

# Entrepreneurial Strategy: The Case of Jammu and Kashmir

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*Effective entrepreneurship in emerging markets is a strategic process, and strategic management in emerging markets can hardly succeed without entrepreneurial orientation. Therefore, integrating the entrepreneurship and the strategic perspectives, we develop a construct of entrepreneurial strategy. Using managerial data from Jammu—an emerging market within India—the reliability of the construct is established. The construct provides a sound characterization of the relationship between contextual conditions and the opportunities for the entrepreneurial strategy in the sample.*

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## Introduction

In this article, we propose to develop a construct of entrepreneurial strategy. In addition, we validate the construct using a case study of the Jammu and Kashmir State—which is an economically under-developed region of India. We define entrepreneurial strategy as the continuous development of innovative channels for making creative internal (capability) as well as external (customer) discoveries.

The concept of entrepreneurial strategy is derived from the twin literatures of strategy and entrepreneurship. The word strategy is

derived from the Latin *strategos*. In ancient Greece, *strategos* referred to a role (a general in command of an army). Later, by Alexander's time (330 BCE), it came to mean the skill of employing forces to overcome opposition and to create a unified system of global governance (Quinn 1980: 3). In modern times, the early conception of strategy distinguished between formulation and implementation (Ansoff 1965), with the former emphasizing SWOT (Strengths, Weaknesses, Opportunities, Threats), and the latter focusing on the ARC (Architecture, Routines, Culture) analytic aspects of strategy. Now the distinction between formulation and

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