates are similar to entrepreneurial organizations as the circumstances of entrepreneurial organizations are likely to be different due to many reasons. Thus, this area needs further academic inquiry. Accordingly, this paper addresses the above omission by exploring an ethical marketing experience in an entrepreneurial organization selected from Sri Lanka where the entrepreneurial development has gained a prominent position in the country's development agenda (NAITA, 2020).

In addressing the above research gap, this study requires to find answers to the following research questions: 1) what are the reasons for internationalizing the organization through ethical marketing? 2) How can the ethical marketing be adopted in internationalizing the organization? Therefore, this study aims at filling an existing gap in the current literature and contributes to enhance the body of knowledge by focusing on ethical marketing practices. More importantly, this paper uncovers how marketing practices are implicated in an ethical marketing environment. Accordingly, the findings of this research will contribute to enhance the literature available in relation to ethical marketing from an entrepreneurial perspective. There are two theoretical perspectives underlying this study: trait theory and new institutional sociology. Accordingly, these theories offer a better understanding of internally and externally driven

reasons for internationalizing a local entrepreneurial organization using ethical marketing practices. This theoretical contribution will enhance the conceptual advancement of ethical marketing with multiple perspectives.

This paper consists of the following sections. Section one explains the theoretical perspectives of the study and section two examines the methodology of the research with justifications. Findings of the study are presented under section three and it will be followed by the discussion and conclusion in the fourth section.

Theoretical perspective

From a theoretical perspective, this study is based on dual theories; trait theory and new institutional sociology. The trait theory of entrepreneurship aims at explaining the specific individual traits that prompt people to become entrepreneurs, and also their personal motivations and preferences that can keep them in the proper path. Furthermore, the personalities of entrepreneurs make them more unique (Astebro, Herz, Nanda, and Weber, 2014; Knight, 1921). More importantly, these traits have a positive influence on organization's success and growth (Baum & Locke, 2004; Ciavarella, Buchholtz, Riordan, Gatewood, & Stokes, 2004; Rauch & Frese, 2007; Utsch & Rauch, 2000; Zhao, Seibert, & Lumpkin, 2010). Based on such a perspective, ethical marketing requires an entrepreneur with different set of traits and background. However, from a practical perspective ethical marketing is not being motivated only through the traits of the entrepreneur he/she is not motivated to utilize ethical marketing practices. In other words, ethical marketing is driven by some other external factors and there is a requirement to go beyond entrepreneurial traits to capture the dynamics in social norms and structures, as examined by the new institutional sociology.

The Institutional theory provides a complex explanation about the organization. Accordingly, organizations are influenced by coercive and normative pressures and most of the pressures emanate from external forces (Zucker, 1987). As a result, organizations are inclined to adopt certain structures and procedures in its operations. For example, rules and regulations from government institutions can provide a coercive pressure. On the other hand, standards set by certain professional bodies can have a normative pressure. Therefore, according to new institutional sociology coercive and normative pressures influence organization's activities. Based on this theoretical perspective, strategies and tools employed by the organization need to satisfy the external constituencies (Hoque & Alam, 1999; Sharma & Hoque, 2002). Therefore, it does not have an exception when introducing ethical marketing as well. More importantly, the external stakeholders behind the ethical marketing should be considered by the entrepreneurial organizations to be compatible with the institutional theory.

The use of factors from different theoretical perspectives simultaneously to examine the same dimension of a research problem is termed as theoretical triangulation (Hopper & Hoque, 2006; Hoque & Hopper, 1997). In the meantime, Lukka and Mouritsen (2002) pointed out that usage of single theory can lead to waste of some important findings. Therefore, it is important to use more than one theory to capture important findings and particularly this can make a

significant theoretical contribution through the study. Accordingly, in the study, entrepreneurial organizations are guided and led through effective entrepreneurial traits (internally) and these organizations are influenced by outside forces (externally) simultaneously.

Methodology

From an ontological stance, this study has used the subjective view regarding ethical marketing. In this case, the researchers believe that the data to be collected and the interpretations provided by the respondents are depending on the respondents' age, knowledge, experience, understanding and assumptions. Accordingly, from an epistemological stance, researchers had to develop a closer connection with the respondents to gather these subjective data (Creswell, 2013). The qualitative nature of this study led to adopt the case study as the research design. More specifically, the single case study method is chosen since the organization selected for the research is the one and only fair trade guaranteed traditional handicraft manufacturing company in Sri Lanka.

The organization selected for this study is named as Beta Company Private Limited to maintain confidentiality and it was established in 1991 by a person who is a lawyer by profession. Beta was started in her home garage with 15 women in a rural village in Kurunegala district in Sri Lanka. Currently, it has nearly 1000 members within their supplier network living in rural areas. The company aims at enhancing the traditional handicraft industry through the empowerment of rural women and currently it supplies to fair trade and commercial customers all over the world. Beta has entered the international market from the incentive utilizing with ethical business practices and as a result, they were rewarded with fair trade certification in 2000. All of their products are manufactured in workshops located in rural areas in Sri Lanka and the suppliers are making these products from their homes. Beta is trying hard to make sure that their products meet the requirements and expectation of their customers by following a marketing-oriented perspective.

Data was collected through in-depth semi-structured interviews using interview guides and researchers spent a significant amount of time within and outside the organization to ensure the quality of the data to facilitate the thick description. Moreover, all the interviews were tape recorded and detailed notes were taken including the memoing of respondents' feelings, expressions and reactions together with the researchers' reflections on the context. The respondents were selected based on judgmental sampling for the study (Neuman, 2006) and the details of the respondents are provided in Table 1.

Table 1: Details of the Respondents

Respondent(s)	Number of respondents	Profile and responsibilities
Founder CEO	1	Lawyer by profession, management and coordination of all the functional activities, attend all management and committee meetings, personally deal with outside stakeholders and engage in strategic planning
Managing Director	1	Completed higher education and experience in business sector for 30 years, attend all management and committee meetings and involve in strategic decision making
Head of Business Development	1	Degree holder in International Relations, Attorney-at-law, experience in diplomacy and business, handling international marketing and involve in strategic decision making
Head of the production	1	Degree in engineering, experience in production for 10 years, in-charge of production, planning and scheduling
Team members of Merchandizing	2	Degree and Diploma in Management, experience in marketing and general management for 5 years, handling overseas clients, coordinating with production department, scheduling, planning and sample development
Rural suppliers	6	5-10 years working experience, medium to low educational background, skills in handloom manufacturing, pursuing the production as per the designs provided by the company

In analyzing the qualitative data of the study, the generic strategy is followed. Therefore, by adopting the data reduction approach, firstly the interview transcripts were coded. In this case, researchers used the attribute and descriptive coding methods (Saldana, 2013). Secondly, in the sorting stage of the analysis, codes were grouped in to categories. Thirdly, themes were generated from the categories to address the research questions and to reflect the meaning of the data.

Findings

The findings of this study are presented based on two research questions addressing in the study including the reasons for entrepreneurial internationalization and the adoption of ethical marketing in internationalization.

Reasons for Entrepreneurial Internationalization through Ethical Marketing

Beta entered the international market from its incompleteness. The analysis of the interview evidence through the process of coding, sorting and synthesizing reveals that the

reasons for this entrepreneurial organization to enter in to the international market are two fold as presented in table 2.

Table 2: Reasons for entering in to international market through ethical marketing

Entrepreneurial Traits	Institutional Reasons
Traits of the entrepreneur Inborn characteristics of entrepreneur, ability to capitalize business opportunities, extraordinary mindset of founder, goal driven behavior of founder, opportunity seeking behavior of founder, passion for own business, personal interest with business, positive thinking of founder, brave thinking, willingness to face challenges Entrepreneur's background Life experience of founder, fair mindset of founder, financial problems of founder, professional job experience of founder, family attachment for business	Government incentives Buyer pressures Influence from ethical organizations Imitate successful ethical personalities Support from rural suppliers

As an entrepreneurial organization, Beta is highly attached with the founder, even though it has grown tremendously and also the founder's thinking and behavioral patterns have direct influence on the business. Therefore, the traits of the founder CEO as well as the family members holding the top positions at Beta directly influenced it to enter in to the international market through an ethical approach. Even the founder CEO's personality has directly influenced Beta to inculcate the ethical business practices in internationalization. Accordingly, founder has elaborated:

I always need to do something different and I think it came from my character. I had many bitter experience in my childhood. My birth and the character made me believe that I can do better than a usual woman. These are coming from my genes I can't live as a normal woman. I am not that type. That's why I needed to do a business, which has buyers in other countries while helping the rural community.

Furthermore, the entrepreneur's personal background and the life experience have also determined the ethical nature of the business. Particularly, some of the unforgettable incidents of a life can change that person's destiny and what they need to offer to the society. Thus, the founder CEO's following story reflects this clearly.

I think my family background matters a lot to me. My mother, from Colombo lived in Kurunegala after getting married to my father and then my mother get used to live in a rural area. She started giving donations as much as she could and even she guided us to do the same. I always need to follow her approach and so I also need to give something for others all the time. By the way, I am too sensitive towards others and I consider that to be a weakness. However, today I think we need to give something for others in the right way, not like the government in providing subsidies.

This shows that the founder's personal background has made a foundation to do this business in fair manner. Again, it has highlighted the positive thinking ability of founder as well as her life experience to start this business and operate it in an ethical manner. These unique traits and background of the founder and the family members led this organization to enter in to the international market.

From an institutional perspective, government incentives were critical for entering in to the international market. The government support was extended in terms of capacity building, loans, finding market access and knowledge transfer. As a result, Beta has been empowered to enter in to the international market. Therefore, it seems that the government played the role of catalyst in facilitating entrepreneurial internationalization with an ethical approach. Accordingly, the Managing Director commented:

Former President Mr. Premadasa contributed a lot that went a long way in establishing this business because he wanted to uplift the village economy at that time. Therefore, the Export Development Board supported the industries, which contributed to uplift the village economy. Further, they helped us to attend the trade fairs and all the costs were covered by the government.

Similarly, Head of Business Development noted:

My mother participated in a Netherland exposure tour for handloom fabrics. After that, she thought of entering in to international markets, rather than just making handloom for local market. Then, we initially started to export toys in 1991.

Moreover, the buyers are also pressurizing Beta to produce products that are more ethical since they experienced an increasing demand for ethical products. The main customers of the company are based in European countries where the ethical products are increasingly becoming popular. Head of Business Development explained:

There are thousands of handloom suppliers. However, customers are attracted for us because we believe in ethical business practices. We created the niche within the niche. Customers are becoming very loyal to us and they are very interested in our business model. Customers say that they need to help our rural suppliers and they recommend our products to customers in other countries as well.

Furthermore, interviews with the respondents revealed that there was an influence from other ethical organizations to adopt ethical marketing in different countries. Since as a concept ethical marketing is novel to Sri Lanka, Beta considers these like-minded organizations can play a major role in creating awareness in order to initiate more ethical business initiatives. These kinds of organizations influenced internationalization of ethical marketing efforts at Beta. The merchandizing team member described:

Fair trade practices seriously consider others' welfare. Some people don't care of these things. Now most of the foreigners are highly concerned about how the products are made, how we treat the people, and what the working conditions of our factories are. Now the other organizations are adopting these kinds of ethical practices and are recommending us for new buyers in other countries. Therefore, now we have a very good network among ethical organizations and it helps us to expand.

The founder CEO has also commented:

At the beginning I participated in many projects initiated by the government and I met many people with good heart came from different organizations. They helped me a lot at the beginning to make us what we are today.

From an institutional perspective Beta and its management has been inspired to imitate successful ethical personalities in the world. Therefore, they tried to incorporate new ideas to improve their ethical business over a long period and it was an effective learning experience for the management as well as for the rural suppliers. The founder CEO explained:

We have to get advice from others, since we make many mistakes. I learnt from studying good people and I always share my learning with our rural suppliers. Most of the time I followed Mother Theresa. Sometimes, I feel ashamed, unlike us, they scarified their whole lives for others. Anyway, I think we have done something for others' wellbeing through our business and it has given us the motivation to do this good business in many countries.

Beta has a highly committed and loyal rural supplier network, which has been developed over the years through continuous capacity building. Some of these suppliers have become successful entrepreneurs by having their own suppliers. These suppliers are continuously supplying their products to Beta and they provide a strong support to continue with this ethical marketing initiatives. Accordingly, founder CEO added:

I am always motivated by looking at our rural suppliers. I always think of doing good things for them through the business. They bring most of their problems to me and I tried to give them the solutions as much as I can. Even, they share their success stories with me and they tell that their success is mainly by being a supplier to our organization.

As the above empirical evidence suggests both the entrepreneurial traits and institutional reasons led this organization to enter in to the international market through its ethical marketing practices.

Adoption of Ethical Marketing in Internationalization

The results of the analysis generated through coding and sorting of the findings contributed to develop the themes presented in Figure 1 in relation to the adoption of ethical marketing in internationalization at Beta.

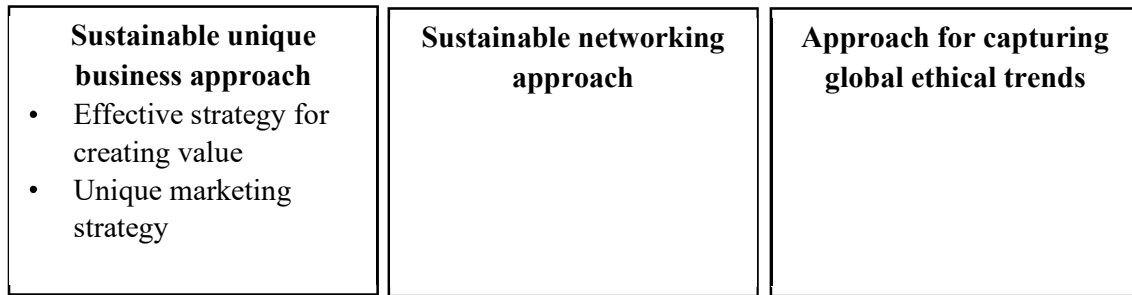


Figure 1: Themes related to the ethical marketing in internationalization

Each of these themes are examined below with the relevant interview evidence.

Theme 1: Sustainable unique business approach

Ethical marketing strategy has adopted in internationalization as a sustainable unique business approach. Beta uses ethical practices as a unique business strategy by balancing the profit and the people. Thus, the value creation for the rural supplier community from this ethical business approach is notable as presented in Table 3.

Table 3: Key emergent themes pertaining to rural suppliers' value creation

Key Emergent Theme	Respondents					
	Rural supplier 1	Rural supplier 2	Rural supplier 3	Rural supplier 4	Rural supplier 5	Rural supplier 6
	(Watake creations)	(Hand embroider)	(Hand embroider)	(Recycle items)	(Handloom)	(Handloom stitching)
Income enhancement	Income for the housewives with flexible	Income for pensioners with	Regular Income for aged populations	Need an income source for housewives to balance the	Make stronger income source with	Improvement in the living standard with regular

	working conditions	meaningful hobby		family responsibilities at home	fair business practices Development of living standards by acquiring property	income source
Talent improvement	Knowledge enhancement for new creations in line with customer trends Motivation for being an entrepreneur	Motivation for starting new business Feeling of improving conceptual ability to produce a proper product	Feeling of enhancing creativity Changing the attitudes of traditional garment industry	Improvement of business knowledge and product creativity for innovations Motivation for development of existing business	Improvement of proper knowledge for industry Motivation for business development	Improving creativity and business mind set
Development of goodwill	Feeling as a fully employed person	Social acceptance as an employer	Feeling as a self-employed person	Enhancement of business goodwill	Feeling of creating goodwill as a job creator for villagers	Enhancement of goodwill as a quality producer

Moreover, the company has acquired new knowledge for business process and they promote the ethical practices as a unique marketing strategy. They have been able to capitalize new marketing trends and the limited customer base of high-end market while valuing the ethical production and the practices. Further, Beta was able to develop unique customer base and then it has grown to a customer network. Head of the business development elaborated this unique business approach:

Under the ethical marketing practice, we extended our product-focused approach. Therefore, we attached a story to every product that we are selling. Sometimes this story sells more than the product. This story is built around a lifestyle valued by the customers. We highlighted the rural artisan behind the product with an attractive ethical story, which is 100% true.

Theme 2: Sustainable networking approach

Ethical marketing has facilitated Beta to build up an international network of ethically-minded suppliers, buyers and supporting stakeholders. Therefore, Beta has been able to capture valuable business opportunities and experience to become a competent entrepreneur even though they are attached to a traditional and rural based industry. Further, their business development activities are supported by ethical organizations and international trade fairs and

those efforts made Beta to be highly competitive in the international market, which cannot be achieved through an individual effort. In addition, these networks have improved Beta's competencies to a greater extent. Accordingly, the Managing Director has clearly elaborated:

There are producers and buyers of ethical products in the world. Ethical buyers are seeking producers of ethical products. According to my knowledge, there are around 370 members in the fair trade network. The connection that we have with them are more important to us to find out new customers, to connect with other global entrepreneurs like us and to update ourselves with new knowledge.

As part of Beta's networking, they participate in ethical trade fairs on continuous basis in order to gather new knowledge and also to find new business partners from all over the world. Therefore, this networking opportunity is explained by the founder CEO as:

We continuously participate in ethical trade fairs. Therefore, this time our Head of Business Development and the Head of Merchandizing will be participating in a trade fair next month. They will bring new knowledge and contacts. This ethical trade is not possible without networking.

Theme 3: Approach for capturing new customers through advocacy

In looking at the empirical findings of Beta, it is evidenced that they attempt to recognize the most engaged customers and try to build up a closer connection with them. More importantly, Beta needs these kinds of engaged customers to fully embrace the ethical nature of their products by absorbing the story behind the product. Consequently, these customers tend to advocate and recommend the products to other like-minded customers. Head of Business Development remarked:

Our customers are highly concerned about the ethical nature of the products and if they are satisfied with those products through the story behind it, they tend to comment favorably and recommend it to others in the social media. Therefore, this ethical nature of the products can attract more new customers by enhancing the trust.

One of the merchandizing team members reinforced the above view provided by the Head of Business Development. He said, "If we can explain our ethical story behind the products to more customers, I think we will be able to enhance customer base to a greater extent". This reflects that, the ethical customers are more concerned about 'behind the story', which can motivate them to encourage others to purchase the ethical products. Even the merchandizing team member indicated "Customers need to know the history of our company and they are very concerned about it. So that now our madam (Founder CEO) is appearing in the promotional videos by sharing her story". This statement is also implying the mindset of these customers to know the exact details and legacy behind the ethical marketing initiatives of Beta. Further, the founder CEO explains the reasons for the success as well as the reasons for others to care about their story. Here, she has attributed the success of Beta to the broader network they built over the years.

Discussion and Conclusion

The empirical evidence gathered in this study revealed that various reasons influenced Beta to internationalize it through ethical marketing. Accordingly, some of these reasons were internal in nature (entrepreneurial traits) and others are driven by the external influences (institutional reasons). Beta has started its internationalization with ethical marketing by its unique founder CEO having a passion for doing ethical business. Therefore, her personal traits and the background were influential for moving towards internationalization through ethical marketing. This is comparable with the literature, which have shown that the traits have a positive influence on organization's success and growth (Baum & Locke, 2004; Ciavarella et al., 2004; Rauch & Frese, 2007; Utsch & Rauch, 2000; Zhao et al., 2010). On the other hand, some external forces like the government, buyers, ethical organizations and even suppliers influenced in sustaining the ethical marketing efforts. This is comparable with the idea that the strategies and tools implemented by the organization needs to satisfy the external constituencies (Hoque & Alam, 1999; Sharma & Hoque, 2002). More importantly, this is in line with the notion behind institutional theory as organizations are influenced by coercive and normative pressures (Zucker, 1987). Therefore, the theoretical triangulation is properly evidenced in this study where the same dimension of an issue is examined from different theoretical perspectives (Hopper & Hoque, 2006; Hoque & Hopper, 1997). Thus, the use of dual theories including trait theory and new institutional sociology perspective enabled the researchers utilize important findings fruitfully and sensitively (Lukka & Mouritsen, 2002).

Scholars in marketing have contended that marketing should focus not only on customers, but also on other stakeholders as well. Philip Kotler in his own words in 1972 pointed out that "marketing is a relevant subject for all organizations in their relations with all their publics, not only customers" (Kotler, 1972, p. 47). Further, literature related to stakeholder theory (Freeman 1984; 1994) and business and society integration (Prahalad & Hammond, 2002; Prahalad, 2006; Porter & Kramer, 2011) mentioned that businesses should be managed for the benefit of its stakeholders. Thus, Beta has generated values for its rural suppliers and therefore, ethical marketing has strongly reflected the broader aim of marketing to create value for all the stakeholders (Kotler & Keller, 2016). It seems that the scope of marketing can be improved with clear evidence under ethical marketing.

Prior studies have shown that building networks with stakeholders is important for marketing and this has been mainly discussed in stakeholder marketing (Bhattacharya & Korschun, 2008). More importantly, the focus on co-creation in network relationships is becoming more prominent than just maintaining dyadic relationships (Frow & Payne, 2011; Hult et al. 2011). Further, the long term survival and success of a firm is determined by its ability to establish and maintain relationships within its entire network of stakeholders" (Post, Preston, & Sachs, 2002, p. 7). Similarly, Beta has built up its networks with multiple stakeholders including ethically minded suppliers, buyers and other supporting stakeholders. In the mean time, the notion of collective impact focuses on stakeholder networks across different sectors to address complex social issues in local communities (Christens & Inzeo, 2015; Kania and Kramer, 2011). Therefore, this can be identified as a future managerial and policy implication

to be addressed through ethical marketing. Findings from Beta also share similar sentiments by showing that their success could not have been realized through an organic growth as an entrepreneurial organization. Thus, as suggested by Preskill, Parkhurst, and Splansky(2014) the collective impact in ethical marketing needs to consider five conditions: common agenda, continuous communication, backbone support organization, mutually reinforcing activities, and shared measurement. In strengthening the business model presented through Beta grounded in ethical marketing approach, the above five conditions can be considered with further support from the government and its current and future stakeholders. Therefore, by looking at Beta, ethical marketing needs to acknowledge that the organization is embedded in a larger network of actors as contended by Alderson (1957) in earlier times of marketing discipline.

The literature suggests that as the power of customers continues to grow due to the modern technology, innovative companies are providing customers with open, honest, and complete information (Urban, 2004). Similarly, Beta is also becoming very open in their communication by sharing their stories as an integral part of ethical marketing. In this case, they have moved from sharing the product story to the story behind the product. Because of this, customers have advocated products of Beta to other customers in the market place, which enhanced the trust towards Beta. Literature has also contended that the customer advocacy can lead to build the trust towards a brand (Roy, 2013). Furthermore, the marketing communication practiced towards the customers on ethical grounds should be more meaningful to capture the essence of ethicalness behind the brand. In allowing Beta to be more resonating with customers the real stories of rural suppliers, employees and even the founder should be largely considered as heroes of Beta.

This study sheds light on the implications for future research as well. Since, this research is based on a single case study, the future researchers can focus on multiple case studies in order to develop some comparative insights regarding the internationalization through ethical marketing practices in entrepreneurial organizations. In this case, it would be important to select entrepreneurial organizations that are successful in international markets from different industries to uncover the differences in ethical marketing practices based on different contexts.

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