In Search of New Constellations—Unlocking the Marketing Entrepreneur

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Abstract: “It’s Marketing Jim But Not As We Know It!” Research at the marketing and entrepreneurship interface— the final frontier? Our mission to boldly go where few researchers dare to travel, to seek out (possibly) new paradigms, new languages and small firm life forms; to assist in unlocking entrepreneurial market development potential in search of new and distant constellations. Beam me up Scottie!

INTRODUCTION

Enigmas, Entrepreneurship, Split Infinitives and the Star Ship Enterprise

This paper has been written following research carried out at the University of Wales College Newport into the marketing needs of small to medium sized enterprises within the region. The research, which is ongoing, is funded by the Knowledge Exploitation Fund of the Welsh Assembly Government and underpins the strategic goal of the Entrepreneurship Action Plan for Wales. However, the authors believe that the insight gained is of wider academic and economic development importance.

The research has identified and confirms the work of others that traditional marketing methods are not necessarily the most effective way forward for small firms to go to market, suggesting that small business entrepreneurs approach market development in a way that has yet to be fully understood by ‘mainstream’ marketing. Further, there is clear identification of aspects of this contextual marketing that stand outside the ‘accepted’ field of marketing. These especially include the use of language in context.

The research has further identified the importance of building a network of contacts for the business along with emphasising the business view as being that of a holistic approach rather than taking elements of sales, marketing, business and finance (to name a few) separately. It has also emphasised that small firm entrepreneurs are unsure as to where to look for assistance and support for market development.

The results of the project are being used to design learning support tools and a programme of achievement based upon the earlier work of ‘fuzzy experiential excellence’ (Deacon, 2002).
The University of Wales College Newport was awarded funding in 2000 to research the marketing needs of small firms within Industrial South Wales (ISW). As Small to Medium sized Enterprises (SMEs) make up 97% of Wales’ GDP (Department of Trade and Industry, 1999), their importance to ISW cannot be underestimated. Research has shown that many small firms desire growth (Keeble 1998, University of Strathclyde, 2000) however, many are uncertain as to how to grow their market share, develop their products and services and retain customers, and as a result cease to display an entrepreneurial behaviour.

The research carried out was based on quantitative and qualitative methods of questionnaires and interviews, as well as focus group meetings. The data from the questionnaires was analysed through a computer based statistical package, the data from interviews using open, axial and selective coding in an iterative method.

The findings from the study have gained interest from a number of parties with an interest in economic development, including the Welsh Assembly Government (WAG), the Welsh Development Agency (WDA) and Education and Learning Wales (ELWa). The research has been awarded more time (and funds) in order to produce a form of market development support and training for the organisations that participated, and ensure that the wider local economy benefits from the study.

At the early stage of the research the aim was to develop and to some extent operationalise much of the work of Carson et al (2002, 2003) in the field of contextual marketing. This concept posits that a parallel paradigm of the marketing function exists alongside that which is already known - however such a parallel and emergent paradigm has yet to be fully understood and indeed appear within the marketing texts used within both the academic or small business development fields (Deacon, 2002). It has long been accepted that small firms approach marketing in a different way to that of the larger firm (Carson 1985, Story 1994, Carson at al 1995, Hill et al 1999, Stokes 2000a, Bjerke and Hultman, 2002).

Indeed many commentators have attempted to define marketing within the small firm context only to fall foul of the inadequacies of lexicography and conceptualisation. As Hills (1995) points out ‘just as a child is not a small adult a small firm is not a small Fortune 500 company’. Therefore this study questions the worth of an historical reductionist (Earls, 2002), even pseudo scientific imaginariunm (Brown 1995, 2001, 2002) paradigm when used in the complex, irrational, emotional and creative world that is the small firm environment of today working as it does at the edge of time and chaos (Nilsson 1995, Earls 2002).

This paper makes social constructivist metaphorical reference throughout to the 1960’s television series ‘Star Trek’ (Rodenberry, 1966). This approach has been chosen with some care – honestly! If we consider the similarities of our quest, and similarities are more important than differences – (Bjerke and Hultman, 2002) to that of James T Kirk and the crew of the Star Ship Enterprise we can observe that, space or at least a ‘constellation of value’ (Normann and Ramirez, 1994) is the final frontier. Further, throughout our five-year mission (research funding allowing) we are to ‘boldly go’ where few if any have travelled before, to seek out new understanding of a parallel life form and undertake the journey within the sphere of ‘Enterprise’.
The Department of Trade and Industry statistics (1999) reveal that small businesses are the most common type of business in the UK, and play an important role in local and national economic development through their job creation potential. In fact, the Small Business Service has concluded that ‘Small and medium-sized businesses, including those without employees, accounted for over 99% of UK businesses’ (Small Business Service, 2003). This is particularly true in South Wales, with the decision to place greater emphasis on promoting the growth of SMEs, as opposed to focusing attention on attracting foreign inward investment (EAP, 1999). Of 158,000 Welsh businesses, 157,000 are small (<50 employees), 900 are medium-sized (50-249 employees) and only 200 are large enterprises (>500 employees). Consequently, encouraging the future development and growth of SMEs offers the twin prospects of enhancing and spreading prosperity.

Initially, we should critically discuss a definition for marketing. However this task has been considered, critiqued and completed by others (Brown 1995, 2001, Brown, Bell and Carson 1998, O’Malley and Patterson 1998, Carson et al 2002, Earls 2002, Carson et al 2003). Instead, this paper has chosen to review a definition through the ‘eyes’ of the authors of ‘popularist’ and ‘mainstream’ UK marketing management texts in an attempt to view marketing as small firms are encouraged to do so.

Marketing is defined by Dibb et al (1997) as consisting of ‘individual and organisational activities that facilitate and expedite satisfying exchange relationships in a dynamic environment through the creation, distribution, promotion and pricing of goods, services and ideas’. Brassington and Pettitt, (2002) further comment that marketing covers a range of activities within a business to bring products that are wanted, where they are wanted, to the right people. Therefore it is linked with satisfying customer choices. This ‘accessible’ textbook view of marketing therefore, links creation of the right product for the customers and getting the product to those customers, through business decisions and strategy. However, from a small business point of view, we potentially need to ask whether this view is acceptable or whether owner-managers choose to put less emphasis on the strategy of marketing, and more on the tactics that need to be used. Indeed it is arguable that both these stances are taken simultaneously, but without cognisance on the part of the marketing entrepreneur.

Stokes (2000b) considers the two fields of marketing and entrepreneurship. He determines that the personal characteristics of the owner-manager of the SME are important in the development of the company. He also considers that the entrepreneurial behaviour that has been identified within SMEs is not solely the owner-manager but very often the employees within. This in itself offers the thought that a business in one context can vary it’s marketing from another, in terms of processes used and market development. It also raises the issue of how entrepreneurs describe the market that they are in, if they do indeed rely on the internal entrepreneurial culture of their organisation as a critical part of their development.
It would be naive to suggest that a behavioural separation can be made between that of the entrepreneur and that of the enterprise (Carson and Gilmore, 1999, Deacon, 2000). Carson et al (1995) investigates the internal entrepreneurial culture by looking at the characteristics of the business as well as the owner-manager. This considers the financial position of the company along with the lack of structure and the ‘jack of all trades’ employees. This suggests that small businesses do not keep marketing as a separate structure for the business in fact, ‘we are making a clear statement here that the characteristics of SMEs are such that it is unlikely that they can accept and engage in standard and formal marketing activity’ (p83). The level of marketing therefore, is affected by the importance that the owner-manager places on marketing within his/her organisation rather than by following a detailed marketing plan. It forms part of a holistic approach of the business and reflects the aspirations held.

We should also consider that marketing in ‘some form’ holds an importance within the SME environment. However, rather than be used to promote the business and gain new customers, this paper suggests that it is used more as an attempt to gain loyalty and trust within the existing customer base (Deacon et al, 2003). This stance enables more opportunities for value co-creations (Bjerke and Hultman 2002) through the knowledge of resource required and their acquisitions. At this stage consideration should also be given to networking. It could be argued that a summary of this work (Carson et al 1995, Hill and McGowan 1996, Hill et al 1999, Stokes 2000b) would result in a proposition that small businesses have a tendency to define marketing in line with direct exchanges and building relationships rather than the ‘reductionist 4Ps’. Word of mouth therefore plays a pivotal part in developing the customer base.

If indeed this holistic approach is the one that is taken by owner-managers, then the type of research being carried out should be investigated. Gilmore & Carson (2000) suggest that qualitative methods allow a more accurate view of the subject, allowing those being interviewed to use their own terminology and allow the characteristics of the owner-manager to become more apparent. Research is paradoxically both contextualised and generalisable to all organisations, as the tone for the research (such as an interview or focus group) is set by the participants.

One key element to the marketing within SMEs is the way in which the owner-manager has learned what is effective marketing for his/her particular industry. Copley (2002) posits that marketing is a core activity for organisations, however it is a certain type of activity. ‘In-situ, experiential learning in particular holds the key to the solution of many problems and is an essential requirement for the achievement of development of the small firm’. It is the experiential learning and link with firm development that is particularly interesting here and has become the basis for this study. The assertion that owner-managers and employees learn through experience within the business, and that it is this experience that assists development of the business (Deacon, 2002), would suggest that we should consider this as important when looking at the qualitative data that is collected and the description of marketing that small businesses give.
METHODOLOGY

Communication Channels Open and Phasars To Stun

On undertaking a piece of research such as this, the methodological considerations are foremost in the minds of the ‘actors’ involved. As social constructivists we have been happy in using a relativistic ontology with a constructivist epistemology, a methodological pluralism some may say (Shankar and Patterson, 2001). This approach has allowed the mix of both ethnographic and phenomenological data collections and more critically has enabled an insight to the linguistic construction of reality as experienced by the firms in the study. If we accept this then a meaning not the meaning can be interpreted from not just what has been said but what has been inferred by non-contribution. This approach, it has been argued, (Carson and Gilmore, 2000) is the most appropriate one for investigations concerning the development of understanding within a social setting where multiple realities exist (Guba and Lincoln, 1994). This research therefore does not set out to establish ‘an illusion of total knowledge’, (Hetzel, 1998) but to record for exploration the outcomes of the interaction between data, analysis and theory – ‘from now on we’ll say that things are not as they are, but as they seem to be’ (Laufer and Paradeise, 1982).

Initially, sixty questionnaires were carried out via face-to-face interviews with small businesses within ISW. The questionnaires were based upon a framework used for a training needs analysis, establishing knowledge gaps for organisations, with an emphasis towards marketing. A note should be taken here that great care was taken with the ‘use’ of language for this stage of the study avoiding where possible any overtly ‘marketing terminology’ (Gilmore and Carson, 2000). The questionnaires also obtained opinions of participant’s views of terms such as ‘marketing’, definitions of their ‘business activities’ and where they see the business in years to come.

The data collection was outsourced via a local enterprise agency and training organisation in order to obtain a representative sample of businesses in terms of life stage of the business, size of business, and industry sector and sub-sectors that the business operated within. These outsourced organisations were deliberately chosen because they were known within the business community of ISW and had a ‘hands on’ credibility.

A further ten questionnaires were completed by the researchers working on the project when requests came in to the Innovation, Creativity and Enterprise (ICE) research centre from companies for assistance with their ‘marketing’. These participants have been tracked as being active as opposed to passive within the wider study.

Following the questionnaires, results were calculated via the statistical package SPSS. Each of the companies were contacted again by letter and a follow up telephone call and invited to a focus group. Of those companies that initially took part twenty attended a focus group seminar session, where questions were asked to prompt discussion on the nature of ‘marketing’ and indeed what it means to the individual business and business community.

Following qualitative analysis of the questionnaires, four key themes emerged as the focus group progressed and these were discussed:
• What is marketing?
• What is networking?
• How can networking assist my business?
• How can I unlock new networks?

All data collection after the initial questionnaires was qualitative in order to establish views and opinions without encouraging the use of terminology, and follows a research design outlined by Gilmore and Carson (2000). Therefore, we were given the vernacular that the companies consider correct for what they do rather than that which is given within the theory of marketing. Perhaps this was the ‘real’ marketing?

The focus group proved this ‘correct’ vernacular. For example, many entrepreneurs described what marketing is ‘text book’ style, however after discussions, it proved that in fact they did not use this ‘textbook’ style within their business. Alternative terms became apparent such as business or market development, promotion, even advertising. The key issue however was that marketing was seen as being anything that increased the amount of money that went through the business.

Finally, following the questionnaires and focus groups, twelve companies were further visited and discussions held. The companies chosen were those that initially had expressed a further interest in the research that was being undertaken and a desire to engage in a longitudinal study. However, as research continues all companies will have the opportunity to engage in the study again and follow up focus groups are planned.

The discussions included information gathering, such as what has been done in the past to market, whether it’s worked and also where the owner-manager saw the business going. The results were incorporated into a set of self-contextualising ‘tools’ for market development. The initial aim of the tools is that each company that is visited is asked similar questions in terms of the business and their marketing. This ensures that replies can be equally evaluated and the results behind SME marketing myths can be at least somewhat synchronised. However, it also offers the opportunity for companies to clarify (in their own language) their views.

The visits with companies who have been using the ‘tools’ are proving invaluable to the collection of data for this research. A relationship is being built which enables the researchers to obtain regular and accurate information on what the company is doing in terms of ‘marketing’ (or however they classify it). In some respects we can build a timeline of how the company has changed and developed over the period of research, to support the information gained from questionnaires, focus groups and informal discussions.

RESULTS AND EVALUATION

A number of key issues have been identified from the research to date. Firstly, competition was identified as the top barrier to growth for a business. This demonstrates that an area of ‘traditional marketing’ is indeed being considered, however at no stage was competition mentioned in the same sentence as the company’s marketing function.
57% of the businesses asked had a marketing plan. 40% of those had never updated their marketing plan, and nearly a quarter never compares the performance of the business against this plan. The discussion-based research would suggest that this was due to the fact that the plan had to be written to obtain funding, and in fact was not considered valuable to the business.

96% of companies believe that it would be useful if someone within the organisation had a specific knowledge of marketing and 59% of companies stated that they had no marketing budget for allocation on a yearly basis. This again suggests the link between the marketing being done through an ‘as and when’, reaction to opportunity basis, rather than via any strategic planning.

Of those asked, 96% agreed that the key area for the marketing of the business would be to get new customers, the next most popular marketing requirement would be to expand the market geographically. However only 51% consider marketing a leading role within the business.

Within the questionnaires we also asked whether research was carried out for marketing. 54% stated that it was not, however, when owner-managers were asked whether they went to local network meetings or used friends etc., for advice and information, a large percentage said ‘yes’. Again, a link does not appear to have been made between networking and market research and again, this increases the gap between SME marketing and ‘traditional’ marketing.

Importantly, 81% state that they monitor customer needs. Examples of this are, a book simply noting requests, a comments book or a feedback form. In the majority of cases this is not done via any technical database system, as would be found in a larger concern, more an informal, rarely monitored, hand written note to read through when time allows. Only half of the participants split customers into groups in terms of what is bought, again breaking the myth of traditional marketing.

The questionnaire also deals with the learning methods that people would choose to take if they were to learn about marketing. The most appealing method of learning was a project directly related to their business development and the most appealing time span would be as an intensive teaching weekend. Just over half of the participants were uninterested in whether this was an academic award, however, 81% stated that they would like someone from outside the business to teach a member of the organisation about marketing. On further discussion, it was established that the marketing that was being referred to was more of an ‘advice session on getting more money through the books’ than the theory of marketing.

Finally, participants were asked to comment on their ‘vision’ for the business. This has produced some of the most interesting information. The questionnaires determined that growth was the most common vision although survival was also considered important. However, upon further discussion a ‘maintenance of lifestyle vision’ also became noticeable. Survival appears to be more about survival for the owner-manager than the firm itself, and indeed some owner’s visions appeared to be to build the business up enough to sell on in a few years at a good profit. At no stage did these owner-managers discuss passing on their vision to the rest of the employees within the organisation. This again inverts suggested practice within marketing texts where
employees should be recipients of internal marketing to ensure that a continual message is portrayed from the company (Smith, 1998).

Commentary – It’s Just Not Logical Captain

So what does this tell us?

We are not unlike the SS Enterprise under the captaincy of James T Kirk, blessed with an intergalactic linguistic translator; so we have a choice – either attempt to understand the deeper meaning of these findings by referring back to the known or presumed known language, or accept that language as a basis for understanding and sharing of knowledge is at once piratical and evolutionary. Ergo: that what is being displayed here is an insight into a parallel understanding of ‘marketing’.

Many of the firms interviewed and studied have expressed degrees of interest in ‘market development’ there is an implicit link therefore, to the development of the business. This is interesting to observe, as it is not always the case in larger firms, where the conditions of the ‘old economy’ (Bjerke and Hultman, 2002) are still seen as pertinent. The cognitive link between market development and business development is somewhat more profound, however, as it also links the motivational conditions of the entrepreneur to that of the business, whilst intimating that small firms are perhaps more aware of strategic or visioning issues than larger firms.

What has been visible has been the development of a lexicon for these firms to re-understand or re-learn the entrepreneurial process and engage in a new phase of market development. Bjerke and Hultman (2002) eloquently describe the periodisation of business growth. How firms journey through time and function moving from entrepreneurial activity to management activity, whilst simultaneously undertaking what we may ‘describe’ as a form of either relational or transactional marketing. This study has identified that the small firms under consideration have in many cases ceased to be entrepreneurial, yet intuitively know that they must change their behaviour for survival, the concept of ‘fuzzy experiential excellence’ (Deacon, 2002) may go some way to explain this condition.

It therefore may be proposed that if this were the case a simple conclusion would be for the firm to approach a regional development agency and seek assistance. Many have indeed done this only to find that after an initial ‘rush’ of activity the outcome is often worse than the initial start point. This can be explained by two contributory factors: firstly there is an over reliance by small firm support agencies to ‘plan’ their way out of ‘entrepreneurial drift’ a paradoxical juxtaposition if ever there was one! Secondly the lexicographic foundation is neither contextualised nor co-created.

Part of ‘our mission’ has been to develop a set of ‘tools’ for unlocking the potential of the marketing entrepreneur, and those firms that have become stuck in a managerial/transactional phase of development and have been unable to find the right set of directions or stimuli to progress further. Further, we have focused upon developing the market by developing the knowledge of the entrepreneur in relation to the ‘value constellation’ (Bjerke and Hultman, 2002). Much of the thinking here has been influenced by the work of ‘netocracy’ (Bard and
Soderqvist, 2002), and centres around the concepts of ‘small world’ and ‘scale free’ network architecture (Buchanan 2003). In developing these ‘tools’ or ‘sign posts’, the first consideration has been to develop a self-contextualising vocabulary. By this we mean a set of descriptors for the activity of entrepreneurial market development, which can be simultaneously used in a wide number of situations and across a spectrum of business activity from lifestyle firms to those with fast growth aspirations; critically, a vocabulary that has a cultural meaning to the individual small firm in context.

One of the participant small firms has suggested that the study has “asked the difficult questions about my business that I used to ask myself”, inferring that self-contextualisation has taken place through the use of appropriate language. Here, we also observe the second and third core success factors of the study – reflection and self-development. Upon self-administration of the ‘sign posts’, the entrepreneur can self-assess the gaps in their knowledge. This may require some justification.

Further, one particular ‘sign post’ encourages owner-managers to challenge their employees in a similar way to how they themselves have been challenged. This has potentially given a new view to the owner-manager with comments such as “we are worried that the company won’t grow or survive”, “we don’t know what will happen in the future”, and “we’ve never thought about how our opinion could help [name of owner-manager]”. This has introduced a more social aspect of consideration for the owner-manager, who had felt that they were indeed good communicators to their staff. The owner-manager has seen that their knowledge gaps may indeed be wider than they first imagined and that self-contextualisation has not only taken place through language, reflection and self-development, but also through social constructs within the enterprise.

Much of the focus group and subsequent individual small firm ethnographic data, has led us to believe that the lexicography of the small firm sector is not that of the rational, linear and scientific, but something far more flexible, emorphic and artistic. This is not a new discovery (Carson et al 1995, Chaston 2000), however, this study proposes that the lexicon is far more cartographic in construction than the shibboleth we currently use for our discipline. The firms in the study spoke of ‘mapping the future’, ‘taking the long route’, ‘short cuts’, ‘destinations’, ‘crossing bridges’ and ‘getting the direction right’ amongst others. It’s a simple proposition. Imagine you are Captain James T Kirk sitting on the bridge of ‘Enterprise’ at the edge of space, a billion stars face you, where do you go? The stars nearer to you are in sharper focus so you set your course in a general direction willing to change course as and when the ‘picture’ improves – which it does. However the ‘vanishing point’ in the distance is never actually reached.

For the small firm entrepreneur sat at the edge of their world the distant goal is but a blur, the immediate environment is in sharp focus however. As they move through space and time they are presented with options for an easier or more profitable route, side roads, paths and signposts are presented for consideration – events and incidences that could not have been foreseen, and therefore planned for, at the outset of the journey. The key determinant for survival therefore, is not an ability to plan far into the future, but to navigate the immediate, by having the skill to read the ‘sign posts’ and for the SS Enterprise to avoid Klingons.
The concept of self-contextualisation has been developed further within the participant group of firms, to include differing perspectives of the market from both within, and outside of, the firm. This development begins to engage the ‘co-creators’ of value. Preliminary results show, that this facet of the project has reawakened entrepreneurial behaviours within the firms - that is not only the owner-manager but also in most cases the ‘team’ that support the entrepreneur. What is also apparent from feedback thus far, is that the attitudinal position has changed - changed from a view that the firm is ‘not a single focal firm, but part of a group of firms that together co-create customer value’ (Bjerke and Hultman, 2002) - from lone star to constellation - cartography at the edge of space.

Self-contextualisation is plainly critical to the adoption of any assisted market development programme, but as previously mentioned it is not the only factor for successful development. Having undertaken a programme of diagnosis via the ‘sign posts’ the entrepreneur then reflects upon current and past practice. The ‘sign posts’ offer assistance in the identification of knowledge gaps, and further in the direction of informative ‘moments of learning’ in order to bridge the gaps. Again, these are self-administered and presented using the developed small firm lexicon. To some extent this process mirrors much of that of the ‘action learning’ (Ravens, 1982) concept, used within many fields of management and workplace development, with an inherent learning cycle or ‘loop’ approach. However, the self-administration and contextualisation of the programme overcomes a main criticism of action learning (Mumford, 1996), in that the ‘tutor’ is no longer the centre of attention.

When taken together, the components of the programme offer a powerful development stimulus for small firms, who seek a contextualised framework for assistance. The components are outlined in Exhibit 1 below, and show the connections within and outside of the firm, and the relationship to entrepreneurial growth through the development of relationships with other firms - connection, co-operation and co-creation.
Exhibit 1: Unlocking the Marketing Entrepreneur

- **Trigger Point**
- **Organisational Strategy**
- **Entrepreneur Team**

**Self-contextualised signposts**

**Where are the important Market Development gaps for my business?**

**Where are the important Market Development gaps for my team?**

**Prioritised skill development opportunities**

**Individual personal development plans**

**Learning Programmes:**
- Development of entrepreneurial 'action maps'
- Simple learning management programmes
- Personal learning programmes

**'Moments of learning'**

**Simple learning management programmes**

**Tracking and Feedback**

**External**

**Internal**

Self
CONCLUSIONS

Conceptual Conundrums and the Co-Creation of Context

Debate rages within academic symposia as to the nature of marketing and entrepreneurship. When does a firm start, or for that matter cease to be entrepreneurial? What conditions are present to dictate that entrepreneurial marketing is taking place? And dare we speak of the one consuming issue: are there different paradigms of marketing, or just differing ways to apply marketing?

Actually perhaps this ongoing study may show that the answers lie not so much with the words we use to describe the activity or function but the meanings we associate with these words and how these meanings are vocalised (or not) in context. The work of Mead (1934) is critical here. Mead worked upon the concept of ‘symbolic interactionism’ during the 20’s and 30’s and outlined the concept that it was the understanding of the minutiae of social interaction that held gravitas, rather than a study of societies in their totality. In essence, it’s the difference that makes the difference – the small interpretations count – there maybe more than one lexicon of marketing (Carson at al, 2003).

This study confirms that there is a growing acceptance of a small firm vernacular for marketing: which might be phrased better, perhaps, as ‘market development’. It is proposed, that this descriptor more accurately reflects the action orientation of the small firm to their marketing activities - and acknowledges the desire to create perceptual value within the market space. The study suggests that the practice of entrepreneurial behaviour can be lost over time as the firm and its key actors become ever more involved with the management of the venture – however, given contextualised stimuli, such behaviour can be re-ignited, re-learnt and re-applied. Successful contextualisation in this case, is now dependent upon the continued de-lineation of a new language. A language based upon social interaction within the networks that small firms inhabit.

It is a language heavy with metaphor. The most prominent metaphor is that of cartography. This can be juxtaposed to the architectural language of the rational and linear found elsewhere. Cartographic descriptors accept that the landscape, just like the entrepreneurial environment, is in constant change ‘indeed the linguistic premise is active, participatory and definitely human scale’ (Carson et al, 2003). The study has adapted this linguistic construct to develop informal, self-contextualised and network based ‘action maps’, to enable small firms to unlock the potential for entrepreneurial market development: a new, different or parallel marketing paradigm? One thing is clear: often the journey is more interesting than the destination.

Set a course for the ‘Enterprise’ Mr. Spock, to a new constellation - Warp factor 5…

REFERENCES


