CREATE WEALTH LIKE A MARKETER AND MAINTAIN IT LIKE A MANAGER: INTRAPRENEURIAL SPIRIT IN PRACTICE

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ABSTRACT

This study is to describe and explain how the intrapreneurial spirit can boost the wealth within the organization. Using the general traits of marketer and manager to be analogies of how the intrapreneurial spirit is used to create and maintain wealth. The article used literature review to propose a conceptual framework about intrapreneurial spirit in terms of wealth creation and maintenance. There are three issues raised in this study, first is the relevance between marketers, managers and wealth creation which shows that marketers' traits have impacts to wealth creation but not managers' for instance. Secondly, is the relevance between marketers, managers and wealth maintenance, which shows that marketers' traits have limited impact towards organization's wealth maintenance but the managers' traits will take place as important in wealth maintenance activities. Thirdly, how marketers' and managers' traits have relevance with the intrapreneurial spirits, which means that intrapreneurial spirits are drawn in both traits groups either in wealth creation activities by marketers and wealth maintenance activities by managers.

Keywords: marketers, managers, wealth creation, wealth maintenance, intrapreneurial spirit

INTRODUCTION

Motivation in establishing a business varies according to the personal life, environment and values. Creating wealth may be one of the motivations among the entrepreneurs in many countries. They may start their own business because of dreams to have better life, richer and wealthier. It cannot be judged as a wrong motivation because the result of entrepreneurial activities in a country can boost the economy and obviously increase the quality of life, happiness and wealth of people impacted by the entrepreneurial organizations. Wealth as defined in many ways and one of the definition is by Heilbroner (1987) in Enderle (2009) as a fundamental concept in economics indeed perhaps the conceptual starting point for the discipline.

Creating wealth is not the work of the entrepreneur as the owner of business entity only, but these days, the existence of intrapreneur is considered as important and supportive to the continuity of the business. In a transition economy, every firm needs to consider its networks (Peng, 2001). An entrepreneur, as a founder, should create its entrepreneurial organization successfully, because the business should be continued under various condition and run by the people who have the same spirit as the owner or founder.

The problem of small, medium enterprises (SMEs) is commonly about how to make decision because the founder has only a few subordinates (Konorti, 2010). Practically, founders need people to share and continue their passion because founders do not have all the answers and should listen to the feedback to improve themselves or their business (Barringer & Ireland, 2012). The need of employees with entrepreneurial spirit then becomes urgent especially when the organization becomes larger. A larger firm will require more departments, such as finance, marketing, human resources, production, and others that applicable to the respected department. The most active department in creating wealth is marketing.

Undoubtedly, marketers of a firm are recruited under many requirements, not only technical, theoretical but also practical. Most of them are hired if they have eagerness to work hard and learn, perseverance and persistence in pursuing the target. It doesn't mean that other departments do not have targets or hired without strict standards as those for marketing department, but as wealth of a firm mainly comes from the ability to gain profit from sales, thus marketers are people whose job descriptions are mainly to sell products or services and get money from that activity. Scarborough (2011) also explained that marketing function cuts across the entire company and affecting every aspect of its operation as well as the company's success.

This article aims to describe and explain how the intrapreneurial spirit can *boost* the wealth within the organization and how the general traits of marketer and manager can be analogies of how a firm creates and maintains wealth. The further aim of this study is to develop a model of the relationship between intrapreneurial spirit, marketer, manager and wealth creation.

LITERATURE REVIEW

Wealth

Wealth can be described in many forms, but it is important to relate the financial capital and human capital when mentioning wealth for entrepreneurial organization. Monetary is important but less effective if not combined with high quality of skills to use the financial or the capital (Markley & Low, 2012). Drucker (1987) in Konorti (2010) found that to create wealth, survive and sustain the business, it requires that small-medium enterprise (SME) establish the strategic initiative such as professional management to lead to competitive advantage.

Wealth Creation

Wealth creation Enderle (2009) proposed a wealth creation concept as shown in Figure 1 below:

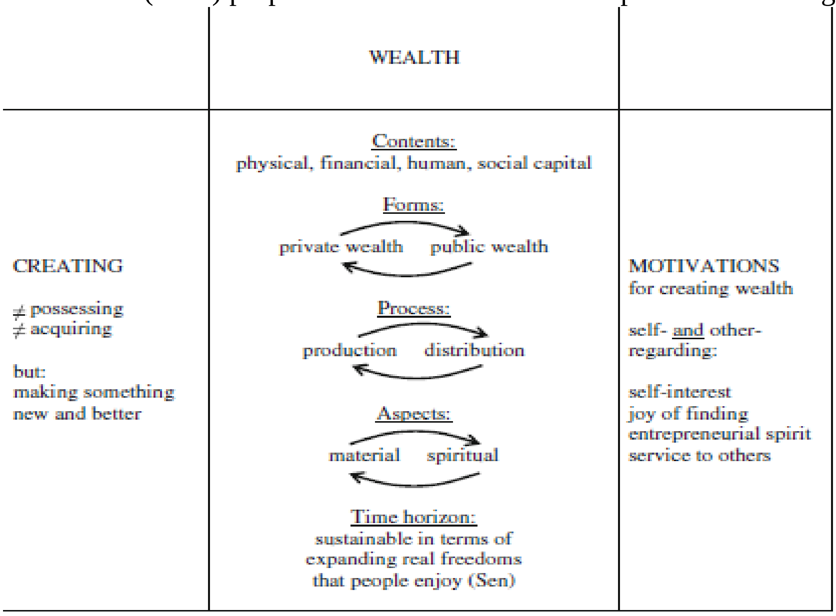

Figure 1. Wealth Creation

Source: adapted from: Enderle, George (2009:287)

From Figure 1, creating wealth is not the same as possessing or acquiring but making something new and better. Wealth itself can be physical, financial, human and social capital either from a private wealth to a public wealth or other the way around. When one wants to create wealth, the process can be started by production to distribution or distribution to production. The aspect of wealth can be from material and then spiritual or vice versa. Wealth also has time horizon that sustainable in terms of expanding real freedoms that the people enjoy. However the motivation of people to create wealth usually is for self-interest, joy of finding, entrepreneurial spirit and service to others.

Maintaining Wealth (Wealth Maintenance)

Economists have adopted a wealth maintenance concept of income (Bragg, 2010). This concept underline that the income is the maximum amount to consume during a period and leave the company with some amount of wealth at the end of period. In other words, in micro level, wealth management is about how to manage financial and assets in a company, not limited in investing but includes managing all things regarding the company's financial activities, so there must be planning and goals to reach.

As there are five pillars of wealth management, wealth protection, wealth maintenance, wealth accumulation, wealth enhancement and wealth distribution, it shows that wealth management is not only about how to gain it, but also how to manage what a company has gained it considers as wealth, maybe it's about money, human resources or else. A company will protect what it gets and while it protects, maintain wealth in terms of healthy financial position is the stepping stone towards wealth creation (Ee, 2008). If a company can maintain it well, especially about the financial things, the positive cash flow will help it to build wealth. Maintaining wealth needs persistence, discipline and good plan so the company will not waste the wealth carelessly for a short term planning and get some difficulties in the future. That is not the idea of wealth maintenance.

Marketers' Traits

Marketing based on Scarborough (2011) is a process of creating and delivering desired goods and services to customers. It involves all of the activities associated with winning and retaining loyal customers. The effective marketing does not (always) require an entrepreneur's large amounts of money, but it demands creativity, ingenuity and understanding customers' (Scarborough, 2011). Marketing is viewed as the function to manage connection between the organization and the customers then it will contribute to financial performance, customer relationship performance and new product performance (Moorman & Rust, 1999). They also underlined that marketing function can contribute more for firm by expanding its connection through the service delivery and financial accountability.

A study also shows the result that entrepreneurial firms are better in performance when marketing professionals were in senior executive positions, conducting marketing research as a regular activity and where marketing has the major role in innovation and strategic direction of the firm (Morris & Paul, 1987). Marketing then becomes an entrepreneurial process which three key dimensions such as innovativeness, risk taking and pro activeness that is not applicable for start-up ventures only but also for any size of organizations (Morris & Paul, 1987). It means, that firms with entrepreneurial spirit are indicated having marketing orientation in their operations.

Marketers have important position in an organization. All the products or services, which produced by the organization, will be known by the consumers or society because of the marketers' actions. Olensky (2015) in his article in *Forbes*, "4 Traits of Successful Marketing Leaders" listed 4 traits of the successful marketing leaders as: 1) revenue ownership and accountability, 2) smart adaptability, 3) customer centricity, and 4) team builders. Shortly, marketers will be revenue oriented, adaptable to a change creatively and smart, able to champion the voice of customer and able to work in a team whose focus is in a specific areas.

Comstock et al. (2010) in their article published by Harvard Business Review wrote about the roles or marketers in a company as they realized that products would not sell themselves. Those roles are:

1. Instigator, marketers should think strategically and will be willing to push change.
2. Innovator, marketers expand beyond product features and functionality, pricing, delivery and customer engagement.
3. Integrator, marketers act as a translator making customer insight relevant and meaningful to people in the organization.
4. Implementer, marketers build coalition and persuade others using teamwork.

Managers' Traits

Manager is the one who has subordinates, provides directions to any action, is the decision maker in any endeavor that the definition is according to the management as the process of setting and achieving organizational goals through its functions such as forecasting, organization, coordination, training and monitoring-evaluation (Popovici, 2012).

The need of managers or professional managers becomes more specialized, so Drucker (1958) in Konorti (2010) stated that the professional managers do not depend on "opinion" and Schumpeter (1942) in Konorti (2010) argued that managers simply draw conclusion from known circumstances and the control function consists of correcting single deviation from a predetermined course. It means that managers will be able not only to plan, budget, organize, staff but also to control and solve problems. Those ability should be owned by managers who work in entrepreneurial firms.

Rowe (2001) mentioned some characteristics of managerial leaders that in this article are considered as manager itself, are reactive, acting as regulators and conservators or the current state of their organization, involved in situations and contexts characteristics of day-to-day activities. Managers usually feel comfortable in functional areas of responsibilities and possess more expertise about their functional areas. They also focus on managing the exchange and combination of explicit knowledge and ensure the compliances to standard operating procedures. Regarding the wealth maintenance, Rowe (2001) underlined that managerial leaders or managers, will maintain the wealth that has been created and may even be a source of wealth-destruction in the long term, although they do not create wealth.

Intrapreneurial Spirit

Intrapreneurship is another issue after entrepreneurship. Entrepreneurship itself is defined as the process by which individuals pursue the opportunities no matter the resources they currently control (Barringer & Ireland, 2012). Another definition of entrepreneurship is translated from French which means "one who undertakes" or easier to say as "a doer" (Dollinger, 2008). Although it is not easy to define entrepreneurial, but some literatures underline that entrepreneurial has the linkage to personal need for achievement, locus of control and risk-taking propensity (Dollinger, 2008).

Personal need for achievement is identified as a strong desire to solve problems, achieve the goals that they enjoy to set up. Locus of control is associated with belief of fate or efforts, obviously the business person should believe his/her personal effort not fate. So, the third entrepreneurial definition is linked to the risk taking propensity as the result of the efforts. Although risk-taking propensity is not a distinguishing characteristic or entrepreneurs (Dollinger, 2008), but an entrepreneur must be better in risk-taking than others.

As entrepreneurship generally refers to owning a venture, intrapreneurship is becoming very important in today's economy to enable organization in developing new products or services and creating innovative and creative technology and systems. Intrapreneurship is defined as the development of internal markets and relatively business units that produce products, services, or technologies by employing the resources in a unique way (Dollinger, 2008). It is not about how to solve the current problem with more effective and efficient ways but should be about producing something new for organization and gives the freedom to initiate and try the new ideas.

The existence of intrapreneurship in an organization is crucial because organization or firms are facing the changing external and internal environment thus intrapreneurship will provide an ability to adapt to the new environment. However, intrapreneurship has constraints because of the rules, procedures and bureaucracy that restraint the incumbent products or services and current situation from changes.

Intrapreneurship defines as the initiation and implementation of innovative system and practices within an organization (Maier & Zenovia, 2011). Because intrapreneurship lies within an organization, some of the staff will take the role with a goal to improve the economically organization performance. Based on Antoncic & Hisrich, (2003) cited in Maier & Zenovia (2011), the decision an intrapreneur takes, uses he resources of the company and it is different than entrepreneur who uses their own resources to make a risky decision. The advantages of being an intrapreneur are regarding the ability to stay in a well-known environment, lower risk, using companies resources and access to customers and infrastructure (Maier & Zenovia, 2011).

Besides those advantages of being an intrapreneur, Istocescu (2003) in (Maier & Zenovia, 2011), the existence of intrapreneurship helps to improve the economical and financial performance of the company where it lies in by using the application of a more efficient use of company's resources and suitable employee motivational system.

However, intrapreneurs in organization should be managed so that they won't be disruptive to organizations. The characteristics of intrapreneurs, basically are as described by Wong (2008), such as:

1. Innovative for the gain of the company and its share holders
2. Like to push the envelope of the status quo
3. Like to reinvent
4. Put their entrepreneurial instincts to work within the business environment they are employed in
5. Turn work into play, analysis into creativity and dedication into passion.
6. The desire to leave a mark and make a difference
7. Need to find new challenges from time to time

In "Perspectives on Employee Passion" by The Ken Blanchard Company (Wong, 2008), as an employees, a passion is defined as the positive state of mind resulting from perceptions of worthwhile work, autonomy, collaboration, growth, fairness and connectedness with leader, all of which lead to standards of behavior that include discretionary effort, long-term commitment to the organization, peak performance, low turnover and increased tenure with organization.

The gains of intrapreneurial performance are possibly measured by number of new products or services created, revenue stream generated from entrepreneurial products or services and return on investment from entrepreneurial projects (Luke, et al., 2007). The measurement of intrapreneurs' activities within organization are seemingly seen from the relevant business units, not viewed as a reflection on the organization as a whole, either for financial or non-financial objectives.

RESEARCH METHODs

This study is conducted in qualitative study and the collecting data method used is literature study. The literatures vary not limited by time range of publication or type of publication. The main variables to be analyzed here are the traits of marketer, traits of manager, wealth creation, wealth maintenance and intrapreneurial spirit. The data collected are then analyzed to raise a conceptual model and findings.

RESULTS AND DISCUSSION

According to the literatures studied in this article, some characteristics are drawn from various experts.

1. Marketers' traits

Marketers' traits in this study are summarized from many literatures used. The traits are used to indicate marketers in order to successfully create wealth for organizational. Based on some literatures, below are traits that proposed here:

a. Revenue ownership and accountability (Olenski, 2015; Moorman & Rust, 1999)
   Modern marketers need to show how marketing activities impact directly to the company performance by generating income, more customers and better image that can be considered as the wealth. Following the literature, the wealth refers mainly to income or other monetary things. Marketers also need to be accountable for company's success in terms of revenue produced from sales.
b. Smart adaptability (Olenski, 2015)
   Market sensitivity is another terms to explain about smart adaptability for a marketer. It is because of the changing situation in which the marketers usually face. The ability to adapt needs a smart and distinguished capacity.
c. Customer Centric and Integrator (Comstock et al., 2010; Scarborough, 2011)
   Regarding the external changes in accordance with customers' preferences and demand, a marketer needs to be focus on customers' needs or wants. The Integrator as Comstock et al. said (2010), means that marketers act as a translator between customers' needs or wants and the people within company to deal with the customers' needs. Therefore, customers will be stimulated to buy the products or services offered and bring profit for company.
d. Instigator
   The changes of customers and other situation externally urge the marketers to think strategically and do changes if necessary. The marketers should be brave to do it.
e. Innovator and Creative (Comstock et al., 2010; Scarborough, 2011)
   Innovator here refers to the expansion beyond the product features by the marketers. They also expand their creativity in functions, pricing, delivery system and how to engage with customers because they have to be revenue oriented. Thus their creativity and innovations in the ways to accomplish marketing activities should exist.
f. Risk taker (Morris & Paul, 1987)
   Marketers should have sense of risk-taking because it is one of entrepreneurial process to be pro activeness and apply it to the company. In accordance to the innovativeness and creativity, sometimes to create something new, a risk should be taken and marketers, mostly, are required to have this trait.
g. Pro active (Morris & Paul, 1987)
   As it is relevant to the other traits proposed in this study, pro-activeness of marketers are very important to get the insight from customers and other environment elements and translate it into policies, strategies, ideas or opinions which can be handled by the people within company such as production lines or R & D officers to translate the wants or needs of customers to the real products or services.
h. Team work (Morris & Paul, 1987)
   To create wealth, marketers cannot work alone. Team work and collaboration with colleagues either in the same or different departments in company are needed. As explained above, what the marketers catch from the customers will be transferred to other departments to accomplish as products or services. Therefore, marketers will work in team with other departments in company to successfully generate wealth through income from selling products or services made and prepared by other department

2. Managers' traits

Manager has subordinates and direct them to act and he/she often has to make decision according to the management's process to achieve the goals. Generally, the basic traits of managers are:

a. Directive (Popovici, 2012)
Managers must be able to direct their subordinates to finish all tasks based on the company's goals. Managers must understand the vision, missions, policies and goals of the company as a whole or departmental-based policies. To understand it, managers need to have the commitment to the company well.

b. Decision maker (Popovici, 2012)
Having known the policies based on company's vision and mission, managers must be able to make decision as the subordinates have to proceed the process. The ability is not about how to make decision, but how to make right decision in the right time.

c. Controller (Konorti, 2010)
The decision that made by managers will be executed together with the subordinates and it should be controlled by the managers as well. The control is required in any management process because it is important to ensure all processes in the company are truly based on the plans. The control is not only about the finance, budget or monetary things, but also the staffs, infrastructures and systems owned by the company. This idea is mainly caused by the paradigm that managers work in known circumstances, thus the managers will have to solve the problem appeared in the control and evaluation.

d. Reactive (Rowe, 2001)
As the regulators and conservators, the managers become reactive because they have to work in day-to-day activities and based on the standard operating procedures.

3. Traits needs to create wealth

Wealth creation as ultimate goal of entrepreneurs needs some traits to make it happen. Not only about financial, wealth can take form as human capital as well as other assets belong to company, but in this study mainly about the financial or monetary thing.

a. Able to make something new (Enderle, 2009)
Creating wealth needs ability to make something new not only ability to possess or require. The creativity and innovation then are going to be the important thing in this activity.

b. Able to make something better (Enderle, 2009)
Innovation and creativity are not enough to complete the wealth management process in the company. The other difficult thing is how to make the company better through wealth creation. New start-up venture focuses on making something new to get wealth, but the established company, based on its engagement to customers, the analysis of the environment, and even evaluation will always need to renew, revise and re-create the ways to gain wealth. So, the other trait needed for wealth creation is ability to make something better.

4. Traits needs to maintain wealth

a. Professional managerial (Konorti, 2010)
Maintaining and sustaining wealth needs professional management handled by managers to lead to company's competitive advantage.

b. Persistence (Ee, 2008)
Maintaining wealth needs persistence to keep the company on the track in using the financial, human resources and other assets owned by company that considered as wealth. The managers, especially, as the controller, will pay attention for the running of company in daily basis.

c. Discipline (Ee, 2008)

As fundamental concept in economics, wealth needs the discipline to work with for company's future performance. Standard of operating procedures are the framework in managing the wealth owned by the company.

5. ***Intrapreneurial spirit***

Breaking down from entrepreneurship, the term of intrapreneurship has the same spirit for contributing to the company's success, however intrapreneurship is important thing these days because the entrepreneur as the founder of a company cannot work alone in daily basis with the same spirit. Entrepreneurs have basic traits, such as innovative, creative, risk taker, persistence, sensible to market change and customer oriented, while intrapreneurs are people who have entrepreneurs' traits but they are working for an entrepreneur in a company scope.

As wealth creation is no longer a basic work of an entrepreneur, intrapreneurs take in to account to handle the tasks from creating wealth to maintain and even expand the wealth. The spirit of intrapreneurs to boost their activities in running business and ensure the company runs well, raised in this study are:

a. Initiative (Maier & Zenovia, 2011)

Following the entrepreneurship traits, intrapreneurship also needs initiative to implement the system and practices in the company whatever the position of the employee is, in this study, either as marketer or manager, initiative is required.

b. Implementation (Maier & Zenovia, 2011)

The initiative must be followed by the dedicated implementation. Intrapreneur must eager to take action and duties based on planned strategies and goals.

c. Ability to stay in known environment (Maier & Zenovia, 2011)

All the initiatives and implementations by intrapreneurs in company, need a persistence to stay in known environment either the environment is advantageous or not for the company, the resistance in uncomfortable situation will make the strategies are done well as planned.

d. Ability to use company resources (Maier & Zenovia, 2011)

Even though the internal and external situation are good and profitable, the ability to use company resources is also required. It is necessary to avoid the waste because the employees have lack of knowledge about the assets or resources management. Intrapreneurs need the ability very much. s

e. Have access to customers (Maier & Zenovia, 2011)

One of the company's wealth sources is its customers. The access to customers is required as it is important to understand what the customers wants and needs, then the people within organization will translate it into the products and services offered in the market. The ability to understand customers value is the reference to put the new ideas into action and satisfy the customers. Satisfied customers will tend to buy the products and services offered by the company and instantly, the income will flow into the company. The intrapreneurs within the company have the customer oriented sense while they work, regardless their positions directly related to customers or not.

f. Have access to infrastructure (Maier & Zenovia, 2011)

Having the customers and good financial performance should be supported by the good infrastructure to run the business well and satisfy the stakeholders. The intrapreneurs should have the access to infrastructures owned by the company and then exploit it in a responsible way. Infrastructure, as an important component of a company should be managed by the people who understand the characteristics of the company.

g. Creative (Wong, 2008)

All the resources of a company need creative people to manage and exploit it. The creativity tends to enhance the capability of the company to compete in the market and win the consumers' hearts. The employees with intrapreneurship senses will ease the process of making things better and more valuable.

h. Challenge seeker (Wong, 2008)
Intrapreneurs are challenge seeker, because they have to think creatively and innovatively. The challenge they seek is about the ways of how to make the company better in the future. Thus, the challenge sometimes is not a thing focuses on threat or weakness but the opportunity and strengths of the company.
i. Collaborative (Wong, 2008)
The collaborative is the mind for intrapreneurs to enhance their capabilities in using resources and adapting to the environment internally or externally. Collaborative will create the various perception and maybe, bring the new ideas.
j. Team work (Wong, 2008)
Team work will be the thing the usually an intrapreneur considers, because team work make them work stronger, faster and smarter as many collaborative mindsets and perception involved into the team. Intrapreneurs are seldom to work individually.
k. Commitment to organization in long term (Wong, 2008)
The long term commitment to organization or company is very important to stay within an intrapreneur. As entrepreneur will be easily to leave their business even though in a risky situation, an intrapreneur will be required to do the same thing. Loyalty and dedication to the current company where the intrapreneur works in, is very important. They cannot just have the ideas for new products, services or methods to work and leave the company without beginning to implement and ending it with evaluation. Thus, usually, intrapreneurs are very loyal to the company and sometimes, they think as if the company belonged to them.

Based on the theories and concepts that previously studied and stated by the experts, then this study needs to summarize and compile all the theories used. The findings, drawn qualitatively from the concepts in the literatures, are divided into three concepts, such as: the relevance between marketers, managers and wealth creation; the relevance between marketers, managers and wealth maintenance; and the relevance between marketers, managers and intrapreneurial spirits. All the three concepts underline the marketers and managers' traits in terms of wealth creation, wealth maintenance and how those traits are supported by intrapreneurial spirits.

The relevance between marketers, managers and wealth creation is underlined that marketers' traits as the creator traits are important in this step. Wealth creation is the first step when a start-up business starts, thus it needs the "warriors" to fight in the competition as war field by understanding company's customers and environments, then translate into understandable language and share it to other people in company to support the competition. When they win, they can contribute to company the wealth through sales they make. As the "warriors" marketers will use their strategies, "weapons", energy and people during the fight until the wealth is created.

Managers in the other side, are not the wealth creator because they have to play as regulator and controller for all activities done within the company. It does mean, managers are not important in wealth creation. Managers should be good team to marketers in terms of regulating and controlling the activities done by marketers to keep the company's vision, missions, goals and strategies. Markovska (2008) stated that to survive, a company should follow the rules, such as being innovative, resourceful, finding and using allies, coalition, and have policies and procedures. It means, being innovative and creative is not enough without policies and procedures.

The relevance between marketers, managers and wealth maintenance, as the second finding basically focuses on the role of managers as regulators and even controllers. The managers may not contribute too much in wealth creation compared to marketers, but managers will be able either to two-fold the wealth created by marketers or even destroy it before it can be used by the company. Good managers will play as protectors to the company's wealth, either money, human resources or assets owned by company that considered wealth.

Marketers, in the contrary, may have a small portion in the wealth maintenance part because of its nature to fight externally. They need to follow the rules in creating wealth so that the managers can support all the result as well as infrastructures that company owned and manage it to be useful for company, otherwise, managers will ignore the result gained by the marketers.

The relevance between marketers, managers and intrapreneurial spirit, the third finding is about how the intrapreneurial spirit are spread into both marketers' and managers' traits in wealth creation and maintenance. Intrapreneurial spirit needs creativity, challenge-seeker, initiative, collaborative, team work, access to customer and infrastructures and ability to implement the business and management concepts into the real, includes the planning to the evaluation and control process as well as having commitment to the company.

The model raised in this study as shown in Figure 2 below:

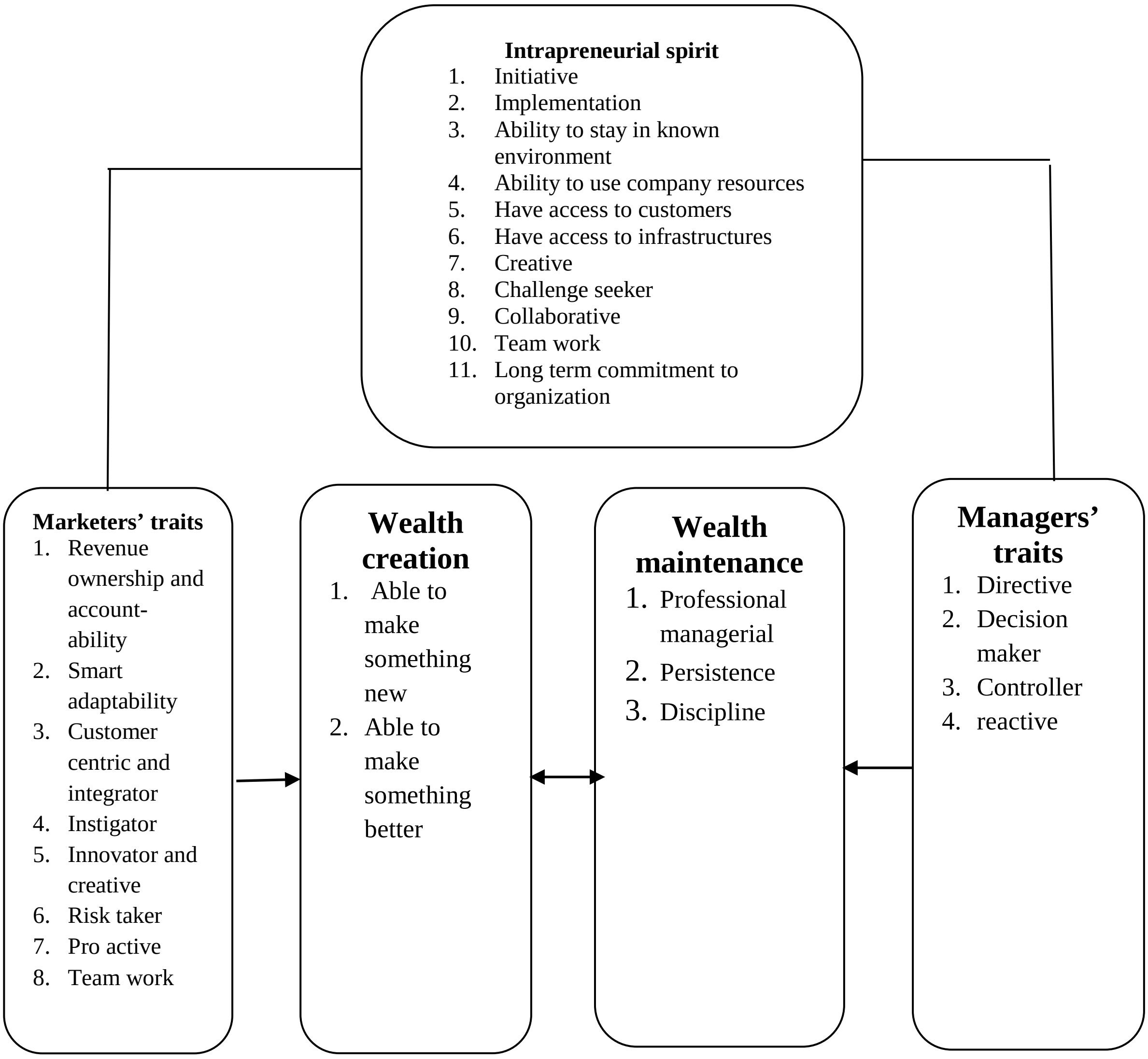

Figure 2. Model of Intrapreneurial spirit in wealth creation and maintenance
Source: Author

Figure 2 is about the model Intrapreneurial spirit in wealth creation and maintenance as the result of the study. The intrapreneurial spirit will influence and be drawn to the marketers' traits and managers' traits. Marketers' traits are then relevant to the traits used to create wealth and managers' traits will be relevant to be used in maintaining wealth. Wealth creation and wealth maintenance are inseparable as both of them are included in wealth management. Without both wealth creation and maintenance, wealth management is not applicable.

CONCLUSIONS

The study about creating wealth like a marketer and maintain it like a manager with intrapreneurial spirit in practice of wealth management discussion, to describe and explain how the intrapreneurial spirit can boost the wealth within company using the analogies of marketers' and managers' traits in creating and maintaining wealth, concludes the results with three issues, the relevance between marketers, managers and wealth creation which shows that marketers' traits have impacts to wealth creation but not managers' for instance. Secondly, that in the relevance between marketers, managers and wealth maintenance, marketers' traits have limited impact towards organization's wealth maintenance but the managers' traits will take place as important in wealth maintenance activities. Thirdly, the description of how marketers' and managers' traits have relevance with the intrapreneurial spirits, which means that intrapreneurial spirits are drawn in both traits groups either in wealth creation activities by marketers and wealth maintenance activities by managers and then it can boost the wealth creation in the next stage of company.

LIMITATION OF THE STUDY

The study uses literature study in qualitative approach which numbers of literatures are very limited. Notwithstanding, the trait components and model raised in this study can be ideas to further study using quantitative approach with exploratory factor analysis, multiple regression analysis or other techniques to generalize the results. The relevance items listed in marketers' traits, managers' traits, wealth creation, wealth maintenance, and intrapreneurial spirit are openly to be developed in the further study.

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