

Entrepreneurial Innovation & Marketing

What

Innovation and marketing both intersect with entrepreneurial orientation that includes a customer focus, opportunity sensing, proactive risk taking, leveraging resources, and value creation through networks. Closeness with the market is a strength of Extension, with the strategic model of embedding teams in communities. In the urban context, however, the scale, diversity, and complexity challenge Extension to compete in a crowded and dynamic market.

Entrepreneurial Innovation

Innovation models depicting linear processes don't always recognize the complex, uncertain, and sometimes disorderly series of changes as innovations emerge (Kline & Rosenberg, 2010). Entrepreneurial organizations have a planned approach for internal and external sourcing of new ideas for innovations that are new to

- the world – new product, system, or service;
- a market – reach and engage with new audiences;
- an organization – new to Extension; and
- existing product lines, service approaches, process flow, supply source, or other elements of policy, systems, and the environment that advance innovation and marketing.

With a focus on creating value from the external or internal customers' point of view, innovations leverage and combine resources in productive ways.

Types of innovation include discontinuous breakthrough innovation, dynamically continuous innovation offering dramatic improvements or incremental innovation, and imitation which mimics or adapts prior innovation (Morris & Kuratko, 2002). Drucker (1985) identified seven sources of organizational innovation, which included unexpected occurrences; incongruities; process needs; industry and market changes; demographic changes; changes in perception; and new knowledge. Three steps to foster innovation include making sure that existing structures and practices do not present insurmountable roadblocks to the flexibility and fast action required for innovation; providing tools and incentives for entrepreneurial projects; and developing an entrepreneurial climate that spurs new opportunities in new combinations (Kanter, 1985). A climate that fosters innovation is one where people are excited and dedicated to problem solving and producing (Peters & Waterman, 1982). Characteristics of innovations that affect the rate of adoption of new innovations include relative advantage, compatibility, complexity, triability, and observability (Rogers, 1995). Success in innovation depends on rapid learning and fast response to what has been learned (Pinchot & Pellman, 1999, p.13).

Strategic innovation revolves around a portfolio versus a project approach, that leads to balancing

- high risk, high return projects with low risk, low return projects;
- discontinuous or dynamically continuous innovation with continuous innovations and imitations;
- projects with shorter development cycle times and payoffs with ones with longer-term outcomes;
- products and services intended for markets currently served by the organization with projects and services intended for markets new to the organization; and
- projects using new and emerging technologies with those relying on familiar technologies. (Morris & Kuratko, 2002).

Entrepreneurial Innovation

The process of improving, adapting, or developing a product, service, or system to deliver better results and create value for people.

Partnership for Public Service, 2011

Everyone can contribute to innovation, not just those who exhibit creativity and a propensity for risk and change.

Extension can learn from other types of organizations. For example, research from the Partnership for Public Service revealed [10 characteristics of innovative government organizations](#) that foster creative problem-solving, deliver operational changes, and improve institutional performance. Innovation thrives in public organizations that prioritize innovation through leadership support; empower employees to be creative; remove barriers to effectiveness; make small bets on new ideas, iterate and learn from failure; scale successful initiatives and projects; value external expertise, creative thinking and diversity of thought; center on the customer experience; align innovative efforts with strategic goals; demonstrate strong business practices; create a culture of change. There have always been elements of innovation and entrepreneurship in public sector organizations (Jordan, 1990; Moore, 1983). Creating value for customers, putting resources together in unique ways, and being opportunity-driven are not inherently in conflict with the purpose of public organizations (Morris & Kuratko, 2002).



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Innovation in Extension

Extension’s existence began with an innovative approach to recognizing and addressing community priorities. Today, crowdsourcing and emerging technologies present tremendous opportunities to continue advancing innovation. As part of the Land-Grant University system, Extension is well-positioned to connect campus and community innovation through engagement.

In addition to examples of local and state Extension innovation communicated through the [Journal of Extension](#), leadership at the national level continues to explore innovation in Extension. In 2014, the Extension Committee on Organization and Policy (ECOP) explored an [innovation foundation](#). In 2016, ECOP published an [Extension Task Force Innovation Report](#).



“Innovation is the process of improving, adapting, developing, or creating a new product, system, service, or process, large or small, to deliver better results, create value for people, or move an organization forward.” ECOP, 2016

EXTENSION TASK FORCE INNOVATION REPORT

National Extension networks bring people together to foster innovation. The [Joint Council of Extension Professionals \(JCEP\)](#) networks across disciplines through seven member organizations. The Extension Foundation (previously eXtension), advances innovation through [Impact Collaboratives](#). The [National Urban Extension Leaders \(NUEL\)](#) recognizes the urban context influencing innovations that are relevant locally, responsive statewide, and recognized nationally. Innovation in urban Extension has been shared through national conferences and publications, such as a study of [selected urban programs](#) and others shared in the [urban Extension library](#). There remains opportunity to address the urban context in engaged innovation with clients, colleagues, partners, and other stakeholders.



Entrepreneurial Marketing

Organizations operate in environments with increased risk, decreased certainty, fluid boundaries, and a competitive landscape characterized by change, complexity, chaos, and contradiction (Hitt & Reed, 2000). Marketing approaches continue to evolve and include relationship marketing (Berry, 1983), expeditionary marketing (Hamel & Prahalad, 1992), viral marketing (Jurvetson & Draper, 1997), convergence marketing (Wind, Mahajan, & Gunther, 2002), and more. Entrepreneurial marketing is change focused, opportunistic, and innovative (Collinson & Shaw, 2001).

“Marketing is the whole organization seen from the customer’s point of view.” Peter Drucker

Entrepreneurial Marketing

Proactive identification and exploitation of opportunities for acquiring and retaining customers through innovative approaches to value creation, resource leveraging, and risk management.

Morris, Schindehutte, & LaForge, 2002

Marketing dimensions include culture, strategy, and tactics (Webster, 1992). Culture values the central importance of the customer in guiding the organization. Strategy involves market segmentation, positioning, and deciding when to partner. Tactics intentionally engage customers through a measurable marketing mix focused on awareness and relationship development. The entrepreneurial marketer assesses opportunities, induces continual change, and creates new markets, products, distribution channels, and communication approaches (Morris, Schindehutte, & LaForge, 2002).

Marketing in Extension

The entrepreneurial marketing approach to innovation brings the Extension organization and stakeholders even closer together as stakeholders become active participants in the organization’s decisions on what products, programs, projects, and services to keep or preserve; destroy or eliminate; or create that is new. The marketing function of Extension is influenced by university and community dynamics. With multiple local, state, and national partners, navigating issues related to marketing presents both opportunities and challenges.

In urban communities there’s tremendous opportunity for diverse populations to have a first-time Extension experience. For those who are familiar with Extension, experiences and perceptions may be limited. Extension can intentionally engage people in awareness of Extension that leads to connection through bite-sized experiences with Extension that develops into relationships fostered through a path of engagement.



Extension personnel benefit from professional development and marketing support services that include community assessment, program/product/service development, and strategic entrepreneurial marketing that recognizes the language and cultural elements in urban communities. Urban Extension competes in a very crowded market with other organizations that have entire marketing departments. Support is essential.

“Marketing is a contest for people’s attention.” Seth Godin



So What

An intentional approach to entrepreneurial marketing and innovation creates value for Extension stakeholders and keeps Extension relevant in a rapidly changing urban areas. In Extension, innovation is reflected in our

- programs, projects, products, and services;
- processes and communications with internal and external audiences;
- research and digital scholarship; and
- our rich historical approach of participatory innovation as we engage in co-discovery in our cities.

Now What

- 1. Review** the characteristics of an innovative leader listed in the [Extension Task Force Innovation Report](#) as submitted to the Extension Committee on Organization and Policy (ECOP) (starting on page 16). Then, review the skills included in [Innovative Leaders](#) from Korn Ferry, [The Innovator's DNA](#) article from Harvard Business Review and the [10 Traits of Innovative Leaders](#) article from Harvard Business Review. Identify your strengths. Add or adjust your Four Dimensions to reflect what you're learning about your strengths in contributing to the innovation process. Continue updating your four dimensions as you gain additional experiences, develop your competencies, clarify your drivers, and assess your characteristics.
- 2. Explore and discuss** indicators of innovation. To see if your organization is a strategic innovator, take the [Innovation Survey Assessment – A Strategic Capability Diagnostic](#) (from Innovation Point). Consider the score and how other organizational factors add relevant insight for your organization. These optional resources can help you gain additional insight.
 - [Innovation Analysis](#), from the [Best Places to Work in the Federal Government website](#)
 - [Entrepreneurial Innovation: The Importance of Context](#) (available through your university library)
 - [Contextualizing Entrepreneurial Innovation: A Narrative Perspective.](#) (available through your library)
 - [Corporate Entrepreneurship, An Empirical Look at the Innovativeness Dimension and Its Antecedents](#)
- 3. Identify resources** focused on innovation and marketing in your state, your community, and your national networks based on your area of expertise and audience. For example, here is the [primary marketing resource for OSU Extension](#) and here is a [marketing resource from North Carolina](#). Discuss how you work with the media, address crisis communications, use market research, etc.?
- 4. Check out** the entrepreneurial innovation and marketing resources on the last part of this document, including videos, tools, research, and additional assessments.
- 5. Share** this with colleagues and discuss team strengths and opportunities for individual and team professional development.
 - Experiment with the Improv "Yes, and..." Principle - Watch a short improv video such as [Improv 101, The "Yes, and ..." Principle](#). Here are a few other resources you can use to try with your team.
 - [3 Improv Exercises That Can Change the Way Your Team Works](#) (from Harvard Business Review)
 - [Yes, and ... Improve Techniques to Make You A Better Boss](#) (from Fast Company)
 - [Notes on Improv Wisdom by Madson](#) (from Quora)
 - [Life Lessons from My Second City Improv Class](#) (from HUFFPOST blog)
 - Practice your elevator pitch with one another. As they listen, ask them to play different audience types and provide feedback.
 - For some deep thinking, review and discuss the Social Innovators Toolkit article on [Developing an Innovation Mindset](#).
 - Organizational Image Audit – Look at the organization from various points of view (new/existing customer, colleague, internal partner, external partner). What do internal and external audiences see online, in your office, at events, through signage, printed communications, etc.? Imagine snapping images and pulling them all together to see consistencies/inconsistencies in images, messaging, etc. This gives you insight into the various images of the organization.



Resources

[Link to Collection of Urban Extension Leadership Entrepreneurial Resources – Innovation & Marketing](#)

This resource was developed for Leadership in the City participants. If it has been shared with you outside the course, you may not have access to all the linked material.

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THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

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