

# And Another Thing...

*The 2006 Coleman White  
Paper Keynote Address*

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# What Should You Be Fighting For?

- Katz (2003)
  - Legitimacy
- Kuratko (2004, 2005)
  - Maturity
- Katz (today)
  - Legitimacy

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# Legitimacy ala Aldrich & Fiol



- Regulatory Legitimacy
  - Conforms to rules
  - SBA/UNESCO/AACSB: ok!
- Moral Legitimacy
  - Conforms to key values
  - Markets (+), Teaching (+/-), Journals (-)
  - Win some / lose some

# Cognitive Legitimacy Problems



- *Cognitive Legitimacy = Taken for grantedness*
  - Kuratko: Depts/Tenure/Deans/"A" Journals/
    - At higher levels than others
  - Chairs get "repurposed"
    - At higher levels than others
  - The "Lost" Program
    - Why no repercussions?

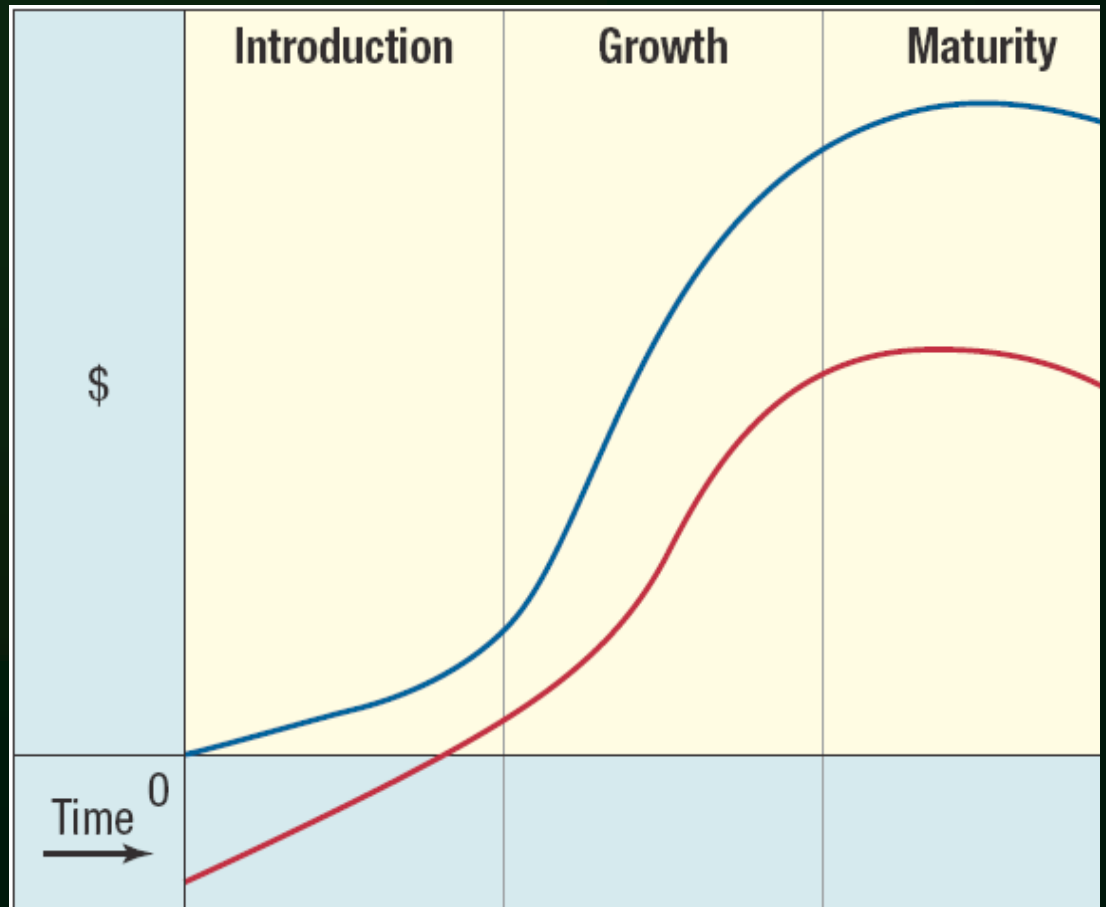
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# Maturity ala Dess & Lumpkin

- Stable *Market Growth*
- Emphasis: *Product Design (Low) / Product Process (High)*

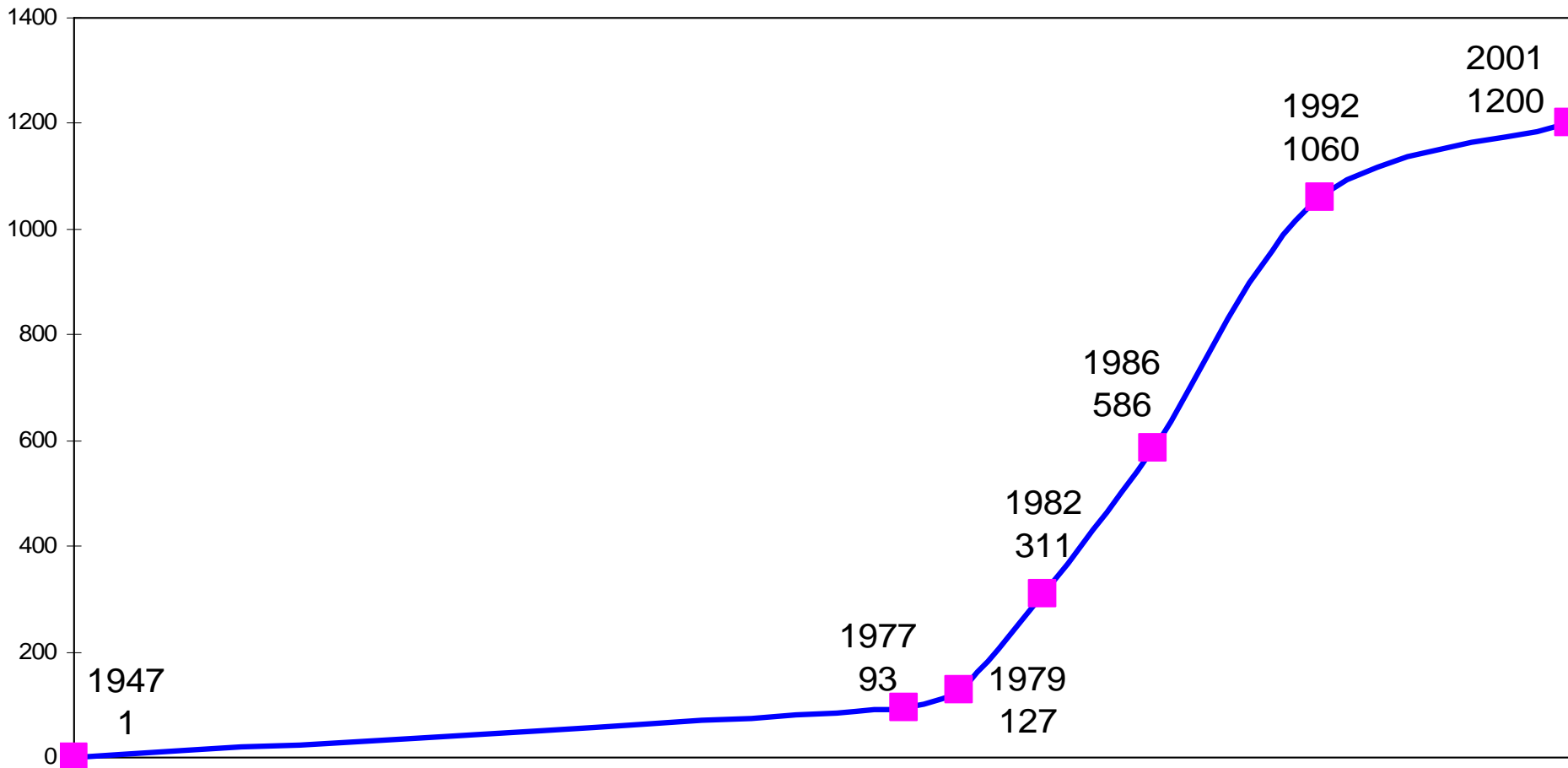
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# Industry Life Cycle - Detail



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# Number of Programs (Solomon)



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# Low Design / High Process



- Low Design Emphasis
  - Seen in agreement on topics
- High Process Emphasis
  - Seen in variation on sequence

# Topic Comparisons

		Longenecker (12 <sup>th</sup> Ed)	Scarborough & Zimmerer (7 <sup>th</sup> Ed.)	Hodgetts & Kuratko (7 <sup>th</sup> Ed.)
<b>Basics</b>	Introduction	1.	1.	1.
	Ethics	21.	21.	14.
	Business Planning	8.	6.	4.
	Strategy	2.	2.	
<b>Paths To Entry</b>	Start-ups	5.	5.	5. & 7.
	Franchising	6.	4.	6.
	Family Business	7.	20.	3.
<b>Marketing</b>	Market Planning	9.	7.	16.
	Location	11.	16.	9.
	International	4. & 15.	12.	15.
	Promotion	17.	11.	18.
	Pricing	16.	10.	17. & 19.
	E-Business	3.	13.	2.
<b>Finance</b>	Financial Analysis	12.	9.	21.
	Financial Evaluation	22.	8.	20.
	Funding	13.	15. & 14.	8.
<b>Operations</b>	Inventory	23.	18.	22.
	Insurance	24.	20.	23.
	Quality	20.	17.	22.
	HRM	19.	19.	13.
	Legal Issues	10.	22. & 3.	10. & 11.
	Exit Issues	14.	20.	3.

# Interpretation?

- Design
  - 66 Possible Cells
  - 65 Match Up
  - 59/65 Cover Topic in Same Chapter
- Process
  - Order varies, Marketing or Finance first, Ops all over

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# Mid-Game Summary

- We are *Mature*,  
but we are at best  
*Marginally Legitimate*

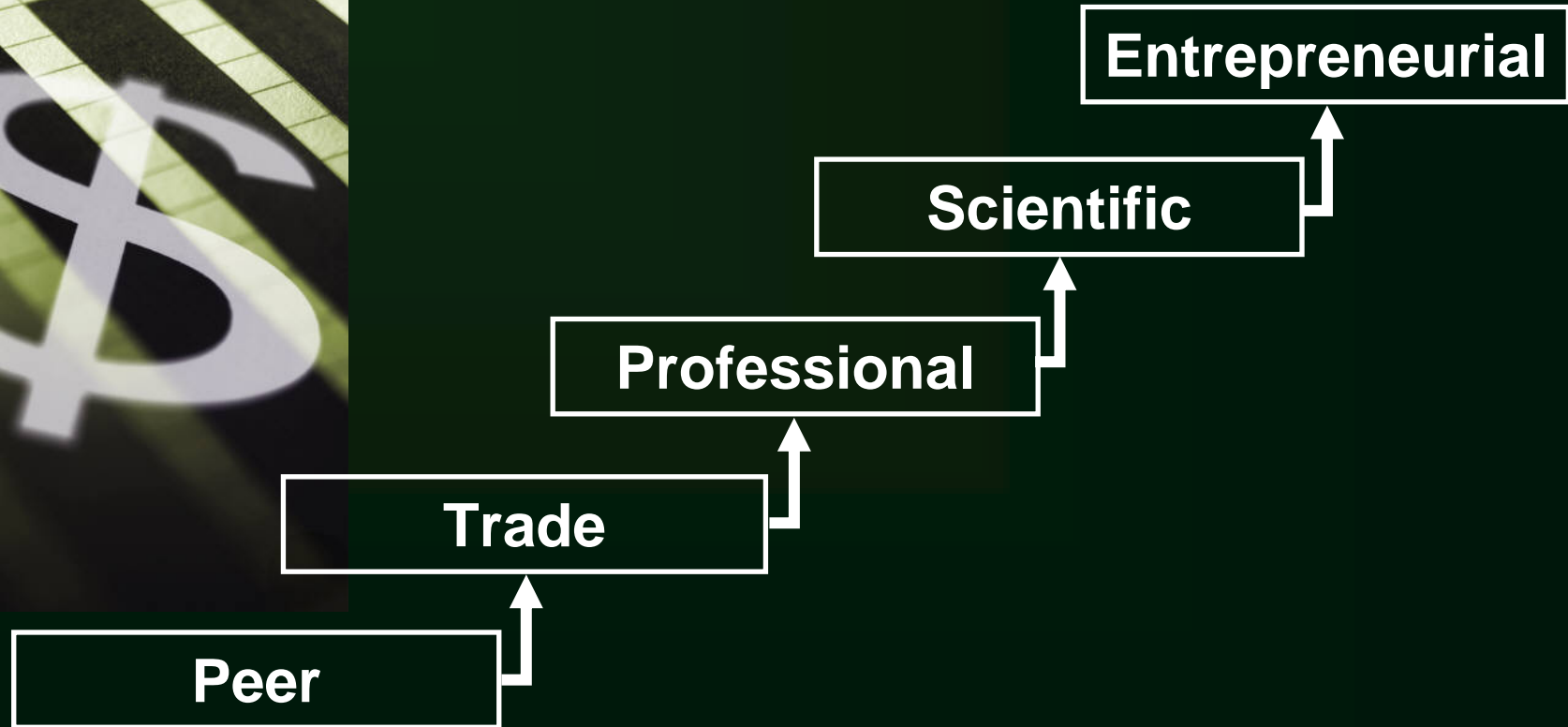
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# Maturity & Centrality

- New ENT Programs Springing Up Everywhere
  - Entrepreneurship in the Arts
  - Life Science ENT
  - Liberal Arts ENT
  - Engineering ENT programs
- What is likely to happen?

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# Entrepreneurship's Pedagogical Life Cycle



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# Our Role?

- Helping the New Programs
- They Will Depend on Us for:
  - Texts, cases, models, theories
- They Will Look to Us for:
  - War Stories, How Old Battles Were Fought, How the Field Was Built
- Moral?  
We Are **Central** to Them

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# Where Should We Meet?



- Useful Mega-Organizations
  - Spread information across boundaries
  - Inspire higher levels of achievement
- AAAS, APA, AoM: But for ENT folk, where?
- ***USASBE?***

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***...And Another Thing...***



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# *And Another Thing...*

## 1. Finding Hidden Entrepreneurs

- SBA: 1 million new firms a year
- Fairlie: 6.6 million
- Why the differences
  - Volatility?
  - VIGE?

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## 2. Improving Implications

- Texts seem to give more
- Papers get narrowly constructed
- Maybe add a section for “Potential Implications”?

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## 3. Intrinsic Value of SB

- SBs as subcontractors,
- SBs to satisfy the “Creative Class”
- 1 in 100k firms hit \$1B  
& we don't know which will be it

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# Why SBs Are Essential



- It Takes an Ocean of Small Businesses To Float a High-Growth Venture

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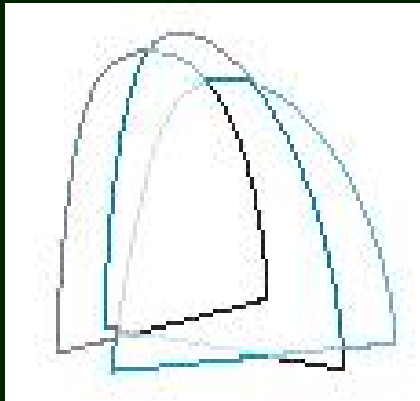
So?

- 
- We are mature but not fully legitimate.
  - Our maturity positions us for centrality to newcomers
  - There are still challenges everywhere

- *...And Another Thing...*

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# Measure Outcomes Better!



- Measuring How Much Help Helps?
- 2006 Gateway April 6-8
  - Promoting Meaningful Metrics in Entrepreneurship Programs
  - Keynote: Susan Wolcott
- ...And the Last Thing...

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*And Another  
Thing...*

*You make a  
difference,  
because...*

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Help  
Helps,  
and you  
give it!

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