ENTREPRENEURSHIP AND SOCIAL MEDIA IN THE CREATIVE INDUSTRIES: A SOCIO-TECHNICAL PERSPECTIVE OF ENTREPRENEURIAL DISCOVERY OF VALUE OPPORTUNITY AND EXPLOITATION

A THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS MANAGEMENT OF
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DEDICATION

There are numerous individuals without whom this Ph.D. thesis would not have been possible and to whom I'm truly indebted.

I dedicate this thesis to my family: my father who is my source of inspiration to realise my potential and taught me the significance of knowledge. He has encouraged me to be the best in every way and to be successful. I also dedicate it to my loving and caring mum, who taught me that the largest task could be accomplished with patience and determination.

Also my sisters, Hend and my beloved Racha "my best friend" who constantly pushed me, motivated me and most importantly believed in me. My dear brothers this is for you; Khalifa thank you for always listening and guiding me, Yousef you taught me to be composed and understand the challenges to thrive. My sweet sister-in-law Sara, thank you for your support and positivity. A very special thank you to my adoring Hassna; my mother-like figure, my backbone, who tolerated me through the stressful times and encouraged me through every step of it.

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CERTIFICATION

I certify that I have read this thesis and that, in my opinion, it is fully adequate in scope and quality as a thesis for the degree of Doctor of Philosophy

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ABSTRACT

The research focused on explaining creative entrepreneurs' usage of social media (SM) to express and communicate their creative aesthetics to customers from a socio-technical perspective. The explanation focused on understanding how creative entrepreneurs achieve mature usage of SM. Maturity implying SM usage such that creative processes are well integrated with internal business operations and marketing communications to create economic value. There are no extant explanatory frameworks that account for creative entrepreneurs' use of SM to express and communicate their creative aesthetics to customers.

A qualitative research methodology using in-depth interviews with creative entrepreneurs in the fashion, jewellery, and art industries, amongst others was used to collect data. The in-depth interviews were semi-structured and were designed to collect data consistent with the research objectives. Focus was placed on how social media enables opportunity seeking and how creative entrepreneurs exploit it using social media. The collected data was analysed to establish patterns that reveal how social media is used to create value.

Findings reveal several patterns of maturing use of SM. Creative entreprenuers learn about SM strategy, tools, and techniques to incorporate into their core creativity processes to communicate and interact with customers. The socio-technical empirical SM maturity framework is proposed which is composed of five empirically evidenced constructs reflecting these patterns: SM discovery and strategy, SM tools, SM content, SM maturity, and Outcome. It provides insight into the aesthetic and creativity acts through SM technology of creative entrepreneurs. It reveals that creative entrepreneurs combine their aesthetic creativity, real-time marketing, and opportunity seeking on SM platforms to create economic value. They do this using the unique real-time communication and interactivity features of SM that enables real-time digital marketing of their created products. The SM maturity framework contributes an empirically validated explanation of strategic use of

ABSTRACT

SM by creative entrepreneurs for effective aesthetic value communication and interaction with customers to create value. Maturity is integration of SM into their creative processes to express and communicate aesthetic value and value creation. The practical impact is that creative entrepreneurs can use the framework for their own SM practices to express and communicate aesthetic value and value creation.

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ABBREVIATIONS

Abbreviation	Meaning
CIs	Creative Industries
CRM	Customer Relationship Management
ETPs	Existing Technologies or Products
HR	Human Resources
HRM	Human Resources Management
IS	Information System
IT	Information Technology
KMS	Knowledge Management System
MPW	Multi-Professional Working
SM	Social Media
SME	Small and Medium Enterprises
SMEP	Social Media Entrepreneurship
VC	Virtual Communities

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This research aimed to explain mature or effective usage of social media (SM) by creative entrepreneurs and contributes theoretical understanding based on socio-technical approaches. Mature usage of SM by creative entrepreneurs is achieved when SM is incorporated strategically to express their creative energies, business operations, and digital marketing.

The focus of this research is on creative entrepreneurs' use of SM to expresses their creative aesthetics and for business. Creative entrepreneurs such as jewellery, fashion, and craft businesses use SM. They use it to create economic value, to express and communicate their aesthetic creativity to customers, for strategic SM marketing, and to seek out opportunities for further business. Presently, there are no explanatory frameworks that account for these aspects of creative entrepreneurs' use of SM, especially how they express and communicate their creative aesthetics to customers. The issue is to understand the mature use of SM by creative entrepreneurs such that all these aspects are accounted for in terms of well integrated business processes, marketing communications, and value creation. This research investigated these aspects in order to propose a SM maturity conceptual framework that provides such an explanation.

How creative entrepreneurs use SM strategically to discover business opportunities and exploit them through real-time digital marketing needs to be understood. It investigated creative entrepreneurs' motivations and methods of using SM for marketing and the factors that influence SM usage. The outcome is the proposed empirical socio-technical SM maturity framework as the explanation. Maturity implying that SM can be used with creative processes to integrate internal business operations with SM activities.

There is a need to understand business opportunities arising through SM marketing and understand how creative entrepreneurs convert them to

their advantage. SM is constantly changing as technologists create new features for the already existing sites. Therefore, having an in-depth understanding of the processes of manoeuvring SM strategically is paramount for creative entrepreneurs, which assists in capturing the business opportunities availed by new features added to SM.

This chapter discusses the background and context of the study. It then elaborates the research problem as the mature use of SM by creative entrepreneurs to obtain maximal synthesis of their creative energies, internal operations, and SM marketing capable of economic value contribution.

1.2 Background and Context

Creative Industries (CIs) have in the last several decades become major economic force that contributes 6% GPD and employs over two million people, with exports of £16 billion yearly (Yates and Price, 2015). Inevitably, competition has stiffened which results in need for innovation (Yates and Price, 2015). Following Schumpeter's theory (Larter, 2015), the procedures used to beat competition have resulted in high-quality products and services that lead to satisfied customers (Aral et al., 2013). In essence, SM has improved the way entrepreneurs do business leading to higher profit margins (Edoardo et al., 2008). The fact the SM provides entrepreneurs with a broad range of potential clients ensures CI products result from highly researched business practices (Schibrowsky et al., 2007).

The prevalence technology in all aspects of living has increased the possibility of bringing people from all parts of the world together (Schaefer, 2014). This has increased the willingness of entrepreneurs to use the Internet and SM as a major digital marketing platform. Through the use of SM, creative entrepreneurs have increased the value of their products, which in turn has increased productivity and the profit margin (Caves, 2013). Following Schumpeter's theory, Wilson (2015) argues that to survive competition, entrepreneurs resort to innovative ideas; for example, using SM as a marketing tool which has increased the general value of CIs entrepreneurs' companies. In

addition, CIs are based on use of knowledge and information and there are times when they need niche markets; this is one of the reasons Virtual Communities (VC) have been designed to cater for specific needs of entrepreneurs and is one of the survival tactics used by entrepreneurs (Grone and Acker, 2013).

In essence, CIs are based on creative use of knowledge and information (Hartley, 2014) and the Internet and SM provide information required to enhance such creativity. Use of real-time digital marketing has improved CI products and services since entrepreneurs become aware of market trends (Banks and Deuze, 2009). The use of SM as a source of information for real-time digital marketing has increased productivity and creativity as entrepreneurs are directly in contact with clients. The connection ensures entrepreneurs offer the exact products their customers' need at all times; which have significant positive effects on profits and productivity (Sutton, 2010), which in turn increase the value of the industry, which inevitably attracts new entrepreneurs.

Arguably, the fundamental intention of entrepreneurship is profit making regardless of the industry (Flew, 2012). However, in the CIs innovation is critical and in most instances the creators might forgo profits in a bid to pursue their passions. Aral et al. (2013 argue it is evident that SM has reduced the incident of working with no profits for CI entrepreneurs which has increased innovation. In the arts industry, for example, contractors and creators heavily rely on advertising. Most artists without proper advertising strategies work for passion and not for profit (Sutton, 2010). Therefore, SM has opened up a channel for affordable digital marketing campaigns and advertising that attracts individuals with similar interests and increases their chances of doing business.

Marketing and advertising through SM has acquired popularity because of its ability to reach large audiences. SM also provides a platform through which the client and the entrepreneur can communicate and interact personally, which leads to entrepreneurs introducing products and services that meet particular needs of clients.

Virtual communities created in SM have had a positive influence on CIs in general (Grone and Acker, 2013). Products that are only available in one part of the world can now be viewed and traded globally. Pinterest and Instagram have taken entrepreneurship into geomarket, a phrase coined in this research. These two apps have opened up possibilities that were previously unavailable. For instance, a creative entrepreneur dealing in paintings has higher chances of finding clients through SM. The potential that SM holds for creative entrepreneurs is unlimited (McWilliam, 2012). Consequently, research should therefore be done on how creative entrepreneurs use SM.

1.3 Problem Statement

Creative entrepreneurs such as jewellery, craft, and fashion businesses use SM strategically to express their creativity and creative processes embedded in created products. To explain how creative entrepreneurs make strategic use of SM to create value, better understanding of how creative entrepreneurs use SM to express their creativity and create value is necessary, which has not yet been investigated in the literature. Such alignment of business strategy, internal operations, and SM is termed maturity in this research.

The focus of this research is on creative entrepreneurs' use of SM to expresses their creative aesthetics and for business. Creative entrepreneurs such as jewellery, fashion, and craft businesses use SM. They use it to create economic value, to express and communicate their aesthetic creativity to customers, for strategic SM marketing, and to seek out opportunities for further business. Presently, there are no explanatory frameworks that account for these aspects of creative entrepreneurs' use of SM, especially how they express and communicate their creative aesthetics to customers. The research issue is to understand the mature use of SM by creative entrepreneurs such that all these aspects are accounted for in terms of well integrated business processes, marketing communications, and value creation. This research

investigated these aspects in order to propose a maturity SM conceptual framework that provides such an explanation.

Creative entrepreneurs use SM to create economic value through real-time marketing and communications that incorporates their aesthetic creativity. For instance, a fashion designer produces a new collection which customers want to buy. SM is being used by creative entrepreneurs to realise the economic value of their creative artefacts. Better understanding of how creative entrepreneurs use SM to create value is provided.

Creative entrepreneurs use SM to express their aesthetic creativity and communicate it to customers. Normally, creative entrepreneurs express aesthetic value embedded in their creative products personally to clients, as such personal interaction is natural it enables them to express well their creativity which is the essence of creative enterprises. But how creative entrepreneurs express their creative energies, such as embedded in art, crafts, and fashion through SM technology is not explained in the literature. An explanation of this subtle act of creativity expression through SM technology is provided which also accounts for how creative entrepreneurs integrate their creative energies with SM technologies. An explanation of the subtle act of creativity and use of SM technology is not found in the current literature.

Creative entrepreneurs use SM strategically in a complex way that integrates their creativity and creative processes with SM marketing strategies. Though extant literature provides an account of creative entrepreneurs' use of SM for marketing, it treats such marketing as traditional marketing of manufactured products. The extant literature has not addressed the essence of marketing for creatives, which is to express their creative aesthetics embedded in created products, as opposed to manufactured products. An explanation is provided of how creative entrepreneurs express their creative energies embedded in created art, crafts, and fashion, through SM strategic marketing.

Creative entrepreneurs use SM to discover business opportunities and exploit them. Creatives constantly seek opportunities to display and market their products. An example of traditional opportunity discovery is artists' use the boundary railings of Hyde Park to display their fine art. SM now provides creatives a virtual space for discovering trading opportunities and this virtual

space is global. Since SM is constantly evolving an in-depth understanding of the processes of manoeuvring SM strategically to discover opportunities is paramount for creative entrepreneurs. The constant evolution of SM enables creative to exploit opportunities availed by new features added to SM. An explanation of how creative entrepreneurs identify business opportunities through SM is provided.

The extant literature does not currently provide an empirical explanation of creative entrepreneurs' use of SM to create economic value, to express and communicate their aesthetic creativity to customers, for strategic SM marketing, and to seek out opportunities for further business. So, this research seeks to contribute an empirical SM framework that explains the use of SM by creative entrepreneurs for these purposes from the core perspective of expressing creative energies.

There is a need to account for how creative businesses' integrate business strategy, internal creative processes, digital marketing strategy, and SM technology. The optimal integration of these aspects to add value and communicate aesthetic creativity is termed maturity. So the empirical maturity SM framework seeks to explain the optimal use of SM that is aligned with business strategy, internal creative processes, digital marketing strategy, and opportunity discovery and exploitation. Such alignment with SM technology is termed maturity in this research implying that SM technology can be used to reflect creative aesthetics and integrate business operations.

The rationale for this research is to explain how creative entrepreneurs express their creative energies, such as in creating art, crafts, and fashion, through strategic digital marketing on SM. An explanation of the subtle act of creativity and use of SM technology is not found in the current literature. The research seeks to contribute an empirical framework that explains the use of SM by creative entrepreneurs to express their creative energies.

The use of SM as a digital marketing platform is an innovative idea used by entrepreneurs from all industries to survive competition and remain relevant in their industries (Zarrella, 2010, Namankani et al., 2016, Shabbir, 2016). There are numerous business opportunities available through SM, which when converted to business ventures or business value would create

profitability for the entrepreneurs. To increase understanding of the changing dynamics of SM, some entrepreneurs hire digital professionals whose expertise is in SM. They assist entrepreneurs to use SM and support them to discover business opportunities. However, the ability to capture business opportunities in SM and convert them into business ventures is one of the challenges entrepreneurs face and requires research.

Sutton (2010) suggests that using SM in a business strategy requires constant updates and consistent research on SM to create value for the business. Geriga and Sonderman (2008) argued new SM sites are designed to suit the needs of SM users throughout the world and they provide business opportunities for creative entrepreneurs but they need to be able to convert the business opportunities into business value or ventures (Grone and Acker, 2013). Thus this research seeks to explain how creative entrepreneurs convert available business opportunities in SM into successful business value.

It is expected that the proposed socio-technical framework will assist creative entrepreneurs with adequate information required to handle the changing dynamics of SM. The need to turn business opportunities available in SM into business value requires an individual who is well informed about the demands of SM (Jones et al., 2012). However, the majority of creative entrepreneurs have challenges with the aspect of turning business opportunities into business ventures (Howkins, 2010); therefore, the proposed SM maturity framework will provide both theoretical understanding and practical application for creative entrepreneurs. The popularity of SM as a communication platform in the recent past has become a phenomenon that requires constant updates for entrepreneurs to reap its full benefits business wise (Wilson, 2015). The proposed SM maturity framework will provide information to creative entrepreneurs regarding changing dynamics of SM.

1.4 Research Aim

This study aims to explain how creative entrepreneurs express their creative energies through SM technologies and integrate business operations,

real-time digital marketing, and discover business opportunities to create economic value for their businesses.

A practical socio-technical framework is proposed to explain how creative entrepreneurs deploy SM for marketing and creating business value. The social organisation in which creative entrepreneurs create products constitutes the social aspect of the framework. The SM platforms they use such Facebook and Instagram constitutes the technological aspect. The framework will be developed to reflect the best use or maturity of SM, which means being strategically consistent with the business objectives, entrepreneurs' creativity and their creative processes, and internal operations of creative businesses. Maturity refers to the synthesis of the social, organisational and technological aspects of SM for creative entrepreneurs.

SM maturity framework is expected to contribute to a better theoretical understanding of creativity, creative-based products and services, and SM. Current research focuses on generic business and SM but does not provide understanding of the key aspect of SM for creative businesses, of how creative entrepreneurs express their creativity through SM in the form of their originally created artefacts.

The impact of the proposed framework would assist creative entrepreneurs to achieve their goals. The primary goal of entrepreneurship is making profit, but in majority of CIs there is the creative part that requires explanation. Creative entrepreneurs rely on their creativity to produce original and unique pieces for customers. It can be argued that SM is a platform that is consistent with such creativity and creative processes, and especially for marketing such products. The research will therefore provide a SM socio-technical framework that creative entrepreneurs could use to create value by catering for their creative aspects.

The SM framework identifies the key constructs of SM in entrepreneurship, as well as identifying key approaches to digital marketing and advertising to open up new international markets. Increase in SM users has potential of creating and building brands (Morgan and Vladlena, 2014). This is pertinent for creative businesses such as jewellery and fashion. Therefore, through this research's findings creative entrepreneurs could use

SM in terms of the proposed SM maturity framework to create brands and value for already existing products (Flew, 2012), as well as their new creations.

In order to understand the research aim, it is necessary to explain how creative entrepreneurs use SM strategically. As a result of the intense competition that characterises business, entrepreneurs have become innovative in their advertising (Aaker and Smith, 2010). The popularity of SM in the recent past years has attracted creative entrepreneurs and assisted them in taking advantage of the new multifaceted SM platform that offers both mass digital marketing and customised individual attention to individual customers' demands, issues and problems. Strategically, SM provides a large audience that has the potential of changing the trend of a particular brand (Barry, 2014). However, to take full advantage of SM, entrepreneurs need to be able to use the Internet for their benefit. Wilson (2015) believes that entrepreneurs should view SM as an opportunity for growth of their businesses.

SM has potential business opportunities that need exploitation. SM and the Internet are under constant change and growth, and to keep up with the changes and to reap the benefits availed, entrepreneurs must have a deeper understanding of SM (Johnson, 2015). The changes experienced in SM introduce new features and sites that offer new opportunities for creative entrepreneurship; therefore, the research will explain the opportunities provided by SM and through the SM maturity framework possibly assist creative entrepreneurs.

SM has immense potential that a majority of entrepreneurs and businesses rely on (Hartely, 2014). However, some entrepreneurs are not savvy to the demands of SM and miss the opportunities available; the missed opportunities in most instances mean that the competition takes advantage (Caves, 2013). It is in this context that the research aims to understand how entrepreneurs convert the business opportunities found in SM into value in terms of applying their creativity and communicating it to potential customers. The SM maturity framework will be accomplished through data about how entrepreneurs can tell valuable business opportunities from the standard communication found in SM. Jones et al. (2015), believe that CI entrepreneurs

especially the arts ought to have several channels of SM through which they can advertise their work or make use of business opportunities.

Entrepreneurs should have the ability to turn opportunities into business ventures (Moeran and Pedersen, 2012). The proposed SM maturity framework could assist creative entrepreneurs to turn business opportunities into business ventures through real-time digital marketing. Focus on SM is consistent with Schumpeter's theory about increased competition leading to entrepreneurs seeking out new ways of doing business such as use of technology (Datis, 2013). However, entrepreneurs must be able to note market niches and take advantage to make profits (Yates and Price, 2015).

The findings of the research is expected to provide an explanation of the importance of SM to creative entrepreneurs. The proposed framework could assist creative entrepreneurs to opportunity and create business value. Considering the businesses of creative entrepreneurs requires creative knowledge, SM is a potential source of creativity and potential markets. The proposed SM maturity framework will provide creative entrepreneurs better understanding of how to turn business opportunities available in SM into business value.

1.5 Research Objectives

Five objectives designed to achieve the research aim are:

i. To critically review relevant literature on relationship between SM and CIs entrepreneurship and examine SM technology use in CIs.

ii. To determine how CIs entrepreneurs discover and exploit opportunities using SM such as Instagram, LinkedIn, Facebook, Twitter, Pinterest and others.

iii. To examine the motivations of CIs entrepreneurs and how they find ways of discovering opportunity and exploiting it through SM.

iv. To establish what CIs entrepreneurs use SM for during the life of their business, from inception to maturity and determine the technological search processes they use.

v. To develop the SM maturity framework of entrepreneurs' discovery and exploitation of opportunity signifying the central role of SM.

The first objective of the research was to review critically the relevant literature on the relationship between SM and creative entrepreneurship and examine the technology used in CIs.

There have been radical changes in technology that has affected the way business is done. The research focused on literature that sheds light on the relationship between SM and CIs. Majority of companies have turned to the Internet as a digital marketing platform (Moeran and Pedersen, 2012). Creative entrepreneurs rely on SM as a source of information crucial to the creative process. Through the literature review the research problem will be formulated and from which the research aim and objectives of the research were derived. The literature is expected to shed light into what researchers, scholars and creative entrepreneurs have discovered about the use of SM as a significant business opportunity and digital marketing channel. There is a general lack of research on how creative entrepreneurs turn business opportunities available in SM into business ventures and create value. The findings of the research would be essential in creating a practical SM maturity framework that would provide information and a support system to enhance creative entrepreneurs' ability to use SM for their benefit.

The second objective of the research is to determine how creative entrepreneurs discover and exploit opportunities using SM such as Instagram, LinkedIn, Facebook, Twitter, Pinterest and others. These SM sites are popular among creative entrepreneurs. The changing dynamics of SM as a result of technology does not allow a creative entrepreneur to use only one site as new and exciting sites are invented frequently.

Data will be collected from these sites to reveal virtual communities created by creative entrepreneurs to facilitate their business activities. Creative entrepreneurs will be the main data sources because they will give accounts of their experiences of SM. This data will help to identify how SM has increased marketing opportunity and value creation. The data will indicate how SM has been benefited creative entrepreneurs. The research objective is to create

deeper insights on how many sites creative entrepreneurs use, what purposes they use them for, the extent of their network etc.

The third objective is to examine the motivations of creative entrepreneurs and how they find ways of discovering opportunity and exploiting on SM. There is an extensive use of SM for communication but SM has also quickly changed into digital marketing platform (Howkins, 2010). The research will therefore investigate the marketing strategies used by creative entrepreneurs to express their creativity on SM.

The data expected to be collected will primarily be focused on how creative entrepreneurs adapt to SM. As earlier stated, SM is in constant change to suit the demands of users; therefore, creative entrepreneurs must adjust their SM strategies, since SM is a source of potential markets. Instagram for example, has turned from a social site where random people exchange their pictures to a platform that holds potential for CIs especially the arts (McGuinness, 2008).

To accomplish the objective data will be collected from the sites used by creative entrepreneurs. Following the rules of real-time digital marketing, creative entrepreneurs will provide valuable information on how they are in contact with their target market. Contact with the target market allows them to have deeper understanding of the needs of their existing and potential clients. Creative entrepreneurs need to ensure they have adequate information from SM about changing trends of their target market.

Upcoming creative entrepreneurs will have an in-depth understanding of what is expected of them while using SM, which will help the industry at large. The examination will be done through interviews and research on creative entrepreneurs already in the business (Kolb, 2016). The results will indicate how deeply intertwined are SM and CIs.

The fourth objective of the research will determine what creative entrepreneurs use SM for during the life of their business and determine the technological search process they use to express their creativity. It will provide insight about what is expected of creative entrepreneurs while using SM as a digital marketing platform. Considering the fact that there is little research done on how creative entrepreneurs can benefit from SM, the

objective seeks to gather information about the support system for creative entrepreneurs interested in using SM.

The expected data will include insightful ideas from creative entrepreneurs that would show the particular use of SM in their businesses. As a result of the changing dynamics of SM, the creative entrepreneurs will shed light on the strategies they use to survive using SM. The data will also indicate how creative entrepreneurs adapt to change without losing the primary intention of the business and use these changes to their advantages. The findings will reveal sources of business ideas and the importance of SM. The result will indicate how creative entrepreneurs already using SM as part of their source of business information are succeeding by handling the challenges they face.

Using SM efficiently requires the use of professionals in the information technology (IT) industry, which increases creative entrepreneurs' understanding the sites. Therefore, the creative entrepreneurs are expected to give detailed accounts of how they become savvy with SM and whether they have help from IT professionals. IT professionals assist with the Internet, while creative entrepreneurs focus on the creativity. Seeking assistance is a smart business strategy that allows creative entrepreneur to focus on creativity (Howkins, 2010). IT professionals could be executive marketers with an in-depth understanding of the business and are therefore able to capture business opportunities available on SM.

The fifth objective is to develop a SM maturity framework that enables creative entrepreneurs to express their creativity, create value and discover and exploit opportunity signifying the central role of SM. Davies and Sigthorsson (2013), suggests that the role played by SM in CIs is superior to traditional marketing strategies. Traditional marketing strategies such as radio and television had an impact on CIs but not as fundamental as SM. Creative entrepreneurs have an opportunity to market their products globally. The impact of the proposed SM maturity framework would be to support creative entrepreneurs develop relevant digital marketing strategies. The SM maturity framework will improve an understanding of how creative entrepreneurs do

business through SM and assist new creative entrepreneurs penetrate the market.

The success that creative entrepreneurs are experiencing from SM will be used to develop the SM maturity framework. Reviewing literature and considering the input of other scholars into the research will create an in-depth understanding of the issues. A SM maturity framework would be appropriate, as it would provide guidance to creative entrepreneurs already in the industry as well as those thinking of venturing into it on how to use SM strategically.

1.6 Significance of the Study

The study provides an explanation of how creative entrepreneurs express their creativity, develop digital marketing strategies, and creative value on SM. There is a need for an explanation that accounts for SM usage by creative entrepreneurs which elaborates how their creative energies resulting in their unique craft and art forms and designs is expressed on SM. This is because the essence of creative work is aesthetic creativity and its embediment in created products. The study will improve understanding of how creative entrepreneurs can better use SM and take appropriate action to address critical strategic issues (Samuel and Sarrasatha, 2015) specifically relating to creations.

The outcome is the proposed empirical socio-technical SM maturity framework. A practical socio-technical framework is proposed to explain how creative entrepreneurs deploy SM to express their creative energies, for marketing, and creating business value. The social organisation in which creative entrepreneurs create products constitutes the social aspect of the framework. The SM platforms they use such Facebook and Instagram constitutes the technological aspect. The socio-technical SM maturity framework proposed reflect the best use or maturity of SM, which means being strategically consistent with the business objectives, entrepreneurs' creativity and their creative processes, and internal operations of creative businesses and creating value through opportunity discovery. Maturity refers

to the synthesis of the social, organisational and technological aspects of SM for creative entrepreneurs.

There is a need to explain the mature usage of SM by creative entrepreneurs that accounts for their creative processes and how these are expressed in effective strategic digital marketing strategy. Creative entrepreneurs require circulation of information to the relevant stakeholders and customers, such this information allows them to increase their productivity and profits (Sorokina, 2015). The infiltration of technology in communication has facilitated the circulation of important information which has improved creative entrepreneurship. However, SM has also increased competition in an industry that has traditionally been non-competitive. The fact that SM avails potential clients and buyers is a reason why there are new innovators being attracted into the industry.

The research explains creative entrepreneurs' increasing reliance on SM for digital marketing and advertising. The convenience introduced by SM is an attractive feature creating reliance. Using SM as a business strategy requires constant research of the trends in the market, especially niche markets (Sami, 2013). The results of market research in most instances must be explained to the creative entrepreneur before they make a decision. The business opportunities might be taken by the competition if the consultation takes long. However, understanding that consultations are of utmost importance since if a decision is made hastily, the creative entrepreneurs' strategies might be exposed thus rendering them useless.

There is a need to explain how creative entrepreneurs can identify and exploit business opportunities promptly. Aaker and Smith (2010) state that using SM to acquire information for business opportunities as well as a digital marketing platform is a sophisticated strategy. Once business opportunities have been discovered, the creative entrepreneurs are quite efficient at transforming them into ventures. However, there are some that face the challenge of fully exploiting such opportunities and are taken over by the competition.

Some creative entrepreneurs have heavily commercialised (O'Connor, 2009). O'Connor expresses concern that in the near future the cultural aspect

of the CIs which is the norm might be overtaken by the need to make business leading to poor quality artefacts. This is why further research is needed to understand the use of SM for creative entrepreneurs digital marketing in terms of creativity. The SM maturity framework from the research will cover O'Connor's (2009) worry of commercialising the industry at the expense of creativity. The SM maturity framework will focus on the creative part of the industry and assist in striking a balance between creativity and the commercial part of the industry.

With constantly advancing SM, it is easy for competition to take advantage of a loophole that could arise from the new advancements (Darby, 2015). Therefore, having executive marketers that are savvy with the developments of the Internet and SM is a necessary expense. The research will examine how executive marketers in the creative business support creative entrepreneurs to make informed business decisions.

Thorough market analysis of the trends results in better understanding of the demands of the business and the market (Aarker and Smith, 2010). SM is in constant changes that bring in different opportunities for entrepreneurs (Odden, 2015), but creative entrepreneurs must be able to capture opportunities and turn them into business ventures, which the SM maturity framework seeks to elaborate. As a result of increasing competition in creative entrepreneurship, entrepreneurs have to be updated on the changes in SM (Sutton, 2010).

The information acquired from SM is paramount for real-time digital marketing; real-time is a business strategy that ensures entrepreneurs are well informed about the changes and trends of their target market (Grone & Acker, 2013). The relationship between CIs and SM should not be trivialised, but rather should be cultivated as the potential in SM as a digital marketing platform is huge. SM technology has enhanced real-time digital marketing and thus brought products closer to clients that were out of reach (Darby, 2015). As a business strategy, real-time digital marketing is in line with the use of SM as it connects entrepreneurs with their markets instantly making them informed about the needs of their clients.

CIs have become the backbone of numerous economies and through SM the potential is immeasurable (Odden, 2015). To exploit these potential entrepreneurs have discovered innovative means of survival that increases productivity. The fact that SM and CIs are inseparable is an indication of the importance of SM in entrepreneurship (Gerig and Sonderman, 2008).

The fact that SM provides a large audience of potential clients is an attraction that cannot be ignored by entrepreneurs (Sutton, 2010). Therefore, an enterprise can exploit SM's potential by considering it as a priority with regards to business strategies. The research gap gleaned from the literature review is an indication of the importance of understanding better CIs and conducting research on how creative entrepreneurs express their creative energies in strategic digital marketing on SM. One issue concerning copyrights, entrepreneurs should license their trademarks to avoid competition from taking advantage and vice versa (Grone and Acker, 2013). The reliance of creative entrepreneurs on SM for digital marketing and as a source of valuable information is understandable.

1.7 Dissertation Outline

In the next chapter, the literature on entrepreneurship, creative entrepreneurs, SM in SMEs, and SM in CIs is analytically reviewed to identify issues requiring further investigation. In Chapter 3, the research methodology used to investigate the phenomenon of SM in CIs will be presented. The chapter details the research design, data collection methods, and data analysis techniques. Chapter 4 presents the data analysis. The next chapter discusses the findings and the proposed empirical SM maturity framework and discursively relates the findings to the existing literature. The dissertation is them concluded by summarising the research, discussing management implications, drawing out further research, and highlights the study's contribution.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

First, this chapter reviews the literature on regular entrepreneurship which focuses on the traditional economy, namely retailers and manufacturers, and reviews theories and frameworks that have been developed by researchers to explain such entrepreneurship. The review draws on the entrepreneurial literature but relates it to the socio-technical perspective, because SM is a significant technology with which creative entrepreneurs engage in order to communicate their creative energies to their niche clientele. The issues explored concern how creatives, the social aspect, interact with technology, the technology aspect, of the socio-technical approach. As noted in the introductory chapter, the aim is to explain the mature usage of SM usage by creative entrepreneurs. A theoretical understanding based on socio-technical approaches offers an explanation of how creative entrepreneurs incorporate SM strategically to integrate their creative energies, business operations, and marketing communications well in order to communicate with their customers through SM. Additionally, a socio-technical explanation is better able to focus on the relationship between creative entrepreneurship and SM technology to comprehend how SM adds value.

The first section also examines research on entrepreneurs' personal attributes that are key entrepreneurial skills, such as their interpersonal skills and networking skills for effective SM communications. Then, the literature on the relevance of SM for entrepreneurship in general and creative entrepreneurs in particular is reviewed through which creative entrepreneurship is defined. The second section explores how creative entrepreneurs discover business opportunities and the differences and similarities between regular and creative entrepreneur are identified. Then, the use of SM by SMEs, different SM platforms, SM strengths and weaknesses,

and SM opportunities are discussed, covering the literature on discovering and exploiting opportunities arising through SM. The third section analyses opportunity and value creation through SM in the CIs, as well as the use of SM by creative entrepreneurs and the support they need from professional digital marketers, covering the literature on SM technology, discovering and exploiting opportunities, current practices, and future SM for CIs. The final section identifies the research lacunae and consequent research direction, which is the need to explain SM usage by creative entrepreneurs to express and communicate their aesthetic creativity embedded in their creations to their niche clientele.

The literature on entrepreneurs' opportunity discovery and relevant theories and frameworks on entrepreneurship are covered. Attention is then focused on creative entrepreneurs and to assess current understanding and explanations. Then SM and creative entrepreneurs' use of SM as reported in the literature is analysed. This leads to the identification of significant lacunae concerning the need to explain the mature use of SM by creative entrepreneurs, meaning how they integrate their creative energies into their business operations and communicate it to their clientele through SM.

CIs are a variety of economic activities concerned with creation of artefacts with aesthetic and fashion appeal. CIs are a critical, vibrant and dynamic sector and a significant part of an economy. Nations are progressively recognising the role of CIs and their significance for entrepreneurship, wealth creation, and social engagement. Generally, entrepreneurs have a tendency to create innovative ideas and solutions for real-world issues that satisfy customers' needs. In this sense, generic entrepreneurs are categorised as creatives too. For entrepreneurs to nurture these aptitudes, SM assumes a critical role in helping them to share and form creative teams. Though SM is essential for modern organisations, there seems to be an exceptionally restricted comprehension of SM with respect to its contribution to entrepreneurship in CIs. This study investigates the relationship between entrepreneurship and SM in the CIs to explain from a socio-technical perspective how creative entrepreneurs make use of SM to communicate their creative energies to their clientele.

Modern technologies have the potential to revolutionise performance businesses. These technologies have created new opportunities that can make it easier for businesses to achieve their potentials. Business growth has become a new paradigm defined by information technology (Yoon et al., 2015). This has been the defining approach of the business re-engineering approach (Harris and Rae, 2009). However, the key knowledge concerns the kind of SM communication. This presents an objective on which performance should be based on (Taufique and Shahriar, 2011).

Currently, IT makes it possible for companies to develop with new production and operation ideas. The ideas that borrow much from IT knowledge and ensure that all forms of business engagements result in positive business performance. In that connection, business consultants have been able to encourage middle as well as senior managers to focus on new incentives (Taufique and Shahriar, 2011). IT has been observed to be beneficial to businesses in the long run (Gulledge and Haszko, 1996).

Businesses have been engaging in software development aimed at realising business goals. The use of IT and modern apps has led to the production of software such as ERP. These application systems have been able to integrate business operations and deliver positive results (Yoon et al., 2015). Business leaders and managers have begun to adopt new technological applications that can result in a faster realisation of business goals (Yoon et al., 2015). Because of the speed afforded business firms have been modifying their products and business information (Harris and Rae, 2009).

2.1.1 Opportunity Discovery Through the Use of Technologies

The literature on opportunity discovery by entrepreneurs and marketing to communicate and promote products through the use of SM technology in traditional businesses is analysed to draw out the relevance for creative entrepreneurs. The aim is to understand how creative entrepreneurs too could seek opportunity through the use of SM, but in particular how SM can be used strategically by them to exploit their unique creative energies to create business value. For instance, current research reveals that regular companies

deploy SM to expand their markets internationally. So, the issue is whether creative entrepreneurs, with their unique creative energies, could also communicate and promote their products through SM to global markets.

Companies have been conducting assessments on the utilisation of IT and SM in order to identify new technologies for effective business performance (Taufique and Shahriar, 2011). Firms with limited resources and opportunities engage in evaluations in order to derive new opportunities from different technologies. Taufique and Shahriar (2011) indicate "opportunities from existing technologies or products (ETPs) are useful for many firms" (p. 21). This approach continues to make it easier and possible for many companies to expand their technology-based portfolios and opportunities. Many firms with limited resources and opportunities have therefore managed to outline new products and processes through the use of modern technologies. Scholars have also been on the frontline to propose function-based frameworks in an attempt to discover technology-based opportunities (Yoon et al., 2015).

Emerging technologies present new opportunities and strategies that can make it easier for more companies to realise their potentials (Yoon et al., 2015). A strategic focus on technology can help companies monitor their products and services. SM platforms are information hubs where consumers exchange information (Edosomwan, et al., 2011). Marketers on the other end are the main beneficiaries of consumers' information exchange. They do analysis of consumer needs effectively gaining the much needed insights on lucrative entrepreneurial ideas. Through SM, effectiveness of different technologies and their functions can be identified to improve performance. SM platforms connect firms with the consumers by creating an interactive platform where firms understand the needs of consumers. This is because consumers have the habit of making positive or negative decisions about various products and services (Kadam and Ayarekar, 2014). Modern informatics has also been observed to transform the manner in which companies focus on their goals. Innovative practices have been focusing on technologies in order to realise the best potentials. The use and identification of technological capability from a wide range of technologies can become a

powerful basis for developing future options and products that have the potential to deal with increased competition. Taufique and Shahriar (2011) argue that modern technologies make it easier for companies to outline new practices and strategies that have the potential to make a difference. Technologies promote innovation and production of competitive products (Yoon et al., 2015).

Such products are also capable of competing with existing substitutes or rivals in the market. The future performance of many businesses will therefore be dictated by their ability to identify new opportunities through technologies. Arreola's (2016) theory, a new form of entrepreneurial emergence known as Social Media Entrepreneurship (SMEP), utilises SM to compensate the lack of capital in establishing a physical business. SM is responsible creating new wave of opportunities, ideas, knowledge, and resources that are vital in formulating and designing new form of businesses. SM creates virtual market where buyers and sellers can interact and exchange ideas. Entrepreneurs who intend to use SM have to gain deep and strategic insights on how the virtual market functions. They need to conduct analysis on market characteristics and compare the present and future market needs. This is the case because technologies focus on all areas of business function such as marketing, innovation, production, and logistical operations. Companies that have continued to focus on modern technologies have managed to realise their business potentials. This is because modern technology provides limitless opportunities to companies and understanding changing consumer needs. SM is a platform where companies can track and monitor the fast changing consumer behaviours. Companies can conduct quick online surveys to determine the elasticity of the market (Kadam and Ayarekar, 2014). Technological applications and innovative approaches will make it easier for many companies to add value for their customers (Abraham, 2012). Modern SM platforms are also making it possible for many firms to target more customers, focus on the best business practices, and promote the level of customer value. SM platforms are indispensable, millions of people from all over the world are active users of SM (Park, Sung and Im, 2017). Companies can reach millions of customers beyond their geographical location. SM

platforms can be used in market segmentation and hence allowing a company to target a specific group with much ease. This can be done by creating SM groups using hashtags and Facebook groups. Business theorists continue to postulate that companies that focus on technologies to identify new opportunities will have higher chances of realising their business potentials. But importantly they need to be able to single out the best technological changes and innovations that have the potential to produce the best results. Consequently, technology has transformed the meaning of entrepreneurship for corporations, spin-offs, and start-up companies.

2.2 Background to creative entrepreneurship

2.2.1 Creative Industries

In this sub-section, the uniqueness of CIs is discussed from the perspective of creative entrepreneurs as creative individuals. Regular entrepreneurs in manufacturing or retailing for example certainly need to be innovative and competitive, but creative entrepreneurs' creativity is aesthetic and embedded in in their particular products. It is thus uniquely creative. Researchers have begun to identify particular aspects of creative entrepreneurs' needs from SM, but as the discussion in this section reveals, there is still a need to explain comprehensively and in detail how creative entrepreneurs can better utilise SM to reflect their creative energies embedded in their product in SM communications.

CIs is a term used to refer to a wide range of economic functions or activities aimed at generating or exploiting new information and knowledge. In Europe, such sectors are given the name 'cultural industries'. In different parts of the globe, such economies include art, crafts, games, radio, music, performing arts, fashion, architecture, and advertising (Raymond, 2011). As human creativity continues to develop, many people have been focusing on the concept of creativity in an attempt to realise their business potentials. Human creativity is treated as the ultimate resource that is capable of promoting innovation and creativity. The modern generation will be able to

realise their business goals by making strategic plans using SM tools that conduct online surveys and selective feedback mechanisms (Abraham, 2012).

In order to achieve their potentials, many creative entrepreneurs have been focusing on the use of SM. SM has transformed the manner in which people interact over the Internet. For instance, Facebook has become a major platform through which people can share stories and pictures. It has also become a platform for more people to exchange information and ideas. LinkedIn has also emerged as an SM platform through which people can share business contacts and information (Raymond, 2011). Creativity has reached a higher new level because of the innovative use of SM. SM makes it easier for more users to engage in meaningful conversations and focus on the best practices that can deliver positive outcomes (Papacharissi, 2009). Twitter has also emerged as a network for providing space whereby diverse audiences can exchange ideas and conversations.

SM has become more relevant for improving marketing. The CIs have been in the forefront of SM usage. It has been observed that interactivity has increased maximally globally as a result of SM (Rebecca, 2011). Individuals and brands have been colliding with the intent of creating new opportunities. The world is inanimate, and it does not focus on new aspects that have the potential to increase the level of dynamism (Abraham, 2012). Many people are creative even from their own home settings (Raymond, 2011). The talent, according to many specialists, is that it exists in small pockets in every corner of the globe. In order to achieve outcomes, many creative artists and innovators have embraced the power of SM. SM presents new force to ensure CIs have a place to present their ideas and expectations.

Social groups have become creative networks, especially on SM (Smite, 2013). This is the case because it has made it easier for more people to connect and share their creativeness (Gauntlett, 2013). This development is creating a new place whereby individuals have the potential to connect and coexist (Tuten, and Solomon, 2014).

2.2.2 Theories

Theories and frameworks explaining the use of SM to create business value which will be reviewed in this sub-section and the next. But there are no specific explanations for creative enterpreneurs usage of SM. The theories available focus on traditional businesses and regular entrepreneurs such as retailing and hospitality business. But explanations are required about the uniqueness of the creativity of creative entrepreneurs, such as a fashion designer creating a collection and using creative methods such as photo-shoots and videos that are conducive for SM. The relevance of existing theories to explain creativity as business value for creative entrepreneurs is discussed.

The term entrepreneurship simply means the creation of value through the interlinking of various aspects such as capital, risk taking, human talent and technology. All these aspects are fused together to economic create value. The concept of entrepreneurship is illustrated as multidimensional in the sense that it is composed of several features and aspects. These dimensions include innovation, function of high achievement, group level activities, organisation building, leadership skills and management, and filling of activity gaps (Parker, 2012).

The concept is further discussed in several theories. A theory seeks to establish the relationship between two or more facts. These theories are explained differently since they are explained from different viewpoints of scholars. Scholars in this case can be psychologists, economists, and sociologists. These theories have been in discussion for the past two and a half centuries and during this period the concept of entrepreneurship has undergone various changes and transformation (McDougall-Covin, 2013). Different theories of entrepreneurship are discussed in detail below.

Innovation Theory of Schumpeter

Schumpeter's theory applies to creative entrepreneurs from two perspectives, as a factor of entrepreneurship and from the SM technology perspective. Schumpeter's theory focuses on innovation and the significance of innovation to become a successful entrepreneur. In this respect, the main factor of being an creative entrepreneur is innovation but instead of innovating

once, for example designing a new electric car, it is continuous creativity over many different aesthetic products. This is because CIs essentially compose of products that are continuously created such as fashion, jewellery, crafts, and arts. But how SM can be factored into this creativity process needs to be explained. Schumpeter's theory discusses how entrepreneurs introduce innovative products and services but does not consider technology such as SM itself as an active agent in the creative process. Since the theory is also about exploring new markets as part of innovation this applies to how creative entrepreneurs use SM to reach different and various markets internationally. Schumpeter's theory is therefore considered to be strength in explaining SM in creative entrepreneurship because it portrays innovation and technology. It also justifies the characteristics of an entrepreneur focusing on innovation which for the study is linked to creative entrepreneurs motivation and networking skills.

In 1949, Schumpeter developed the dynamic theory of entrepreneurship. In this theory entrepreneurship is considered as a catalyst that is used in the disruption of the circular flow of factors in the economy thereby initiating and sustaining the development process. Schumpeter argues that there are a number of factors that the entrepreneur must consider to activate the economy to new levels of development. Schumpeter considers the concept of innovation as key in entrepreneurship. The theory also assumes other factors and risks involved in the production process (Frederiksen, 2016).

The theory defines entrepreneurship as a creative activity that introduces new products and services that are not yet in the market. Therefore, the theory points out that a special characteristics that an entrepreneur should possess is innovativeness. The theory views an entrepreneur as an engine of growth in that entrepreneurs utilise the opportunity of introducing new products and developing new markets (McDougall-Covin, 2013). An entrepreneur is an engine of growth because they generate development and discovery of new products.

The theory argues that the concept of innovation in entrepreneurship plays five functions in the discovery and development of resources and products. One is the introduction of new products in the market that were not

in existence before. This also incorporates the introduction of a new quality in an existing product. Second is the introduction of new modes and methods of production previously not used or tested (Smith and Chimucheka, 2014). Third is the discovery of a new market that did not before. Fourth is the discovering of new sources or suppliers of inputs that was not in existence before. Finally, introducing innovative organisation in an industry.

The theory was the first to put a human agent at the centre of the economic development process. Schumpeter focuses more on the economic function of an entrepreneur as it considers an entrepreneur as a prime mover in the process of economic development. The theory differentiates between an innovator and an inventor. Schumpeter points out that an inventor discovers new materials and methods in the production process as opposed to an innovator who utilises existing inventions to find new combinations (Steyaert, 2007). The theory considers an innovator to be better than an inventor in that, the inventor only has a new product but the innovator goes proceeds to determine how existing inventions can be used to enhance processes of production and development.

Need for Achievement Theory of McClelland

McClelland's theory applies to creative entrepreneurs because of its focus on the characteristics of an entrepreneur. Creative entrepreneurs also possess these attributes such as the need for achievement and successful business. In this respect, the need for achievement is also a feature of a creative entrepreneur. The theory can be related to how creative entrepreneurs might apply this using SM in their creative and business strategies to create value. Creative entrepreneurs utilise SM to promote products and seek exposure and recognition for their creative flare, which arises from the creative entrepreneurs' drive for achievement. The theory's characteristics all apply to creative entrepreneurs. To be a successful entrepreneur for instance, some of the characteristics are to be a risk taker, set achievable goals, and most importantly the need for achievement, to work hard to achieve their potentials and create value.

The theory highlights characteristics that an entrepreneur should have. McClelland articulates that a successful entrepreneur should possess the ability to do things in new and better ways. Another characteristic is the ability to make sound decisions under conditions of uncertainty. The theory asserts that the most important characteristic is achievement orientation. Entrepreneurs driving for achievement are not held back by financial or other external constraints. Entrepreneurs with inclined levels of need for achievement are governed by yardsticks of profit and incentives (McDougall-Covin, 2013).

McClelland claims that motivation is important. It is the need for achievement that drives entrepreneurs in doing what they do. This achievement orientation helps an individual to accomplish. An individual is faced with three types of needs that are as a result of life experiences. One is the need for achievement. This need plays a vital function in generating a drive for growth, advancement, and excellence. Second is the need for power. This can be defined as the drive to dominate and influence situations and people in general (Ribeiro-Soriano and Zeng, 2017). The third need is the need for affiliation. This need develops close interpersonal relationships and development of a friendly environment.

McClelland points out certain societies have a tendency of producing more individuals with high levels of achievement and others. He argues that societies with more people with higher needs of achievement are more likely to experience higher levels of economic wellbeing as opposed to those with lower levels. As Warren (2007) points out the theory argues that for an individual to possess a higher level of achievement, five major components must be present, which are responsibility for problem solving, setting goals, preference of moderate risk taking levels, use of personal effort to achieve the set goals, and the use of feedback for improvement.

According to McClelland, characteristics a successful entrepreneur should possess are; be capable of taking risks, set realistic and achievable goals, take personal responsibility to solve problems, appreciate and use feedback given constructively, and possess the need for achievement as well as satisfaction in personal accomplishments. McClelland added that

entrepreneurship is promoted by aspects of motivation, environmental factors, and personal abilities (McDougall-Covin, 2013). He emphasises that entrepreneurship is only a success if an individual is self-motivated to achieve.

Resource Based Entrepreneurship Theory by Alvarez and Busenitz

Alvarez and Busenitz's (2001) resource based entrepreneurship theory relates to creative entrepreneurs need for business growth through the significance of finance, human resources, and social capital. Though financial capital is essential for creative entrepreneurs, more crucial is social capital because it is the recognition of their creativity. SM is the networking form of social capital to promote and introduce products to worldwide audiences. It helps understand that creative entrepreneurs need financial resources to start their business and to produce their creative artefacts. But it also explains that human resources, in other words networking and social capital, is just as important to creative entrepreneurs. Finally, the use of SM by creative entrepreneurs as a digital marketing tool to create business value and reach their consumer reflects the social resources aspect of this theory.

Alvarez and Busenitz (2001) argued that access to resources is important for entrepreneurial growth. They emphasise that access to resources is key in determining an individual's ability to create new ventures and enhance entrepreneurial growth. The three factors finance, human resources, and social capital are key for productive activity. Since entrepreneurship is one of the production activities, the process therefore requires the three factors for it to be a success (Cassarino, 2008).

Alvarez and Busenitz (2001) further stress that new firms are commonly founded when people have access to financial capital. Individuals with financial capital are more likely to explore their entrepreneurial abilities and put their ideas into practice as opposed to those without it. Knowledge is also a key factor in finance (Casson, 2008). Some individuals have access to information while others do not. Those with access to information are able to exploit financial options to gain capital to start ventures.

Social capital determines entrepreneurial growth and success. The social structure that entrepreneurs exist in determines the opportunity and

market for their products. Entrepreneurs need social connections to develop their entrepreneurial ideas (Johnson, 2016). So human capital is the other factor that determines the success of entrepreneurship, while education and experience are the key determinants of the quality of human capital. The different levels of human capital dictate different abilities in promotion of entrepreneurial culture. Entrepreneurs need to be well equipped with quality human capital to effectively implement their ideas.

Economic Theory of Entrepreneurship

The economic theory of entrepreneurship applies to creative entrepreneurs because it draws attention to economic factors of business. Creative entrepreneurs start-off with small capital to produce their artefacts and develop their business ventures. Once created, communication is the next step for business exposure to potential buyers. In this regard, SM is used as a communication network to create a favourable market. For example, creative entrepreneurs have limited economic resources with which they produce artefacts at low cost and need a low cost marketing strategy that SM can provide. It is necessary to understand creative entrepreneurs and SM usage in economic terms based on finance. Creative entrepreneurs need capital to start their business even though it may be low cost, and usage of SM is considered to be low-cost, even when digital marketing specialists are employed for SM marketing.

Economists' view of entrepreneurship is different. They argue that economic growth takes place when economic conditions are favourable for enterprise growth. Papanek (1962) and Harris (1970) argue that entrepreneurial activities are driven by forces of economic incentives. Macro-economic factors in an economy either promote or denote the entrepreneurial activities in a country (Parker, 2012).

A significant factor is availability of bank credit. Bank credit is key in provision of capital for start-ups. The other factor is high levels of demand for goods and services. The higher demand for goods and services creates market for the goods produced thereby promoting entrepreneurial processes. The other essential economic factor is high capital formation with a smooth flow

of savings and investments. Another factor is the availability of productive resources in the economy which are utilised by entrepreneurs in the provision of services and products (Frederiksen, 2016). An important macro factor is the presence of effective fiscal and monetary policies governing economic activities.

Infrastructure factor such as availability of transport and communication networks that facilitate the free flow of raw materials and finished products among other factors of production is necessary. Economists lso argue that economic conditions must be conducive and favourable for businesses and industries to thrive. This industrial climate has a significant impact on the behaviour of entrepreneurs (McDougall-Covin, 2013).

Abraham (2012) indicates that SM is a major communication force for businesses. Individuals have created social networks to exchange ideas, views, concepts, and information (Papacharissi, 2009). SM has the potential to increase the level of interaction among individuals. SM platforms continue to ensure more communities, organisations, and individuals create and share user-generated content (Abraham, 2012). Studies have indicated conclusively that SM continues to transform the manner in which people and communities communicate amongst themselves. The role of SM and Internet-based applications in organisations is immeasurable (Papacharissi, 2009). Many businesses have succeeded because of their continued use of SM.

So SM theory needs to explain its effectiveness in practice. This is because theoretical concepts link SM to positive business performance. Past studies have shown conclusively that many corporations manage to succeed because of new technological applications and resources. Companies are using modern technologies to create effective plans and strategies (Papacharissi, 2009). This approach has increased the level of communication and decision-making. The Internet is "a powerful invention because it supports many operations and activities in every firm" (Abraham, 2012, p.32). SM is a powerful platform making it easier and possible for companies to realise their potentials.

A successful company uses new technologies to achieve its goals (Bradley and McDonald, 2013). Social theories show clearly that business

organisations can use modern technologies to link creativity to business performance. The ultimate goal is for companies to engage in the most lucrative business processes. This approach continues to make it easier for more businesses to realise their business potentials (Abraham, 2012). Researchers and business theories have therefore treated SM as a fundamental area of technology (Abraham, 2012). This is the case because the technology increases human sharing of information, and has been tapped by businesses in an attempt to realise their goals.

Organisational theories such as human resource accounting (Flamholtz, 2012) and behaviourist theories (Bolden et al., 2003) among others, have focused on the best practices for improving performance and leadership strategies. Leadership and management have also been linked to SM especially through organisational theories (Yukl and Mahsud, 2010). Lack of proper interaction or communication affects performance. SM theory has gone further to explore the relevance of conflicts in an organisation. During communications, people's opinions tend to differ. The situation calls for new ideas to resolve such conflicts and common protocols (Papacharissi, 2009). Conflict management becomes a critical subject for managers. Through such conflicts, new ideas, mergers and resolutions are reached in order to meet objectives.

Through the use of SM, conflict resolution becomes much easier while at the same time promoting desirable practices. Conflicts are normal because employees will always differ (Simonpietri, 2011). The ultimate goal is ensuring that such problems are addressed, while at the same time focusing on the best practices capable of delivering outstanding results. Managers have a role to play in fostering better organisational strategy and conflict management practices (Simonpietri, 2011). The embracement of SM is something that has the potential to increase the level of commitment, collaboration, and communication. Top-level managers are not the only ones to address such problems and disagreements (Raymond, 2011). These managers are busy and might not tackle most of the conflicts. This might also result in negative influences.

2.2.3 Frameworks

Researchers have developed SM frameworks for traditional businesses. But there is no explanation of SM and creative entrepreneurs, especially creative entrepreneurs' use of SM as their marketing strategy. The frameworks discussed in this sub-section cover SM for traditional businesses. Current research explains the significance of digital technology such as mobile devices as a marketing tool to reach consumers in traditional business. However, these frameworks do not explain the relationship between creativity of creative entrepreneurs and the use of SM to communicate their creative energies embedded in created products.

SM can take "different shapes such as social networks, Internet blogs, online forums, wikis, photographs, book-markings, and podcasts" (Simonpietri, 2011, p. 21). Many people are currently using SM to exchange photos and information. Many societies and agencies are currently using SM to spread new ideas to their audiences (Harris and Rae, 2009). Mobile devices and cell phones are making social networking possible. Businesses also stand to gain much from these modern technologies. The approach "equips employees with skills, opportunities, information, and resources to improve performance" (Harris and Rae, 2009).

SM has been able to present one of the best frameworks capable of supporting organisational performance (Harris and Rae, 2009). Businesses are continuously focus on the best practices to achieve their goals (Bradley and McDonald, 2013). Managers can use SM framework to make their firms successful. For instance, SM networks such as Facebook, LinkedIn, Twitter, and Pinterest are presenting new opportunities through which business organisations can realise their objectives. Innovators and business firms have been focusing on these platforms in an attempt to promote the best practices and eventually deliver tangible results.

SM frameworks and technological innovations can promote strategic partnership (Bradley and McDonald, 2013). Instagram is increasingly becoming the next big digital marketing platform. Producers and distributors can engage SM platforms in making strategic plans aimed at promoting and product delivery. Firms can understand market dynamics better and help to

better target organisational process. An SM strategy places the firm on the right path and this approach encourages more companies to embrace the use of SM. The above discussion explains how SM empowers both managers and workers. HR teams have been focusing on the best measures that have the potential to address the major challenges affecting every employee in the firm (Blyton and Turnbull, 2012). Consequently, analysts and scholars have been using Strategic Choice Theory to support the use of SM in firms. SM is a powerful external factor that affects the effectiveness of firms. Companies should make the best adjustments in order to achieve their potentials. The theory "offers three approaches towards adapting every feasible option" (Harris and Rae, 2009, p. 27).

Businesses focus on the best approaches and strategy to become profitable. Strategic Choice Theory is a powerful model that encourages business leaders to focus on every viable approach. The decision depends on the existing factors or forces in the economy. These theories have been observed to support the use of SM in businesses towards better performance.

2.2.4 Interpersonal Skills

Creative entrepreneurs develop and embrace interpersonal skills to help them more effectively achieve their business potential and they apply these to the use of SM. Creative entrepreneurs use effective interpersonal communication skills to express their views, creative ideas, and target specific markets by using various SM platforms. Current research focuses on the different types of communications used by businesses such as formal, informal, and group communication in a business environment. However, there is a lack of research on how creative entrepreneurs use their interpersonal skills on SM platforms.

CIs continue to benefit from the power of SM more than ever before (Potts, 2011). This is because SM is improving the interpersonal skills of entrepreneurs using different SM platforms. People can express their views using the language they best understand. Emojis can be used to express consumer feelings without even writing a single word (Nakara, et. al, 2012).

Communication is one of the best tools for achieving goals of firms. As indicated by Pomahehko (2014), interpersonal skills refer to the skills that are utilised each day to convey and interact with other individuals, individually and as a group. This suggests creative entrepreneurs need to utilise communications skills, for example, listening and reacting skills, negotiating skills, writing skills among others. Effective interpersonal communication takes different contexts depending on the targeted goals. The first context is one-to-one communication. This context occurs when two individuals communicate with one another. This communication can be formal or informal. This practice results in immediate solutions. The second context is group communication. Groups can include three or more individuals. A group will find new solutions much faster. Teams use this form of communication. Groups create room for open discussion and analysis, it is through the constant interaction in the groups that new products, ideas and services are derived (Van Dijck, 2013). Sharing ideas empowers all the stakeholders and promotes comprehensive analysis of the current and future market dynamics. Formal communication is official in nature and can observe different protocols (Hausman and Siekpe, 2009). Informal approach is usually casual in nature. Informal communication is common among colleagues, family members, workmates, and friends. The ultimate goal of possessing interpersonal skills is to ensure desirable goals are realised.

Another context of communication occurs between service users and professionals. This kind of interpersonal communication encourages professionals to offer effective services to their clients (Kaplan and Haenlein, 2010). People can also communicate with different professionals. This context depends on targeted outcomes. This form of communication can be formal or informal. Multi-agency working is another context of communication (Luthans and Youssef, 2007). This approach focuses on the needs of different agencies. The approach makes it easier for people to deal with various challenges. Multi-professional working (MPW) is another context of communication. This context brings together professionals from different backgrounds. The practice produces new ideas that can make specific activity successful. Professionals can use formal communication in order to achieve

their goals. The possession of proper effective interpersonal skills is an opportunity to realise desirable results.

The use of SM plays a positive role towards improving this kind of communication. Creative entrepreneurs will eventually benefit significantly from such interpersonal communication skills. Such skills will ensure the organisational processes are implemented thereby making it possible to realise business objectives. Creative entrepreneurs should, therefore, focus on the best communication skills especially whenever engaging in creative business pursuits. Such strategies will promote the best practices and eventually achieve results (Kaplan and Haenlein, 2010).

2.2.5 Marketing Ability

CIs have been able to engage effectively in marketing processes through the continued use of SM platforms. In this section, the significance and effectiveness of marketing is explored in terms of creative entrepreneurs. It also highlights identification of business opportunities through the use of SM networks. This is particularly valuable for creative entrepreneurs since they depend on SM as a low cost digital marketing means for their business.

Marketing strategy is used to achieve business objectives. Companies engaging in effective marketing initiatives will be able to realise their business potentials (Tuten and Solomon, 2014). Proper marketing should have the best core strategy in order to be successful. The first thing to consider during the marketing process is the promotion. The concept of promotion has been observed to transform the performance and position of many business organisations. In an attempt to achieve objectives, many companies focus on the best approaches to use SM platforms (Luthans and Youssef, 2007).

Though SM entrepreneurs and marketers in CIs find it easier to educate people about their products and innovative services. SM networks makes it easier for marketers to inform the greatest number of potential consumers. This transforms the performance of companies even when the level of competition is high (Tuten and Solomon, 2014). The ultimate goal remains to avail products to targeted customers.

This marketing strategy embracing the use of SM plays a positive role towards introducing newly innovated products in the market (Taufique and Shahriar, 2011). The use of SM has been observed to result in behavioural change whereby marketers encourage the targeted audience to embrace the consumption and use of new products. This marketing approach makes it easier for marketers to achieve their potentials (Taufique and Shahriar, 2011). SM has no limits, companies can reach out to more people and hence diversify their market (Van Dijck, 2013). This is because SM has the potential to attract the greatest number of customers while at the same time maximising sales volumes (Miner, 2007).

Global markets have different risks and opportunities for entrepreneurs and retailers (Beall, 2011). Every entrepreneur is usually forced to make tough decisions in order to emerge successfully, especially in rapidly changing and globalising world (Dowla, 2011). The approach may differ from individual to individual but ultimately entrepreneurs need a source of information and continuous opportunities. So entrepreneurs engage in social networks that hosts millions of people in order to understand the existing market gaps. Modern theorists have been focusing on the best strategies and marketing approaches that can reach out to these potential customers, in order to ensure success (Baker and Michael, 2010).

Online retailers establish clear business strategies to differentiate from bricks and mortar stores. They determine the best category of products in order to make marketing strategy successful. They "utilize category-specific quality measurement tools in order to make his or her marketing process successful" (Beall, 2011). Online retailers should use the best components similar to those used by offline marketers (Francis, 2007). Online retailers should ensure the information is visually appealing and easy to locate. The marketer should also consider security, customer service, delivery, and transaction. Most of the consumers targeted by off-line marketers are sensitive about tangible cues or images of different products or services (Carroll and Buchholtz, 2012).

Companies utilise diverse SM platforms to develop powerful SM campaigns that target the greatest number of customers. Global corporations

and upcoming entrepreneurs have been on the frontline to use Twitter and Facebook in order to target customer about every new products (Heskett, 2007). Many companies engaging with SM campaigns tend to succeed within a short (Bratton and Gold, 2011). This is because it provides more means than any other time to reach, engage with, and impact clients, information of and ability in dealing with these information intensive tools which is critical for success (Hudson et al., 2012). SM has the potential to attract more viewers thus making marketing campaign successful (Tuten and Solomon, 2014). SM can also ensure more companies deliver quality services and products to more people around the world and eventually increase the level of profitability (Taufique and Shahriar, 2011). These campaigns can also be used to produce new social practices that help people around the world.

2.2.6 Networks

Particularly in the creative sector, SM plays a significant role in creating awareness and networking which leads to achieving the business objectives. Researchers have examined the use of SM as a digital marketing and promotional tool in traditional entrepreneurship, however there is no explanation of SM networking from creative entrepreneurs' perspective. Creatives join SM groups in Facebook and follow potential customers and creative partners on Instagram.

SM has become a powerful networking means that makes it easier for more people to engage in communication and information sharing. People are using different SM websites to exchange their ideas and communicate with one another. SM networks such as Twitter, Instagram, LinkedIn, Facebook, and MySpace have changed the way people communicate with their relatives, spouses, and friends (Norton 2011). For a business to thrive well, communication is an essential part of its transactional activity, which builds on human beings ability to communicate with one another in order to achieve their potentials (Singh, 2009).

Social networking has brought more people closer compared to the past (Tuten and Solomon, 2014). Information sharing around the world is now

instant and can reach millions of people in seconds. Individuals are using SM to share their ideas in the 'global village'. Social networks reduce the cost of communication between individuals and they can share different aspects of his or her life (Pan and Li, 2011). This kind of development is improving the manner in which businesses and human beings can share information. Geographical distances "might keep individuals apart but they cannot affect their level of interaction" (Norton, 2011, p. 2). Such networks are making it easier for creative entrepreneurs to communicate and share their skills. Customers are finding it easier to interact with businesses and businesses are using social networks to understand the changing expectations of their consumers. Social networks are beneficial to every consumer and marketer in the society (Norton, 2011).

SM networks ensure consumers get best products from producers. Social networks make it possible for entrepreneurs to widen their competencies and skills and discover new ideas (Pearlman and Gates, 2010). Creative entrepreneurs have the potential to focus on best practices and realise their business potentials (Pan and Li, 2011).

Researchers have examined the utilisation of SM for digital marketing and promotion of the business, with keen attention on entrepreneurial actions. For instance, Jagongo and Kinyua (2013) investigated the association between SM and entrepreneurial development among SMEs in Nairobi. In their study, they analysed the impact of SM on market accessibility, client relationship, creativity, and product pricing results of SMEs. The study utilised a descriptive research design in which 246 questionnaires were distributed. It revealed that SM devices offered more market accessibility and CRM, which had a significant effect on the development of SMEs. The outcome of the study was that geographical barriers can be resolved by the utilisation of SM and it permits organisations to communicate quickly and inexpensively with clients.

Oxborrow (2012) also examined how SM assist small businesses in order to develop an SM marketing plan for an online floral company in Singapore. SM played a critical role in increasing awareness of products

among diverse groups such as women, middle-aged people, and youth among others.

2.2.7 Opportunities

For all entrepreneurs but especially creative entrepreneurs it is necessary to be aware of the potential damage to business reputation that SM can cause. Current research covers precautions that entrepreneurs need to take to avoid such reputational damage. Creative entrepreneurs especially need to be aware of opportunities but especially potential damage of inappropriate use of SM. This focuses on one of the research objectives, namely to examine the motivations of creative entrepreneurs and how they find ways of discovering opportunity and exploiting it through SM.

CIs have the potential to benefit from a wide range of opportunities associated with the proliferation of SM networks. These opportunities continue to redefine the manner in which business organisations realise goals. SM has become the new foundation for fostering business management and dismissing organisational hierarchies that have been observed to hinder business performance. There are notable examples of opportunities that have been created as a result of the utilisation of SM among creative entrepreneurs. For example, Stuart and Sorenson (2005) investigated techniques by which SM can impact the entrepreneurial process and its ramifications. Though they did not cite any specific examples of opportunities, they detail ways in which opportunities are identified. They state that in order to recognise these entrepreneurial opportunities, detailed information is required about its potentially complementary domains. This is usually true when one starts to develop entrepreneurial tendencies before initiating a business venture (Stuart and Sorenson, 2005).

Singh (2009) argues, "SM discourages organisational hierarchy" (p.32). Theorists observe that every employee wants to interact with his or her boss. SM approach ensures such employees engagement in immediate decision-making processes. SM promotes the level of interaction between

leaders and their employees. Many employees are now able to support business goals using SM (Pearlman and Gates, 2010).

A significant opportunity of SM is to promote digital marketing. Companies can mobile networks and SM resources to inform their customers about products. They use different platforms such as Facebook and Google to improve their digital marketing strategies. Many companies such as Amazon and Wal-Mart Corporation have been "using SM to continue informing more consumers about their products and services" (Moth, 2013, p. 3). Modern scholars state that companies will continue to embrace SM in an attempt to promote their products and eventually realise their business goals.

Studies have also indicated how SM has reduced costs. Companies can use SM to market their products or services without incurring promotional expenses. This explains why SM is efficient for businesses. Marketers and manufacturers can use the Internet to communicate with their stakeholders and customers. Customers can provide immediate feedbacks about products. Analysts have indicated that firms are currently using SM network to identify the best market segments that focus on business outcomes. Online digital marketing and targeting identifies various customers "depending on their needs and expectations" (Pearlman and Gates, 2010, p. 251). Marketers use such segments to market commodities successfully. Such firms can use "consumer behaviours, psychographics, and demographics to market their products" (Pearlman and Gates, 2010, p. 253).

Loyalty programs are becoming more common. Many customers are happy to be part of these loyalty programs. Every stakeholder benefits from these loyalty programs (Raymond, 2011). SM also encourages and supports electronic commerce (e-commerce). Companies such as eBay and Amazon.com use SM to inform their customers about new products in the market. Customer now buy products on the Internet (Moth, 2013). Online business practices are becoming common today than ever before (Moth, 2013). SM is a major strength in this because it promotes business productivity.

SM transforms every business practice and decision-making process. This discussion explains why many organisations are embracing SM. But SM

also has its share of weaknesses. SM increases chances of hacking (Pearlman and Gates, 2010). Hackers can launch virus attacks or commit detrimental frauds. Such malpractices would adversely affect performance. Studies have therefore cautioned businesses and entrepreneurs to be aware of this negative impact.

Analysts have identified how SM can potentially reduce the level of employee commitment and productivity because some employees will use SM applications for their personal gains. These employees "will become less productive if they are busy chatting with their friends or updating their statuses" (Raymond, 2011, p. 29). Hackers can deceive most of these employees using various online traps, resulting data theft or data loss. SM can tarnish the image of an organisation (Pesonen, 2012). Some employees may post new tweets or comments that might affect the company's brand.

2.2.8 Social Media Advantages

Research reveals that SM provides business advantages and opportunities for entrepreneurs who exploit it well. Businesses seek to align SM to their critical business requirements like improving brand value. Since the research seeks to understand how creative entrepreneurs discover and exploit opportunities using SM such as Instagram, LinkedIn, Facebook, Twitter, Pinterest and others the relevance of the existing knowledge is examined. Also, to establish what creative entrepreneurs use SM for during the life of their business, from inception to maturity, and determine the technological search processes they use.

The SM approach has helped improve digital marketing processes and performance for many entrepreneurs (Robert, 2010). SM is an integrative method that advertises to the youth and other subscribers. For different markets and societies, different approaches have made it easier to promote the effective use of SM and other technologies such as emails. This has continued to promote business performance and realisation of goals. Entrepreneurs have managed to realise their potentials because of the opportunities and benefits of

SM platforms. Scholars and analysts have focused on the digital marketing and brand value of SM (Cornelisse et al., 2011).

SM is a powerful force that encourages entrepreneurs to focus on best practices and target emerging customers (Richards, 2007). To achieve goals businesses consider the need for brand value, leveraging the needed CRM solutions, and realisation of the best technological ideas. To ensure the best relationship and brand position is realised, companies have been considering the best approach to offering customer advocacy and ensure the focus is towards the creation of the best brand image (Richards, 2007). There has also been the ongoing approach to ensure there is a creation of high value for the customers while promoting the best approaches through which profits can be maximised. Consequently, the use of SM has emerged as a powerful force capable of making a difference for many organisations and entrepreneurs.

Scholars have managed to identify the major advantages associated with SM. These advantages are making it easier for many people in the creative sector to achieve their business potentials. To begin with, SM has become an avenue for creative people to create a destination for visual credentials (Robert, 2010). The use of SM has been observed to inject high levels of innovation and creativity. SM is an effective platform for creating the best designs. Also, visual credentials can be increased since agencies and brands should be able to attract talent and ensure the targeted business succeeds. The networks are increasingly monitoring the manner in which new brands and innovations are observed and identified in the market (Lim, 2010).

SM has also become a medium that has managed to transform businesses. It has been able to remove boundaries associated with traditional brick and mortar businesses. SM is currently making it easier for start-ups to move beyond the barriers experienced in the market. Creative social networks give entrepreneurs new public profiles thus being able to achieve their potentials. Newcomers in the industry have managed to attract new business partners due to the use of SM network (Richards, 2007).

SM helps many companies and industries engage in businesses that are not defined by boundaries. Creative networks are making it easier for business organisations to engage in business practices capable of breaking geographic

barriers and borders (Pesonen, 2012). The use of SM makes it easier for individuals to do business beyond existing boundaries. SM makes it easier for businesses to attract global customers. Entrepreneurs using social networks can ensure their products are seen by the greatest number of potential customers across the globe. The more companies use SM the easier it is for more people to collaborate and connect with the greatest number of potential partners (Raymond, 2011).

The marketplace is characterised by numerous sources of innovation. The use of SM continues to make it easier for people to engage in business practices that inspire them. SM is also making it easier for people to showcase their works and innovations on the Internet. By doing so, more people will be able to see the breadth and effectiveness of their creative work. They can also identify the best practices and approaches that have the potential to add value. The concept of partnership emerges thereby making it easier for more people to do things collaboratively (Pesonen, 2012). Exchange of information and ideas makes it easier for companies to achieve their potentials. New potential clients and customers emerge thereby increasing the level of business performance.

SM is also increasing levels of advertising. Since social network are commonly used, creative individuals ensure these people are ready to celebrate their innovations. The creative network established by entrepreneurs attract more people and eventually increase the level of sales. In terms of marketing, SM is revolutionising the manner in which members of the CIs have the potential to realise their business potentials (Pesonen, 2012). These aspects show clearly that the continued use of social networks has become a mandatory practice for many entrepreneurs and firms.

2.3 Social Media in Entrepreneurship

2.3.1 Creative Entrepreneurs

The term creative entrepreneurs here refers to artists, fashion designers, craft makers, and others involved in designing aesthetically

pleasing creative products. There is research on such creative entrepreneurs. So, this section analyses entrepreneurship and explores the distinction between regular entrepreneurs and creative entrepreneurs and how they differ from one another. This will be explored in order to understand if they use SM in any way to identify opportunities, innovation, and how creative entrepreneurs incorporate SM strategically to communicate their creative energies and business operations to interested clientele. The role of entrepreneurship in the CIs is critically examined in order to comprehend SM usage.

In the 21st Century, technology pervades all aspects of living, while communication has improved increasing the capability of entrepreneurship across countries and continents (Grone and Acker, 2013, Badzinska, 2017). CIs have experienced significant change and advantages with the increasing popularity of SM. Entrepreneurs from all industries and especially from CIs have taken advantage of the marketing potential provided by SM (McWilliam, 2012). The fact that SM brings together people from different nationalities, interests, personalities, and socio-economic backgrounds globally has attracted entrepreneurs to exploit the potential markets (Gerig and Sondermann, 2008).

The contribution of CIs to the UK economy is substantial and has been growing. According to the government, CIs were worth around £10 million an hour to the economy in 2016 (Gov.uk, 2016). In 2017 CIs contributed a record-breaking £92 billion to the economy, growing at twice the rate of the rest of the economy (Gov.uk, 2017). As stated by the Secretary of State for Digital, Culture, Sport and Media, Karen Bradley: "The sector is now one of our fastest growing industries and continues to outperform the wider UK economy. This is a testament to the talent and drive of its workforce and we are working closely with them to make sure this fantastic success continues" (Gov.uk, 2017). Consequently, UK government announced its promotion of CIs by announcing the 'The Sector Deal', to invest over £150 million to unlock growth and the lifecycle of creative businesses (Gov.uk, 2018).

In this context, the literature review revealed that there has been little research on CIs entrepreneurs' use of SM, however there is research on SMEs' use of SM (Namankani et al., 2016, Samuel and Joe, 2016). Hence, the present research seeks to explain how creative entrepreneurs make use of SM channels

to create business value. Brown and Vaughn (2011) state that it is clear SM sites such as Facebook, Instagram and Twitter have become crucial in entrepreneurial activity, such that they are used as sources for announcing new products and background information when hiring. The fact that through such sites an entrepreneur can reach millions of potential clients makes SM an integral part of entrepreneurship (Darby, 2015). The basics of marketing is reaching as much of the target market as possible; creative entrepreneurs have discovered that SM provides a bigger market reach (Aral et al., 2013). The potential that SM has for CIs entrepreneurship creates business opportunities that if converted to business ventures would significantly improve profitability and productivity in CIs (Caves, 2013, Shabbir et al. 2016). Therefore, it is necessary to understand and explain how CIs entrepreneurs use SM strategically to discover business opportunities and exploit them through real-time SM marketing communications. In particular, the SM motivations of creative entrepreneurs and the factors that influence how they use SM are significant to understand. It is proposed that a socio-technical perspective is capable of explaining the synthesis of their creative energies with SM technology. Maturity here implying that SM can be used effectively with due processes that integrate the creative energies of creative entrepreneurs, their internal business operations, and the business' SM activities.

Pelsmacker and Geuens (2001) argue that entrepreneurship is a powerful process that cuts across all business fields. An entrepreneur focuses on the best practices capable of adding value. Entrepreneurs embrace best strategies, planning processes, and management practices that have the potential to produce desirable results (Bowditch, 2010). So, entrepreneurs should be aware of the best strategies capable of producing quality results (Pearlman and Gates, 2010). Consequently, there is minimal difference between regular entrepreneurs and creative entrepreneurs; however, there are some differences that distinguish these two types of entrepreneurship.

The attention of the creative entrepreneur contrasts from that of regular entrepreneurs in that she/he is concerned with being aesthetically creative and imaginative. Creative entrepreneurs invest their talents to create and set up business venture, alongside any the risks involved in making profit (Tuten and

Solomon, 2014). While regular entrepreneurs may re-arrange existing intellectual capital and to take risks to make a profit.

2.3.2 Understanding Entrepreneurship

Researchers identify entrepreneurship in various entrepreneurial contexts such as creativity, innovation, and technology, as well as in service provision. It is essential to understand the meaning of entrepreneurship in order to differentiate creative entrepreneurs. So the characteristics of an entrepreneur are analysed as revealed in the literature and how they are significant to establish a business. Also innovation and creativity in technology is covered from regular entrepreneurs' perspective in order to understand the differences for creative entrepreneurs.

Presently, there is no clearly defined meaning of the term 'entrepreneurship'. As indicated by Onuoha (2008), entrepreneurship eludes to the act of setting up a business venture or revitalising established firms, especially the new ventures in light of recognised opportunities. Schumpeter (1965) categorised an entrepreneur as person who can explore the market opportunities via technical and/or innovation. Hisrich (1990) concurred with this when he added that an entrepreneur is described as one who depicts initiative and artefactual imagination, can arrange social and financial components to turn assets and circumstances to practical use, and acknowledges risks and accept disappointment. From these definitions, entrepreneurship is described using creativity based on technology and innovation which is characteristic of a creative entrepreneur too.

Azami (2013) provided a distinction between entrepreneurship and intrapreneurship. He portrayed entrepreneurship as a situation where entrepreneurs individually start their business. Intrapreneurship is situation where innovative individuals contribute while working in a firm. Entrepreneurship researchers concur that both entrepreneurs and intrapreneurs have the same attributes of creativity and innovation to develop something new. Since innovation contributes to achieving a company's goals, intrapreneurship is perceived as a practical idea that enables companies to

adjust to the changing environment by urging employees to enter into entrepreneurship (Knight, 2012). In other words, intrapreneurship is perceived as entrepreneurship within an organisation, which can acquire entrepreneurial qualities and attributions from both authoritative and individual entrepreneurship.

Entrepreneurship is an important strategy for organisations to mobilise personnel capital towards a better kind of performance (Pearlman and Gates, 2010). A corporate business strategy for entrepreneurship should take different shapes depending on the targeted goals and available recourses. Some common entrepreneurial plans for a business can include a new focus on growth, cultural improvements, or exploitation of new opportunities (Parra-Lopez et al., 2011). Business organisations should create the best entrepreneurial environment to succeed. Successful organisations embrace new technologies and ideas to realise their potentials. Also, individuals can engage in different activities that have the potential to increase their earnings (Pelsmacker and Geuens, 2001).

Entrepreneurship has emerged as a diverse field that focuses on different business practices and approaches (Ahmad and Seymour, 2008). Entrepreneurship makes it easier for different communities to develop and realise their economic potentials. The important goal is for entrepreneurs to possess desirable traits. They should be aware of the changes in the market and competition. As Parra-Lopez et al. (2011) argue all: "entrepreneurs should possess soft skills that will make their business successful such as vision, proper leadership, and be passionate about their business" (p. 648). This provides a sharp focus towards on direction of their business and eventually realise set goals (Pearlman and Gates, 2010). This makes entrepreneurs successful through adaptation and comparison of key market drivers that are in accordance to SM (Dowla, 2011).

2.3.3 Importance of Entrepreneurship

As noted above, creative entrepreneurs make a significant contribution to the economy. An entrepreneur needs to be aware of such importance of

entrepreneurship and how they individually engage in entrepreneurial practices to achieve their individual potentials. But creative entrepreneurship is different from regular entrepreneurship. All the values and practices of regular entrepreneurs apply to creative entrepreneurs as well and are useful in how they use SM creatively.

Successful entrepreneurship requires innovation skills and correct focus. Entrepreneurs identify existing gaps in the market and focus on best practices to deliver desirable results (Anderson, 2012). Many business schools encourage their learners to undertake entrepreneurial and business courses. They will be on the frontline to engage in meaningful innovations and entrepreneurial tendencies thus supporting the economic needs of many communities (Pearlman and Gates, 2010). This fact is supported by the idea that many entrepreneurial practices have positive outcomes and make it easier for companies and individuals to achieve their potentials.

The role of entrepreneurship in the lives of individuals and their respective communities cannot be underestimated, especially creative entrepreneurship. Entrepreneurship is also be coupled with continued innovation. Such initiatives should focus on the best practices to achieve desired outcomes (Parra-Lopez et al., 2011). This fact shows clearly that entrepreneurship is a driver of innovation. Subsequently, innovation and business make it easier for companies to achieve their goals.

2.3.4 Creative Entrepreneurs and Discovering Opportunities

Regular entrepreneurship and creative entrepreneurship are discussed and justified in terms of traditional businesses, and the creative context of creative entrepreneurs is distinguished to understand the differences in creative business operations and processes, especially creative aesthetics. Research on entrepreneurship has focused on the traditional enterprises such as retailing and manufacturing, but CIs involve radically different business processes focused on generative creativity, aesthetics, harnessing, and monetisation. Creative entrepreneurs since they are usually individuals

working on their own in particular have limited resources and therefore they use SM to reach global audiences because of its low cost.

Creativity and entrepreneurship are linked to each other as entrepreneurship itself can be defined as creativity and innovation. Creative entrepreneurs need to discover opportunities to achieve their potential and face competition. They use SM strategically to create value through real-time digital marketing so as to integrate their creativity and creative processes with SM digital marketing strategies. Examining motivations of creative entrepreneurs and how they find ways of discovering opportunity and exploiting it through SM will develop better understanding for the proposed empirical SM maturity framework of entrepreneurs' discovery and exploitation of opportunity signifying the central role of SM.

Creative entrepreneurs need to identify new opportunities and design better creative processes capable of delivering business objectives. Creative entrepreneurs seek to discover opportunities to showcase their products (Page, 2007). Creative entrepreneurs focus on the aesthetics that align with opportunities. Parasuraman (2009) indicates "the concept of innovation has found a greater meaning in small businesses" (p. 312). This is because innovation is essential for propagating the development, performance, and success of business. Innovation can revolutionise the nature of competition and ensure a company is able to achieve its goals. Successful creative entrepreneurs are the ones who are conversant and willing to use innovation as a powerful driver for businesses performance (Parra-Lopez et al., 2011).

The concept of innovativeness is critical for discovering new opportunities. Pan and Li (2011) indicate that innovation has the potential to produce positive goals in different economic and industries. Small businesses competing in the globalised world focus on innovation (Parasuraman, 2009). Creative entrepreneurs believe the critical issue for them is to discover the aesthetic needs clientele in diverse markets (Ehmke and Akridge, 2005). Entrepreneurs achieve goals and outcomes by focusing on the things that matter (Pantano and Servidio, 2011). Pan and Li (2011) believe strongly that innovation is a powerful model that equips entrepreneurs to solve problems and seize opportunities.

There are numerous creative and innovative systems in practices such as interactive systems, virtual scenarios and behaviour tracking based systems (Pantano and Servidio, 2011). Innovation takes numerous shapes and industrial practices with the aim of improving the outcomes and experiences of many customers. These innovative solutions tend to address various problems affecting customer segments. Different approaches ensure that companies focus on issues that matter the most to customers. New business models have coupled with the concept of innovation in an attempt to promote the best practices (Pan and Li, 2011). Innovation leads to new solutions, products, and improved services that seek to deliver for stakeholders and customers (Pantano and Servidio, 2011). Innovation has also been embraced to produce quality materials from both recycled and raw materials (Pan and Li, 2011).

2.3.5 Regular and Creative Entrepreneur: Similarities

Regular and creative entrepreneurs both innovate but in different ways. However, understanding the similarities between them helps to explain how they approach SM for digital marketing purposes. But knowledge is lacking about how creative entrepreneurs use SM strategically for aesthetics communication to create value through real-time digital marketing. Also, better understanding is required about how creatives combine their aesthetic creativity and creative processes with SM strategies. Reviewing the existing literature sheds some light of these issues.

As mentioned in the previous sections, both creative and regular entrepreneurs tend to have several similarities. Such similarities explain why such entrepreneurs always drive to achieve their potentials and transform their own lifestyles. To begin with, both entrepreneurial categories are usually guided by the concept of innovation especially through IT. Innovation has been "supported as the best tool for entrepreneurs to come up with proper products that can eventually be translated into business performance and growth" (Pan and Li, 2011, p. 139). The concept of innovation is appropriate to focus on existing trends and changes in the market. Innovation ensures

every innovated product is revolutionary and capable and address the changing needs of different consumers. Small businesses can provide improved solutions depending on the identified needs of customers.

The focus on the emerging/changing needs of consumers is another aspect known to guide entrepreneurial tendency. Both a creative and a non-creative entrepreneur focus on the needs of customers. Consequently, entrepreneurs need to make effective decisions and focus on the trends experienced in the marketplace. Pan and Li (2011) believes that the decision to "keep abreast with current trends and demands is an important factor for entrepreneurs to fuel their creativity and innovation" (p. 141). Both groups focus on the best approaches for producing quality products that can address emerging needs of customers.

Both types of entrepreneurs seek tangible results. They focus on the best approaches through which tangible profits and gains can be realised (Palomba, Hackford and Morris, 2011). The use of IT is a common factor. Small and upcoming entrepreneurs benefit the most from innovation. A keen focus on modern technology has been the key for these entrepreneurs. They use modern technology and embrace the power of research and development to innovate to transform the experience of customers. Research and development is a critical catalyst for effective innovation (Palomba et al., 2011).

Successful entrepreneurs use innovation in order to produce numerous solutions to a specific problem. Such multiple options are better for addressing the same problem (Palomba et al., 2011). It is also critical to understand how creatives can embrace SM in order to communicate their asthetics to potential clientele.

2.3.6 Regular and Creative Entrepreneur: Differences

There are difference between regular and creative entrepreneurs that distinguish creative entrepreneurship. Both regular and creative entrepreneurs are measured by the level of creative flare of their marketing strategies and innovative products. But there is a difference in focus on how they use

innovative technology such as SM to discover and exploit business opportunities on platforms such as Instagram, LinkedIn, Facebook, Twitter, Pinterest and others. And this concerns how creative entrepreneurs use SM to express their aesthetic creative value that is embedded in their created products to their audiences. The reviewed literature was lacking regarding this matter and so it needs to be understood in the context of existing research as discussed in this section.

Although both entrepreneur types tend to have similarities, there are noteworthy differences. Creative entrepreneurs go a step further in terms of innovation. They focus on the existing trends in the marketplace in order to achieve business objectives. Information about trends is obtained through SM platforms where consumers express their desires and preferences (Zafar, et al., 2017). Creative entrepreneurs possess skills that make a difference in such a market. For instance, these creative entrepreneurs interact more to deliver bespoke products. Such innovative products are usually different from those in the market (Page, 2007). On the other hand, there's a need for regular entrepreneurs to focus on theoretical approaches and strategies capable of adding value to their business organisations and improve profitability. SM analysis enables firms to become capable of making informed decisions on how the market will adjust when changes are introduced (Samuel and Joe, 2016).

It is essential for creative entrepreneurs to be aware of how to manage their cash flow. This is because they have seasonal income in short time periods. However, regular entrepreneurs are more likely to focus on the best financial management practices. The other critical difference is that creative entrepreneurs possess a specific talent individually (Palomba et al., 2011). This talent drives them to achieve their potentials and enable them to be creative.

Page (2007) indicates that creative entrepreneurs embrace their talents in an attempt to unlock wealth. Researchers argue that such professionals work and operate as true capitalists (Oulasvirta, Wahlstrom and Ericsson, 2011). The possession of talent and creativity becomes a powerful force that can ensure the process accumulates wealth (Page, 2007). Despite the lack of

support, some creative entrepreneurs have managed to engage in appropriate practices. These entrepreneurs are also keen to seize changes in global economies.

Creative entrepreneurs network with other professionals in an instinctive manner. They monitor different trends in the marketplace to adapt their creativity accordingly. The possession of a wide range of skills and objectives is something that makes it easier for many creative entrepreneurs to achieve their potentials. The career of these professionals has been associated with unpredictable working conditions as well as irregular incomes (Page, 2007).

2.3.7 Potentials for Creative Entrepreneurs

Creative entrepreneurs seem to be more willing to adopt SM because it helps them to realise their creative potentials and enables them to apply their unique creativity skills on SM platforms. Existing research focuses on creativity being key to creative entrepreneurs. However, it does not explain how creative entrepreneurs such as jewellery and fashion businesses use SM strategically to create value through real-time digital marketing, which integrates their creativity and creative processes with SM strategies

The creativity of these entrepreneurs is drives their goals. For instance, creative entrepreneurs possess some key rules that make it easier for them to achieve their potentials. For example, they know how to invent themselves. Such individuals prioritise their ideas and have fun. Creative entrepreneurs are capable of collaborating with different professionals (Oulasvirta et al., 2011). These aspects make it easier for them to think beyond limits to focus on their goals (Miner, 2007).

Creative entrepreneurs plan and focus on goals. Planning becomes easier when these creative entrepreneurs embrace IT (Oulasvirta et al., 2011). These creative entrepreneurs have the potential to engage in problem solving and decision-making will also become much easier with these IT systems (Osti, 2009). Creative entrepreneurs use modern informatics to focus on the best approaches. Scholars and analysts have indicated clearly the benefits of

IT (Osti, 2009). It promotes business performance. Every digitalised business benefits from its outsourcing options, staffing operations, and decision-making practices. Such companies are able to network their operations (O'Reilly, 2005).

SM and modern technologies are new opportunities that can make it easier for many creative entrepreneurs to focus on the best goals. Innovation and business trend enable creatives to achieve their potentials (O'Reilly, 2005). With the possession of appropriate skills and entrepreneurial competencies, these individuals will be able to achieve goals (Osti, 2009).

2.3.8 Creative Entrepreneurship and Social Media

Creative entrepreneurship and SM are complimentary and they are both equally essential in order to achieve business goals. In this sub-section, the significance of SM is highlighted concerning how many businesses increasingly go online and depend on SM to increase their sales to make profit. But it is noted that currently researchers do not examine the motives of creative entrepreneurs and how they find ways of expressing the uniqueness of their created products to existing and potential customers, and especially how they discover opportunity and exploit it through SM.

Companies embrace SM because "SM has become a requirement for many corporations" (O'Reilly, 2005, p. 1). SM has made many companies some of leading competitors in their respective industries (Samuel and Joe, 2016). Marketers can use SM to increase sales and profits. Companies can create dynamic teams using SM applications (Neti, 2011). Corporations can make accurate and realistic decisions using these social networks. SM has become a new opportunity for creative entrepreneurs to engage with their friends and partners and be able to achieve their potentials (Mohammad and Som, 2010). It has changed the manner in which creative entrepreneurs exchange ideas and focus on clientele.

The current wave of technology explains why many businesses and marketers are establishing themselves as online retailers (Neti, 2011). Regular entrepreneurs treat themselves as marketers with physical stores. Miner (2007)

indicated that entrepreneurs relying on "the use of physical stores could use the best dimensions towards a successful online retailing strategy" (p. 49).

Every retailer should begin by examining the quality measurement scales for online goods and services. Marketers should also address certain dimensions such as "customer service, delivery, security, and transaction" (Mohammad and Som, 2010, p. 47). Based on different surveys, the approach has continued to help marketers integrate their channel offerings (Mohammad and Som, 2010). Neti (2011) explains why "every business or company with physical locations can support its marketing strategy using efficient processes, excellent execution, improved workforce management, and social media" (p. 2). Recent studies explain why entrepreneurs should examine the changing needs of their consumers. Changing needs of the consumers can be tapped to make accurate decisions and focus on the best practices. Entrepreneurs strengthen their online presence by integrating the above dimensions for both offline and online goods or services. Similarly, creative entrepreneurs are benefiting from modern technologies including SM networks.

SM is also being used by creative entrepreneurs to identify new opportunities. For instance, the media makes it easier for more people to share information regarding the best approaches towards effective innovation (Chesbrough, 2010). The acquired ideas and concepts improve the level of innovation and production of the best innovative products that can compete successfully in the industry (Miner, 2007).

Marketing is another approach through which creative entrepreneurs can realise their potentials. Pioneers in effective online digital marketing have identified a wide range of strategies that can make businesses successful. Businesses can combine the benefits of both contemporary marketing channels and online presence (Mohammad and Som, 2010). This is something that has been observed to deliver dual benefits for many companies and marketers.The most important strategy is determining the best category of retailing and marketing in order to make sure every marketing strategy remains successful (Miner, 2007). Recent theories have identified a striking feature and advantage that dictates the success of modern online digital marketing processes. This is

the case because marketing is a powerful force in every business organisation (Luthans and Youssef, 2007).

2.3.9 Social Media in Small and Medium Enterprises

SM is utilised in different types of enterprises. This section presents an overview of how SM is utilised in small medium enterprise (SMEs), because SMS are a close approximation to the type of businesses run by creative entrepreneurs. However, many creative entrepreneurs operate has micro businesses – one person business with minimal capital outlay. Various issues are examined such as the uses of SM by SMEs and the platforms used. The strengths, weaknesses, opportunity and threats are critically evaluated. The research therefore establishes how SMEs use SM during the life of their business, from inception to maturity and determines the technological search processes they use. Since many creative entrepreneurs are SMEs or micro businesses themselves they can adapt such SM usage to express their creative and aesthetic energies.

SM networks are transforming the manner in which different businesses and entrepreneurs engage in various practices. SM networks such as Twitter, Pinterest, Facebook, Instagram, MySpace, and LinkedIn are transforming marketing and corporate communications. SME entrepreneurs having been embracing SM networks to exploit new opportunities (Milano, Baggio and Piatelli, 2011). These SM networks present a wide range of opportunities and options through which SMEs can realise their business objectives.

For instance, Öztamur and Karakadılar (2014) analysed the role of SM in SMEs using a new digital marketing tool in order to determine firm performance. The study provides a contextual analysis which incorporated the comparison and investigation of four American and Turkish organisations' Facebook and Twitter accounts with respect to the quantity of preferences and followers, abundance of content, association with clients and the utilisation of dialect. The findings suggested that: the common issues of the Turkish SMEs

were connected with utilising formal dialect with client's correspondence and use content that lacks richness to pull in their clients' attention.

In another study, Cesaroni and Consoli (2015) explain how SMEs utilise the possibilities of SM. Utilising information from websites, questionnaire, and interviews conducted with business individuals, the study developed a model. The findings suggested that SM is not frequently utilised in a profitable manner regardless the fact that it is common among SMEs. SM was perceived as fashionable since most organisations are pushed to use it. From these two sources, it can be noted that SM network is a powerful platform through which companies can engage in the best practices. SM presents new opportunities that can transform the performance and functionality of comapnies (Miner, 2007).

The changing usage of SM is making it easier for entrepreneurs to achieve their potentials (Kaplan and Haenlein, 2010). Companies using SM find it easier to engage in positive tends (Luthans and Youssef, 2007). The availability of a diverse market is something that continues to transform the manner in which entrepreneurs communicate using SM.

2.3.10 Use of Social Media by Small and Medium Enterprises

This section focuses in particular on the use of SM by SME's and the benefits and challenges of its use. Literature on how SM improves communication, problem solving, decision-making, and empowerment, and hence helps many businesses to fulfil their marketing strategies is analysed. Existing research explains the role of SM platforms in SMEs, but it does not clarified how creative entrepreneurs use these platforms strategically from a technical perspective in their marketing to reach their goals. And it does not explain how their aesthetic creativity is communicated through SM. Consequently, it is necessary to analyse existing literature to glean aspects of existing practice by regular SMEs for creative entrepreneurs.

Human resource development and empowerment is another field that has benefited from the use of SM. Companies and SMEs that want to achieve positive results tend to embrace SM. They have been making it easier for their

workers to engage in best practices while at the same time addressing the challenges affecting them. Studies have shown conclusively that SM platforms have the potential to discourage organisational hierarchy. SM has been observed to level organisational hierarchy (Kaplan and Haenlein, 2010), which improves communication flows. SMEs have managed to improve specific practices such as problem solving, decision-making, and empowerment. SM improves communication flows thereby making it possible for them to target customers better (Milano et al., 2011).

Employees want to interact with their bosses. SM promotes the level of interaction between leaders and their employees. SM has the potential to ensure such employees engage in immediate decision-making processes (Martin 2010). Employees are now able to support business goals better using SM (Macbeth and Narayanan, 2010). These individuals can share their ideas in order to increase brand awareness.

Marketing is another field that is making it possible for many SMEs to achieve their business potentials. SM platforms have been observed to promote marketing in different organisations. Many companies have been using mobile networks and SM resources to inform their customers about their newly launched services and products (Milano et al., 2011). Companies that use a variety of SM platforms have been able to attract an increasing number of customers. Experts and marketing theorists argue that business organisations can use different platforms such as Facebook and YouTube to augment their marketing processes (Luthans and Youssef, 2007). Consequently, such firms have been able to achieve their objectives and profits.

SM is used to segment various markets depending on the groups formed by consumers on SM networks. Companies that understand this benefit of SM have managed to reduce their business costs. Business theorists argue SM can be used to market products or services without incurring high advertising expenses (Martin, 2010). Numerous individuals are targeted for specific products or services. This situation explains why SM remains critical for businesses (Macbeth and Narayanan, 2010).

Customer loyalty is about identifying and attracting the right customer, getting them to buy what you are selling, buy often, buy in higher quantities and bring you, even more, customers (Macbeth and Narayanan, 2010). Customers are vital for business survival and good customer service creates a relationship between owners of the business and customers. SM is making it possible for SMEs to attract and address the emerging needs of dynamic customers. Customer loyalty is influenced by business reputation and quality of products, which creates trust.

2.3.11 Major Social Media Platforms

SM is widely used by businesses as an essential digital marketing tool. Creative entrepreneurs especially resort to SM to announce and market their unique product creations. While current research reveals the contribution of SM to regular SMEs performance, it does not determine how creative entrepreneurs use SM such as Instagram, LinkedIn, Facebook, Twitter, others to seek opportunities and exploit them. Extant literature is reviewed to assess how concepts and constructs can be transferred for creative entrepreneurs.

Entrepreneurs have a wide range of SM platforms to choose from. The most commonly used SM network is Facebook. It is that largest SM platform (Luthans and Youssef, 2007). Most companies and entrepreneurs are using this network to collaborate and share ideas. It has been observed to support the goals of companies. Individuals have utilised Facebook to identify new products in the marketplace and even purchase them online (Kaplan and Haenlein, 2010) and SMEs embracing this network continue to record positive results. Twitter is another interactive network. More people are using Twitter as an interactive platform through which entrepreneurs and individuals can engage in meaningful discussions (Macbeth and Narayanan, 2010).

Instagram allows individuals to share their memorable moments as photos. The application is attracting more users thereby becoming a powerful tool for especially creative entrepreneurs. Individuals can also be targeted as potential customers. Experts believe strongly that Instagram will continue to attract more users in the future. WhatsApp is another application that makes it

easier for people to communicate instantly. Many companies and entrepreneurs use WhatsApp groups to improve interaction and exchange ideas with customers and interest groups.

A useful professional platform is LinkedIn. Innovators and entrepreneurs in different technical fields can liaise with one another (Lange-Faria and Elliot, 2012). Creative entrepreneurs also use it to tap into corporations interested in fine art and crafted artefacts. Other emerging SM platforms include MySpace.com and YouTube.

2.3.12 Strengths of Social Media

When SM is used effectively it has many advantages and strengths for business. Existing research provides evidence that SM has many strengths and facilitates connection between business and consumers that leads to business growth. On the other hand, although SM has global reach, there is a need to clarify how creative entrepreneurs use SM to achieve their strategic objectives, grow their businesses to higher levels, and create lasting business value.

SM has a number of strengths and opportunities for businesses. To begin with, SM has many users thus making it easier to reach more people. At the same time, the increasing number of SM platforms delivers new opportunities that have the potential to support the goals of both entrepreneurs and customers (Lange-Faria and Elliot, 2012).

SM has also been observed to bring together many people from diverse backgrounds. The global community has continued to embrace the use of SM than ever before. This development shows clearly that entrepreneurs can tap this potential and embrace the best business practices in an attempt to achieve their goals (Kaplan and Haenlein, 2010). SM has become a point of digital marketing and advertising.

2.3.13 Opportunities Associated with Social Media

This sub-section analyses the opportunities associated with SM for entrepreneurs to achieve their goals. It explains why SM is critical for

businesses generally as a basis for advertising and marketing, and core of e-commerce activity. Researchers have examined creative entrepreneurs' motives of how they find ways to discover opportunities associated with SM to create business value.

As mentioned earlier, SM has been associated with numerous benefits and opportunities. For instance, many entrepreneurs have been able to connect with one another to achieve their goals. The platforms also attract more people both the young and adults thereby making it possible for businesses to communicate comprehensively with customers (Lange-Faria and Elliot, 2012).

Companies can use SM to market their products or services without incurring promotional expenses. Corporations advertise price cuts, promotions, campaigns, and discounts via SM (Islam, Rofiqul and Mazumder, 2010). This explains why SM remains critical for many businesses (Lange-Faria and Elliot, 2012). Marketers and manufacturers use the Internet to communicate with their stakeholders and customers. The customers can provide immediate feedback on services and product, so that firms can use SM to identify the best market segments (Hoyer and McInnis, 2012).

SM also encourages and supports electronic commerce (e-commerce). The Internet has increased the number of services and goods purchased online. This practice explains why e-commerce is globally common. Lange-Faria and Elliot (2012) argue that the use of SM will continue to change in the coming years. Consequently, companies embracing the wave of SM will be able to better realise their goals.

2.3.14 Weaknesses and Threats of Social Media

Although SM brings many advantages and opportunities, it also has its share of weaknesses which entrepreneurs need to heed. Existing research highlights disadvantages and threats of SM. It is crucial for business to have an idea of the risks that come with SM as it has an impact on business operations and brand reputation. Since style and creative reputation is at the heart of creative entrepreneurship, risks and threats associated with SM need to be well understood by creatives, but there is little research in this area.

SM increases chances of hacking. Hackers can launch virus attacks or commit detrimental frauds (Hoyer and Mclnnis, 2012). Such malpractices will affect the performance of firms. At the same time, the number of people using SM is still limited to technology savvy and informed youth. This means that many people who are unable to access the Internet might not be a position to support the company's business model (Islam et al., 2010).

Analysts have identified how SM can potentially reduce the level of employee commitment and productivity. Commitment of specific employees might also be reduced. Some employees will use SM applications for their personal gains. These employees "will become less productive if they are busy chatting with their friends or update their statuses" (Hoyer and Mclnnis, 2012, p. 4). Hackers can deceive most of these employees using various online traps. Such strategies will eventually result in identifying theft or data loss (Harris and Rae, 2009). This practice can have detrimental impacts on firm performance. SM can tarnish the brand image of an organisation. Employees may post detrimental tweets or comments that might affect the company's brand. Entrepreneurs could mislead while at the same time their businesses are operating dismally. Entrepreneurs should be aware of these threats and weaknesses associated with SM (Hoyer and Mclnnis, 2012).

2.3.15 Social Media and Continued Small and Medium Enterprises Performance

SM has been associated with sustainable SME performance, it is crucial that entrepreneurs continue the use of SM in order to communicate with their customers and present their products favourably. Researchers emphasise the power of SM as an online tool and its impact on businesses and consumers. Though the strategic marketing use SM is well researched, similar research about creatives is lacking. It is necessary to understand how SM is used strategically in real-time digital marketing by creatives. But more crucial is understanding how creative integrate their creative processes into effective SM communications about their created products.

A SME embracing the power of SM communicates with the greatest number of potential customers. Online presence has a powerful attribute associated with different SM networks (Harris and Rae, 2009). This kind of online presence makes it easier for many companies and entrepreneurs to interact with potential customers. By so doing, the company finds new opportunities and embraces best practices that have the potential to add value. SMEs that have understood this have been able to realise their business potentials within a shortest time.

Henrikson (2011) argues, "Companies and SMEs that want to emerge successfully should have a strong online presence" (p. 32). A good strategy towards increasing this level of online presence is use of different SM platforms. Marketers can use SM to increase their sales volumes and attract more repeat buyers. Scholars have indicated conclusively that SM is something that has the potential to increase the level of business profitability for many SMEs (Heikkonen, 2012). Companies can create dynamic teams using SM applications in order to improve their online presence. This discussion is a clear indication that the use of SM has the potential to increase the level of performance for SMEs.

2.3.16 Discovering, Exploiting, and Using Opportunities through Social Media

Entrepreneurs tend to discover and exploit opportunities in order to succeed in their business and SM is one of the main tools they use to do so. While looking at SM's significant role and how SM reaches consumers world-wide, it is essential to clarify the impact SM has on creative entrepreneurs' opportunities and how they adapt them. As a contribution, this suggests the need for an empirical SM maturity framework to explain creative entrepreneurs' discovery and exploitation of opportunity, signifying the central role of SM in creative entrepreneurship.

SM is making it easier for entrepreneurs to discover a wide range of opportunities through SM. To begin with, SM makes it easier for more people from different parts of the globe to share their ideas and experiences.

Innovators can focus on the best practices and approaches through SM collaborative networks. SME entrepreneurs can, therefore, use SM networks to identify the increasing number of potential customers in the global market (Henrikson, 2011). Successful SMEs have been focusing on the best approaches to ensure the emerging needs of global customers are addressed (Heikkonen, 2012).

Entrepreneurs have the potential to benefit significantly from SM. SM can be useful for individuals who want to acquire evidence-based ideas that have been put into test in different parts of the globe (Heikkonen, 2012). The gathered ideas from other entrepreneurs can help companies engage in best practices and eventually produce positive results. Entrepreneurial situations and goals tend to be similar in different parts of the world. SM has been observed to increase entrepreneurs' exchange of views and ideas.

In the recent past, SM has become a powerful source of information for business start-ups. Entrepreneurs in different sectors use different SM platforms. Such platforms are used to improve the level of communication with business partners, customers, and stakeholders. Consequently, entrepreneurs have access to timely and useful information that has the potential to transform their business's performance. SM presents numerous opportunities and ideas that continue to make many entrepreneurs and spinoffs successful. Hausman and Siekpe (2009) believe that the future will be much brighter for companies that continue to embrace the evidence-based information and data available from different social networks.

SM is also a powerful tool for digital marketing and advertising. New products need to be delivered to the targeted customers in a convenient manner (Heikkonen, 2012). SM improves the manner in which advertising is done and ensure mores people are informed about the product. Companies that market and advertise through the use of SM will be able to attract more customers and eventually become profitable that their immediate competitors (Hausman and Siekpe, 2009).

2.4 Opportunity and Value creation

2.4.1 Social Media in Creative Industries

This section critically analyses SM in the CIs to assess how opportunities and value creation can result from SM usage. Literature that focuses on the support SM provides to creative entrepreneurs, technology search, SM as a technology, how to discover opportunities using SM, its current trends and the future direction of SM in the CIs is discussed. The argument highlights the need for the optimal use of SM that is aligned with business strategy and internal operations capable of expressing the aesthetics of creative entrepreneurs, leading to SM maturity for business value creation.

SM is a leading source of business opportunities and potentials for business growth (Harris and Rae, 2009). The most critical aspect of SM is its ability to identify opportunities directed towards meeting the desired goals. Entrepreneurs in the CIs have been able to discover and exploit opportunities using SM such as Instagram, LinkedIn, Facebook, Twitter, Pinterest, and others. By so doing, they have been able to seize the best practices and engage in the best ideas that have the potential to deliver requires outcomes (Foxall and Brown, 2009). The level of connectivity and interaction promoted by SM continues to support entrepreneurs.

The current approach has relied on the best technology strategies through which the greatest gains can be realised (Gopalakrishnan and Subramaniam, 2012). Creative entrepreneurs have been on the frontline to identify new technological opportunities that have the potential to open up new markets for their artefacts. Technology immersion is critical for better business management, promotion of sales, and improvement of performance (Foxall and Brown, 2009). Online presence is considered a critical approach through which companies can become successful (George, 2002). Although CIs have the potential to benefit from the use of SM platforms, adequate explanations of how they achieve benefits and what is the optimal use of SM in terms of aligning aesthetics with SM communications still remain to be provided.

2.4.2 Use of Social Media in the Creative Industries

The use of SM in CIs is essential to seek opportunities and exploit them to create value in the business. Much of the research that was examined above revealed how SM as a digital platform has been used electronically by regular entrepreneurs for business development. The research reviewed in this section focuses on understanding how creative entrepreneurs use SM to discover and explore new opportunities. The emphasis is on uncovering how they seek to express the aesthetic value of their products through SM marketing communications.

The use of SM is acknowledged to promote brand recognitions, contribute to business performance, and improve customer relations. SM models has been adopted by entrepreneurs to communicate in unique and targeted manner with existing and potential customers (Gopalakrishnan and Subramaniam, 2012). SM is used as a valuable resource for customer information and retention. Regular and creative entrepreneurs have been able to secure competitive advantage (Gobe, 2010).

Creative entreprenuers especially have the potential to attract targeted customers to inform them about their products and services. They can create new group-focused markets and promote seasonal fashions (George, 2002). Changing human lifestyles and experiences show clearly that more people in the future might be using SM than ever before (Foxall and Brown, 2009). The emergence of horizontal markets enables creative entrepreneurs to tap into them through SM. Also, the emergence of new media information and types makes it possible for them to realise their potentials and improve their profitability (Gobe, 2010). The creative industry treats SM as a new wave of technology that catalyses globalisation and avail new business opportunities.

Indications of maturity aspects of SM exist in the literature. Researchers indicate that the use of SM is a critical digital marketing and communications tool. But there needs to be focus on continuous process improvement. When continuous improvement is done well, it will be easier to have the best practices thus making SM a powerful platform that is applicable in different business settings (Fodness and Murray, 2007). But the maturity perspective has not yet been well explained. Continuous improvement is a

method whereby the entire process is monitored to improve where there are gaps. This includes offering the newest ideas and informing a new group of customers about the specific goods and services provided by different business organisations. With the use of Customer Relationship Management (CRM) systems including SAP CRM, Oracle, SalesForce and SM Analytics such as Google Analytics, and Adobe, SM can be a lucrative for creative entrepreneurs. This will help ensure the SM campaign and marketing strategy remain successful.

As indicated by Michaelidou et al. (2011), SM is viewed as a predominant source of data; it has changed the instruments and techniques companies use to communicate with customers, highlighting the fact that information control lies with the client. Cone (in Michaelidou et al. 2011) demonstrated that 93% of SM clients were of the view that organisations ought to have an online presence, while 85% of them felt that organisations ought to collaborate with clients by means of SM (Kaplan and Haenlein 2010).

Hanna et al. (2011) sought to understand and conceptualise SM as a system of related components including both computerised and conventional media. In their study, consumers were seen to adopt an active part in co-creating content alongside the organisation. Organisations put resources into projects and promotional campaigns to increase their sales. The study found that there were difficulties confronting organisations, particularly lacking knowledge about how to use SM communications successfully and how to measure indicators of success.

2.4.3 How Social Media Supports Creative Industries' Entrepreneurs

SM is considered to be a strong support system for creative entrepreneurs as it assists them with their marketing strategies and gain exposure for their business. However, the issue of how creatives effectively deploy SM to communicate unique aesthetically pleasing products remains under researched. Crucially, it enables them to expresses their creativity through appropriate media in order to communicate with existing and potential

clients. Existing research shows how SM is used to identify an opportunity and seize it to grow the business.

Creative entrepreneurs have adopted SM platform as a new approach to expose their created products to the increasing number of followers. The Internet has changed the way they and businesses interact with their consumers (Foxall and Brown, 2009). Creative entrepreneurs realise the potential of SM for market-making and promotion of uniquely aesthetic products. They have opened Facebook pages and Instagram accounts and build up significant following.

2.4.4 Technological Processes

Technology is very significant for businesses, especially SM which is adds many benefits to creative entrepreneurs business. Existing research is examined to understand how value is created by creative entrepreneurs through opportunities revealed through SM. Moreover, it is necessary to understand the relationship between technology and the social act of creativity from a socio-technical perspective as it features predominantly in creative entrepreneurs' work.

Modern technological advancements have made numerous contributions to shifts in marketing and business practices (Kotler and Keller, 2012). For instance, more companies and marketers are using new technologies to improve marketing communications. SM networks and the Internet have become useful avenues for many marketers. The most critical observation is that modern entrepreneurs are focusing on the best technological advancements that have the potential to transform business organisation and performance. Creative entrepreneurs share ideas and knowledge through technology and use it for targeted SM digital marketing (Fotis, Buhalis and Rossides, 2011).

The concept of personalisation has also emerged as a new theme because of shifts in SM practices. Producers are focusing on the needs of specific groups in the marketplace and produced goods and services are tailored to address specific customer needs. The marketer is, therefore, using

appropriate marketing strategies that can deliver quality products to groups of customers (Foxall and Brown, 2009). Consequently, marketing channels and distribution networks have improved in an attempt to deliver quality products to more customers. These strategies show clearly SM has the potential to present new opportunities. This is the emergence of disruptive technologies that creative entrepreneurs are monitoring in order to realise their potentials. (Fotis et al., 2011).

2.4.5 Social Media as a Technology

SM as new technology continues to reshape the effectiveness of creative entrepreneurs. In this section literature on SM as a technology tool is examined and its processes and effectiveness are assessed. The relationship between SM and creative entrepreneurs is examined in which SM constitutes the technology and entrepreneurs' creative energies constitutes the social aspect to focus on the socio-technical aspects of SM usage in the act of expressing creativity in the technology space of SM.

Scholars and theorists have argued conclusively that SM is a form of technology that acts as an enabler. This kind of technology has been making it possible for entrepreneurs and members of the CIs to engage with other creatives to focus on required outcomes. Analysts believe that there is a consensus in the CIs that technology such as SM, on the whole, has the potential to fuel creativity rather than being a drain on standards (Forgue, 2011).

Previously, as indicated by scholars, technology has played a key role in many winning entries especially in the creativity industry. Many creative entrepreneurs and companies have continued to use SM to focus on the best practices and realise their potentials. The current wave of creativity associated with the use of SM is something that has the potential to deliver 'turbo-charge opportunities' and ideas (Fotis et al., 2011). Creative entrepreneurs embracing the use of SM have the potential to harness technological data and personalise communications. Entreprenuers in the creative industry use SM as an enabling

technology to engage in the best practices to achieve their goals (Forgue, 2011).

SM makes it easier to integrate communication for brand positioning and improved sales. The current adoption and the use of Internet systems have made it easier to provide the customers with specific information for integrated marketing. For instance, companies encourage customers to subscribe to specific email alerts and notifications thus boosting the level of communication (Forgue, 2011). Sites are updated regularly through email about new products and services (Fodness and Murray, 2007). Tailored SM makes it easier for creative entrepreneurs to understand their targeted customers.

2.4.5.1 Social Technical Theory

Recently, key transformations have been realised in the area of technology. Technology has transformed the organisation of businesses and fostered productivity. It has even replaced employees that were not highly experienced (Holmkvist and Svensson, 2014). But automation also requires qualified personnel able to conduct a variety of technical tasks (Holmkvist and Svensson, 2014).

The interaction between human beings and the available technology has been a source of fascination for many professionals. In the past, studies were done on the impact of technology on establishments. Research revealed key ideas such as transformation and disruption (Holmkvist and Svensson, 2014). For instance, technology has the ability to change operations of companies (Holmkvist and Svensson, 2014). In spite of developing knowledge of technology, few researched were able to expound on the significant aspect of human and technology interaction.

Socio-technical theory is derived from General Systems Theory (GST) proposed by Ludwig von Bertalanffy (Whitworth, 2009). GST conceptualises physical phenomena as components integrated as a system in which the whole is greater than the sum of the part. This idea of system is used to conceptualise people and technology interaction as socio-technical systems. In spite of this,

they are interdependent in nature and their interactions make systems to work as a whole (Whitworth, 2009). The way systems interrelate and give rise to feed-forward as well as feedback loops.

System Levels: In the 1950s and 1960s, a large part of computing focused on interaction as humans interacted with hardware (Whitworth, 2009). The era was short-lived when software was introduced, in the 1970s, and it assisted people in business. In the 1980s, computers became widespread and this ushered their use by individuals. By 1990s, technology had become a vital tool of SM and communication (Whitworth, 2009). All this was conceptualised as technical systems.

The Socio-Technical Gap: Technology allows the overlapping of technical and human systems. Different levels, for instance, group, personal, physical, and the information are evident in a technological system (Whitworth, 2009). Efficiency is promoted in high levels given that professionals have generated solutions to common problems that can affect operations (Whitworth, 2009). It is important to note that virtual systems do not lessen the reality of interaction between people and systems. A graphic representation of the socio-technical gap is illustrated in figure 2.1 below.

Figure 2.1 Socio-Technical Gap in Existing Systems
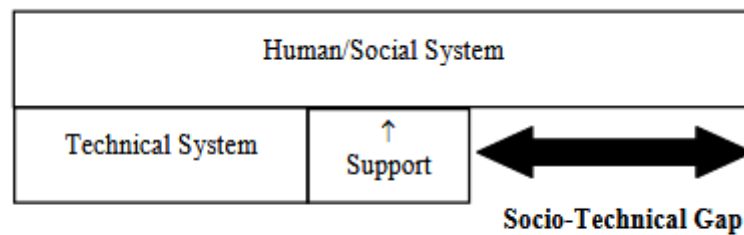
Socio-technical systems are help to conceptualise promote interactions between technology and people. The described actions are not created in the natural world but in the social world of human action and interaction, and formed and mediated by available technologies (Whitworth, 2009). Socio-technical systems are flexible and they can be made to follow different principles that would make human interaction better.

Theory Requirement: The theory is able to adapt to four major elements which include internal structure, boundary, receptors (with the ability

to maximise profits and minimise losses), and effectors (Whitworth, 2009). In the described framework, a boundary is meant to allow entry or when possible to reject access due to security reasons. On the other hand, the internal system has a clear mandate of system operations. In addition, it has a role of identifying various faults and addressing them to prevent losses. Besides this, system effectors are specially designed to scan the environment and act on any effect that can compromise a system (Whitworth, 2009). Ultimately, receptors are tasked with enabling communication within a system and others that are of the same level. Significantly, systems are able to scan their environment and this improves their productivity and efficiency.

Socio-technical systems theory is informative about how humans interact with technology. It demonstrates that technology is made of various systems which communicate at different levels, and that the socio-technical level is the most challenging (Trist, 1981).

Socio-technical systems theory is links technology with how people interact. For instance, the model allows researchers to understand niches that exist in communication between different individuals and groups through technology (Geels and Schot, 2007). Also, it encourages the existence of communities and in this way foster relationships between people (Geels and Schot, 2007). Moreover, socio-technical systems theory avails information to various individuals and this is crucial in enhancing interaction on various SM sites (Lyytinen and Newman, 2008).

There are different ways socio-technical systems can be improved. For instance, a clear connection between the theory and SM interaction has to be established (Mumford, 2006). Additionally, the socio-technical model, according to studies, is complex and this can explain why its adoption in various settings is difficult (Mumford, 2006). Moreover, socio-technical models can be frustrating when being introduced in new establishments (Mumford, 2006).

Consequently, socio-technical systems have not been applied in ensuring that organisational changes are effected within specific industries. Changes in business environments have forced enterprises to adjust their operations, though (Mumford, 2006). However, few case studies exist about

how transformations can be facilitated without employee resistance and high costs. There is no research on creative entrepreneurs and SM from a socio-technical perspective. Importantly, research on how socio-technical systems affect creative entrepreneurs' communication of their creativity is needed. And the socio-technical perspective can provide a relevant conceptual framework to explain how creative entrepreneurs communicate their aesthetic values to customers.

2.4.5.2 Background of Human Interactions with Technology

The field of human and computer technology interaction was first witnessed in the 1980s. At the time, the sector was emerging as computer science establishing links with human factors engineering and cognitive science (Zahirovic et al., 2012). However, the area has further developed and this has made it interesting for researchers.

Human and technology interaction was a result of advancement in computer technology. For the first time, individuals were able to use computers and write a variety of programs (Zahirovic et al., 2012). Importantly, computers could be used by not only professionals but by ordinary people who did not have sophisticated programming skills. The changes were evident in the 1970s where there was both professional and non-professional computer usage (Zahirovic et al., 2012). Unfortunately, during the initial phase amateurs were subjected to system dialogs and multiple commands that were arcane and not 'user friendly'.

2.4.5.3 Human and Technology Interaction in Social Media

SM is one avenue where human and technology interaction is perhaps the greatest in history. In the 1980s, e-mail revolutionised how people interacted with technology (Zahirovic et al., 2012). It easier for other applications which supported different functions, for example, instant messaging, tagging services, media spaces, social networking, online forums, and so forth (Zahirovic et al., 2012). Currently, the interaction between people

and technology is predominantly SM and companies have seized it for their benefit. This is significant because all manner of people including craft and art lovers use SM.

2.4.5.4 Human and Technology Interaction in Digital marketing

At one time, marketing was solely based on human interaction. Marketers were given the role of moving from one place to another in search of clients for their products. Word of mouth was highly esteemed as people moved from one door to another (Lal and Feaster, 2017). However, with digital technology transformations in the marketing sector has happened (Lal and Feaster, 2017). People now connect through the Internet and educate themselves about products. Consequently, companies have invested in SM adverts.

Significantly, technology has made possible more accurate customer relationship management (CRM). CRM allows companies connect with their customers with personalised information and queries (Lal and Feaster, 2017). In spite of the positive changes, technology has been blamed for reducing the human touch in marketing activities. This is specifically relevant for aesthetic works since traditionally such creative work depended on personal human contact. However, this does not to be a barrier for creative entrepreneurs and their clients. Rather, SM technology ensures that humans interacts with technology in way that boosts personal relationships. Perhaps, this is because of exchange of personalised information.

2.4.6 Exploiting and Discovering Opportunities

The literature reveals how entrepreneurs discover and exploit opportunities through the use of SM and by the application of different business processes that rely on SM. Now, the empirical uses of SM are analysed and evaluated to understand the impact of SM on creative entrepreneurship in terms of discovery of opportunity and exploitation through digital marketing to promote sales and counter competition. Ideally, SM may

be used to execute all these functions owing to its optimised and personalised functionalities.

The use of the SM as a business framework has made it easier for companies to understand the needs of customers and ensure products are marketed appropriately. Marketers in different businesses have considered the use of online approaches and business frameworks as a way of promoting brand management and customer relations. The relationship with the customers is necessary to ensure the company is in a position of meeting its objectives (Foot and Hook, 2011). This promotes better marketing approach thus continuing to promote the business of the company.

SM is effective in better brand management, improve sales and promote customer relations (Evans, 2008). SM has been observed to present numerous opportunities that have the potential to make a difference for entrepreneurial endeavour. Entrepreneurs able to use SM find it easier to achieve their business potentials (Foot and Hook, 2011).

Studies have indicated clearly that the audience targeted by SM makes it possible for businesses to engage with more people. After knowing the targeted audience, the next thing is to have an effective advertising and digital marketing campaign capable of delivering set goals (Forgue, 2011). The use of SM is making it possible for many companies to attract their customers on the personal level. Before launching a campaign, the use of SM makes it easier for companies to target interested market segments. Targeted customers have specific demand which makes it possible for companies to satisfy.

The use of Twitter has been observed to communicate to over 500 million users every single day. The most successful companies have been able to post the right content on the Internet and especially through the use of SM (Evans, 2008). Experts state clearly that SM digital marketing will continue to increase which supports business objectives (Fill, 2002). Moreover, SM is a powerful because it is capable of analysing the emotional aspects of customers. SM makes it easier for entrepreneurs to identify and address the needs of many social followers. The approach shows clearly that the use of SM makes it easier for many companies to reach global and local customers.

2.4.7 Current Practices

SM platform is a new approach for companies to deliver their content and corporate communications to the increasing number of users. Creative entrepreneurs too utilise it to promote their creative products and to create value. Various SM sites enhance how creative entrepreneurs conduct business. Understanding the motives of creative entrepreneurs' current use will help to understand whether their creative energies are being catered for adequately.

Now, SM is a major digital marketing and promotion channel. SM has been a motivation for the industry (Edwards, 2009). SM is useful especially in the creative industry. SM platforms like Instagram enable sharing of photos which purport to communicate the aesthetics of products and which enable creatives to express their creative energies, and through likes can build an interested group of potential customers.

Creative entrepreneurs create FunPages on different SM platforms. The move has become a source of inspiration and innovation because of the opportunities associated with the pages. Such pages are used to attract potential customers. Such Facebook pages show how the new wave of SM has influenced the way entrepreneurs interact in creative ways with their consumers. Marketers and companies have for years considered the need to attract more customers as possible (DaSilva et al., 2013). The of SM has presented new opportunities for creatives to attract specific customers without having to incur greater expenses.

The concept of sharing has emerged whereby creatives focus on communicating new ideas and concepts to others. The sharing approach makes it easier for creative entrepreneurs to innovate products capable of satisfying specific customer needs (Wang et al., 2011).

Creative entrepreneurs have been able to use SM to add value to their business initiatives. Most of these firms have been able to create FunPages and online presence using various SM platforms. One example is Hugo Boss. After examining the profile page for Hugo Boss, it is observable that currently it has 3.8 million followers who have liked the page. Such a huge number of fans and likes show how the company has been able to inform many people about its existence, the quality of its products, and their availability. The

number of friends or likes shows that the target is high thus making digital marketing targeted to specific segments (Wang et al., 2011). The company has been relying on the SM platform to bring the people together as they share the experience and joy of Hugo Boss products. The page also shows that more people continue to like the profile. This is a clear indication that the use of SM has been one of the best approaches to target the greatest number of specific customers across the globe without much effort or expense (DaSilva et al., 2013).

Similarly, companies that use SM profile pages post upcoming events and functions. Also, they stage contests create the best ideas and innovations that can be showcased to targeted customers and followers (Vries and Bakker-Pieper, 2010). Similarly, creative entrepreneurs have been able to target many global consumers to announce their products. Followers thus get an opportunity to exchange their views and experiences after trying the new products such as colognes, watches, clothes, and perfumes, among others. After such SM discussions, it becomes clear that more customers are encouraged to purchase the products (Wang et al., 2011).

It is also notable that the Facebook page has been used as a platform to present the best ideas and resources to the youth. Creative entrepreneurs have been observed to target youth who easily embrace SM. People between 18 and 35 form the largest customer base for creative entrepreneurs. This has helped to promote products through continued updates and advice (Vries and Bakker-Pieper, 2010).

Creative entrepreneurs have been using Facebook and Twitter mainly for connections and developing meaningful relations with customers. They use Facebook pages and groups to relate their creativity to followers, communicate their new conceptions, and describe their products and services (Vries and Bakker-Pieper, 2010). Stylish photos are uploaded onto Facebook pages to display craft and art associated with creativity. This has helped to connect many creatives to their potential customers.

Sociological theories promote the best approaches through which human beings can interact with one another in order to achieve goals. For example, Yoon et al. (2015) indicate conclusively that businesses should

consider the best strategies in order to attract the largest number of customers and eventually become profitable.

SM is a powerful tool to improve the quality of communication in the creative industry (Woods et al., 2009). SM has become a meaningful tool that ensures innovators and creative entrepreneurs collaborate with their respective employees (Xiang and Gretzel, 2010). They guide them and equip them with the skills and competencies to achieve goals.

Creative entrepreneurs can communicate effectively with their suppliers, stakeholders, and customers using different SM platforms (Wang et al., 2011). SM has therefore emerged as a powerful modern technology that allows staff and managers to communicate using video-conferencing, online chats, and social networks (Xiang and Gretzel, 2010). The increasing level of communication makes it possible for creatives to share their ideas, concepts, collections, and artefacts.

2.4.8 Social Media for Future Creative Industries

SM clearly supports creative entrepreneurs, broadcasts their created products, and provides growth opportunities. However, whether creative entrepreneurs' espoused trajectory is being fulfilled through SM needs to be assessed. This assessment is expected to contribute to understanding further how creative entrepreneurs can make better use of SM and towards proposing an empirical SM maturity framework. Such a framework is necessary to explain the use of SM by creative entrepreneurs who need to express their creative energies maximally through SM. Together, their creative energies, the social aspects, and SM technology constitute the basis for proposing a socio-technical perspective for SM usage by creative entrepreneurs.

People prefer to know about a company or a particular entrepreneur through SM (Barnes and Barnes, 2009). Creative entrepreneurs have the potential to embrace merging SM platforms. Each network is characterised with different opportunities such as effective communication and digital marketing. Social networks have become meaningful substitutes for companies that do not have websites. At the same time, websites have been

characterised by a reduced number of daily visitors. A SM strategy makes it easier for creatives to focus on the best practices (Woods et al., 2009). Creative entrepreneurs express their potential by focusing on the communicative aspects of SM. The future will be much brighter for many companies because SM network is attracting many users every single day. The ultimate goal is for users to target specific SM platforms and networks that can make a difference for these companies.

2.5 Rationale and Purpose

2.5.1 Research Lacunae and Direction

This section explains the research lacunae and new direction as identified from the literature review. An evaluation of the current evidence of CIs is provided. Additionally, the significance of the research lacunae addressed in this study is discussed. Moreover, relevance of the socio-technical perspective for the proposed empirical SM maturity framework is discussed and the rationale is elaborated.

The socio-technical systems perspective is adopted in this research to study how creative entrepreneurs express their creativity through SM and how they design digital marketing campaigns that express the subtle aesthetics of their creations. Hence, it is necessary to examine the current explanations and evidence to address limitation and to ensure that they are addressed. The aim is to propose an empirical socio-technical conceptual framework that elaborates the mature use of SM. It is proposed that maturity is achieved when the creativity of creatives is fully communicated through SM.

2.5.2 Current Evidence

Existing research reveals the significance of technology particularly SM to creative entrepreneurs' business and digital marketing strategy to reach wider audiences and create new markets. It also reveals that SM has had a significant impact on corporate communications and digital marketing

strategy. However, there is a need to establish what creative entrepreneurs use SM for during the life of their business and particularly how they deploy it to express their aesthetic creativity. Also, whether this is done optimally or with mature creative and technology processes, and determine the technological search processes they use to express their creative energies through available SM platforms.

SM technologies encourage people to engage in creative processes from the expression of ideas to the experimentation of the final solutions (Yoon et al., 2015). Past studies have shown that modern technologies have the potential to promote new business behaviours and ensure that they stay focused on goals (Weiss, 2012). SM technologies have the potential to support creative processes from the conception of the idea to the final production process.

Creativity is the core of creative entrepreneurs. Creatives embrace innovation in order to achieve their goals. A social network is a new technological platform for expressing creativity. Creatives have been using SM to interact with potential clients and business partners. By so doing, they attract new talent and innovative minds (Wang et al., 2011).

SM has the potential to support different aspects of the creative process. In particular studies have shown conclusively that SM network is an effective platforms for digital marketing. Evidence supports the use of SM and modern technologies because of the potential to revolutionise business performance (Barnes and Barnes, 2009). Creative individuals also focus on the best processes and strategies that can add value to their businesses (Weiss, 2012).

2.5.3 Research Gap

The literature review reveals that there is a need to understand better and explain how creative entrepreneurs use SM to express their aesthetic creativity during the creative process through SM and how they use SM to create value. Creativity is the core aesthetics of creative entrepreneurs and it is deeply embedded in the artefacts they create. But the literature does not

provide an explanation of how this creativity and creative process is communicated by creative entrepreneurs through the SM. The essence of creative crafts is the aesthetic appeal which is normally communicated in person to buyers. Sharing this aesthetic appeal through SM technology is the challenge faced by creative entrepreneurs and needs to be explained, and the socio-technical systems theory perspective is proposed here.

Closely related to this understanding is how creative entrepreneurs use SM for strategic digital marketing of their aesthetically created products, and in particular how they market their products to differentiate themselves from their competitors. Additionally, it is necessary to understand and explain how creative entrepreneurs use SM strategically to discover business opportunities and exploit them through real-time digital marketing, whilst expressing their creative energies through SM to differentiate their particular products. There is a need for empirical data to understand creative entrepreneurs' motivations for using SM to expresses their creativity and for strategic digital marketing.

There are gaps in knowledge that are not yet clearly understood. For instance, many creative entrepreneurs have not been able to identify or outline the major strengths and benefits of SM networks to realise their full potentials (Crane and Kitchens, 2013). Although creative entrepreneurs have managed to achieve some deployment of SM, there still remains the need to provide a comprehensive explanation of the synthesis of their aesthetic creativity with SM technologies. The socio-technical perspective is proposed to do this.

Recent studies have outlined some of the major benefits and advantages capable of supporting the performance of many companies (Barnawi, Qureshi et al., 2011). However, such studies have not been able to explain and promote best practices for creative entrepreneurs (Weiss, 2012). This gap shows clearly that future research studies can identify the major opportunities in order to ensure the greatest goals are achieved (Crane and Kitchens, 2013; Taufique and Shahriar, 2011).

SM networks operate within the wider realm of the Internet. The use of SM makes it possible for creatives to engage one another and embrace the best ideas that can deliver meaningful results (Correa, Hinsley and Zúñiga, 2010). However, past studies have focused on the wider range of opportunities that

are associated with SM (Yoon et al., 2015). They have not addressed the major challenges associated with SM (Woods et al., 2009).

Literature indicates that research is needed to explain how creative entrepreneurs identify new opportunities and communicate their aesthetic creativity to existing and potential customers. Therefore, this study focuses on the creativity of creative entrepreneurs and how it is expressed and communicated aesthetically through SM by adopting the socio-technical perspective. Empirical evidence of the unique issues for creatives associated with SM can provide a better framework for understanding and practice (Taufique and Shahriar, 2011).

2.5.4 Relevance of an Empirical Socio-technical Framework

This section justifies the relevance of the proposed empirical socio-technical framework, the SM maturity framework, and how it makes a contribution to the field. The proposed framework will explain how creative entrepreneurs integrate their creative energies with SM technology in order to develop digital marketing strategies that adequately reflect aesthetic creativity embedded in their created products. Additionally, maturity also implies the effective integration of SM with internal creative processes and marketing operations covering business life cycle activities from inception, stabilisation and growth to create business value.

The proposed empirical socio-technical SM maturity framework seeks to explain how SM is used by creative entrepreneurs to communicate their creations. Whilst providing an explanation of how creativity is synthesised with SM it will also contribute understanding of creative entrepreneurship development and identification and exploitation of opportunities. The primary objective of the SM maturity framework is to portray the interaction of creative entrepreneurs with technology in order to communicate aesthetic ideas and conceptions embedded in their products, including how ideas and opportunities are raised, the current practices and its processes.

Experts have the potential to develop a powerful socio-technical framework that will ensure more creative entrepreneurs can identify new

entrepreneurial tendencies and ensure the targeted companies achieve their potentials (Straub, 2010). As Tanner et al., (2009) argue it is necessary to identify processes and structures by which value is created. The SM maturity framework is expected to provide knowledge of the major communicative processes and structures associated with SM and explain how opportunities are realised.

The SM maturity framework is expected to explain value creation for creative entrepreneurs. It will explain how entrepreneurial practices lead to collaborating and sharing with stakeholders and partners. SM increases the level of sharing and eventually makes it possible for companies to achieve their potentials (Tanner et al., 2009). For practical impact, the empirical SM maturity framework will guide creative entrepreneurs on how to communicate aesthetics through SM by ensuring mature processes. It will develop constructs that will enable engagement with best practices.

2.5.5 Rationale

The rationale is to create an empirical SM maturity framework that explains the mature use of SM by creative entrepreneurs which reflects their unique creativity and how they communicate aesthetic value to existing and potential customers. The empirical SM maturity framework will account for creative entrepreneurs' motivations and how they integrate SM with their creative business processes in order to engage their customers. Thus the aim of the study is to explain how creative entrepreneurs such as jewellery, craft, and fashion businesses use SM strategically to create business value through real-time digital marketing, which integrates their unique creativity, internal creative processes, and effective marketing communications.

The SM maturity framework will "play a major role towards fostering new or emerging technologies for effective content creation" (Tanner et al., 2009, p. 37). The use of SM application will guide interaction, address challenges, and improve the level of performance. Creative entrepreneurs focusing on these developments will find it easier to relate and create content that reflects their new creations.

Additionally, it will guide in the use of the right resources to improve the level of support and interaction. The dynamics of user-community and entrepreneur collaboration adds value. SM presents new opportunities and ideas to expand CIs. Stakeholder engagement will be supported by the proposed SM maturity framework (Swaen, 2012).

The proposed framework will focus on creativity and communications. This move will ensure effective creative and communicative processes are undertaken thereby making it possible for creative entrepreneurs to achieve their business potentials (Tanner et al., 2009). The developed SM maturity framework will, therefore, be critical towards promoting the best entrepreneurial practices. The next, will be to outline best practice and innovative approaches that will ensure the company realises its business goals.

2.5.6 Signifying the Central Role of Social Media

The research aims to understand the crucial role of SM in creative entrepreneurs' businesses in terms of their aesthetic creativity and how they communicate their aesthetic values through SM. As noted earlier, creative entrepreneurs have eagerly adopted SM because of its low cost and convenience of use, but they face the challenge of affecting it for aesthetic communication, strategic marketing, and value creation.

Whilst SM is a significant communicative method for creative entrepreneurs, they have themselves yet to understand its best use and researchers also need to provide a framework that incorporates aesthetic communication, strategic marketing, and value creation, which is this research is referred to as maturity. The SM maturity framework would suggest what aspects of creative entrepreneurs' skills and business processes need to be included as well as how their creative processes are integrated into internal business operations to express them through strategic SM digital marketing. Additionally, it includes how creative entrepreneurs understand the business opportunities arising through SM they convert them into business value.

In business generally, SM is significant as an effective digital marketing strategy tool. Creative entrepreneurs too use SM for a wide range of

purposes geared towards realising their aesthetics and achieving their business objectives. As noted above, SM also enhances the attainment of creative entrepreneurs' strategic objectives. As SM is now an integral part of marketing strategy it needs to be well integrated into creative entrepreneurs' creative processes in order to become an effective marketing and communications platform for their unique creative energies as reflected in their products.

Creative entrepreneurs using SM tend to develop new relationships and alliances. They tap into online social networks in order to promote their products (Tanner et al., 2009). They foster meaningful relationships with their customers and business partners and they have changed they way communities of customers interact with their patrons (Swaen, 2012). Creative entrepreneurs have benefited from the use of these social networks. Some of these benefits include accelerated business development and improved communication with customers. Creative entrepreneurs acquire new information and ideas in order to make new designs. They are also using SM to widen their competencies and skills (Smith, 2009).

2.5.7 Discovering New Opportunities

SM is well placed to help creative entrepreneurs discover new business opportunities through better strategic marketing communications. This is especially pertinent for creative entrepreneurs whose created products are aesthetically inspired, often individual, and unique. How such unique and aesthetic creative processes integrate with SM technology to identify new opportunities is explained from a socio-technical perspective. Consequently, the socio-technical perspective is explained this section as it applies to SM technology and creative entrepreneurs. The socio-technical perspective has been applied in various fields such as information system, work systems, and knowledge management. This underlines the gap in creative entrepreneurs use of SM from a socio-technical system perspective to provide an explanation of creative entrepreneurs' use of SM. Socio-technical explanations provide

understanding of the link between SM as a technology business tool and the relationship it has with creative entrepreneur as the social aspect.

Socio-Technical Explanations

Researchers provide many socio-technical explanations which have been applied in different fields. Despite this, elaborate views, pertaining to entrepreneurship, have not been furnished. This is a gap in expounding a socio-technical perspectives of creative entrepreneurs and SM. The following sections will demonstrate why the situation has occurred and the areas that have been emphasised by researchers.

Socio-technical Explanations in Information System (IS)

Notably, socio-technical explanations have been made in the field of information system (IS). The application of socio-technical design was championed by Enid Mumford. Mumford is acclaimed for her work and she encouraged both her students and peers to voice their concerns about the limited availability of socio-technical artefacts in different IS that had been constructed. Studies in IS suggest different socio-technical models. Some have focused on technological aspects that are involved whilst others have expounded the behavioural and cognitive characteristics that are demonstrated by individuals interacting with IS. Moreover, efforts have been placed on demystifying best practices in the utilisation of socio-technical in IS.

Researchers have addressed the issue of change in IS using the socio-technical perspective. A model that was proposed by Lyytinen and Newman (2008) socio-technical could be used to explain how social change affects IS. For instance, the approach was effective in educating individuals on IS transformations and a variety of systems that were involved in effecting a given change (Lyytinen and Newman, 2008). Socio-technical explanations are suitable for explaining the nature of IS changes. Lyytinen and Newman's (2008) model includes several factors. The elements include actors, tasks, and technology structure. Various activities took place as the two components and their subcomponents interacted. The results led to balanced IS changes. Such socio-technical explanations of change are relevant to creative entrepreneurs use of SM, since SM is a dynamic platform where customers' changing

preferences are easily expressed. This means that creative entrepreneurs need to learn about such change and organise their internal business operations and creativity to reflect change and effectively communicate through SM

Explanations of IS demonstrate that it is a socio-technical phenomenon. IS are classified as socio-technical systems that tend to portray evolving and dynamic behaviours (Beese, Haki, and Aier, 2015). In the socio-technical framework, human beings have a vital role in ensuring that the created systems work (Beese et al., 2015).

Socio-technical Explanations on Work Systems

Socio-technical explanations have been useful in providing details about work safety and indicating when workplaces are not conducive for employees (Kleiner, Hettinger, DeJoy, Huang, and Love, 2015). The use of socio-technical explanations to improve work environment was as a result of multiple accidents which were commonly reported in businesses (Kleiner et al., 2015). The socio-technical framework could solve the challenge due to its emphasis on people organisation and technology, and to design work systems appropriately. Research in the area of work safety has received support from researchers. In addition, the sector has received many perspectives about how socio-technical aspects can be used to make work environment safe (Kleiner et al., 2015). A major strategy has been to integrate available systems with human inputs. Furthermore, the emphasis has been placed on the importance of resilience engineering.

Interestingly, studies have implied that different socio-technical frameworks have been at variance. For example, some of them tend to disagree on problem definition, scientific paradigm, the responsibility of humans in new systems, methodologies, and other theoretical perspectives (Carayon et al., 2015). When designing systems, a comprehensive review of the socio-technical system is paramount given that it can assist managers to formulate innovative solutions that can minimise accidents.

Socio-technical Explanations on Knowledge Management

Studies have documented that knowledge management is an important source of business competitive advantage (Wint Jr., 2016). Knowledge management system (KMS) is considered as a socio-technical system. A number of reports have delved into how existing companies can be able to use KMS to address their management and performance issues (Wint Jr., 2016). Various factors have illustrated the significance of modern technologies, people, and processes in KMS (Wint Jr., 2016). In spite of numerous research papers in the area, insufficient details exist about how the listed three factors impact KMS.

Socio-technical system explanations of KMS cater for people in the system. It allows one to understand KMS from peoples' perspective as well as knowledge management (Šajeva, 2010). Since people are considered it improves KMS design by broadening its scope (Šajeva, 2010). Evidently, it is apparent that socio-technical system is important in instructing managers on how to implement KMS to ensure people are accounted for well.

Gaps in Socio-technical System Explanations of Creative Entrepreneurship and Social Media

Studies have not addressed the issue of creative entrepreneurship and SM from a socio-technical perspective. So, there have been few studies which have touched on creative entrepreneurship and socio-technical system. For instance, Morisse and Ingram's (2016) suggestion that socio-technical approaches could be used to test resilience of entrepreneurs who start new ventures is significant. Entrepreneurs constantly attempt to introduce technological changes to existing operations (Morisse and Ingram, 2016) which require adequate explanation, in particular how they affect people and how they respond to the change. The study discussed the importance of planning and making sure that various systems were in place to avoid the unexpected.

However, the study did not link entrepreneurship and SM. Also, it did not highlight the socio-technical perspectives in relation to how modern entrepreneurship has evolved. Probably, this was the study's limited scope and lack of elaboration of people or social in systems. The same issue has been

reported in other similar papers. Clearly, this has revealed that there is a major gap in the existing literature on the concept of creative entrepreneurship and how SM shapes their creativity expression and ventures. This gap prompted the researcher to conduct the study to propose an empirical SM maturity framework.

SM has revolutionised the manner in which people communicate and interact with one another (Smith, 2009). However, some theorists believe strongly that social networking platforms have lost meaning. However, it can be agreed that SM is making it easier for people to communicate, exchange ideas, and gather useful information (Smith and Taylor, 2002). That being the case, it would be agreeable that the latest wave of SM explosion has attracted many users thus becoming one of the best ways through which people interact and exchange their views.

Competitive advantages are critical because they make it easier to understand the best strategies to achieve business goals and make businesses successes. Creatives have used different e-marketing strategies and e-commerce to promote business performance and achieve the targeted business goals. It is notable that the use of electronic business (e-commerce) is something that has continued to improve communication in business thereby making it possible to increase sales and profits (Slater and Mohr, 2006). Such ideas were necessary as a way of promoting business performance through proper marketing strategies and improvement of integrated marketing and communication.

2.5.8 Promoting Creativity and Innovative Tendencies

As creativity is the fundamental aspect of creative entrepreneurs, their use of SM needs to be well integrated with their creative aesthetics. Creative entrepreneurs also tend to apply creativity in their digital marketing strategies as an extension of their products' aesthetic value. Through such creativity and marketing they seek to expand their markets. Thus, this study aims to explain how creative entrepreneurs use SM strategically to create value through real-

time digital marketing, which integrates their creativity and creative processes with mature SM strategies.

Through SM businesses have been taking the opportunity to inform their customers about their products, materials, and offers. As a new development SM is an opportunity for the businesses to deliver quality customer support, improve integrated business communication, inform customers (Smith and Taylor, 2002). Studies indicate that a continued focus on customer service delivery through different SM has helped monitor, segment, and inform the right customers about the existence of various products and services. As a result, such companies have significantly promoted their business thus facilitating their goals (Smith and Taylor, 2002).

The use of SM for business-oriented innovations and tendencies will make it easier for many entrepreneurs to realise their business potentials (Slater and Mohr, 2006). For creative entrepreneurs the concept of creativity need to be fostered through SM networks that they use. The proposed SM maturity framework seeks to explain how they do this and it will make it enable them to engage in innovative tendencies that cohere well with their business goals.

2.6 Conclusion

This study seeks to explain the creativity relationship between entrepreneurship and SM in the CIs. The study intends to develop a SM maturity framework to explain how SM is conceived and deployed by creative entrepreneurs to express their aesthetics and creativity as reflected in their products. The proposed explanation of SM use by creative entrepreneurs needs to be conceptualised to incorporate their creative energies, SM and marketing in order to achieve the research objectives.

Regular and creative entrepreneurs are using modern technologies to create the marketing plans and strategies (Safko and Brake, 2009). This has level of communication while at the same time presenting new opportunities. The concept of disruptive technology such as SM shows clearly that

individuals who are willing to engage in innovation will be able to tackle the problem of competition and eventually attract the largest number of customers (Abraham, 2012).

Interesting aspect of SM is it can take "different shapes such as social networks, Internet blogs, online forums, wikis, photographs, book-markings, and podcasts" (Saren and Maclaran, 2010, p. 22). Creative entrepreneurs use SM to exchange photos, ideas, concepts, innovative practices, and information.

Experts have also argued conclusively that the creative sector or industry stands a chance to gain much from modern technologies. This is the case because modern technologies have the potential to "equip employees with skills, opportunities, information, and resources to improve performance" (Shetty and Singh, 2011, p. 3). Creative entrepreneurs are borrowing ideas from these developments and engage in best practices that have the potential to add value to their companies.

The current gap is that many studies have focused on the area of marketing as a cornerstone of SM for business firms. The studies have shown conclusively that the continued use of SM is something that has the potential to transform the manner in which many emerging innovators and creative entrepreneurs can focus on their business potentials (Saren and Maclaran, 2010). That being the case, future studies will be needed in order to single out and outline most of the major opportunities associated with the modern use of SM.

In conclusion, it is necessary to explain how the use of SM helps creative entrepreneurs to fragment the target population and eventually result in effective market segmentation. This needs to be based on explaining how SM enables creative to communicate aesthetic value to existing and potential customers. The explanation needs to be comprehensive by including creative business processes, discovery of opportunities, and effective marketing. To help creatives use SM effectively, the explanations needs to consider the syntheses of these elements which is termed maturity in this research. Hence, the research seeks to propose an explanation of these elements from the socio-technical perspective as a SM maturity framework.

The literature analysis reveals that that the use of different SM networks such as Facebook has helped identify targeted customers thus providing them with the relevant information and details about the available products and materials. As well, many companies are using these strategies and pages to realise their business potentials. As a result, SM has been observed to present a sense of customer loyalty thereby making it necessary for many SM consumers to befriend these innovative and creative entrepreneurs (Scholten, 2006). When the consumer is closely informed about new products, changes in prices, quality improvements, and offers, it becomes easier to remain attached to the process. This has helped the consumers to continue visiting the companies' FunPages to get more information about new events and products. This has made it easier for them to make relevant decisions regarding purchasing and use of the specific products (Saren and Maclaran, 2010). These creative entrepreneurs in different parts of the global market have easily converted such aspects into success.

In conclusion, the study expects to make a socio-technical perspective contribution. As there is no formal explanation of how creative entrepreneurs utilise SM in terms of people and technology the present research will broaden knowledge. There is no model or framework that explains the use of SM by creative entrepreneurs from a socio-technical perspective. Therefore, there is a need for a framework to explain creative entrepreneurs' use of SM which accounts for how the integration of their creativity into SM process happens and how that creativity is represented in an SM maturity framework showing the process of maturity. In addition, there are still gaps to identify new opportunities and promotion of creativity and innovation through SM by creative entrepreneurs. The study examines how creative entrepreneurs use SM in developing ideas and identifying opportunities as they encounter certain challenges. A lack of research in how content is developed by creative entrepreneurs to promote their products still exist in the creative industry. Research in this direction ought to be considered to understand how SM content is developing among creative entrepreneurs. Further research should also address the identification of opportunities using SM and how to promote creativity and innovative tendencies among entrepreneurs. The next chapter

articulates the proposed research methodology used to operationalise the research aim and objectives.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

The first chapter introduced the topic under investigation in this thesis while the following chapter focused on the available literature on the questions under investigation in the research study. This third chapter objective is to describe the methodology that the research study will take. The major aim of the research methodology in a study is to provide answers for the research questions identified in the early stages of the study and therefore fulfilling the objective the objectives of the study.

The proposed research methodology needs to be consistent with the research problem which is to investigate the use of SM by creative entrepreneurs to obtain maturity between their creative energies, internal operations, and SM digital marketing that is capable of value contribution. It also needs to cohere well with proposing the empirical SM maturity framework later on in terms of providing appropriate data and data collection methods. Similarly, the data analysis and interpretation techniques used need to be consistent with the research aim and objectives. This chapter considers the research philosophy appropriate for the research aim and objectives and then identifies the required research approach. It then makes a selection of the suitable research strategy and design in which the relevant data collection methods are discussed as well as the data analysis techniques that can be used.

As described in the introductory chapter, the aim of this research study is to assess the relationship between SM and entrepreneurship in the CIs. Particularly, the research study seeks to explore the socio-technical perspective of the entrepreneurial discovery of value opportunity and exploitation through SM. The gap addressed in research concerns an explanation of how creative entrepreneurs utilise SM to express their creative energies and for effective strategic marketing of their created products. To

identify how creative entrepreneurs utilise SM to communicate information about their aesthetic products a suitable research methodology is required.

The chapter covers the research philosophy that underpins the data collection and analysis and interpretation. It elaborates the methodology, epistemology, and the research approach required to operationalise the research objectives. The chapter is set to begin with a description of the research philosophy that guides the research. This is followed by detailing the data collection methods employed to collect from participants, the strategies of data collections and data analysis, and the qualitative methodology applied.

Given the research aim to explain how creative entrepreneurs such as jewellery and fashion businesses use SM strategically to create value through real-time digital marketing, which integrates their creativity and creative processes with SM strategies, the appropriate methodology is qualitative research methods and design. This methodology is suitable to achieve the research objectives; to determine how creative entrepreneurs discover and exploit opportunities using SM such as Instagram, LinkedIn, Facebook, Twitter, Pinterest and others. To examine the motivations of CIs entrepreneurs and how they find ways of discovering opportunity and exploiting it and their creative energies through SM. Also, to establish what CIs entrepreneurs use SM for during the life of their business, from inception to maturity and determine the technological search processes they use.

In-depth interviews will be used with the creative entrepreneurs to reveal this information, since creative entrepreneurs will be guided to talk about their experiences of using SM. Their responses to the detailed questions will result in providing information to develop an empirical SM maturity framework of entrepreneurs' discovery and exploitation of opportunity signifying the central role of SM. The in-depth interview data collection instrument is the most appropriate to collect the needed data. It will provide rich information about how creative entrepreneurs use SM strategically throughout their business cycle to create value. Once the data is collected and analysed the empirical SM maturity framework will be developed as a contribution to research.

Therefore, the methodology chosen needs to be consistent with the research objectives. This chapter explains and justifies for the research methodology. It also discusses the limitations of the research design. The selected method needs to be coherent with the proposed conceptual framework in terms of providing appropriate data. The data analysis and interpretation used need to be consistent with the research aim, objectives and the framework that will be created.

3.2 Research Philosophy

The most appropriate choice of methodology is qualitative interpretivism. The interpretivism paradigm is used in the study to develop an interpretive view of the perceptions and experiences of the research participants. In this, the interpretivist researcher discovers the reality of a situation through the research participants experiences of it. As noted above, the research methodology needs to be consistent with the research aim and objectives, and facilitate the development of the proposed SM maturity framework.

In-depth interviews with entrepreneurs were used within the interpretivist paradigm. This is because in-depth interviews are appropriate for the kind of data required as described in Chapter 1 objectives section. Rich qualitative data provides insight on the real communicative aesthetic experiences of creative entrepreneurs, information about their creative processes, and how they use SM to market their created products. The detailed interview questions that were derived from the literature review focus on the most their creative energies, SM strategies, and maturity processes. Therefore, as an interpretivist researcher I used the background and experiences of the participants to construct and answer the research question. For example, Carr and Hywel (2013) successfully used in-depth interviews in the paper An investigation into the use of Social Media by SME owners and Clark (2012) used informal interview questions in his research, Social Movement & Social Media: A qualitative study of Occupy Wall Street.

There are different paradigms that can be used in qualitative researches. Mackenzie and Knipe (2006) explain that these paradigms can be classified as either interpretivism, positivism, post-positivism, transformative and others. There are two main types of research methodologies qualitative and quantitative. Since the researcher in this research seeks to make use of qualitative data, the researcher used the qualitative interpretivism epistemology. Interpretivism may be described as a research paradigm that allows the researchers to develop a view of the world based on the perceptions and experiences of research participants (Thanh and Thanh, 2015). Similarly, Yanow and Schwartz-Shea (2011) explain that interpretivist researchers discover the reality of a situation through the participants who take part in the research.

Interpretivism has numerous descriptions and definitions. Interpretivism refers to the approaches that emphasise the meaning that people and the society in general place on both their cultural as well as social life (Elster, 2007). It describes the method of research that adopts and emphasises people's knowledge of the reality and how reality is a social construction by the participants in the research.

According to Thanh and Thanh (2015), researchers who follow the interpretive paradigm use the background and the experiences of the participants to construct and answer the research questions under investigation. Although interpretivism is not a dominant paradigm in use by researchers it is one of the richest. Over the past years, it has accumulated significant attention from the researchers as it accommodates multiple perspectives, views and versions of the trust regarding the topic under investigation. Willis (2007) explains that in interpretivism, an understanding of the context and the environment in which particular research is conducted is significantly crucial to the interpretation of the data that is gathered during the research. Interpretivism usually seeks to gain a comprehensive understanding of a particular context and the primary belief interpretivism is based on is that reality is socially constructed through the passage of time (Willis, 2007).

One characteristic and attribute of interpretative researches is that they are subjective as opposed to being objective. Also, due to the many different

points of view as provided by interpretive research, they are considered to be more inclusive than positivism research. The acceptance of multiple viewpoints in interpretivism research often leads to a more comprehensive and more explorative understanding of the situation or topic under assessment (Morehouse, 2011). This significantly facilitates social research and research that needs an in-depth understanding and insight from respondents, rather than from statistical numbers.

It has been a pre-dominant aspect that interpretivist primarily employs qualitative methods of research and investigation (Nind and Todd, 2011). Willis (2007) asserts that interpretivists tend to favour qualitative research methods such as in-depth interviews, focus groups, case studies, and ethnographies. There are numerous aspects that make interpretative nature of research match clearly with qualitative works of research. First, qualitative researches give rise to rich reports that are significantly important for interpretivists to develop comprehensive understanding of the context of research. According to Creswell (2009), qualitative research refers to a means of exploring and understanding the particular meaning and understanding that the members of the society ascribe to a particular aspect in the field.

In conclusion, the research design is based on the qualitative framework which is the main reason for focusing on interpretivism as the research philosophy. The researcher declined from applying the quantitative positivism epistemology, because the socio-technical perspective justifies the use of a qualitative approach capable of collecting data on the social part of the socio-technical approach that is peoples' meaning and their interpretation of their experiences.

Interpretivism is relevant to the research study and not positivism because in terms of the research subject it enables access to the aesthetic creativity of the subjects. Aesthetic creativity is subjective and it is in the minds of creative entrepreneurs, their views, and experiences about the use SM to communicate their creative energies, create business value, seek opportunities and exploit them. Positivism is not suitable for collecting such data because it assumes an objective world and it would not be possible to

understand the meaning that creative entrepreneurs attach to their actions and the influence of context on their socially constructed reality.

3.3 Research Approaches

The research study adopted the deductive approach. The deductive approach begins with a theory to check if data confirms it or contradicts it, which in this case is the socio-technical perspective. Also, in order to achieve the set objectives the research followed a cross-sectional research methodology since the research analysed creative entrepreneurs from numerous CIs at a specific period in their business. But since these creative businesses were at different stages of business development it provided a more accurate cross-sectional picture of the data.

Based on the objectives of the research, a comprehensive understanding is required to clearly achieve the objectives without leaving out necessary data and information. As a result, this research study is set to follow the qualitative approach. Specifically, the research study is set to follow the deductive approach of obtaining the answers to the research questions from the respondents. In qualitative research models, there are two main approaches that can be applied to derive the results of research. These include the inductive and the deductive approaches. According to the definition provided by Trochim (2006), inductive research refers to research studies that begin with a specific concept towards a general concept while deduction as a type of research that begins with the generally known concepts towards specific concepts depending on the objectives of the research study. According to Creswell and Plano Clark (2007), deductive researchers work following the top-down approach beginning with theory to hypothesis to data and to add to or to contradict an already known theory.

Deductive research approaches aim at testing an existing theory. Research works following the concepts and aspects of deductive researches work from what is generally known to specific understandings. In other words, deductive researches are top-down researches beginning with a general

understanding of the topic under investigation towards a more specific view and understanding of the topic of research. In most cases, these researches begin with the selection of an existing theory about the topic or research question under interest. The research then seeks to narrow down the theory towards a particular direction depending on the research questions of interest. As such, the researchers begin with the making of a hypothesis to guide the data collection and analysis steps of the research study. The data collection methods are tailored at addressing these hypotheses. The hypothesis leads to the research questions which form the basis of conducting the research.

As explained in the above discussion, deductive researchers aim at deriving conclusions from the responses obtained from the respondents of the research participants. However, it is not only the research participants that are of considerable importance to the research but also all the stakeholders of the research study. During the implementation of the research study, there are numerous ethical issues that need to be considered in order to ensure the success of the research while at the same time reducing damage to the participants and the stakeholders. Boutin-Foster et al. (2013) state that researchers should ensure ethical considerations for all the different parties that may either directly or indirectly be affected by the research itself or by the results collected from the research. They explain that any researcher should concentrate on the interpersonal factors, the organisational factors, the community-based factors, intrapersonal factors as well as the policy factors.

In order to ensure compliance with the ethical rules of the deductive researches, one of the main elements is the implementation and application of the consent forms. Consent forms are primarily aimed at ensuring that the participants of the research have a clear understanding of the requirements of the research and the effects and impacts that may arise from the results or participation in the research. Knepp (2014) suggest that there are a number of factors that affects the ability of the participants to read and sign the consent forms. Among these factors include the presence of the researcher or stress, which have been a major concern of the researchers from gaining overall competence from the informed consent form (Tu, Li and Shi, 2012). In order to ensure these factors do not affect the ability of the participants to read and

understand the consent forms, the researcher should ensure enough time to read and sign the consent forms.

3.4 Research Strategies and Sample

Since this research study follows the qualitative approach it sought to understanding the perceptions and experiences of the participants, there experiences in context of creativity and SM usage. Data collection is as such one of the main milestones in any research, assisting the researcher to assess the participants in order to obtain a comprehensive understanding of their perceptions and experiences. Data collection allows the researchers to systematically collect information about the objectives of the study, about the participants in the research and about the context in which they occur. Collection of data has to be systematic in order to yield quality results. This is primarily because if the data required for the research was collected in a haphazard manner, it would not only be challenging for the researchers to analyse the data but it will also be significantly difficult to answer the main questions under investigation in the research.

One of the main factors determining the success of any research project is the manner in which the data is fetched from the respondents. This research study seeks to explore the relationship between success in creative industry entrepreneurship and the use of SM. The research study seeks to explore the socio-technical perspectives of entrepreneurial discovery of value opportunity and exploitation of the SM tools for success in the creative industry. These objectives require an exploratory and an in-depth analysis into the data collected from the field. Secondly, in order to derive at a compounded explanation into the main aspects of this research, an in-depth discussion is required. As such, the research seeks to make use of qualitative interviews to collect data from the research participants. The main direction of the research calls for the application of interviews as the main data analysis technique most suitable for this work of research. This type of sampling is appropriate for the study to obtain rich, contextual information from the respondents which

includes their experiences, thoughts, feelings and their relationship to the phenomenon. This multi-stage purposeful sampling is consistent with the research design for the simultaneous examination of the effectiveness and the implementation of the interviews.

An interview is a data collection methodology that involves the oral questioning of the participants in the research. According to the research article by Rossetto (2014), qualitative research interviews involves gathering data and information from the respondents, eliciting stories that were provided by the respondents, and learning and understanding about their emotions, meanings, experiences and their relationships to the topic under research. The successful data collection through the application of interviews is the population and sample of the research. The population of a research primarily refers to the total number of people or objects under assessment. The primary focus of this work of research is to assess the application of SM by the creative industry entrepreneurs. As such, the main population under consideration in this research study is the population of entrepreneurs in the creative industry. While the creative industry has continually grown over the past number of years as a result of the growth and development of the Internet, the size of the population under investigation has continually increased.

To develop the interview questions, the literature on SM, CIs, and socio-technical perspective was reviewed. The questions were gleaned from this review to focus on creative entrepreneurs' experiences of expressing their aesthetic creativity, creating value, and promoting their created products. For the implementation process, the interviewees were contacted in advance by email and telephone to arrange the interview meeting or Skype conference call. During the interview, they were informed about the necessary information about the research and interview, made to feel comfortable, and asked to sign the consent form if they agreed to be intervewed. The researcher explained the procedure of the interview and that the interview will be recorded. Since the data will be collected using audio recording and notes, the audio will be kept safely and strictly confidential, only accessible to the researcher.

Since the interview data consisted of much qualitative verbal data, the most appropriate data analysis technique for this type of research methodology and research subject is thematic analysis. Qualitative data can be interpreted from different perspectives hence recognition of emergence of themes from multiple perspectives is critical. The significance of thematic analysis method is that it enabled the analysis and presentation of rich interpretations of the participants experiences, and are presented as quotes, derived from coded worded, phrases, and sentences. These are then classified as themes and constructs for the proposed SM maturity framework as an empirical contribution. The next section explores in depth this type of data analysis method.

From the larger population of CI entrepreneurs, a sample of 20 participants was selected to participate in the research. The sample size was selected based on the recommendations by Marshall, Cardon, Poddara and Fontenot (2013). Their research showed that in order to achieve rigor and obtain wide acceptance from the main stakeholders of the results of the study, a research study should include between 20 and 30 interviews. With the population and the sample required for the research, the other main challenge was the selection of the participants to form the sample. There are many methods that may be applied for the selection of the participants to take part in the sample. However, the researcher in this research sought to employ the use of purposeful sampling as the main sampling strategy.

The research participants were selected based on certain criteria. The selected creative entrepreneurs have to be in the fashion, jewellery, art and other relevant CIs. The creative businesses have to either be start-up SMEs or with two or more years of experience. These participants have varied years starting from a year and half and five to seven years of experience in terms of the business years. The participants' age varied from 30, 31, 36, 37, to 42, the average age of the participants is 30's. The creative entrepreneurs' businesses are based globally in the USA, UAE, Morocco, and UK. The participants have different education level and experiences such as a master degree in business administration, bachelors in marketing, bachelors in public relations, masters

in. The method used to apply these criteria to choose the entrepreneurs was convenient sampling. The criteria are as follows:

- The entrepreneurs had to be creative entrepreneurs involved in conceptualising, designing, and manufacturing created products.
- They had to be creative entrepreneurs who use SM.
- The entrepreneur's business had to be an SME company with three or more employees.
- The companies were in various stages of the business cycles, some are start-ups, some in business for 3 years, some for 5 years. This had to represent varied business life cycle.

Plano Clark (2010) explains that the selecting participants with a personal experience related to the topic under research and who are in a good position to communicate is significantly important and vital for the particular research. Palinkas (2013) explains that although purposeful sampling has been described as having many challenges, it remains to be the most popular sampling strategy among researchers. The multi-stage purposeful sampling, as applied in this research, is consistent with the use of hybrid research design for the simultaneous examination of the effectiveness and the implementation of the interviews. According to the research study conducted by Curran et al. (2012), a correct implementation of the hybrid research provides the researchers with advantages such as more translational gains and the ease of conducting the interviews.

It has already been explained that due to the need of comprehensive information and data for this research, qualitative interviews has been selected as the main method of data collection. However, a pilot study is significant step in the successful implementation of the interviews. According to the research study by Hazzi and Maldon (2015), a pilot study is a primary cornerstone of a good research design. A pilot study enables the researchers to identify issues in the interview questions that may negatively affect the success of the interviews. From the sample of respondents selected from the research, a fraction should be selected to participate in the pilot study. Based on the responses collected from the pilot study, the research questions and the interview questions should be modified appropriately in order to ensure clarity

and suitability for the research. Griffee (2012) explains that the pilot study is conducted in order to ensure that the respondents understand the interview questions in the interview guide in a similar manner as intended by the researcher.

The qualitative interviews were the most suitable for this particular research due to the many advantages that the data collection method offers to both the research as well as the researchers. These advantages and benefits are significantly important for the research. The research study by Zohrabi (2013) elicits of some of these benefits and advantages. Interviews provide the researcher with the ability to assess the emotional attachment of the respondents with regard to the topic under investigation. More importantly to the development of a comprehensive understanding of the topic under investigation is that they enable the researchers to probe the respondents thus offering for an in-depth analysis into the problem under research. Finally, they ensure a high response rate and thus useful for exploration and confirmation research works.

As in other qualitative researches, the researchers are the main instruments of the research. Xu and Storr (2012) explain that the researcher is the primary instrument or medium through which a qualitative research is conducted. In qualitative researches, the researcher is responsible for managing and conducting most of the activities in the research. The other instruments that are of significant importance to the research are audio recording devices. The application of audio recording technology offers significant benefits of the research with significantly very low additional costs. According to the research article by Berazneva (2014), the main advantages and importance of audio recording in research works include ensuring that the interviews took place, ensuring the quality of data and the provision of a secure means of data storage and a secure data transfer mechanism.

In any work of research, a developing issue is on how to ensure the validity of the research findings and conclusions. This raises the question of internal validity within a research study. In order to ensure and facilitate internal validity in the research study, the research seeks to employ member checking, a technique in which the respondents participate in ensuring that

what has been transcribed by the researcher is actually what the researcher understand or believe about the phenomena under research. Member checking may be regarded as a primary quality and accuracy validation method for qualitative researches in which the researcher applies the views of the respondents to improve on the accuracy, credibility and validity of the responses from the researchers. Member checking seeks to allow the participation of the participants in reviewing their responses during the course of the study in order to ensure high levels of accuracy and correctness.

Other main considerations with the application of qualitative interviews are reliability, credibility and validity. According to the research article by Anney (2014), validity, credibility and reliability of a research data collection method determines the level of acceptance that the research will get from the stakeholders. Credibility refers to whether the research findings represent the plausible information as collected from the respondents and is the correct and appropriate interpretation of the original views of the research respondents. Validity refers to the trustworthiness and consistency of the responses collected from the respondents. In order to achieve validity, credibility and reliability in this research, the researcher applied the use of member checking.

In member checking, the participants in the research are provided with a copy of the responses in order to review and verify whether the transcription made by the researcher is the correct interpretation of their responses. According to the research conducted by Stevenson and Mahmut (2013), the responses of the participants in a research study throughout the interview determine the accuracy, reliability and validity of the research study. Harvey (2014) also asserts that continuous member checking is a considerably important tool of ensuring the reliability of any particular work of research and ensure the validity, credibility and reliability of the research findings in this research.

The sampling method used in this study is selective sampling and specifically representative sampling. This method of sampling possesses strong external validity with target population in a study with inferences from the sample. As such, the results from the study are easily generalised for the

entire sample space. Attention needs to be paid to various issues that may be associated with this sampling method, starting with the coverage, sample design and most importantly cases of non-response by selected participants.

The sample for this study will involve twenty-five creative entrepreneurs. This means that the researcher bears the responsibility of determining whether the participants chosen actually represent the target population (that is, entrepreneurs). For a participant to qualify for selection, they must be an entrepreneur and must be available for response during the study timeline. The participants are chosen in order to acquire more conclusive and comprehensive outcomes for the study (McDonagh, Peterson, et al., 2013). The participants selected are creative entrepreneurs in the fashion, jewellery, and art industries to investigate how they use SM to seek opportunity, exploit it and create value as well as for their marketing purposes from a socio-technical perspective. The chosen method for the selection of the creative entrepreneurs is convenient sampling. The entrepreneurs had to be creative entrepreneurs. They had to be creative entrepreneurs who use SM. The entrepreneur's business had to be an SME company with a certain number of employees. The companies had to have a variety of business cycles of which some are start-ups, some are in business for 3 years and others for 5 years or longer to represent varied business life cycles.

Qualitative studies require smaller samples than quantitative types; this offers justification for the size of the sample used in this study. Qualitative studies require in-depth information from the participant and therefore, a smaller sample is enough and logical so that the researcher is able to perform complete analysis of the collected data (Dworkin 2012).

Strengths and Limitations of the Interview Method

Using interviews for a research has various advantages for the researcher. First, the return rate for interviews is usually high and in most cases above 90% (Brown, 2001). This makes it possible to collect highly reliable data as per the researcher's plan. The interview format also reduces, considerably the number of incomplete answers that the researcher receives (Brown, 2001).

On the other hand, this research method also has various limitations. First, the study sample is usually quite small as in this study. Small samples have produce statistics that do not translate directly onto the parameters of the entire population. As a result, the effect of any bias on the study results will significantly affect the summative results. Moreover, the results of an interview are prone to subconscious bias. The process of data collection by interviewing the entrepreneurs may also be tedious and time consuming. The other disadvantage of using interviews is that the participants maintain complete anonymity throughout the study.

Research Methods (Trust Worthiness of Qualitative Research)

Consideration should be made on prejudice of the researcher. A researcher's closeness to the phenomenon under exploration may lead to bias (Kawulich, 2005). In data collection, the researcher aims at collecting reliable and also valid data, without determining personally the direction or outcomes as per their own discretion. The attitude and beliefs of the researcher towards the phenomenon may significantly deter the mental representation of the phenomenon. Contrary to this proposition, Greene (2014) outlines the benefits of conducting research on phenomenon that is closely related to the researcher. The benefits stated by Greene include better understanding of the phenomenon as compared to that of an outsider; interaction with participants is bolstered in addition to the advantage of unrestricted access to information for the researcher.

However, Greene (2014) also acknowledges that bias and subjectivity are limitations to any research. The values of a researcher, she alludes, should be taken into account and measures should be put in place to prevent the same from interfering with the study results. In this context, Greene (2014) provides various ways to eliminate the bias such as conformability and dependability. The views, preferences, past experiences and their background are some of the factors that influence a researcher's bias. Saunders et al. (2012) explains that there is need to cater for the above in a research in order to mitigate the impact they have on the research. Similarly, Myers (2013) adds that the researcher

and the research subject are inseparable and as a result, the researcher's values and the research are bound.

In this study, the above-mentioned type of bias was reduced through replies to self-reported interviewee responses. The data analysis is done in verbatim (quoting the exact words from the participants). The research focused on the relationship between entrepreneurs and SM. The bias of the researcher as an entrepreneur on the responses of the participants is minimised, as only the actual statements of the participants are included in the data analysis part of this study. The interview questions were also free from bias as they are derived from reviewed literature.

Bias in a researcher cannot only be found in the researcher but also can be in the participants. Trustworthiness can be utilised to prevent this type of bias. This is done when a researcher establishes mutual trust between the participants and the researcher. This is usually the case, mostly for qualitative studies. In order to increase the understanding of the participants and the readers of the questionnaire on the questions of the research, it is appropriate that the researcher makes the questions as clear as possible. This increases the credibility of the results significantly. Collection of data, recording and analysis need to be done perfectly too. A model developed by Guba (1981) can be used to ensure that a qualitative research is done in a trustworthy nature (Krefting, 1991). The model entails of making sure that the qualitative design includes neutrality, consistency, applicability and truth-value. In this study, the researcher ensured that all the aforementioned conditions are met through maintaining transparency and availing ample information for the reader's judgment and research.

3.5 Data Analysis Methods

One of the main benchmarking steps in qualitative researches is the analysis of data that has been collected from the participants. Furthermore, it is a characteristic of qualitative research to result in massive amounts of data basically as a result of the interviews that are applied for data collection.

Qualitative interviews are the main method applied by the research study to collect data from the respondents. According to Folkestad (2008), qualitative interviews offer new insights on the topic under research as their enable the respondents of the research to reflect and reason on different directions of the study topic. In the wake of these observations, the researcher in this study seeks to employ the use of thematic data analysis method for analysis of data collected in this research. Thematic data analysis approach to data analysis has become significantly used approach in many qualitative researches.

Data collection in qualitative researches is usually dependent on the interpretation of the data. This primarily means that the data collected from the research participants usually requires varied and different interpretations. This is primarily due to the fact that qualitative researches mainly lead to huge amounts of data. Moreover, most qualitative researches do not establish a clear distinction between data collection and analysis of this collected data. The researchers often conduct these two operations parallel to each other (Cohen et al., 2011). With regard to qualitative data analysis, there are numerous principles necessary to be considered as explained in the research article by Denscombe (2010). First, the researcher should compact extensive and diverse raw responses of the respondents into making a succinct structure easier for analysis. The second principle is to ensure a clear relationship between each research question and the summary of the data collected.

For the purposes of obtaining a comprehensive understanding and analysis into the collected data, the research has sought out to employ the use of thematic data analysis technique. Thematic analysis is a type of qualitative analysis. This type of analysis is primarily used in the analysis of classifications in order to present patterns that can be obtained from the data that is collected from the respondents of the research. The method illustrates the results of data collection in a more detailed manner through the interpretation of this data. According to the research article by Alhojailan (2012), thematic data analysis can be considered the most appropriate for studies and researches that seek to discover concepts or aspects through interpretation. The approach provides an element-to-data analysis thus

enabling the researcher to easily associate and relate an analysis of the frequency of occurrence of a theme with the theme of the whole study.

Qualitative research works requires the researchers to understand and collect varied aspects and data regarding the particular topic of study. According to the research article by Mark and Yardley (2004), thematic analysis enables the researchers to obtain a comprehensive and a detailed understanding of the particular issue under investigation. Namey et al. (2008) emphasises this by explaining that thematic analysis of qualitative data moves beyond the counting of explicit words and phrases from the responses of the research participants and focuses mainly on the identification and description of both the explicit as well as the implicit ideas within the participant's responses. They continue to explain that the codes that are developed for ideas or the sprouting themes can then be linked to the raw data collected from the respondents and stored for future analysis.

One of the primary reasons why thematic analysis was selected as the best option for this study is its suitability for deductive works of study. The flexibility offered by thematic researches enables and allows it to be suitably used for both inductive as well as deductive researches (Frith and Gleeson 2004). In deductive works of research such as this one, the flexibility that is offered by thematic data analysis enables the researcher to deal with the data collected from the interviews. In addition to this, in order to investigate and analyse data collected from the respondents with regard to the constructed meanings that emanated from the opinions of the participants, it can appropriately and easily be achieved through an in-depth analysis with the primary focus on the perspectives of the different groups of respondents (Creswell, 2003).

The thematic data analysis approach consists primarily of three main stages of analysis including the reduction stage, data display stage and the conclusion-drawing/verification stage. According to Miles and Huberman (1994), data display refers to an organised, compressed assembly of information as well as data that allows and permits the researcher to draw a conclusion from the data. The stages of thematic data analysis primarily focus on the visualisation of data through the application of different methods and

techniques of display and making clarification on the relationship among the different data items (Yin, 2010).

Another advantage that derives from the analysis of data through the application of thematic data analysis is that the analysis and generation theory of the analysis data is combined together through the application of an analytical element towards enhancing the applicability of the thematic framework (Braun and Clarke, 2006; Crawford et al., 2008). This is of particular importance especially when the researcher seeks to conduct an examination of the data collected from the field in order to enlist the themes from a sample of more than one participant. According to the research article by Crawford et al. (2008), it is particularly beneficial to allocate a narrative to a diverse data in order to gain a clear logical understanding of the thoughts and perceptions of the participants in the research and to convey their experiences in the research study to the different stakeholders of the research. The main themes that are derived from the research work establish a list of clues and then connect these themes to the original data collected from the participants for cases of differed analysis.

Joffey and Yardley (2004) however explains that in order for the analysis to convey content, the themes selected by the research participants must describe bulk of data. The reason is that while one single statement is sufficient to draw a theme, it barely holds the whole story on what is being discussed. This is particularly of importance when the researcher seeks to establish a relationship between data that has been collected from a variety of respondents. Thus, in order to establish correct interpretation of the data, the research must provide and describe a portion of the data collected from the research rather than use one statement to make conclusions. Thematic analysis of data provides a rich, detailed and complex set of data. Furthermore, Blacker (2009) explains that thematic description of data from the respondents of the research would assist him and the stakeholders of the research with the ability to obtain the sense of both the predominant as well as the important themes of the research.

As was explained earlier, the thematic analysis comprises of three main phases of analysis. According to the description provided by Miles and

Huberman (1994), data reduction refers to a form of data analysis that focuses, sharpens, sorts, discards, and organises the data collected from the field in such a manner that the final conclusions can easily be drawn from the data. The main sub-processes that are involved in data reduction include the selection, simplification and transformation of data. Data reduction in thematic analysis is done in a manner that conclusions are easily drawn and verifications are completed at the end of the data reduction stage. Moreover, coding can also be applied in the data reduction stage of thematic analysis. The primary objective of including coding is to establish the relationship and the connections between the different parts of the data from the respondents. Codes are derived from the responses of the participants and they seek to categorise the information in order to frame it as a theoretical perception of the research. It allows the researchers to review all the data through the identification of its most important interpretation (Halldorson, 2009).

Data reduction also follows numerous phases. First, the data is tabulated through the use of Microsoft Word before the prioritisation and organisation of the content within the collected data. This eases the process of analysis since tables can easily depict patterns and themes within the data. However, Bogdan and Biklen (2007) argues that in order to ensure ease of generating the themes obtained from the responses of the research, the researchers should read the responses at least twice. The second stage involves the researcher highlighting the sentences or the portions of the responses that could be used to answer the research questions or to provide more insights into the main themes of research. The third stage involves making use of the highlighted segments of responses and breaking the responses from the respondents into smaller segments or chunks.

The second stage of thematic data analysis involves assessing the reliability and the validity of the themes obtained and highlighted in the first stage. The objective is to ensure that the themes obtained from the analysis represent the whole of the text collected from the respondents. Thematic data analysis is based on the understanding that the evaluation of the reliability and validity of the themes obtained from a work of research is significantly essential both in the early stages as well as the late stages of research. In this

stage of analysis, the researcher should involve outside evaluators in order to effectively analyse the data. The objective of this stage is to ensure that the identified set of themes is compatible with all the text of responses that were collected from the respondents.

The third stage of analysis is the data display stage. This stage involves the retrieval of data through the application of data display. This stage primarily complements the data reduction stage. The objective is to derive sense in the data that was collected from the respondents in the research. Following the data reduction stage, the researcher should then focus mainly on the review of the research questions in order to identify any form of information that may relate to the research concepts. Data display serves to provide the ability to view and enhance the data in a more clear and concise manner prevents data overloads during the analysis process and enables the development of sense of the data that has been collected through the display of the concepts and aspects that are presented within the data (Halldorson 2009). All data that relates to a particular research question should be organised and presented in order. This allows the researcher to explore the differences, similarities and interrelationships within the data.

In the data display stage, there are numerous data display methods that may be applied. However, Yin (2010) explains that the most appropriate methods of data display include the use of figures, tables, charts, categorisation maps and quotations. According to Miles and Huberman (1994), the primary objective of data display is to assemble organised information into an immediate and accessible form to provide a clear view of what is happening to the analysts and assists in either drawing justified conclusions or to move towards the next step of analysis. Furthermore, displaying the data in the different forms of display provides opportunities to the researchers to gain an in-depth understanding of the data.

Finally, the final step in thematic analysis is to draw conclusions. According to the research article by Alhojailan and Ibrahim (2012), the conclusion drawing stage involves the researcher making use of the themes that have been previously elicited to draw conclusions with regard to the main research questions under investigation in the research. Alhojailan and Ibrahim

(2012) also provide numerous points worth noting in drawing conclusions through the application of thematic analysis. First, it is important to establish notations of the patterns or themes and the importance and relevance of any one particular statement in the research responses. Secondly, the analysts should focus on grouping and categorising data that is similar especially with regard to the main research questions. Thirdly, it is important to place significant attention and focus on the interrelations among the factors and variables of the research study. Finally, the construction of a conceptual coherence and consistency within the themes and the subthemes that arise from the data collected from the research study. The researcher should employ the use of the coherence and consistency to explore the validity of the findings of the research study.

The data will be filtered using structured coding to identify the themes from the data to develop the empirical SM maturity framework. Therefore, structured coding will be used. The structured analysis includes going over the textual data in a systematic manner to identify ideas and phrases that are related to the research questions. These ideas are derived from the participants' interview transcripts and are then identified as themes and constructs to create the empirical SM maturity framework.

3.6 Qualitative Methodology

In order to achieve the set objectives of this research study, the research will follow the cross-sectional research methodology. Over the past two decades, cross-sectional studies have received significant attention from researchers mainly due to the ability they offer to the researchers. In these studies, either the entire population or a sample of the population is selected, and from these individuals, data is collected to enable the researcher to answer the research questions. The researcher must first establish the research question that he/she seeks to assess or investigate and from which the data collection is focused on. According to the definition of cross-sectional researches as stated by Zheng (2015), cross-sectional researches are researches

in which the researcher investigates the state of affairs in a population at a specific point in time.

The cross-sectional approach has been selected for this study due to numerous requirements of research. The research study sought out to analyse business entrepreneurs from numerous creative companies. Secondly, the different companies which are the main focus of the researcher are at different stages of development. Finally, the companies under assessment are in different levels of growth and thus apply SM in different ways. These make it favourable to apply the use of cross-sectional researches to assess the application of SM at particular times and session of organisational development. This makes the cross sectional studies most appropriate for this research.

3.7 Conclusion

The objective of this chapter was to explain the research methodology applied for the collection and analysis of data from the research participants. In the research, which sought to collect data from entrepreneurs in the creative industry, sought to assess the importance of SM towards the creative industry entrepreneurs? The research study is designed to follow the qualitative methodology particularly deductive strategy. Qualitative design has been selected for the particular research since it offers the researchers with the ability of obtaining a comprehensive understanding into the topic under research. Data from the research will be collected from the participants through the use of face-to-face interview from the 20 respondents who make up the sample of the research. Ones the data has been collected, thematic analysis will be used to derive meaning from the data. Thematic was selected for use in the analysis as it enables the researcher to enumerate the patterns and themes in a systematic manner thus enhancing the reliability and validity of the research. The next chapter focus on the analysis of data collected during the data collection phase. The aim of the chapter is to obtain meaning from the raw data collected from the research.

CHAPTER FOUR: DATA ANALYSIS

4.1 Introduction

What does the data reveal about the use of SM by creative entrepreneurs to obtain maximal synthesis or maturity of their creative energies, internal operations, and SM digital marketing that is capable of value creation? This chapter presents an analysis of the collected data to develop constructs that compose the proposed SM maturity framework developed in Chapter 5. It treats the components of the proposed SM maturity framework as constructs as validated by data. So the chapter begins by considering the evidence for the SM maturity framework in terms of alignment of creating economic value, expression and communication of aesthetic creativity to customers, strategic SM digital marketing, and opportunity-seeking. It then identifies the critical SM content in terms of creative entrepreneurs' creative energies, aesthetic communicative processes, blogging and engagement, and types of media posted for maximal marketing gain. Then the SM tools used by creative entrepreneurs are considered in terms of their suitability for creative businesses. Finally, the critical value added aspect of SM is evidenced.

So this chapter provides an explanation of data analysis and its importance in research. Through data analysis, the researcher formulated deductions about the prevalent themes that are present in the data and these themes were organised into maturity constructs. The data collection method used in the study is in-depth interviews. This qualitative method allowed the researcher to collect and organise data from the participants through interviews in order to interpret the data and draw conclusions. The researcher formulated interview questions to direct participants to provide relevant information for the research objectives. Once the information was collected, the researcher used structured coding to analyse the data to draw constructs suggesting the SM maturity conceptual framework. Data analysis therefore

enabled uncovering of the emerging themes to explain mature usage of SM by creative entrepreneurs.

Data analysis is considered the process of examining, organising, and representing data such that the study can discover or support a conceptual framework (Anderson and Hurst, 2012). Through the analysis of data, the researcher can formulate conclusions on the themes that are developed for the framework and draw deductions about the phenomenon the research seeks to evidence. Thus the data was analysed to describe and explain the phenomenon of the use of SM by creative entrepreneurs to communicate their aesthetic creativity embedded in their created products.

When information is collected through the use of interviews, it is necessary to code the data so as to capture data relating to the proposed explanation of the study (Bryman and Burgess, 1999). According to Amon (2016) data analysis is the systematic analysis of units of data. The data collected from creative entrepreneur participants is set into smaller units that are easily analysed by creating categories which then suggest concepts that are derived from the data. The analysis of interview data is the process of converting the verbal data into specific recurrent themes supporting the emerging constructs. Even though the information may vary, it can be categorised into recurrent themes (Mohorko, 2015).

Data analysis is done in order to preserve the integrity of the data, weed out unreliable data, and ensure data consistency and coherency (Higgins et al., 2015, p. 67). This means that, in order for the validity of the data to remain high, the process of analysing the data needs to be systematic. Through data analysis, the themes can be derived and the relationships between them analysed to develop an explanatory framework of the study (Magnusson and Marecek, 2015). Through the relation of the themes for the framework, inconsistent data can be identified and explained (Zeegers and Barron, 2015).

The interview data is first transcribed and organised. The researcher familiarises herself with the data by reading through it (Glaser and Strauss, 2012). This makes it easier to identify the errors in the data and the responses given that are not helping in giving insight into the observed phenomenon. After reading and familiarising with the data, the researcher looks for

recurrent themes from the responses (Gillard et al., 2015). The themes were identified by certain key words, catch-phrases, sentences, or ideas presented by respondents. Such themes were then related to develop an explanatory SM maturity framework. Then in the following chapter the developed explanation is related to the extant literature to explain the contribution and ensure that the themes are in line with the phenomenon being evidenced in the study (Miles and Huberman, 1994).

4.2 Evidencing the Social Media Maturity Framework

The researcher used structured coding since the research used interviews as its main data collection technique. According to Gupta and Awasthy (2015), one of the main advantages of using interviews when collecting data is that interviews give participants room to give more information, which helps in creating a dense base of insight for the study. In order to ensure that the themes from the information shared are in line with the research, structured coding is used.

Structured coding is the process of organising and sorting the data collected in accordance with the creation of the empirical framework (Huzjan, 2004 p78). The use of structured coding incorporates labelling the data with keynote words and phrases that identify the main themes the researcher wants to identify consistent with the conceptual framework. For proper coding of the data, the researcher goes through all the transcripts and textual data in a systematic manner and the ideas and themes are then identified using the labels consistent with the conceptual framework.

Structured coding usually happens in three main ways, which are, the use of comparing and categorising data according to the resurgent themes present. The second aspect of coding refers to the creation of connections in the data (Miles and Hubberman, 1994). The connections between the themes are then identified and, finally, the other aspect of coding is the selection of the core themes and relating the themes to the literary works and explaining the phenomenon that is the basis of the study (Locke, 2007).

The use of codes serve as ways of marking the data with theme labels in order for the researcher to identify the underlying themes that are present in the data, and how the data relates to the phenomenon of the use of SM in CIs. The use of structured coding according to Walle (2015), allows the information to be organised and it is easy to identify the errors that may be present. The use of structured coding is therefore an appropriate manner of data analysis especially when looking for themes in the data.

4.3 Social Media Discovery and Strategy

The first construct of the conceptual SM maturity framework is SM discovery and strategy. The interview data was analysed to discover matching data to support this construct and its six elements. Each of these six elements was used as the structure to search for data to reveal supporting themes.

4.3.1 Aligning Social Media Strategy with Business Goals

Maturity of SM usage is the situation where SM is incorporated strategically to express creative entrepreneurs' creative energies, business operations, and digital marketing. The critical aspect of this is business goals of the creatives. Though creatives do not explicitly articulate their business goals they do have an idea in their minds about the future of their businesses. And they seek to use SM to help achieve those goals.

Aligning SM strategy with business goal is the first element of the SM discovery and strategy theme. The interview data supports this element. The interviewees showed that it is vital for creative businesses to align their strategy. All interviewees revealed the importance of aligning their SM strategy to their business goals.

For creative entrepreneurs business strategy is the most important activity and, with technological advancement, creative businesses are incorporating SM strategies in their business strategy. SM is core and has created a ripple effect in business activity, as it has presented an untapped

online market potential for businesses. Couch (2009) states that, through the use of SM, businesses hope to reach millions of users and connect with them on a personal level without having to use the conventional advertising methods.

According to the Institute of Light Professionals (2012), SM is the wisdom of crowds to connect information in a collaborative manner. It is through the number of people who use SM that a business gets to reach out to many people at once. The lure of crowds and the increasing number of potential customers is the main reason businesses turn to SM and why SM has become part of digital marketing. SM can take many different forms, including Internet forums, message boards, weblogs, wiki posts, podcasts, pictures, and videos.

Businesses use SM platforms to promote their business but they have to align SM usage to achieve their business goals and portray and communicate their creative energies. Creative entrepreneurs may struggle to translate their creative energies into an effective SM strategy and digital marketing strategy. For instance, the constraint concerns how creative the images are that they use or how they organise and present their feed on Instagram to tell the story about their creative process. Such as a fashion designer wants to express a new collection from its germinating idea to initial sketches and revisions to the final model pieces. Therefore, the usage of SM needs to be well aligned with her creative energies to present an aesthetic brand image and convince and capture customers' own aesthetic tastes.

Social alignment means the coordination of the different operations of SM in the business from appealing marketing to the overall goal of the business. The strategies include the appliance of concepts, ideologies, and SM tools in order to gather, observe, examine, abridge, and envisage SM information related to the business. These requirements are usually driven by specific necessities (Khan, 2017). SM is therefore a digital marketing tool for creative entrepreneurs and this is evidenced by Interviewee 14, a creative entrepreneur who is also a development manager of a non-profit arts foundation, and has been active for 7 years. Non-profits usually find it problematic to get people's attention and need to be creative about attracting

people. She talked about 'digging deep' to design content for her audience. She claims that:

"We use SM to increase our reach and audience and to promote our events, we use interesting images and language by digging deep to attract our audience's attention and post in different languages to widen our multi-national audience."

A particular issue of the creative entrepreneur was to find SM strategies they can use to capture their audience's attention and develop growth. This demonstrates that participant's observe how other institutions or competitors use certain language and images to promote their business and ideas. Creative entrepreneurs translate their creative energy by using captivating images and unique aesthetic choice of language for their SM strategy. This is often qualified by the need to reach worldwide markets because of local cultural sensitivities. For example, Image 4.1 shows an Instagram post by the art company of SM strategy alignment process (see Appendix C). The image reveals the incorporation of SM strategies in their business strategy through the unique installation from a project commissioned by the creative business.

The entrepreneur explains the importance of having SM as the main tool used for marketing her created products.

Kasian-Lew (2014) states that SM digital marketing consists of the attempt to use SM to persuade consumers that the company, products, and services are worthwhile. Interviewee 09 is an event management company owner and business director who has been active for 3 years. He particular context concerned involving the individuals hosting an event. He emphasised that he wanted to go beyond the usual images and words used by he competititors, because he felt he offered a 'warm' relationship that he clients would benefit and feel 'cared for' rather than simply a business relationship:

"Social media is a great way to let the world know what is happening around the world and what you are getting involved in. Our events, right from the planning stages make their way to the social handles where we let people know what's happening at the event and how they can get involved. It is the easiest way to bring people on board."

SM represents low-cost tools that are used to combine technology and social interaction with the use of words in order to publicise the business. One of the creative entrepreneur's challenge is how they adopted their SM strategies to show the stages of their events. This entrepreneur wanted to express their meticulous and creative attention to each stage of an event, because they felt that attention to detail results in an aesthetically pleasing service. Based on this participant's experience, SM promotes creativity as well as addressing creative entrepreneur's creative energies and how they inform their audience about it. Through the strategic use of the SM channels, entrepreneurs' creative energies is portrayed in the digital marketing strategies to promote their events for phone and car companies and interact with others around the world.

Therefore, SM is a critical digital marketing tool for creative entrepreneurs and since it has become part of business marketing strategies, creating a SM strategy and aligning it to the business goals is a mandatory act for businesses that want to have an edge on the market. Interviewee 14 states that:

"We use social media to increase our reach and audience and to promote our events, we use interesting images and language to attract our audience's attention and post in different languages to widen our multi-national audience."

In order to make the businesses more effective, the use of SM is significant since it is linked to the business objectives (Marlot et al., 2015). SM introduced a new marketing dynamic for businesses in terms of digital marketing and growing the business (Nufer and Ibele, 2015). This is witnessed by the sentiments of Interviewee 07: *"I would use certain social media tactics to help reach my business goals. The business goal is to gain steady and loyal customers."* Alignment of SM strategy with the business goals ensures a business becomes efficient in its sales operations. This creative business was interested in business opportunities through SM. She said: *"Social ads are also excellent for leads, and maybe it's something I'll talk about in a future post."* SM has become a driving force of digital marketing for businesses and

since it is a platform for business growth, most of the businesses use SM to market and increase their sales (Von et al, 2015).

Interviewee 06 is a jewellery entrepreneur and designer, who has been in business for three years. Her contextual experience concerned usage of SM over time. Her creation of jewellery was continuous and she wanted to learn how to use SM like a 'time-lapse' to express her continuous creativity in which each piece is individual and particular. She claimed that if SM is not used frequently her unique brand can easily be forgotten. Said that:

"Social media is a promotional tool especially for a jewellery business. Our business goals are to gain customers and allow exposure to our brand and social media is a key for these goals."

During their use of SM, the creative entrepreneur struggled to get the right exposure for their brand on their SM platforms. They particularly wanted to communicate their creative flare better. The participant's experience of how they present their creative energies through their SM strategy is done by monitoring what their competitors are doing and exploring new and different ways businesses promote their products. This creative entrepreneur then changed their SM content based on what their competitors do for SM strategies, such as use of 3D images and videos of jewellery modelled by women.

When a business has goals that can be achieved by the help of SM, the business is in a position to incorporate SM into its overall strategy and to design activities that can be made more efficient with SM. Activities that SM can improve for a business are marketing and increment of sales (Kodermac and Golob, 2014).

The use of SM also enhances the business opportunity to connect and expand brand globally. SM is one of the ways through which the business can reach out to more customers than the use of conventional marketing methods. Reaching consumers all over the world has been made easier with SM and hence, businesses use SM as a tool to enhance their global brand and to ensure penetration of the brand is made easier (Brown, 2009).

Interviewees were asked questions about how they aligned their SM strategy to achieve their strategic goal. Interviewees spoke about using SM for digital marketing purposes and sales; in particular, they regarded SM to penetrate the global market place. In addition, they obtained valuable comments from potential customers about their products.

Interviewee 01 is the founder and creative director of a fashion brand for women's and young girls wear, who's been in business for over 3 years. *"It's important to me that we are consistent and honest in everything we do."* The creative entrepreneur's main concern in using SM is to be recognised as an honest brand, this is because she wants to instil trust in her customers. Yet her context suggested that compared to her competitors her business is 'new'. So she expressed a concern for establishing her presence in the market though SM. Her vision was broader, though. She wanted to use SM to establish a 'global marketplace'. She related that:

"Since we are a relatively new company, we rely on SM to expand our presence in the global marketplace. SM as a marketing and sales tool is invaluable. We can react to our clients almost instantly and the feedback has been overwhelmingly positive."

Interviewee 02 is managing director and business owner of a jewellery brand who has been in business compared to the previous participant for longer 7 years active. She related that: *"It (SM) gives us new way of thinking, things that we can't do in traditional marketing…"* For her the main issue is to explore and use SM in non-traditional ways, because SM is flexible, enables real-time communication, instant interactivity. She related that her earlier SM usage was exploratory just to see what everyone else was doing. Now, SM is her key digital marketing tool and that its low cost is an extra benefit. She also stated that:

"It is one tool of our marketing plan, nowadays SM has a big role in marketing especially because it is a low cost tool compared to TV and other tools."

Although these two participants claim that SM is a low cost digital marketing tool, they were concerned with how they executed their marketing strategies using SM. They align SM usage to achieve their business goals by having a strategic business plan on how they use SM as a digital marketing tool and channelling their creative energies to reach their potential market. They were particularly interested to learn how to communicate their creative aesthetics better, because they felt that it is that which would help them differentiate their created products from others in the market. For instance, both participants use celebrity endorsement as an SM strategy to show images of their earrings and necklaces worn by famous public figures. They felt that people could identify with these celebrities who themselves exuded an aura of aesthetic sophistication.

Brown (2009) claims that SM is used by businesses as a tool to expand globally to penetrate new markets. The ideas of the author relates to the first Interviewee 01 who stated that the fashion industry uses SM in order to penetrate the global markets. This is in accord with ideas of SM and how it affects businesses in the market. Gray (2013) explains that SM is one of the strongest ways of marketing and is cheaper. This is confirmed by Interviewee 02 who states that the use of SM is advantageous since it creates an opportunity to market the business without spending too much money compared to conventional marketing methods such as television advertising.

Interviewee 03 is business owner of a baby and children multi-brand, active in business for 3 years.*"It is incumbent on a business involved in children retail to foster trust and credibility, as well as a feeling of community."* He was concerned about the family unit as his customer rather than individuals, because he said: *"The wellbeing of a family drives how we engage with our shoppers, what products we choose to offer them and how we develop a working culture that internally fosters a sense of family and loyalty."* He explained how she uniquely uses different SM platforms to integrate her operations seamlessly, thereby aligning her business goals and operations all on SM. This is indicative of maturity of SM usage. So, on the same question of how the business aligns its use of SM to achieve goals he explained that:

"There is no doubt that today; SM is m.o. of any business wanting to connect with people. It is a great way to promote the business and engage with shoppers and really the world. Instagram seems to be the go to place for shoppers. Our Instagram account is a magazine with high quality images and captions. It does also behave as a platform to communicate whether through direct message or through the feed under each image. Ultimately, we direct them to our WhatsApp to continue assisting them their enquiries."

One of the challenges this creative entrepreneur faced was aligning with the voice of the brand on their SM platforms. However, it is evident that this business relies on Instagram to align SM with their business strategy to achieve their goals and align their SM usage with their creative energies by using magazine-like images and unique captions to attract their customers and to portray the voice of the brand. For example, on one of their posts on Instagram their caption is: "Gallop away to adventures! Order your bespoke rocking horse in your favourite colour and add personal touches..." This leads customers to send direct messages to the business' account and enquire about their products and place order for personalised items. SM is therefore one of the best ways to increase the business reach globally as it is inexpensive and faster.

Tkalac and Vercic (2013) state that SM digital marketing increases sales as cheaper digital marketing solutions. With the different platforms of online messaging, it provides better and faster ways for businesses to formulate their global marketing strategy. Interviewee 03 quoted above validates the ideas of the authors by stating that businesses use SM in order to reach and personalise their relationship with the consumers. The Interviewee shows that businesses can use different SM platforms for different functions. As Interviewee 03 states, the use of Instagram can be used by business for their marketing and the use of WhatsApp, another SM platform, for messaging can be used for follow up activities.

Interviewee 04 is CEO and designer of a womenswear brand, active for over 5 years. This creative entrepreneur was interested in expressing their creativity to a particular target audience interested in low price created

products. For her customer's appreciation of her creativity was the key: *"The hope is to get people to understand the work behind each piece (and therefore the price) as well as the general style that we design for."* She took a more calculated approach to understanding business goal alignment and SM. She compared it with traditional methods to measure the maximal result obtained from one. She responded as follows:

"We gauge sales derived from SM vs. more traditional methods (trunk shows, wholesaling contact, etc.) and devote as much time as possible based on the results."

Interviewee 5 is owner of a fashion, art and interior design concept store. Similar to respondent 03, she used SM to seamlessly integrate internal business operations on SM. In particular, she communicated with partners and suppliers through SM. This is also indicative of SM maturity. She explained that:

"It helps by reaching out to customers and gaining clients. It allows us to reach to companies and suppliers."

A particular concern of the creative entrepreneur was using SM for the dual purpose of communicating aesthetic value to customers and trading information to suppliers. Knowing that suppliers would monitor her customer related postings she wanted to ensure that the supplier gleaned the correct aesthetics she was communicating to her customers. Thus SM usage aligns with this creative entrepreneurs' creative energies through the effective SM strategies used to grow their sales and connect with companies for their resources. For example, this creative entrepreneur uses stylish photos of their creative products displayed in their concept store featuring furniture, table accessories, and clothes on rails to attract their customers' and other companies' interest.

Beasley et al (2015) explain that businesses need to show that they are flexible in using the different SM platforms to improve their operations. The first SM platform that was present as a form of digital marketing tool was Facebook and others emerged such as Instagram and Twitter. The use of such

SM platforms varies among businesses and can help them become more effective in achieving their goals if used intelligently. This is witnessed by Interviewee 03 above where he explains how a business can use different SM platforms in order to be more effective in aligning their business goals and SM strategies.

Interviewee 05 states that aligning SM and business goals helps, since it enables the business to reach out to customers and gaining new clients. It allows the creative fashion business to reach companies and suppliers. This reveals that SM is mainly used for digital marketing. All the interviewees across the CIs provide evidence that shows how the main aim of SM is more effective marketing. Interviewee 02 and 04 in the marketing industry above show that SM is the main digital marketing tool used by businesses. Interviewee 02 said that SM is used as a digital marketing tool in order to expand into global markets, since it is cheaper than the conventional marketing methods of television. This theme emerging from the data is validated by Brown (2009) who explains that SM is a platform for marketing and that the number of potential customers through SM are not restricted to one area and hence, compared to using television marketing, SM has opened up an opportunity for businesses to reach out to consumers globally lower.

Interviewee 04 in fashion industry reveals that SM alignment to business goals can be gauged from sales. In order for a business to know if they have achieved their goals, it can use both the conventional and SM approach to reach clients. The use of SM is therefore explained as a tool by respondents that can help the business to learn how well it is doing in terms of sales and how it can improve achievement of its goals. Interviewee 04 said:

"We gauge sales derived from SM vs. more traditional methods (trunk shows, wholesaling contact, etc.) and devote as much time as possible based on the results."

SM is a proxy to show how well a business is doing in terms of sale. This is one of the goals of every business and using SM to gauge how well marketing is being done shows that having a SM strategy is vital to achieve business goals. Aligning SM strategy with business goals is important to

creative businesses, as it is through this that they can enhance marketing power and gain an edge over other companies in the market.

SM can be used to identify different business opportunities. This is evident from Interviewee 03 who states that SM:

"Is a great way to promote the business and engage with shoppers and really the world."

Therefore, it can be deduced that the use of SM is imperative for creative entrepreneurs for marketing, to align their marketing strategies with business goals they want to achieve.

Interviewee 01 explains that since:

"We are a relatively new company we rely on social media to expand our presence in the global marketplace. Social media as a marketing and sales tool is invaluable. We can react to our clients almost instantly and the feedback has been overwhelmingly positive."

This creative entrepreneur reveals that SM is applied to improve marketing and unit sales. A core business activity is marketing and sales and this is one of the main areas where SM has an impact (Paula, 2011).

Khan (2017) states that SM influences business to increase its marketing and improve its goals. Aligning the business with SM strategies is one of the ways successful businesses move forward. A business needs a vision and a mission and since SM has been introduced to businesses for growth, having SM strategies that are in line with business goals makes the business more effective.

Most of the participants used SM for digital marketing. This is in line with Khans (2017) suggestions that, the goals of a business need to be the same as those of their SM. Coget (2016) states that a business does not need to separate the two functions of the business where SM functions are separated from the main operations of the business. When there is a separation between SM and the operations of the business, there is disconnect and there is no alignment.

According to Khan (2017) not all SM platforms have the same functionality and not all can help the business in marketing alone. Paula (2011) explains that each of the SM platforms has its particular use and effectiveness based on the type of audience and how that audience engages with them. The use of SM is mainly marketing; however, since they are divided into different Internet podiums, the different SM tools have a different ways of engaging consumers.

Interviewee 14 reveals that the use of SM allows the fashion business to have a plan on how to enhance their use and how to ensure the business reaches its full potential. Interviewee 14 states that:

"We use social media to increase our reach and audience and to promote our events, we use interesting images and language to attract our audience's attention and post in different languages to widen our multi-national audience."

This leads to the management of SM to understand the meaning and the reason as to why alignment of the SM strategies with business needs to go hand in hand. Alignment of SM in the business is making sure the marketing and promotion are done efficiently. The business needs to ensure that their activities are also well tuned to what is being done on SM for them to raise their credibility with their consumers (Coget, 2016).

An example by Tkalac and Vercic (2013) is that Twitter is a one-to-one customer SM tool and prospect engagement tool, excellent for real-time customer service. Facebook is a powerful community manager and LinkedIn is good for creating professional alliances and for recruiting employees. The different ways in which the business can use these SM tools need to be in the strategy of the business and SM. Interviewee 09 states that:

"Social media is a great way to let the world know what is happening around the world and what you are getting involved in. Our events, right from the planning stages make their way to the social handles where let people know what's happening at the event and how they can get involved. It is the easiest way to bring people on board."

The participants in the study reveal that there are different ways of aligning business strategy with SM and this is mainly for marketing. Aligning business-marketing operations with business goals is the main way of enhancing the business efficacy levels on its most important functions.

According to Ravindran et al. (2015), SM provides a broadcast platform that allows authors to circumvent traditional organisational hierarchies and reach organisationally distant readers. Unlike email that is targeted to specific recipients. Interviewee 01 validates this theme stating that: "*Social media as a marketing and sales tool is invaluable. We can react to our clients almost instantly and the feedback has been overwhelmingly positive.*"

Interviewee 03 voiced that,

"*There is no doubt that today, SM are m.o. of any business wanting to connect with people. It is a great way to promote the business and engage with shoppers and really the world. Instagram seems to be the go to place for shoppers. Our Instagram account is a magazine with high quality images and captions. It does also behave as a platform to communicate whether through direct message or through the feed under each image. Ultimately, we direct them to our WhatsApp to continue assisting them their enquiries.*"

This means that their children's wear business and SM can be used together to show the different ways in which the business can grow and how it can be done such that the strategies used for SM are in line with the goals of the business.

The creative businesses align their SM strategy well through the various components needed to ensure that the businesses engage their shoppers and that they seek for opportunities. SM is used for marketing mainly by creative businesses and this is the main element that is needed when aligning SM strategy to business goals.

This discovery of SM uses content is then related to procedures and policy of how to use SM effectively. The alignment of SM with the business is being done by the creative entrepreneurs interviewed to enhance digital marketing efficacy. In order to ensure the creative business in dealing with SM

well, it then develops procedures to manage SM operations, so this is how this theme links to the second theme of procedures and policy.

4.3.2 Procedures and Policy

Maturity also means incorporating well-defined procedures and policies into SM usage. Creative entrepreneurs related that their procedures and policies sprang from their need to express well and communicate effectively their creative process to existing and potential customers. This meant that they considered the stages of their creations and timings in order to develop SM procedures and policies that captured their creative processes. These policies also adhered to normal concerns about being apolitical and avoiding offending any group. Procedures and policy is the second element of the SM discovery and strategy theme. The interview data supports this element. All interviewees have a policy they use when using SM for the creative business. There were several anomalies in their responses on how they applied their procedures and policies.

There are different ways in which SM can be used by businesses for marketing. SM is one of the main ways. According to Gray (2013), there has been a 70% increase in the number of people who use SM. The author states that most businesses have 89% of all businesses have presence in SM. The increasing use of SM has led to the creative businesses studied to create procedures and policies about how they will reach out more effectively to the consumers.

Creative entrepreneurs' attempt to ensure that their creativity is well captured in SM communications and marketing by establishing SM procedures and policies that reflect creativity. Incorporating SM procedures and policies with their creative process is key for effective SM marketing, as it supports communicating the aesthetic value that they design into their created products. So, they translate their creativeness in their choice of images and language to create a particular community of consumers that they target through their use of SM.

According to Headworth (2016), a business needs to have a way in which it can manage its monitoring and a way in which the other SM platforms are well followed in order to have a policy on what to do and how to do it. A SM procedure means having policies and guidelines that are necessary in the creation of a well-structured activity flow for digital marketing. It also means knowing how their competitors are doing using real time information by following their SM pages. Procedures ensure that creative businesses are able to focus and find information that is relevant to their business to make improvements. This statement is validated by Interviewee 14 who states that: "*All of our images are carefully selected and are reflective of the organisation's missions and goals. We use 'institutional' language, images focusing on the community.*"

Holloman and Adeyeri (2012) state that SM procedures are present in businesses to guide the content the business shows to their clients. It is also necessary to have these guidelines to know how to best communicate with the clients and also what content is best for marketing and promoting the business. As evidenced by Interviewee 03 who explains that:

"*Firstly, social media policy and procedure must be integral and in line with our daily activities. Each social media platform offers a different experience and each platform delivers different results. For example, the most immediate and impactful platform is Instagram. The power of imagery cannot be under estimated and most of the markets we target are on Instagram. In addition, our Instagram account behaves as a magazine and the face to our retail brand positioning. It is incumbent on a business involved in children retail to foster trust and credibility, as well as a feeling of community. Therefore, the wellbeing of a family drives how we engage with our shoppers, what products we choose to offer them and how we develop a working culture that internally fosters a sense of family and loyalty. Twitter is more used not only to promote our products and services but it also is a great platform to hold discussions, announce events and initiatives, and share information on what matters to the wellbeing of children.*"

As verified above by Interviewee 03, different businesses have various ways in which to manage their SM accounts. This is confirmed by the diverse answers of the interviewees. In the beginning, the creative entrepreneur was concerned with how to align their SM procedures and policy with their business goals. However, they then translated their creative process into their SM procedures and policy by developing a trusting community that they engage with and foster as a family with loyalty. One of their strategies in building this environment is how they use images of baby and children's products with pastel colours and images of babies and children modelling their pieces creating a family lifestyle.

Related how they apply different tactics and procedures in order to manage their SM. This is also supported by the varied responses from other interviewees, as Interviewee 05 and 11 utilise a different policy to manage their SM postings. Interviewee 05 said that the policy for their postings is based on time and the frequency of how often they post business related content. Interviewee 05 articulates that:

"I post one a day not more to avoid bothering my followers." Interviewee 11 relates to the same ideologies by stating that:

"Our policy is to strike a balance in the frequency of our posts to send the message that we are alive but without inundating or dominating our customer's feeds. Minimum of 5 posts a week. Maximum or 3 posts in a day. All posts are created by the various account managers. They are run by our communications manager and CEO for final approval before posting."

This means that the procedure that is mainly used by the creative entrepreneurs is time based as the postings are done periodically. This is to allow for their creativity to flow. New created products happen over time. This relates to Dutta (2010) view that businesses need to understand the frequency of their postings to be effective and need to be spaced in such a way that the content presented to consumers will not be bothering and will not be dull. This concurs Interviewee 05 who expresses that the fashion business posts content at different periods so as to avoid bothering their clients. This is a procedure that is also seen with Interviewee 11 who states that:

"Our policy is to strike a balance in the frequency of our posts to send the message that we are alive but without inundating or dominating our customer's feeds."

This is the same procedural aspect where the business does not want to post all the time without having a framed time where the posts can be spaced well enough in order to present the content to the consumers without overloading them.

Interviewee 07 is a cosmetic online based business, active for 3 years and relies heavily on SM for promotion and sales. She is particularly concerned about how she interacts with existing and potential clients. She also wants to have more frequent interactions because she believes this will result in more sales. She is particularly keen to ensure that she appears professional and does not bias her customers in her favour. She reveals that:

"I do not post personal pictures that are out of context to the business. I do not state my personal opinion on any products unless asked on private messages."

This is consistent with Dutta (2010) findings on how business communications need to be enhanced through SM platforms. The business needs to know how customers react to personal opinions and these need not be shared on public postings. Interviewee 07 focuses on the use of communication in their SM policy which reveal that the use of private messages for consumer interaction. This is a different policy from the use of time-based postings. SM policy is one of the main aspects that allow the business to ensure that content and business postings are done efficiently.

Interviewee 07 supports the use of time framed communication system where the customer's messages get responses within a set period of time. The creative entrepreneur states that:

"Inquiries must be responded to within a certain period of time customer is always right product references and image copyrighting is necessary. I never post anything without giving credit."

Marolt et al., (2015) state that the use of SM is mainly to interact with the customers; the manner in which a business communicates is therefore the

challenge. Communication needs to be done proficiently and therefore, the use of messages in SM and the rate of reply are crucial.

The manner in which the business replies to the messages is important as it will inform the business how well it interacts with the consumers. Consumers require communicate to answer their questions or need for information. However, when the business is not replying within a given period and when it does not have the time to reply fast enough, it implies that the business is not concerned about the needs of the customers (Khan, 2017).

The interview participants noted different procedures on using SM for the benefit of the business. SM is a tool that operates and functions to support several of the business functions; it requires guidelines in order to operate (Friedrichsen et al, 2016). According to Beasley et al., (2015), the manner in which the business operates requires it to be vigilant in its operations and procedures in order to increase its efficacy in SM. As indicated by Interviewee 04 a fashion creative business, SM procedures are strict, as he states that:

"We try to post images of our pieces in progress, of clients wearing pieces (to counter the common response of "of course it looks good on her, she's tiny/young/etc."), and of our trunk shows to increase interest."

Customers want the company to be interactive on SM and they want it to reveal to them new products and services. Therefore, the creative business needs to have policies that govern its operations on the Internet. Without such guidelines, the business is bound to make mistakes on how they interact with the consumers.

Bajde (2010) also relates to Interviewee 05 who talks about the timing of posts. The policies put in place over the timing of the posts need to be done efficiently to avoid disturbing the customers with frequent information of the same recurrent content. Paula (2011) justifies that the use of SM need not be only for digital marketing but also as a way of creating convenience for consumers to communicate with the business.

Ravindran et al. (2015) discuss another policy that needs to be considered by businesses. Businesses need to be willing to share their contacts, participate in referrals and make sure your privacy settings allow

people to find you. This will enhance customers' loyalty and will also enhance the validity of the business. This is witnessed by Interviewee 08 jewellery brand-recognised entrepreneur renowned for their "wishbone" unique pieces and has more experience since they have been longer in business for 8 years. They emphasised the instant communicative feature of SM because they want to exploit the almost real-time facility afforded by SM. Such real-time communication they feel is what their customers' value most because it addresses their issues immediately. She articulates that:

"Our policies are quite simple: no conflict, no politics. If a customer asks something or complains, we always answer him and help him the best we can. It is essential to maintain our key values in all posts."

The businesses execute this according to Paula (2011), because it is a sign of the processes and procedures of using SM for their business. This relates to the Interviewee 05 who states that:

"I post one a day not more to avoid bothering my followers. It can be a picture or a Boomerang, I always use 3 hash tags and one of them is always concept store. I always put the name of the store in the small text."

This relates to the ideas of Paula who states that the use of bookmarking allows the business to be placed on the map and to be recognised.

Paula (2011) states that businesses will be relevant in SM through regular posting of photos and videos to the consumers. According to Weng (2014), a business has different procedures for posting their pictures on the Internet. Interviewee 08 in the jewellery industry and has a long experience as an entrepreneur compared to the other interviewees, gives an example of the policies that creative businesses have. The entrepreneur pronounces that: *"Our policies are quite simple: no conflict, no politics. If a customer asks something or complains, we always answer him and help him the best we can."*

It is essential to maintain the company's key values in all posts (Khan, 2017). This is witnessed by Interviewee 09 whose employees are the young generation grown up with SM and finds it difficult to draw boundaries

between private affairs and public affairs. The smart phone generation tend to share information that previous generations would not. So they need to be carefully monitored. She stated that:

"Three major policies namely; All personal and professional posts should be clearly separated. Dishonourable content such as racial, ethnic, sexual, religious, and physical disability slurs are not tolerated. No one is allowed to disclose financial and other operational and legal information that pertains to clients."

Consumers need constant interaction from businesses in SM since this is a social platform. The author explains that the use of information is what most consumers are searching for and that businesses need to understand that they need to be giving information on what their services to enlighten the customers.

The manner in which postings are done is the procedure that fits well with creative businesses. Khan (2017) shows that there are ways in which the pictures and the video informatics can be posted by period, randomly, or frequently. The content of the posts and videos is also an issue. The interviewees gave different forms and procedures of providing content to the customers and these constitute the policies and procedures that are required in order to have a successful digital marketing campaign.

Interviewee 06 reveals that the main procedure and policy for the business is to continuously express the creativity embedded in their developing collections. She emphasised that her client like to know about her creative flow for her collections and that she thinks SM is an instant way of sharing her own creative experience. She related that:

"To keep posting and to always attract our followers, anytime there is for example a new collection or a magazine feature we let our followers know about it. If you are not using SM frequently the brand can be easily forgotten."

Interviewee 04 from the fashion sector explains *"We try to post images of our pieces in progress, of clients wearing pieces (to counter the common*

response of "of course it looks good on her, she's tiny/young/etc."), and of our trunk shows to increase interest."

For interviewee 06 jewellery entrepreneur in CIs, the main procedure for their SM is to always keep posting and to always keep their clients informed about new products. Interviewee 04 and 06 are from similar creative background, fashion and jewellery industry. Fashion industry, may have different content when presenting their ideas to their clients, however, they still maintain the idea that the business needs to frequently advertise and show their clients the products that are present and those they are working on.

Based on findings from Kodermac and Golob (2013), the most significant aspect of utilising SM in digital marketing is by assuring consumers that there is constant presence and this is done through the use of frequent postings of informative pictures. Interviewee 04 above shows that the use of SM is done to inform the clients on the type of goods being marked. The procedure for their SM is that they demonstrate all the processes before the final product is presented to the market. This is aligned with Kodermac and Golob concur with the idea by stating that the use of SM requires constant presence of the business on SM.

Interviewee 05 explains that:

"I post one a day not more to avoid bothering my followers. It can be a picture or a Boomerang. I always use 3 hash tags and one of them is always concept store. I always put the name of the store in the small text."

According to Marolt et al. (2015), SM needs to be a place where businesses ensure they can easily build a connection with customers. SM can be misused if the business does not have proper policy. One of the disadvantages of improper SM policy is that the business will stop being appealing to customers and can be frustrating for customers because they may find their Internet feed is all about the business.

Bajde (2010) states that, time frame marketing strategy and SM enhances marketing communication and related presentation of information to the customers. This is a strategy where the business does not continuously post pictures and videos, rather they use specific times to post information during

the day based in the traffic of consumers using SM at that particular time. Interviewee 05 validates this theme by stating that:

"*I post one a day not more to avoid bothering my followers. It can be a picture or a Boomerang. I always use 3 hashtags and one of them is always concept store. I always put the name of the store in the small text.*"

Interviewee 09 confirms Bajde's (2010) ideas by showing that:

"*The business ensures there is a structure to how they post their information to the clients.* The entrepreneur claims: *"That all content need to go through the communications team. No usage of apps like Hootsuite for mass sharing across the handles. All social handles must link to Purity and correct handles used at all times*."

The Interviewee says that the postings are done in a way that ensures the business does not overwhelm the customers. Interviewee 07 also reveals the importance of having a structure by giving ideas on what the business does in order to be present in SM. Interviewee 07 shows that the SM policies are as follows:

"*I do not post personal pictures that are out of context to the business I do not state my personal opinion on any products unless asked on private messages customer care is a priority and inquiries must be responded to within a certain period of time customer is always right product references and image copyrighting is a must. I never post anything without giving credit.*"

According to Stareva (2014), business needs to have a structure for SM, since it may be the reason why some of the customers stay or leave. The SM platform is not to be utilised by businesses as a means of expressing personal views and Interviewee 07 stated that the business only responds through private messages. Other procedures of SM include ensuring the business validates the message and ensures no picture are used is not without credit.

As Huijsman et al. (2012) argue that SM digital marketing requires a business to have certain rules in which to operate. The operation of the SM

digital marketing campaign enhances the use of content in order to entice the customers to consider the services or the product of the business. Having rules will also ensure that the content provided for customers' viewing is safe and is directly linked to the message of the product or information of the business. This is supported by Interviewee 01 who states that:

"I personally review and/or create every tweet, Facebook mention or Instagram post. All content must be reviewed prior to publishing. It is important to me that we are consistent and honest in everything we do. We are strategic about posting and have analyzed our own posts to know the best time of day and the number of times we should be utilizing social media to expand our reach."

Interviewee 01 above authenticates Huijsman et al.'s (2012) ideas by showing that the business has certain rules which they follow when placing information for clients on SM platforms. Some of the guidelines and principles mentioned by Beasley et al. (2015) on SM content is that the business needs to ensure that the content provided for the customers is engaging. This means that the information provided needs to relate with the customers.

Interviewee 11 is a creative entrepreneur of an online fashion retail with a PhD education background. He realises that customers have much other information in their feeds that adding her postings would result in them being lost in the feeds. So he took a selective approach. He explains that:

"Our policy is to strike a balance in the frequency of our posts to send the message that we are alive but without inundating or dominating our customer's feeds. Minimum of 5 posts a week. Maximum or 3 posts in a day. All posts are created by the various account managers. They are run by our communications manager and CEO for final approval before posting."

One of the main issues in using SM is creating consistency in posts and across different SM channels. In this case, this creative entrepreneur translates their creative energies into an effective SM strategy by their communication technique and frequency of how they run their Instagram and reach their consumer. The participant displays different images on their Instagram posts

each day as an SM strategy to show that they are active and to attract various tastes. For example their images consist of product shots, fashion runway images, and clients wearing their stylish pieces of either an oversized-tailored coat or a statement necklace. Ideas of Interviewee 11 concur with findings from Khan (2017), the business needs to ensure that the content is provided to customers in a specific period to avoid disturbing the clients. This is also shared by Interviewee 05 who states that: *"I post one a day not more to avoid bothering my followers."*

This construct is associated with the creativity theme since having a structure and policy on how to handle SM content, as a business is vital for creative businesses, as this will ensure there is a consistent presence of the business on SM and the customers can easily be engaged. Another way in which a creative business can engage its customers is through incorporating policies that include creativity.

4.3.3 Creativity

The core essence of creative entrepreneurs' usage of SM was to express their aesthetic value and creative process resulting in their created products. Maturity therefore means reflecting the core creative work of creative entrepreneurs. Creative entrepreneurs' main product stems from their own creativity. They seek to communicate their inspiration, flares, aesthetics, and process of creating their products to customers through SM, just as they would do in person.

Creativity is the third element of the SM discovery and strategy theme. The interview data supports this element. Creativity is the main element used by interviewees in their CIs to create content. There were no anomalies from the responses.

According to Khan (2017), many businesses create their competitive edge by using different creativity strategies in their services and especially in their promotions. SM is a platform that requires the use of creative promotions and marketing procedures which customers relate to.

Creative entrepreneurs share a common need to express their creative energies through their SM strategies. However, the way they deploy their creative energies in SM differs based on their originality, the markets they aim to reach, and their goals. As creatives they are idiosyncratic in the creative expression, especially as embedded in their created products. Though the common challenge shared is finding ways available through SM features such as videos, photos, panoramic phots, texts etc. to express their unique aesthetics.

Interviewee 13 is a full stack developer in technology with 6 years of experience. He works on visual aspects of SM technology and is concerned with finding technological solutions to enable people to fully express themselves on SM. He illustrates that: *"Creativity is the key (audio-visual works better)."* This is validated by Von et al. (2015) who suggest that creativity is the main aspect in a business that attracts customers to use its products and its services. In addition Interviewee 14 expresses that: *"Social Media allows us to give an inside look into what happens at SAF, the types of projects that we organise.*" This means that the use of creativity in fashion allows the business to interact with the customers and show the inside processes that are present in order to come to the final product that reaches the customers.

These two participants reveal that creativity is mainly used for digital marketing as both the interviewees highlight the use of creativity for digital marketing. Most of the promotions as per Weng (2014) are done with the aim of show casing the creativity of the business to the customers. This is endorsed by Interviewee 15 who says that: *"We upload images that inspired us as a brand, we use Instagram on occasion as a mood board."* The biggest challenge creative entrepreneurs faced in using SM is understanding their brand's voice in terms of communicating it on SM. This participant, founder of a fashion brand struggled in the beginning to align her creative voice with the brand. She then channelled their creative energy by using specific images that reflect the brand's story and heritage to create a particular mood and image that is bespoke for her SM strategies. For instance, she posts Instagram

historical images of polo matches and horses showing her design inspiration and models wearing her bespoke garments.

According to Gray (2013), companies need new set of proficiency and behaviours from their employees. Employees are expected to possess advanced technical skills and the ability to apply those skills in cases of cooperation, communication, and innovation. Interviewee 01 concurs expressing her concern to differentiate her creativity using available SM features. As with most creatives she felt that her creative products were unique and agreed intrinsically with her clients' aesthetics. She expressed that:

"*Social media challenges my creativity and design. With so many people in the same space I am constantly trying to think "outside the box" and develop new and innovative ways of displaying my brand and all that it represents.*"

CEO and founder of women's and girls' fashion brand struggled to find ways to be innovative which needs constant content creation, sourcing and curating. Therefore, the participant, seeks innovation and unique ideas in their SM strategies and platform by channelling their creative energies into the way they present their business. This is done in the presentation of their Instagram stories of product images with animations and the images displayed on their feed of celebrities wearing their garments and campaigns of their new collections.

For instance, Image 4.2 illustrates a good example of a creative presentation of the brand from an innovative perspective in one of their Instagram (see Appendix C). The image exposes creativity of the brand through SM strategy by communicating to its consumer and sharing their updates while displaying their designs.

As claimed by Khan (2017), they demand that employees should have the capability to create new ideas to respond to volatile external forces effectively. Employees need to formulate new ways to produce goods, services and information for a company to be at the technological leading edge. Thus, the creative process play a vital role, as it is encompasses the competencies and behaviours, which are crucial for organisational effectiveness, efficiency and competitiveness.

Weng (2014) affirms that, it has become normal to argue that in the modern creativity based economy, where the pace of change in accelerating and where the level of complexity and uncertainty is increasing. Interviewee 13 concurs by mentioning that:

"SM can offer marketing campaigns but be careful you need to spend and create your promotions wisely otherwise you will be in a loophole adding money to those campaigns without any results."

The competitiveness and capacity of businesses to adjust with the external environment is closely correlated to their ability to innovate and constantly improve and enhance their foundation of knowledge, products and processes.

Interviewee 11 expressed the value of creating a group for her created products. She emphasised that a group is like-minded people who share same values and interests. Being in such a group is important for her because it stimulates her own creativity. And crucially the group needs to include her customers. She illustrates that:

"By making it easy to connect with those who share our interests, SM can be a source of inspiration for us and for our customers."

Gray (2013) states that, competitiveness in business is linked with creativity and businesses are in search of the most creative person in the market.

Interviewee 02 states that:

"SM gives us new way of thinking, things that we can't do in traditional marketing so we have more choices and its okay to try in the social media we can change our plan easily but it's not the same case on the magazines and newspaper one fault can ruin your brand image."

SM challenged this creative entrepreneur's creativity since SM is an unlimited digital marketing platform. Creatives have tapped into this potential. Consequently, creative industries with strong visuals and interesting content topics outperform businesses from other industries. This participant, jewellery business owner explains that there is no limit to how they translate their

creative energies into their SM strategies. They try different creative ideas to demonstrate their creativity, they use varied images of products and celebrities wearing their products as well as stories of their events to share their activities. Therefore, growth, success, and survival, all depend on the ability of firms to innovate on a continual basis is part of the creativity process where most organisations use creativity in their processes and in the creation of their products.

Weng's (2014) view is that creativity in SM and in business is different. Creativity in business has to do with the expansion, suggestion, and execution of new and better solutions on the services and products produced. Creativity in business is also linked to the processes of productivity, with the efficient application of current solutions. From an organisational perspective, the term creativity can also be interpreted in various ways such as the creation of new products. This is also expressed by Interviewee 05, she talked about her aesthetics and sources for new creations. She related traditional sources such her own inspirations and talks with other creatives. But she expressed her delight at the potential of SM to provide inspiration and be a source for new creations. She relates that:

"SM inspires us and our customers to discover new ideas and interests."

According to Matuso et al. (2013, p.47), branded social campaigns provide additional touch points to encourage ongoing interaction between the consumer and the brand story throughout the day, which can deepen consumer–brand relationships, help marketers uncover common themes in consumer feedback, and persuade consumers to engage with online content. Thoughts, feelings, perceptions, images, and experiences from these touch points form a set of associations with the brand in consumer memory. Interviewee 11 explains the same idea by claiming that creativity in the business through SM is done:

"By making it easy to connect with those who share our interests, SM can be a source of inspiration for us and for our customers."

This means that the fashion business is using videos and content related to the brand and showing the customers what inspired the brand.

Creative strategies are the strategies used to bridge the gap between what the marketer and entrepreneur want to articulate and what the consumer needs to hear. Creative strategy encompasses both message content and execution and includes the notion of designing communications in a way that increases the likelihood it can produce the desired effects in the target audience (Khan, 2017). Interviewee 07 said that:

"Being able to gain inspiration from different brands across the world and monitor different trends according to their demographic definitely gets your creative juice following. From upgrading your image editing skills, to updating your profile."

During this participant's use of SM they faced issues to portray their creativity and inspiration. Creating quality graphics and visuals is a challenge in itself since it needs imagination, intricate craft skill, and time to create it. Online-based beauty business use their creative energies differently from a jewellery or fashion brand creatives. This creative entrepreneur's creativity demonstrates their customers' experiences using their products and results in different ways of presenting their products through their editing skills.

Brand marketers have a high level of interest in creative strategies because of their importance to advertising results (Gray, 2013). Creative strategies can enhance the receiver's motivation, opportunity, and/or ability to process information from an advertisement. Identifying creative strategies aids businesses in identifying options and comparing their effectiveness.

Participants were asked how SM promotes businesses creativity. Some responses from the participants show that the creative entrepreneurs use SM in order to give an insight of the processes behind the products of the business. Arnaboldi (2015) argues that SM has created a way in which businesses can display their productivity and creativity. This can be done by using of videos. Interviewee 13 relates to Arnold (2015) by expressing that "*creativity is key"* and that the use of audio-visuals is a better means of communicating creativity to consumers.

Interviewee 14, non-profit arts organisation explains that:

"SM allows us to give an inside look into what happens at SAF, the types of projects that we organise."

This is in consistent with Arnaboldi (2015) views on how to ensure that customers are engaged with the processes of the business. Using videos to present the processes is one way SM is used to portray the creativity of the business. The creative entrepreneurs display their creativity by giving insight into their business operations to the customers.

According to Pilati (2011), there are different ways SM can be used to portray creativity, not only through showing the processes of what happens in the company, but also visualising how the company garners inspiration to create the products and services. Interviewee 11 asserts that creativity is shown:

"By making it easy to connect with those who share our interests, SM can be a source of inspiration for us and for our customers."

The fashion entrepreneur explains by following customers on SM he gains inspiration to provide relevant content that they can relate to.

Interviewee 15 in the fashion industry and a start-up brand owner said: *"We upload images that inspired us as a brand, we use Instagram on occasion as the brand's mood board."*

The same view is shared by Pilati (2011) aruing that communicating to customers where the inspiration for the brand came from is used to engage them intimately. Interviewee 13 focused on her creative inspiration, sources, originality, and skills. She used SM to engage with customers to communicate her creative process and interact with them as they responded to her postings. She relates that:

"Creativity is the key (audio-visual works better). SM can offer marketing campaigns but be careful you need to spend and create your promotions wisely otherwise you will be in a loophole adding money to those campaigns without any results."

The fashion entrepreneur shows that promotions need to be created by the business and this is another avenue to portray the company's creativity.

Steger et al. (2013) states businesses use other modes of advertisement and usually there are diverse external factors that prevent the business to present its creativity in their promotion materials because these are activities

that are generally outsourced. However, the use of SM has led to the creation of the businesses own promotion material and this is a more direct way of portraying their creativity. Interviewee 13 validates this by stating that digital marketing campaigns need to be created by the business. This means that the business is responsible for providing their own promotional content and through this material they can use it as a platform to exhibit their creativity.

SM leads to the creation of brand management strategies and strategies that can be used by businesses to display their creativity to their customers (Leisink, 2008). Interviewee 10, online retailer of fashion and art says that:

"The company as a brand is all about originality and creativity. We see SM channels as a source of inspiration and design or fashionable knowledge. Through connecting to these channels we get access to content by others that are of interest to us and filled with information and ideas. It also provides us with the opportunities for collaborations and sharing ideas and interests with others."

It is evident that based on Interviewee 10, SM is used not only as a place to connect with the customers but also a platform where the business can draw their inspiration. This increases the creativity levels of the business. Creativity is a challenge for entrepreneurs particularly in the creative sector; this creative entrepreneur struggled to stay creative and monitored their competitors to be inspired. Based on Interviewee 10, it is seen that businesses use SM to garner ideas on their business and to channel their creative energies through their choice of merchandise, SM content in this case their choice of images that they use such product shots, models in their products and as a communication tool for collaborations with others in their field which for example is tradeshows and exhibitions.

Khan (2017) claims that the most engaging brands on SM are very active in more than seven SM channels as part of a robust SM strategy. In order to stay relevant and to communicate to customers the business creativity, some of the businesses include a dedicated team focused on SM and make SM a core part of the digital marketing strategy. As gleaned from Interviewee 10, SM is exploited as a source of inspiration and the creative entrepreneur reveals

that the business does not use only one channel or SM platform, but rather more than one through which they can collect ideas for their creativity and showcase their own as well.

Interviewee 10 explains that creativity in their fashion business can be enhanced by borrowing ideas from other business in SM and to find content that relates well to the customers. Interviewee 13 in fashion said that: "*Creativity is the key (audio-visual works better)."* So creative businesses normally use videos to present their creativity. As Gray (2013) explains, the use of SM can lead to creative strategies that enhance customer interaction. The use of videos is the best means to show the creativity of the company. Using other means such as writing blogs may not be effective for the customers to understand the creativity processes of the company.

Weng (2014) states that in order to connect with the consumers on SM, a business has to relate their content with what the consumers like. Most of consumers on SM relate to videos and pictures compared to blogs and written content. When a business is marketing and promoting its services and goods, it needs to focus on posting content that will be easily accepted by the consumers. Interviewee 12 who is in the arts industry, a fashion illustration business owner states that: "*Directly showing my work* is the main way in which the business demonstrates its creativity." This participant lacks SM strategy knowledge from a marketing perspective. She relies on her creativity and creative energy to reach her audience. This participant's creative energies are portrayed through her illustration skills of her work and believes that that's how she stands out. She uses her skills as an SM strategy tool in her SM platforms by displaying images of her fashion sketches.

Interviewee 13 data resonates with Weng (2014) who argues the importance of creativity to the business and how audio-visuals are used in making creative materials for promotion and marketing. The fashion entrepreneur explains that creativity is mainly expressed through audio-visuals, which are better to express the principles of the business to the customers. Interviewee 13 states that: "*Creativity is key."* This means that creativity from the fashion business is the main aspect that is considered to be an edge to communicate on SM.

Creative businesses in fashion and art are most influential on SM. Interviewee 03 who is a fashion entrepreneur claims that:

"We understand that we need to always be innovative and unpredictable. We observe trends with other luxury retail businesses around the world, including fashion, automotive, housing, food and luxury bags. However, I cannot emphasize that the business and innovation of the business stems from our own needs as parents and families – our own concerns and desires drives many of the solutions for innovation."

This creative entrepreneur of a children's clothing and furniture business was concerned with how they can align their SM strategies with the voice of their brand. However, since the creative entrepreneur is inspired by their family and daily life drive their creative energies to source the products that are innovative, that they need and from certain markets they search for. The images of their products in their SM show products from different markets such as France, UK and US presenting diverse products.

The fashion entrepreneur needs to be creative and original, particularly with their choice of products and creations. The entrepreneur adds innovation is what sets her business apart to attract and keep customers and to remain exclusive in the market.

Innovation and creativity go hand in hand (Fouts, 2009). This resonates with Interviewee 03 who believes that the business needs to stay innovative:

"In *a crowded digital and social media world, we must find new ways to be different and stand out from the competition. Just as we are creative in what products we offer, we need to be creative in how we address social media. As long as we stay true to our brand position – quality, creative, and innovative.*"

One of the issues this creative entrepreneur had was how to match and stand out from their competitors by reflecting their creativity through SM. This participant therefore expresses their creative energies by focusing on quality, creativity, and innovation in their SM strategies to stay true to their brand

image and be different from their competitors. They do this by using images on their SM that create a cosy and baby friendly yet innovative atmosphere of baby cribs, clothing and furniture.

This supports the view that creativity and innovation are similar and justifies that the business is able to gain an edge in the market by including innovation in its processes. Headworth (2016) confirms that the use of creativity in business requires the use of innovative people and especially in SM.

Von et al. (2015) states that creativity allows businesses show their customers on SM what they can do and the processes involved. Creativity is the main reason why businesses are willing to be more innovative in their processes (Paula, 2011). Interviewee 08 in the jewellery sector affirms this theme by asserting that:

"The entrepreneur post lots of design ideas, inspirational pictures, quotes that she writes. The creativity is the base of our activity and so it is essential to promote it to reach the customers and make them enter in our universe."

At first this participant was lost; she only posted images of her products and did not have a clear SM voice that communicates with her company's goals. However, with experience this participant's creative energies are not only translated through her designs, they are in the images of the lifestyle that portrays her inspirations to make her customers feel the vibe of the business's heritage. It is essential to choose the right ideas, words, images and locations to present the brand's ethics and aesthetics through SM strategies to translate the closely creative entrepreneur's creative energy. For example, the creative entrepreneur displays images and videos on their Instagram of wellbeing, travel, lifestyle, spiritual, and holistic jewellery inspired pieces.

The data reveals SM has created a platform where creative entrepreneurs portray their creativity and where customers follow SM pages that consist of creative content. Creative businesses in particular compete with each other for this reason and keep updated on creative content that attracts

customers. SM has provided a platform for creative entrepreneurs to portray their creative process.

4.3.4 Achieve Learning

A crucial aspect of maturity is actively learning how to use SM to express their creativity. The type of creative entrepreneurs interviewed are usually not interested in technology. But because of the critical importance of SM they reported that they paid close attention to SM they sought to learn how to use it effectively to express their creativity. And because they wanted to go beyond the usual causal use of SM they consciously learnt about SM features that they could use.

The data suggests an additional theme, namely SM promotes learning among its users. SM has been utilised by many individuals as a platform for airing and exchanging opinions on various matters such as politics, environmental issues etc. The literature review reveals that SM is a source of knowledge for many of its users. The fourth question on the SM discovery strategy section of the interviews inquired about the learning aspect as a result of using SM. It is worth noting that all the respondents admitted to acquire some level of learning from SM.

Creative entrepreneurs express their creative energies through their use of SM to promote their brand. They have achieved learning from their education, experiences and SM to learn about how to channel their creative energies in their SM strategies to realise their potentials.

There was variation, however, in the form of learning that the entrepreneur acquired from SM. One perfect example response, interviewee 06 a jewellery business owner briefly explained that through SM, she has learnt that: "*content and aesthetic is very important for our consumers. If our content is messy or unappealing then followers lose interest.*" This form of learning relates to the quality and marketing aspect of a business. Despite the variation in responses, one factor was common among most respondents; most respondents validate having learnt that the aesthetic quality of product or advert is a significant quality in marketing.

Interviewee 03, business owner of the children's clothing and furniture boutique notes that:

"We are the first to enter the market for mid to high luxury retailing for children particularly for furniture. This means that there is no other concept which we can benchmark against, rather we became the benchmark for businesses on children retail that opened after us. And so, this made us set the bar for luxury retail for babies and children, and which has also allowed our online activities to set the bar on what we post on our social media platforms, and how we engage with our followers."

The participant had a tough time building a successful SM presence and needed a thorough understanding of their market. This creative entrepreneur demonstrates that they achieved learning from the aesthetic of their product and the way they presented their business, through their creative energies of selecting SM strategies showing their business as a luxury unique children's brand. Their Instagram's feed shows harmony in their story and brand image of their choice of images of baby nurseries, bassinets and other products showing luxurious interior styling.

4.3.5 Keep Current on Trends

Staying well-informed about advances in the craft and art is a concern of creatives. They want to be aware of creations and creative techniques, design trends, and conceptual developments in their field. Therefore, gleaning such advances through SM is an aspect of maturity. So creative entrepreneurs have multiple uses for SM and its usage for being well-informed about current trends is crucial for their competitive survival. From all the content that individuals create and share, only a few topics manage to attract attention to rise to the top and become temporal trends, which are displayed to users. Creative entrepreneurs' creative energies are inspired from research on how to keep up with current trends from a product perspective to the latest SM strategies. Interviewee 12 states that: *"I follow the work of other artists."* The

question of what factors cause the formation and persistence of trends is a significant one that has not been answered yet.

Headworth (2016) asserts that in order for a business to be successful in the market, they need to be current with the new trends. Trends are the core of creative business and the market follows trends. An example given by Queensberry (2016), the market does not always stay the same and the customers are the main trendsetters. Interviewee 11 in arts industry shares that:

"*We attend annual expos, fashion shows, read industry periodicals and follow fashion influencers online.*"

Once a large number of consumers have accepted the product and have been in the market for some time, most of the consumers will influence other consumers to follow the trend. The new fashion therefore becomes trendy. Creative entrepreneurs need to understand consumer behaviour such that they will be able to connect with them on the same level.

According to Interviewee 03:

"*We understand that we need to always be innovative and unpredictable. We observe trends with other luxury retail businesses around the world, including fashion, automotive, housing, food and luxury bags. However, I cannot emphasize that the business and innovation of the business stems from our own needs as parents and families – our own concerns and desires drives many of the solutions for innovation.*"

The assertion from the fashion CI entrepreneur validates Weng's (2014) beliefs as they both agree with the idea that a business needs to be innovative in order to keep current. Innovation leads to creativity and this can lead to new products.

Interviewee 13 and Interviewee 15 share similar ideas about how their businesses keep current. Currency can be formed by reading the news and magazines on what consumers prefer and what products they prefer. Interviewee 15 in the fashion industry is CEO of a womenswear brand inspired by polo and has been active for about 2 years. She struggled to attract the right clientele through her posts and tried various approaches

unsuccessfully. Then she tried influencers and started to attract the right clientele. Influencers are people on SM who have significantly large follower who look to them for direction and information about products. She relates that:

"Reading the major daily newspapers for our market - a fashion trend is a reaction to what is going on in the world. For instance, look at what immediately came after America and Cuba established an open-door policy after six decades. Emerging fashion bloggers are a great way to scour trends for true street style, because most established bloggers and top celebrities are being paid for fashion endorsements. Individuals such as 'The Sartorialist' were revolutionary because they photographed and reported what they saw on the street, rather than a pre-planned editorial."

This participant had difficulty in keeping current on trends since they lacked knowledge on show their creativity in their SM strategies. With experience, the creative entrepreneur reveals the different ways in which they keep up with the current trends to use this as a tool to portray their creative energies in their SM strategy. Inspiration from others tends to be a common drive to develop their creative energies and to develop their brand story and creation of their brand image in SM. This participant searches for unique content of polo history and equestrian products to stand out within their participant.

Von et al. (2015) avows that monitoring the market through SM interaction with consumers is the best way to ensure that the company is willing to change their strategy and ensure their products link with consumer preferences. As indicated by Interviewees 15 and 13 who validate Von et al (2015).

Interviewee 09 agrees that: *"Instagram is probably the best source of that today. As it is entirely photo based, you cannot help but see the latest trends and that sometimes can give you ideas to implement in your own business."*

The participant struggled with how to convey their business events on their SM platforms. Event managing business owner claims that their inspiration for

their creative energies originates from Instagram which they use to create their ideas that are implemented in their SM strategies and platforms. For example, this creative entrepreneur posts videos of their event productions for technology companies, sports events, cars event launches and many more. It is evident that creative entrepreneurs rely on SM to create and challenge their creative energies in their SM strategies.

As maintained by Nufer and Ibele (2015), the most imperative information on trends are found in publications dedicated to digital marketing such as E-magazines and the news. Particularly, businesses in the fashion industry, reading magazines related to fashion and trend forecasting is a preeminent way of discovering information on trends that are present. Interviewee 14 fashion CI adds that:

"By reading news articles, attending events, following social media accounts, and keeping in touch with people from the industry."

Utilising dedicated E-marketing reports is one of the ways in which the entrepreneur can be up to date with the new trends in the market and be informed of the new products that emerge.

Paula (2011) asserts that by reading the news, a business can know the new entrants in the market and can have time to adjust their style to fit the consumer's needs. Apart from enlightening a business owner about the latest digital technologies, information from the news can also provide tips and advice on improving/strengthening existing strategies. This relates to what Interviewee 14 said reading is one of the ways staying current with upcoming market trends.

Interviewee 14 shows that her art business keeps up with trends: *"By reading news articles, attending events, following SM accounts and keeping in touch with people from the industry."* Interviewee 14 shares the same opinion as Interviewee 13 and 15 where they state that reading the news is one of the ways their business enhances their knowledge of market trends, to create strategies they will use to capture the early customer adopters.

Coget (2016) avers that SM allows consumers to portray their preferences and what products they consider to be popular in the market. Customers are the real trendsetters as they are the ones that will accept the

product and will be the ones to spread the content throughout the market to other customers. On the other hand, Gray (2013) argues that businesses need to understand how trends work to ensure they provide services and products that are in line with customer preferences.

Accordingly, Interviewee 09 discusses the significance of SM platforms as a crucial approach of how the arts entrepreneur can connect with her customers. The interviewee states that:

"Instagram is probably the best source of that today. As it is entirely photo based, you cannot help but see the latest trends and that sometimes can give you ideas to implement in your own business."

This means that different SM platforms can be used to identify different trends depending on the kind of creative business. When using Instagram, the Interviewee reveals that this platform is mainly to communicate through pictures. According to Khan (2017), the use of pictures can tell how a business is especially in the fashion sector and whether their products are modish. Through pictures products such as clothes can be noticeable if they are trendy. SM platforms that provide new fashion trends using photos are the main source for creative entrepreneurs to know the latest fashion in the business.

Interviewee 02 also understands that following other SM accounts in the same creative industry sector and observing what they are posting, is one of the ways that her jewellery business becomes exclusive in the market. The entrepreneur avows that:

"We try to follow other accounts and always be up to date with the technology and all the new features like the live stories."

This reveals how the business uses content from other SM accounts or from rivals to develop knowledge on the products that are trending. This is endorsed by Leisink (2008) who explains that all businesses look at their competition to know what they are offering different and to know if the products being offered are trending in the market.

The identification of trends is linked to the identification of opportunities. As the interviewees reveal the identification of opportunities is

related to the identification of the trends. This is witnessed by the similarity in the manner in which the creative entrepreneurs view searching for opportunities and looking for similar trends. Interviewee 09:

"Instagram is probably the best source of that today. As it is entirely photo based, you cannot help but see the latest trends and that sometimes can give you ideas to implement in your own business."

Interviewee 03 adds that:

"We observe trends with other luxury retail businesses around the world, including fashion, automotive, housing, food, and luxury bags. However, I cannot emphasize that the business and innovation of the business stems from our own needs as parents and families – our own concerns and desires drives many of the solutions for innovation."

As indicated by Paula (2011), one approach to increase sales and boost revenue is to expand into new markets and attract new customers. SM has led to the creation of new opportunities to reach out to new marketing areas.

Khan (2017) affirms that marketing through SM offers rewards; it requires a comprehensive marketing and advertising strategy. A successful campaign relies on a thorough understanding of the target market as well as the interests of potential customers. This is achievable is with SM, which has created opportunities for businesses to expand to unchartered markets. Gil-Pechuan et al. (2013) claims that using SM leads to opportunities for a business to ensure that they can seek other opportunities in the market. Interviewee 03 business owner of a children's clothing and furniture states that:

"It's like casting a net. The wider the net and the further it is cast the larger the chances of capturing a broad audience and potential customers. It is a great platform to create a buzz for your products and services, and for your initiatives e.g. reading sessions."

The fashion entrepreneur relates to the ideas of Gil-Pechuan et al (2014) stating that there is a large pool of opportunity in the market. Gray (2013) also states that SM analysis provides marketers with a plethora of tools that generate insightful understandings of customers, markets, and opportunities. Interviewee 06 affirms that: "*By using trend forecast websites such as WGSN.*" Better strategies are created when volume, sentiments and topics of conversation, and consumer interests are identified. Gaining a comprehensive understanding of customers' interests gives marketers the information they need to design successful and efficient marketing strategies. The insights that SM analysis offers are particularly useful when businesses are expanding into new markets.

The Internet has now become the most common tool that CIs consumers use to find information on products and services. Interviewee 06 shows that the use of the Internet is the main source of the business information on trends and this is seen by the statement that: "*The business follows trend website.*" Besides opinions of friends and family, people use the Internet as first source of information when making a major purchase decision (Donna and Thomas, 2012).

These opinions have far more weight and value, and are considered trust worthier, than any information provided by marketers. Indeed, word-of-mouth is considered to be the most trusted source of information (Khan, 2017). Therefore, SM largely affects customers' purchase decisions, because consumers usually seek other opinions and recommendations. Indeed, 94% of global consumers declare that they trust and believe other customers' recommendations for products and services more than any other medium (Khan, 2017). This is mainly because consumers are seen as more objective than the companies' own marketing message. This resonates with Interviewee 14 who says that:

"*We promote events and things that could be potential business opportunities and gauge the public's response.*"

With promotion of products by the business, the consumers are able to see the difference in the products and are able to understand the market, and hence the

businesses are able to learn about customers' preferences and create opportunities.

Interviewee 02 said that: "*If any of the suppliers saw our jewellery on our SM accounts, they contact us and sometimes we do the same thing.*"

The jewellery entrepreneur was concerned with the sourcing of their suppliers and how to reach them using SM. It is evident that the participant's creative energy is well translated from their designs to their SM strategies since other companies reach out to them for their products which is an opportunity for them. Their selective choice of images on their SM of their detailed luxurious jewellery product shots attract many individuals' interest and business opportunities. Based on Kasian-lew et al. (2014), unsolicited comments and feedback on SM hold tremendous potential for identifying new market opportunities and unmet consumer needs. In addition, interest and affinities of SM users are increasingly available to determine the right new opportunity at the right time. This blog post of the company will examine one of the leading edges of SM analytics: discovering new, untapped market opportunities. This links to the thoughts of Interviewee 02 showing that opportunities are not only from the customers but from the suppliers as well.

Interviewee 07 states that: "*By being exposed to the trending market I am able to know which products are in demand, also all products can be linked to a company profile with legit contact details.*"

This is consistent with the idea that most businesses seek ways in which they can identify new opportunities in the market using SM. SM is a fundamental technique for a business to increase its powers of identifying new opportunities. New opportunities in business are well connected to the identification of new trends. When a business identifies a new trend, the business then searches for ways in which it can improve its goods and services in order to ensure the business taps the newfound market and is able to find out the main opportunities in the market.

Interviewee 13 affirms that the fashion business: "*Creates SM presence to the business opportunity and also schedules posts and polls.*" The credo underpinning this is that the company does not have a way in which the business can be done without presenting the varied ways in which it can

present different ideas to the market. The company, through SM, can identify new opportunities by showing customers on the platform the ways in which the business is offering new products. As said by Brown (2009), identifying trends and looking for new opportunities in SM are equivalent. The author validates the participant's ideologies on how businesses enhance their opportunity finding ways.

When discovering trends, this activity leads to a business identifying innovative opportunities. SM is therefore a major means by which a business identifies opportunities and different trends in the market. Interviewee 09 explains that:

"Instagram is probably the best source of that today. As it is entirely photo based, you cannot help but see the latest trends and that sometimes can give you ideas to implement in your own business."

Paula (2011) indicates that identifying new trends leads to the identification of new opportunities. This is how business ideas are linked with different participants. Interviewee 14 reveals that the idea underpinning identifying the customers' response to the product provided is key in looking for ways in which it will identify new opportunities. The Interviewee says that:

"We promote events and things that could be potential business opportunities and gauge the public's response."

This is related to Stareva (2014) view that the more a business exposes their products to the market, the more the business is capable of seizing new opportunities. Identifying trends leads to consumer engagement to obtain more information on what they know to inform the business to create more value for their consumers.

4.3.6 Interact with Clientele

Interactivity is a key aspects of maturity. Whereas traditional advertising and marketing means are unidirectional meaning that customers are passive recipients, SM is dynamic and interactive. This feature of dynamism and interactivity appeals to creatives and facilitates well communication of their

creative processes to customers. Customers too welcome it because it enables them to instantly respond to created products and latest trends, as well as communications about the process of the creations taking shape.

The data suggests an additional theme that SM promotes interaction between the company representatives with the clients. For instance, through the interviews, all the respondents cite that they interact through various platforms with potential and existing clientele. Creative entrepreneurs' creative energies also leads to interact with the clientele through SM since it that creativity attracts others interest to either purchase the product or to collaborate. Participant 15, womenswear business owner inspired by polo states that:

"We interact on our Instagram, in response to their feedback on the stories we tell, and even on the stories they wish to share on our Instagram feed. IG also influences the number of emails we receive, which ask for collaborations, to open up stores, polo sponsorships and media request for interviews. In this circumstance, our main interaction has been to acknowledge that we have not officially launched yet."

The issue that this creative entrepreneur had was presenting posts on their SM platforms that appeal to as many people as possible for a wider target. However, they then created posts that were better-suited for their company's goals which lead to better interaction with their clientele. For instance, this participant demonstrates that there was interest from clientele before their official launch and this is due to the successful SM strategy they used translating their unique creative energies in various SM platforms. They used Instagram, Facebook and Twitter to show a preview of their fashion products before they launched their collections through the use of images and behind the scenes film of their production experience. Different platforms and avenues offer interaction. As stated in the literature review, SM platforms connect the firms with the consumers. It creates an interactive platform where the firms get to understand the needs of the consumers. Literature also underpins the importance of SM to marketers, consumers and businesses in general. Customers find it easier to interact with their marketers. Businesses

use social networks to understand the changing expectations of their consumers. Many companies no longer incur extravagant costs to advertise their services and products. Social networks are beneficial to every consumer and marketer in the society (Norton, 2011). Interviewee 08, jewellery designer notably states:

"By promoting our new products and concept life, our clients answer and a basic interaction is naturally created. We do not explicitly ask questions to the customers or followers because we expect the interactions to be natural and we do not want to push it."

4.3.7 Opportunity Discovery

A crucial aspect of maturity is opportunity discovery and exploitations. Just as networks are used by entrepreneurs to connect with other business people to seek out opportunities for business, SM is used by creative entrepreneurs to seek out opportunities. SM serves multiple purposes and networking for opportunities is a key one. Often creatives have separate SM account for networking through which they explore opportunities.

Opportunity and discovery is another element of the SM discovery and strategy theme. The interview data supports this element. All interviewees use different ways such as benchmarking other competitors in looking for opportunities. Also the participants use their creative energies through the use of SM while implementing in their CSM strategies to seek opportunities and discover them. This is done through the different ways in which they portray their creative energies depending on the type of business they own and the goals they aim to achieve.

Using different SM platforms allows companies to follow industry leaders and receive daily updates from them along with their thoughts and opinions on digital marketing. By using Trending Topics on Twitter, companies can stay up-to-date by using specific hashtags (Weng, 2014).

Interviewee 05 the owner of a fashion and furniture concept store said that:

"I post one a day not more to avoid bothering my followers. It can be a picture or a boomerang. I always use 3 hashtags and one of them is always concept store. I always put the name of the store in the small text."

The creative entrepreneur demonstrates in image 4.3 the use of 3 hashtags to aim at their opportunity and target particular consumer (see Appendix C). The use of hashtags as an SM strategy is done in a discreet manner to seek the attention of a specific clientele and the use of the same hashtag is considered as a slogan for the business to be coherent and to register in the consumer's mind. The creative entrepreneur didn't have a clear vision on how to execute their SM content to achieve opportunity discovery and didn't have a well-executed hashtag campaign to promote their business. In this case, the creative entrepreneur expresses their creative energies through SM by using bespoke captions with specific language and a connection to their business. For example the hashtags they use are "#handmade #tshirt #conceptstore," the first two hashtags change depending on the products in the image and the third hashtag is always the same. These captions that they always use represent their brand's image and identity as an SM strategy for their business.

As part of their SM procedure and rules, the fashion entrepreneur uses hashtags that are related to the business and which can be slogans or particular key terms for the business in order for the business to be noticeable by customers on SM. When businesses use such tactics in their marketing, it makes it easier for their content to be followed, their brand to be recognised and perhaps to target certain audience. This entails the use of hashtags, is linked to the content of the business on SM to their business main page and website (Khan, 2017).

Interviewee 10 in fashion industry states that the company keeps current on trends: *"By following leading art and fashion accounts and magazines."* This is seen in Quesenberry (2016) where the example of fashion is used to explain how businesses use SM to stay trendy on new products. Interviewee 13 adds that:

"I read a lot daily. Half an hour in the morning I check my feeds with a cup of coffee."

This is another way to remain informed on what is happening in the market. When a new trend is coming up, following SM postings can help a business know if it will become a hit or a miss (Khan, 2017). This means that through the way people are talking about a particular item, businesses can know whether the product will impress the customers enough for them to create a trend.

Interviewee 02 mentions that: *"We try to follow other accounts and always be up to date with the technology and all the new features like the live stories."*

According to Khan (2017), determining trends is a hard task for businesses but following other businesses and competitors helps to know the consumers preferences. The creative entrepreneur demonstrates that their company analyses other businesses and their strategies to compete against them. This also leads to improvement of products.

4.3.8 Promote Creative Self Identity / Brand

Building self and brand identity is the core aspect of maturity. SM is key for creatives to profile themselves and their craft. They use it to profile their creative self-identity which is core for their brand and important for them as creatives. It is through their self-identity as creative people that they are able to build their business brand as a reflection of their creativity.

So another theme suggested by the data is the promotion of individual identities and brand promotion. Creative entrepreneurs ideally tend to portray their creative energies to promote self-identity which is linked to the brand's identity to be original and to break into the targeted market to seek opportunity through the usage of SM. In this light, responses are directed towards the presence of inspirational content on SM sites. Interviewee 15, who is a business start-up responds that:

"We do weekly postings of inspirational quotes. Sometime we provide commentary that allows us to inspire. Polo can be considered so exclusive that

it can alienate people. We try to break down the barrier by telling people that if they really want to give the sport a try, nothing is preventing them from doing this. We try to be very inclusive as snobbery does not play a factor in how we market ourselves. We aim to be as genuine as we can be, and this will always set us apart in the long run. You want to be a brand that can people can trust."

The creative entrepreneur adds that it is essential to have a variety of posts:

"*To promote the fact that we are a heritage-inspired brand, we do many postings on history. Sometimes are postings can be entertainingly factual, while other times we use rarely seen visuals to engage audience attention. We also take a timely event and find a way to connect it back to the theme of our brand makeup.*"

The creative entrepreneur had trouble translating their SM voice into their brand to promote their brand's identity. However, with experience and more SM knowledge, it is evident that the participant creative energies are not only expressed through their designs but also in the type of images they use. The visuals are factual symbolising culture and history of polo that promotes the brand's identity and is a strategy to attract the audience's attention and interest.

4.3.9 Innovate

Innovation of business processes is a critical aspect of maturity of SM usage. Creatives keep abreast of new ideas through their SM professional networks. But they also use SM to integrate their internal business processes such as order-taking and order-processing to innovate their business operations.

Based on the give data it suggests an additional theme; SM promotes innovation in businesses. Innovation is key to creative entrepreneur's creative energies, it essential to incorporate innovative ideas into their SM strategies. The innovative details that are part of the creative processes used in their SM

strategies tend to differ from one brand to the other and encourage opportunities. Interviewee 09 business director and owner of events management claims that:

"*There is a wealth of ideas on Social Media. We regularly pick ideas and try and change things around to it to make it work for our business. Sometimes it could be as small as décor pieces to as big as a complete topic which we could cover at our next panel discussion.*"

There is a wide range of knowledge available for exploration of the Internet; SM is based on the Internet. It is, therefore, not an exception in the ability of the Internet to spread knowledge. Innovation on the other hand is largely dependent of knowledge. The acquisition of knowledge promotes individual's ability to build new innovations. Many businesses have come to this realization. This is revealed in the exposition of the data acquired in this study. Most of the participants acknowledge the innovative effect that SM has on their businesses. It is also important, when exploring theme to appreciate the diverse nature of innovations. Devising a new method of communication for a business can also be termed as innovation. According to interviewee 15 a womenswear polo heritage brand entrepreneur:

"*We use social media to take the viewer behind the scenes of our business. We do short films that allow them to see how the dresses are made in the Studio with the seamstresses. We also do live chats that allow them to virtually experience a polo match and to ask questions to key people, who may be with us at the moment. We use social media to innovate interaction and connectivity with potential customers.*"

The creative entrepreneur was concerned with how to be innovative using SM to show their creativity. By doing research and following other creative businesses, the participant uses their creative energies in the creation of their short films of seamstresses working on their garments and live stream videos of polo matches on SM as their SM strategy to express their creativity and connect with the consumer. Pearlman and Gates (2010) states clearly explains that social networks make it possible for individuals such as business players

and entrepreneurs to widen their competencies and skills. SM ensures people to discover new ideas (Pearlman and Gates, 2010). Interviewee 05, Concept storeowner states:

"Every social media and it improvements helps to show the products. For example you can publish a slideshow of pictures and it helps to publish more pictures in the same post. Also, I use sometimes live videos on Facebook. All this shows the youth of the store."

The participant was limited in terms of being innovative of the use of SM to present their business. However, the creative business entrepreneur have found ways in which she uses their creative energies to reflect it on the techniques for their product images presentation of displayed garments and jewellery in their store as well as home decor and live stream videos like other entrepreneurs to share their experiences with the consumer in various SM platforms for a wider audience.

It is worth noting that some of the respondents stated clearly that for most of the part, they didn't employ SM in the businesses innovative efforts. The innovative use of SM depends on the individual and the business in question. There is wide variation in the manner in which the businesses use SM for innovative purposes.

4.3.10 Create Value

Creating value, created products for which customers are willing to pay, is the foundational aspect of maturity. The essence of doing business, whether regular or creative, is creating value that customers willing to exchange money for the product. Created products such as art, jewellery, crafts, and fashion have extra value because of the creative genius and flare of the creative. Additionally, created products have the usual economic value, but this value is decided by aesthetic appeal such as in art and rare jewellery.

Create value is the final element of the SM discovery and strategy theme. The interview data supports this element. All interviewees have a policy of creating value in their business. However, there were some that did

not give an answer as to how they create value through their business. Although the participants did not say directly how they created value, it was evident based on the way they expressed their creative energy through the usage of their SM strategies which lead them to seek opportunities and to discover them. The SM strategies they used resulted in promotion of their products and interaction with their consumer which created value to the business, not only financially but from a marketing perspective as well.

Gray (2013) states that there are millions of customer interactions taking place every day on SM sites such as Facebook, Twitter, YouTube, etc. as well as a vast number of customer support forums and online communities. This is projected to grow exponentially over the next 6 to 10 years as the usage and number of active users of SM sites and forums continues to grow. The creation of value from SM is therefore done through ensuring that the business brand is well known to the consumers. The interview looked at the question of how businesses use SM to create value to the business.

Most creative businesses interact with customers using messaging as the main means. Interviewee 14 asserts that:

"The language and terminology we use and images creates a lasting impression and adds value to what we do."

This relates to the creation of soft value, as opposed to economic, through communication and ensuring the customers are engaged with the business. Interviewee 06, jewellery brand founder and designer, reveals that: *"By engaging with our clients, and getting their feedback regarding our products. Building a relationship with our customers, this is what keeps them coming back to us."*

This relates with the theme that the use of communication and engagement of clientele is a mean of increasing value to the business. It's uncommon that creative businesses see growth when they just start however it is difficult to sustain a trend of continued growth and this was a concern for this creative entrepreneur. Luckily with their creative knowledge, it is evident that this participant uses their creative energies in their communication strategy to engage with their clients and create a relationship with them through the use of SM platforms which creates business value for the business.

The creative entrepreneur applies their strategy by responding to their consumer's comments and enquiries under the creative images they post of their niche jewellery pieces.

Interviewee 02 affirms that: "*Usually through direct messages if they asking for something and sometimes we ask for their phone number for the prices, as we do not like to share it on SM.*"

The entrepreneur shows that the communication lines with the consumers are often private and are not meant for others to see. Keeping the information private allows the business to handle complaints and questions as well.

Khan (2017) explains that social customer engagement is creation of value. This act is being composed of two dimensions, namely an engagement dimension and a SM dimension. The customer engagement dimension comprises the three basic components of the traditional communication process involving relationship initiation. This is where the entrepreneur contacts the consumer and there is a 'spark' in the manner in which conversation begins. According to Donna and Thomas (2012), the other facets of communication are maintenance and termination. To validate the engagement of consumers by businesses, Interviewee 08 states that:

"*By promoting our new products and concept life, our clients answer and a basic interaction are naturally created. We do not explicitly ask questions to the customers or followers because we expect the interactions to be natural and we do not want to push it.*"

The creative entrepreneur in the fashion industry reveals that creating an engaging environment with the consumer leads to the creation of value, as the consumer is likely to remain loyal.

As indicated by Couch (2009), SM has created a trend for communicating with clients, which also reflects a fundamental shift from predominantly company-customer interactions to customer-customer interactions that influence company-customer relationships. It therefore becomes imperative for companies to have a sound SM customer engagement strategy. Interviewee 01 said that:

"Being a well-rounded company is very important so we promote our philanthropic side as much as our fashion. The two are synonymous, but we find our clients want to learn about our various non-profit partners and the good work they are doing."

In the beginning this creative entrepreneur relied on their celebrity endorsement to create value in which she had difficulty sustaining their continued growth. The CEO of the women's' and girls' brand came up with appealing creative ideas that include philanthropy into their creative energies of fashion in their SM strategy to demonstrate the ethics of the brand. This creates value to the business by contributing to charities and also entices clients to gain more knowledge on this matter and to participate. This is shown in their SM platforms through content that justifies their strategies in videos and images of the collaborations they do such as charity events that they attend.

Interviewee 15 a relatively new fashion business owner states that:

"We interact on our Instagram, in response to their feedback on the stories we tell, and even on the stories they wish to share on our Instagram feed. IG also influences the number of emails we receive, which ask for collaborations, to open up stores, polo sponsorships and media request for interviews. In this circumstance, our main interaction has been to acknowledge that we have not officially launched yet."

The entrepreneur reveals that there needs to be a manner in which a business creates a strategy for it to be considered a credible communication line.

Using SM, creative entrepreneurs can interact with customers privately to address their complaints and other issues affecting them. This according to Khan (2017) leads to the creation of value. Interviewee 06 adds that:

"By promoting the atmosphere, the values of the brand, we offer more than just a product. It is an access to enter in a community, to feel part of something, to create a dream. This adds value to the brand."

The participant was confused on how to incorporate the voice of the brand to create value using SM. With results driven strategies and inventive thinking, the creative entrepreneur utilises their creative energies to create a particular mood for the brand through their SM strategies to develop a community which adds value to the business. The world that they create for their business attracts customers and their interests and that in itself creates value which is evident in their Instagram posts of the edgy images of clients and models wearing their necklaces, earrings and rings of their renowned fishbone.

As Head worth (2016) notes, creating a connection between a business and a client is usually done through communication and especially in private. The entrepreneur states that the main way in which they communicate with the customers is by replying to messages. Interviewee 12 also shows this behaviour by mentioning that the business contacts clients: *"Through contact email, replying to comments, etc."*

Interviewee 07 in cosmetics business who's been in business for three years reveals that the creative business increases its value by: *"Stocking variety of products and we pay attention to personal service."* This is in line with Headworth (2016) who claims that the creation of value is by listening to consumer's preferences and providing goods and services to meet them.

According to Matuso et al. (2013), businesses maintain their clients through SM by providing an informal platform where they can voice their concerns and ask questions based on what they want to understand from the business. Bajde (2010) also states that businesses that are present on SM have a chance to create a connection with their clients through private messages. Interviewee 12 and 07 validate these ideas by sowing that their main form of communication and interaction in SM is messaging. SM platforms allow consumers to speak and to the businesses directly and this allows the consumers to engage the business and to know more about it.

Interviewee 02 states that *we have some guidelines that we use it on social media to maintain our image.* The creative business creates value by ensuring the business image is well represented. Businesses want to know how their customers perceive their products. Interviewee 08 says that:

"By promoting our new products and concept life, our clients answer and a basic interaction is naturally created. We do not explicitly ask questions to the customers or followers because we expect the interactions to be natural and we do not want to push it."

As per Paula (2011), if customers are more engaged with a company through SM channels, the company no longer has full control over the messages to which its consumers are exposed. Interviewee 09 claims that it is: *"About the quality of the content and not the shares."* For example, whereas customers with low levels of engagement might simply consume or share company-approved promotions, a highly engaged customer might choose to distribute an independent review of the company's product or reveal promotional offers that the company might prefer not to expose to a wide audience. Therefore, as seen by Interviewee 08 above, the use of a system is necessary to ensure that the communication lines are natural and the connection is made through natural necessity.

Creative entrepreneurs using SM to send out information like direct mail. A message posting can be an effective, inexpensive way to reach out to customers. However, the actual value happens when SM turns into a dialogue. Interviewee 10 validates this by stating that:

"We use social media to create value by working on achieving our marketing strategy of customer value. Working towards achieving it is through engaging customers and sharing information about our brand, values, quality, products, and services. Responding to customers' comments, whether positive or negative. Showing how different we are."

This explains the importance of engaging with clientele through the use of SM platforms.

When a creative entrepreneur uses Facebook, Twitter, or blog comments to have a conversation with their customers, it is considered interactive. However, when the business does not have a two-way system of communicating with the consumers, it becomes an ineffective system of engagement (Weng, 2014).

This SM alignment construct is related to the next theme of SM content. Creative businesses ensure SM content is aligned with business goals set. As seen by the responses above, the use of a system is necessary to ensure that the communication lines are natural and the connection is made through natural necessity.

4.3.11 Create Business Networks

As noted above for keeping abreast of current trends, an aspect of maturity is networking. SM platforms such as LinkedIn and Facebook enable creative entrepreneurs to either setup groups or subscribe to existing groups. Such networks then enable them to discuss current issues and trends in their field. So, the data suggests an additional theme to the construct; the creation of business networks through SM. SM sites are mainly created with the intention of making interaction easier. This is achieved through the ability of users to exchange ideas, chat privately and connect with other users without the limits of their geographical location. In this light, exposition of the collected information reveals a wider perspective of this idea. For instance, interviewee 15 and womenswear brand owner notes that: through interaction on SM,

"We follow and comment on creative business work that we appreciate on social media, which sometimes can foster a future connection, and assist with building out network. We also join the online boards of some creative arts communities, such as London College of Fashion. From here, we are able to tap top emerging talent at a price that is affordable for a small enterprise."

The creative entrepreneur was reserved about creating a business network through the use of SM which limited their resources. With experience, motivation and being transparent, the participant used their creative energies through their business network in their SM platforms. The creativity lies in the selection of the suitable networks in the different SM platforms used to collaborate with other brands and take part in art and creative communities. For instance, this creative entrepreneur reaches out to fashion and art

universities online to collaborate with freelancers such as photographers to create fashion editorials or catalogues.

Based on this, it would be right to conclude that businesses join SM, not just with the prospective of creating short-term connections (networks) but also for the sake of the networks that may come as an antecedent SM later on. Also interviewee 01, mother daughter inspired clothing brand owner also relevantly states that the business has used SM to establish new connections such as searching for models in the fashion industry. She states:

"We have found partners within the fashion community that share our design principles. For example, a model we found and a jeweller we connected to are icons in the fashion community and part of our creative business network."

The creative entrepreneur relied on their social connections when starting their business restricting their creation of business networks in SM. After their use of SM in different platforms to promote their business, the participant's creative energies lead in taking part of a fashion community where a business network is created of where people from different backgrounds such as models and jewellers come together to connect and collaborate. This is achieved by following individuals or companies of interest on Instagram, Facebook and Twitter and contacting them. This then results in opportunity discovery through the use of SM strategies which originates from creating a business network.

4.4 Social Media Tools

Mature use of SM is determined by availability and knowledge of SM tools. The tools need to be available and relevant to the creative business and creative entrepreneurs' needs such as networking. Additionally, and crucially, adequate knowledge is required to make optimal use of available SM tools. So, as noted above, creatives devote time to learning about SM tools such as Instagram that they use.

The data shown confirms that the interviewees demonstrate that the use of SM needs certain operational rules in order to be efficient in marketing their businesses. SM tools refer to the guidelines needed for the operation of SM by creative businesses. The data not only suggests new themes but a new construct SM Tools. It reveals that a broad variety of SM platforms have been adopted by organisations. These have been utilised in a variety of ways such as for communication and announcements as explained in other sections of this data analysis. It is also worth observing that most businesses utilise a variety of platforms in order to acquire a wider variety of viewers, followers and fans on these platforms. There are a variety of tools available for businesses. Variations also exist in the manner in which different businesses use SM. This section seeks to establish the manner in which creative entrepreneurs utilise SM in their businesses. It also explores the distinct tools used by the various businesses.

4.4.1 Social Media Platforms: Facebook, LinkedIn, YouTube, Flickr, Tumblr, Instagram, Twitter, Snapchat and Periscope

Since not all the SM platforms offer the same feature, maturity implies selecting those that are optimal for expressing creative aesthetics and the particular creative product. Consequently, creative entrepreneurs select SM platforms that enable them to reflect their creativity and created products well. The data reveals the new theme of a wider range of SM platforms have been used by organisations. It is important to note that all the respondents in this study, all their businesses utilise SM platforms for one use or the other. The key to the use of SM is using it creatively to be original, have a brand identity and this is done through the use of various SM platforms. Therefore, the creative entrepreneurs express their creative energies by using different SM platforms to present their business in different ways and to reach a wider audience. Below are some of the unique responses from the participants on the different uses and platforms that they subscribe to in their businesses. The responses may be altered slightly in order to hide the identity of the respondents and the businesses that they refer to in their responses.

Interviewee 01, the womenswear and girls' clothing brand entrepreneur claims:

"We use Facebook, LinkedIn, YouTube, Flickr, Tumblr, Instagram, Twitter, Snapchat, and Periscope and our own website to promote the business. For our business, Instagram is our "go to" tool with respect to social media. We're constantly tracking views, likes, etc. on our various posts. Since Instagram is so visual it allows the viewer to focus on the piece and a short caption whereas we find people are often distracted by Facebook. There are so many ads, pop-ups, and comments that it's easy to get lost. We do utilize Twitter and Snapchat when targeting specific audiences – for example, if we are trying to reach fashion media we'll be sure we are utilizing twitter and if we're trying to reach a younger demographic we'll incorporate Snapchat too."

The creative entrepreneur used different SM platforms to initially try to reach a wider audience but didn't focus on they used each platform to achieve their goals. The participant then justifies how they use different SM platforms to reach a specific audience for each SM platform, they channel their creative energies into their SM strategies in a particular way for each of these platforms. For example, on Instagram they use images on their feed and stories to create their brand's image and mood focusing on their products and events linked to their products. They use Twitter to follow fashion and media experts and tweet about their products and experiences. Another creative business entrepreneur, interviewee 03 children's clothing and furniture owner, also explained that their currently employs Facebook, twitter and Instagram primarily.

"We measure their effectiveness by measuring engagement – how many likes, reposts/retweets, comments, and how does it convert into either leads or sales. I would say that our primary tool is Instagram – by far it is the most effective across all segmentation. Most of our followers are women from all over the world."

The creative entrepreneur used limited SM platforms to promote their business. However, the participant shifted their philosophy and adopted new tactics that they executed on their chosen SM platforms. For instance, this participant uses Twitter and Instagram to promote their brand. However they mainly focus on the use of Instagram to express their creative energies through their SM strategies to present their products of children's clothing and decor and get a feedback that can be measured by the application's statistics. For instance, Instagram shows the business's performance and insights of their content, activity and audience based on their posts and stories.

4.4.2 E-Commerce Websites

Maturity implies e-commerce and a website through which it can be enabled. So, the data proposes another theme: e-commerce websites. Half of the creative entrepreneurs mentioned that they had an e-commerce website. The other respondents did not run e-commerce websites. Two of the creative entrepreneurs who did not run e-commerce websites claimed that they had plans of establishing one in the near future. One of the participants stated that they possessed a website but it did not allow shoppers to buy online. Of the participants who had e-commerce websites, they explained that the websites were mainly formed with the purpose of allowing buyers to shop online and also for marketing purposes. The creative entrepreneurs also explained the use of the websites to provide links to customers for the SM sites that the business subscribes to. One of the respondents states that the website enables them to reach shoppers globally and the geographical location no longer counts as a limiting factor to the shoppers that they serve. Creative entrepreneurs use e-commerce websites not only to promote their products and push their sales, they also use websites to convey their creative energies through the websites' presentation, of images, videos, layout, blog and other SM strategies. Their creative energies will therefore demonstrate their innovation and sell the brand's story luring the consumer.

Interviewee 15, womenswear and polo inspired business owner offers a summative explanation for the use of the e-commerce website. She states:

"Our e-commerce web site has the intention to sell. We plan to have a blog too, to take the browsing individual into the world we are trying to create. We want to be a go-to, informative visit for people to be inspired, enjoy history, beautiful fashion, and peruse the latest garments and product we have to offer."

The issue that this creative entrepreneur had was that they initially focused on other SM platforms instead of their e-commerce. They then realised that the e-commerce is just as important since customers use the link on the SM platform to purchase the products which lead to the creation of their business website. The participant's creative energy is channelled through their SM strategies by having an informative website with historical information telling a story about their brand's heritage and through a blog where they will communicate with the consumer and keep them up to date with their latest experiences. These SM strategies establish a creative environment where their hand-crafted pieces portraying the creative entrepreneur's creative energies celebrating polo's golden era.

4.5 Social Media Content

A critical aspect of maturity is appropriate communication of news, information, updates, and creative aesthetics to enable the creative entrepreneur to flourish. SM content is the substance that profiles a creative entrepreneurs' aesthetics and transfer its value to customers. Appropriate content also enables customers to interact meaningfully with creatives to appreciate their purchases and remain engaged with the brand.

SM content refers to the information the creative business places on the Internet for the people to view. The data shown confirms that the conceptual framework is inclusive of postings and the information needed to ensure communication to the clients. The data received supports each theme as interviewees express ideas on the various facets of the theme.

4.5.1 Communicate Product Information

Aspects of SM that allow the collecting and sharing of collective intelligence among the SM platforms users can be utilised by organisations to internally collect, retain and share information. Creative entrepreneurs use their creative energies to seek opportunities in through SM strategies by communicating their product information in a creative approach that symbolises their brand. This means that SM is used by creative businesses as a way of increasing their market opportunities. Interviewee 11 online-based fashion business explains that:

"Social media allow us to: Stay top of mind for our customers without assailing them with emails. Gain new customers by allowing us to reach like-minded companies and individuals and support our promotional efforts and attract new potential suppliers."

The creative entrepreneur began their business by having basic posts on their SM platforms that lacked informative product information. The participant uses their creative energies in their SM strategies not only to enhance their posts to be more informative but to network and attract other companies, consumer and suppliers to get sales, exposure and opportunities. Also, images of their unique selection of merchandise of wooden handbags, quirky jewellery and edgy clothing that demonstrate their creative energies of the selections they chose.

Interviewee 01 a creative entrepreneur of women's and children swear fashion business justifies that since:

"We are a relatively new company we rely on social media to expand our presence in the global marketplace. Social media as a marketing and sales tool is invaluable. We can react to our clients almost instantly and the feedback has been overwhelmingly positive."

The creative entrepreneur in the study reveals that SM is used to improve the marketing and the sales units of the business. A core business activity is marketing and sales and this is one of the main areas of SM influence (Paula, 2011).

Interviewee 01 states that:

"We are constantly sharing both our looks as well as information about the charity we are supporting through social media. We tend to post 1-3 times a day depending on the day of the week and any events we may be participating in."

Certain businesses believe that content quantity matter more than quality and this was an issue that this creative entrepreneur faced at the beginning. However, the creative entrepreneur found a balance between the two. The participant expresses their creative energies by communicating their product information with their audience. This is achieved by presenting their products of girls wearing their clothing, women in their pieces in campaigns as well has sharing information about their collaborations with charities. They share content of their events as an SM strategy to make the consumer feel part of their experiences.

Most of the creative entrepreneurs use SM for marketing. This is consistent with Khans (2017) suggestions that, the goals of a business need to be the same as those of their SM. Coget (2016) affirms that a business does not need to separate the two functions of the business, where SM functions are separated from the main operations of the business.

The different ways in which the business can use SM tools need to be in the strategy of the business and SM. Interviewee 09 states that:

"Social media is a great way to let the world know what is happening around the world and what you are getting involved in. Our events, right from the planning stages make their way to the social handles where we let people know what's happening at the event and how they can get involved. It is the easiest way to bring people on board."

This particular participant ensures that one of their main SM tool to display their SM content is to communicate product information to their consumers. Image 4.4 shows a beauty product with a long descriptive caption full of useful product information for the company's clients (see Appendix C). This is an effective SM strategy to have efficient communication between the

creative entrepreneur and the consumer to be informative in terms of products and events.

The participants in the study show that there are different ways of aligning a business strategy with SM and this is mainly for marketing. The data demonstrates that it supports aligning business-marketing operations with business goals is the main way of enhancing the business efficacy levels.

4.5.2 Announcements / Launch

Another theme revealed is the use of SM for announcements and launches. All the interviewed participants in this study gave yes as the answer to the question whether their businesses utilised SM platforms for announcements and launches. There is evident variation, however, in the manner in which the different businesses used SM to fulfil the above-mentioned goals. Most of the businesses made use of attractive graphic creation such as artworks. The research reveals that creative entrepreneurs' creative energies are essential in the creation of building an SM strategy to make announcements or launches of their products. In the case of launches, a creative entrepreneur explains how her business makes use of daily countdowns. This is, ostensibly, a suitable way of keeping followers on SM anxious of the launch of the new product. Other respondents also cited the creation of attractive images of the new product and posting it on SM platforms. This is also a method for creating brand awareness on a new product. Interviewee 01, women's' and girls inspired business owner states:

"*We absolutely use social media for announcements and launches. We announce our presence at fashion weeks, the launch of an upcoming collection, the work of our non-profit partners, celebrity sightings, inspirational quotes, etc. We also use hashtags and encourage our clients to do the same for a chance to be a featured.*"

A precise concern of the creative entrepreneur is how they use SM to communicate with their audience for their launches and announcements. The interviewee take advantage of their ability in expressing their creative energies

in their SM strategies through their announcements and launches of their events, new collections, collaborations by incorporating their inventive thinking and creative tactics in their content. They also include a creative technique of hashtags such as #motherdaughter to make their clients take part in their SM strategies for communication, loyalty and interaction by posting their clients images.

4.5.3 Track Competitors

The use of SM to track the activity of competitors is an interesting theme from the data. Creativity is the key for competitiveness, therefore creative entrepreneurs use their creative energies in their SM strategies to develop a creative environment to attract a wide audience which leads to attracting competitors. Six creative entrepreneurs stated that they track their competitors' activity of SM. Other respondents stated that they do not track the activity. Those that track their competitors' activity cite different motivations and ways through which they undertake the tracking. Interviewee 15, womenswear entrepreneur claims:

"Yes. We simply browse on their social media platforms, mainly Instagram. However, we have more of them copying us and actually following us. We have had people using our content, sometimes trying to pass it off as their own. However, most times we are credited as this is amazing. It helps us to build a nice community."

She also added:

"We also like healthy competition. When we see what other people are doing, similar to our own, we will do a repost of their content and always give a reason why – to our audience – as to why they are great, with a plug in to follow that competitor. There are nice ways to approach the competitive arena, and it can be quite useful, as opportunities for tapping into a new audience and collaboration arise."

A significant challenge the creative entrepreneur faced is competition and was anxious about the similar content that their competitors used. It represents an active threat to the business's position causing a need to keep improving. At times competitors tend to copy other's work or content since they are intrigued by their creativity. On the other hand, the creative entrepreneur channels in their SM strategies on Instagram and Twitter their own unique SM voice to present their choice of content of their nice brand's heritage. The creative entrepreneur explains that a healthy competition is a sign of support and can be of use to the entrepreneur as discovering opportunities that originates from their creative energies. As explained in the literature review, the use and identification of technological capability from a wide range of technologies can become a powerful basis for developing future options and products that have the potential to deal with increased level of competition. Taufique and Shahriar (2011) argue that modern technologies make it easier for companies to outline new practices and strategies that have the potential to make a difference. Technologies promote innovation and production of competitive products (Yoon et al., 2015).

4.5.4 Posting /Blogging/Engagement

Creative entrepreneurs utilise their creative energies to develop an engaging environment for their audience through their posts and blogs in their SM platforms. The creativity is included in their communication strategies with their customers in which they include their products as well as part of their SM strategy.

Interviewee 07 talked about time framed communication system, where the customer's messages receive responses within a set period of time. The creative entrepreneur states that:

"Inquiries must be responded to within a certain period of time customer is always right product references and image copyrighting is necessary. I never post anything without giving credit."

A Marolt et al. (2015) claim that the use of SM is mainly to interact with the customers; the manner in which a business communicates is therefore a challenge to the business. Communication needs to be done efficiently and therefore, the use of messages in SM and the rate of reply is crucial.

The manner in which the business replies to messages is important as it will convey to customers how well it interacts with them. Consumers need to contact for their inquiries. However, when the business does not reply to consumers within a given period and when it does not have the time to reply fast enough, it implies that it is not concerned about the customer needs (Khan, 2017).

As Interviewee 04 relates SM procedures are strict. She states that:

"We try to post images of our pieces in progress, of clients wearing pieces (to counter the common response of "of course it looks good on her, she's tiny/young/etc."), and of our trunk shows to increase interest."

The creative entrepreneur had restricted knowledge on the types of posts they posted on Instagram and had a weak engagement with their consumer. After gaining more knowledge on the use of SM and its strategies, the participant created an SM strategy that is based on how they translate their creative energies into the way they interact with their customers and audience and how they include them in their SM platforms by sharing posts of them wearing their clothing and engaging with them, showing them the events that they attend such as tradeshows and press days.

Most customers want the business to be interactive on SM and for the business to show them the new products and services; these are all demands from the customer. The interviewees show that their creative businesses endeavour to be interactive.

4.5.5 Type of Media Posted

Creative entrepreneurs tend to take advantage of the different types of media posted to share their creative energies and to target a specific audience.

Different images and videos are used in different SM platforms showing the uniqueness of their brand to their consumer.

According to Fouts (2009) some best practices for businesses on SM include keeping the business profile as professional. This means that the business needs to be professional in the content they present and in what they allow the consumers to see. This is well evidenced by Interviewee 09 who states that there are:

"3 major policies namely; all personal and professional posts should be clearly separated. Dishonourable content such as racial, ethnic, sexual, religious, and physical disability slurs are not tolerated. No one is allowed to disclose financial and other operational and legal information that pertains to clients. The procedure entails all content need to go through the communications team, No usage of apps like Hootsuite for mass sharing across the handles. All social handles must link to the business and correct handles used at all times."

The creative business is not in fact sharing information, just the reference link to the information. This allows other people to search by specific terms and find the relevant pages. Most social bookmark sites organise their bookmarks with informal tags. Creative entrepreneurs can get up-to-date bookmarks through feeds. Businesses do this according to Paula (2011) because it is a sign of the processes and procedures of using SM. This relates to interviewee 05 who states that:

"I post one a day not more to avoid bothering my followers. It can be a picture or a boomerang I always use 3 hash tags and one of them is always concept store. I always put the name of the store in the small text."

This relates to the ideas by Paula who argues that the use of bookmarking allows the business to be placed on the map and to be recognised.

Interviewee 06 states that the main aim for the business on SM is:

"To keep posting and to always attract our followers, anytime there is for example a new collection or a magazine feature we let our followers know about it. If you are not using SM frequently the brand can be easily forgotten."

While analysing this participant's Instagram page, the jewellery brand has its own unique SM strategy and an edgy type of media posted. Image 4.5 shows that the brand's content style is targeting a young fashionable customer base and with such type of post, the customers' interest and engagement is evident (see Appendix C). The creative entrepreneur focused on being active on SM and neglected the value of the quality and type of media posted. The creative entrepreneur then shifted their focus and built their SM strategy by using various types of media for her posts as part of her creative process to show her creative energies in her SM strategies such as images and videos and utilises particular content of editorials of the jewellery pieces, or the products featured on magazine publications on Instagram to highlight the uniqueness of the brand and for exposure. The manner in which these postings are done is the procedure that fits well with the business and its aesthetic.

The data supports the construct with creative businesses showing the use videos and information needs to be relevant to the customers. The construct on SM content is also related to the SM tools used, as SM tools used affect the nature of the content presented to consumers. The construct shows that there are ways in which the pictures and the video informatics can be posted periodic randomly or frequently. The use of SM tools is therefore necessary for the creation of a well-structured use of SM to benefit the business.

4.6 Social Media Maturity

Appropriate SM strategy, tools, and content that reflect creativity and communication of created products' well to customers are key aspects of maturity. They enable the right kind of customer engagement and interaction, valuable and increasing use of SM, creation of community, and targeting of SM content.

4.6.1 Engage (Respond to Comments)

In SM all of the strategies have to be creative or revolve around creativity. The business owner expresses their creative energies through the interaction and engagement process with their clients. For instance, communication strategies have to be strategically creative to interact with the customers in a particular way to lure them and entice them with their products and services.

Interviewee 14, non-profit art foundation owner claims that: "*The language and terminology we use and images creates a lasting impression and adds value to what we do.*" This relates to the creation of value through communication and ensuring the customers are engaged with the business. Interviewee 06, jewellery designer and business owner states that:

"*By engaging with our clients, and getting their feedback regarding our products. Building a relationship with our customers, this is what keeps them coming back to us.*"

A particular concern to the creative entrepreneur was using SM for the intention of engaging with their customers and attracting them to their products. The communication strategy that this creative entrepreneur utilises is tactful while being conscious of their creative energies in the technique in which they engage with their clientele. This is evident in the manner in which they use creativity to ensure to have customer loyalty, they respond to their feedback on their Instagram direct messages or under their posts' comment. This also bonds with the theme that the use of communication and engagement of clientele is a way of increasing value to the business.

As Huijsman et al. (2012) argues SM marketing requires a business to have certain operation rules. The operation of the SM marketing campaign enhances the use of content in order to entice the customers to consider the services or the product. Having rules will also ensure that the content provided for customer viewing is safe and is directly linked to the message of the product or information of the business. This is also seen by Interviewee 01 who states that:

"I personally review and/or create every tweet, Facebook mention or Instagram post. All content must be reviewed prior to publishing. It is important to me that we are consistent and honest in everything we do. We are strategic about posting and have analyzed our own posts to know the best time of day and the number of times we should be utilizing social media to expand our reach."

The data collected supports the construct as interviewees show that having rules will also ensure that the content provided for customer viewing is safe and is directly linked to the message of the product or information of the business.

4.6.2 Increase Social Media Currency

Creative entrepreneurs incorporate their creative energies in their SM strategies to increase their SM currency. Their creativity is infused in their strategy of being informative while being considerate of the frequency of their SM usage through their SM platforms.

Creative entrepreneurs ensure that their customers are well informed and that they are not overloaded with posts may irritate customers such that they may decide not to follow the business page. In order to avoid such, the business needs to ensure that the posts during the day are measured and are done in a manner that will not irritate the customers. *Interviewee 11 said: "We fill a gap for the kinds of designs we bring to our primary region the Middle East. This has made us quite well-known rapidly."*

The Twitter account of this creative business shows that they post adequate posts to increase their SM currency. The creative entrepreneur's company consists of edgy merchandise aiming to fill a particular type of market in the Middle East as well us customised pieces for that specific type of market which we can see on Image 4.6 (see Appendix C).

The content of the posts also needs to be different compared to posting the same message repeatedly; creative businesses ensure that the posts are done in a systematic manner in order to ensure that the customers receive the information without feeling bombarded with the posts from the business.

Interviewee 14: *"Audience perception, how and what audiences think of the art company."*

In addition, Interviewee 06 *said: "We tend to stay in touch with the customers. We encourage our clients to send us pictures of them in our products and we welcome their feedback."* An issue that the participant had when using SM is what strategy to use to increase their SM currency. The jewellery CEO explains how they include their customers in their SM strategies to engage with them for instance by posting on their Instagram feed photos of their customers wearing the jewellery they purchased. Not only does this increase their SM frequency while channelling their creative energies but it is an effective SM strategy to attract customers and increase business value. Fouts (2009) explains that the use of SM requires a business to relate and connect to the consumers in order to win them over on the products that are being sold. In order to use SM such that the marketing is done effectively, creative entrepreneur use SM in such a way that its activities will be more effective to be business and this is they devise procedures on how to relate with customers on SM.

4.6.3 Build Your Community

Creative entrepreneurs apply their creative energies ideas into their SM strategies of how to build their community that is tailored to their business aesthetics and identity. Creativity and community are complimentary because creatives like to share their work, they like others to appreciate and share their aesthetics. So community creates a sense of belonging and acceptance. Acceptance is a key concern of creatives since their work is unique they seek others acceptance of it to feel a sense of worth.

Building a community is the same as building a fan base such that the business can have more people who are looking at their products and services (Weng, 2014). Interviews were asked to rate themselves on a scale. Interviewee 06, jewellery designer and CEO stated: *"High, we have customers from everywhere, especially women. Because of our international clientele*

and stockists our social media community has grown. ” Interviewee 08 another jewellery brand creative entrepreneur states that:

"The community is quite stable, the numbers of followers is pretty high. The number of likes is quite regular too. So I would say that the community pretty like the brand, would like to be more surprised but is glad to have posts from the brand."

The creative entrepreneur of this jewellery brand builds her brand's community by sharing her personal interests and lifestyle with the community while incorporating it with her brand ethic. By looking at this company's Instagram account (Image 4.7), the entrepreneur shares a personal Image of herself to surprise the community (see Appendix C).

According to Khan (2017), increasing the number of followers on SM is a guaranteed way of increasing the community. Interviewee 09:

"Our employees are the activists in our social media community, we will increase the brand awareness and enhance the social media exposure to enlarge our social media community."

Interviewee 10, online-based entrepreneur of a fashion and art company also states that:

"Our social media community is great. It has grown amazingly throughout the years and is still growing steadily. By using the various social media platforms we were able to build relationships with our customers who have become loyal and supporting as well as influencers and employees. We were able to bring these groups together and engage our mutual interests resulting in fulfilment of our goals and objectives."

A specific matter that the creative entrepreneur had while using SM is not knowing how to start building their community while incorporating their creativity in their process. The creative entrepreneur confirms the significance of the use of SM, particularly the integration of the use of different platforms such as Facebook, Instagram and Twitter by presenting their creative merchandise of product shots, campaigns and participating in pop-up stores.

This is a strategy to communicate their creative energies to build their community and fulfil their business goals that result into business value.

Also, this is consistent with Paulas (2011) opinion that using different SM platforms increases the number of followers of the business. The data collected supports the construct as interviewees show that increasing the number of followers on SM is a guaranteed way of increasing the community. The number of people who are following a business on SM leads to better responses and reception in the market.

4.6.4 Aim for Social Media Sophistication

Dutta (2010) clarifies some common procedures of businesses when providing information to their customers. When promoting a business in SM, some techniques include posting pictures of the goods and services to the customers. Gray (2013) states that the use of pictures is the most used form of marketing on SM. Most businesses post pictures and videos of their goods and services in order for the customers to understand what they are offering. Creative entrepreneurs ideally aim for SM sophistication; this is portrayed in the type of content they use in their SM platforms expressing their creative energies through their SM strategies. Their creative energies present the sophistication of the brand's image and identity. Interviewee 01 in the fashion industry, CEO of women's and girls' brand claims that:

"I personally review and/or create every tweet, Facebook mention or Instagram post. All content must be reviewed prior to publishing. It is important to me that we are consistent and honest in everything we do. We are strategic about posting and have analyzed our own posts to know the best time of day and the number of times we should be utilizing social media to expand our reach."

There are other aspects of a SM procedures and policies based on specific business sector. Some prioritise communication to clients while others prioritise the content management. Content management is important however as the manner in which business relate to consumers is as important aspect,

one that can lead to the building of a rapport with the consumers (Dutta, 2010). Interviewee 10 online-based fashion and art business states that:

"Perhaps through focusing more on our customers, encouraging them to frequently visit our website, and increase their time spent exploring it. Improve the frequency in which we post through social media. To increase the chances of efficiently achieving our goals in a lesser time frame."

Image 4.8 from an Instagram post of the creative entrepreneur of this business aims for SM sophistication by using their trendy products to create capturing posts, while emphasising kindly for their customers to visit their website to shop for their products (see Appendix C). The post demonstrates SM sophistication by its presentation and choice of caption but also allows them to achieve their goal to create business value.

Interviewee 09 experiential marketing business owner and event management company CEO shows that the business does the following:

"(1) Create different content for different business segments. (2) Create different content on different social media platforms. (3) Enhance social media interactions by using eWOM. (4) Create consistent social media marketing strategies and social media campaigns targeting different business segments."

The creative entrepreneur aimed for sophistication for business objectives and marketing however, he did not focus of the SM sophistication in terms of increasing business transparency. Therefore, the participant justifies how to aim for SM sophistication in their business while including their creative energies into their SM strategies for their content, use of various SM platforms, SM communication strategies and their SM marketing and promotion strategies. Their imagery and resourceful videos on Instagram, Facebook and website present their creativity in their strategies of their team working on event productions for different companies in the food industry, technology and sports.

This reveals the extent to which entrepreneurs use SM to improve their products. Interviewee 08 adds that:

"Spend more time on it to be able to do real analysis and post exactly what the followers need to see. But for this, someone should spend hours and hours on it every day."

This is, as Khan (2017) states, to improve on the SM front of the business spends more time and does more analysis.

The data supports the construct and the content management and communications management are both elements creative businesses look out for. The tools theme is linked to the next SM maturity construct, as SM needs to be used well for creative business to have richly qualitative dealing with consumers. Also the maturity construct provides better structure of doing the business analysis. SM tools predict SM maturity, also it guides the business to grow and achieve its goals.

4.7 Outcome

Appropriate SM strategy, tools, and content that reflect creativity and communication of information about created products' well to customers are key aspects of maturity. But SM maturity is achieved when integrated well with entrepreneurs' creative energies, business operations, and strategic digital marketing. This then results in desired business development, revenue, quality, brand image, quality, and corporate communications, with the final outcome being value creation.

The data reveals that through SM discovery and engagement, creative entrepreneurs become more mature in their use of SM. SM maturity therefore looks at the growth of the business through the use of SM. This component looks at the revenue of the business and its development.

4.7.1 Business Development

Creative entrepreneurs use SM to develop their business and express their creative energies to creative business value. By including their creative

energies into their SM strategies, their business grows from a marketing perspective as it reaches a wider audience and develops in terms of sales. SM information may not only be used for customer-oriented analyses, but also for analyses regarding other stakeholders such as employees, suppliers, retailers, competitors, or regulatory bodies. This is validated by the Interviewee 05 whose business is a concept store in the fashion industry stating that:

"It helps by reaching out to customers and gaining clients. It allows us to reach to companies and suppliers."

This means that this creative business is relying on SM in order to market and reach out to more customers. The use of marketing is one of the aspects that can be included in the SM business profile and this is one of the major aspects that can be influenced by SM. Therefore, aligning SM to these facets of a business is important as it boosts the marketing and sales power of the business.

SM and business alignment strategy has to be clearly distinguished from active SM engagement with customers. This means that a business is using SM as a direct channel for communication and interaction with the customer (Gray, 2013). Social engagement efforts are such as the use of promotional and advertising campaigns (Steger et al., 2013). This experienced by Interviewee 07 who claims that:

"SM Usage By posting "trending" cosmetics product, I keep my followers updated with what's new. This tactic helps keep followers because they will always want to be "in the know." The business Goal: Gain customer's trust SM Usage is done by posting "product reviews" I provide transparency and an insight to the quality of the products offered from different sources. This tactic builds trust."

The goal discussed by Interviewee 07 in the cosmetic business is to gain more customers. This is confirmed by Gray (2013). The concern that the creative entrepreneur has when using SM is that their Instagram posts lack creativity in terms of presentation of the visuals. On the other hand, the creative entrepreneur expresses their creative energies in particular SM strategies to achieve their goals and building a relationship with the customer and gaining

loyalty which is a business development. The participant justifies how they use their informative content that includes product descriptions on their Instagram of their products such as contact lenses, lashes, make-up in diverse methods such as on models or images of their clients using their products to reach their potentials.

The social facets of SM that allow collecting and sharing of collective intelligence among the SM platforms users is used by creative businesses to internally collect, retain and share information. This means that SM is to increase their opportunities in the market. Interviewee 11 explains that SM allow us to:

"Stay top of mind for our customers without assailing them with emails. Gain new customers by allowing us to reach like-minded companies and individuals and support our promotional efforts and attract new potential suppliers."

The data confirms that creative businesses use of marketing is one of the aspects that can be included in the SM business profile. Therefore, aligning SM to these facets of a business is important as it boosts the marketing and sales power of the business.

4.7.2 Revenue

Entrepreneurs in the creative industries use their creativity and innovation in their SM strategies to promote their products and services. They incorporate their creative energies through SM to generate sales and create business value. Interviewee 09 says that: *"Yes it has, because we promote our services using social media which attracts clients."* Interviewee 05 fashion and art concept store owner states that *there has been an increase in revenue.* Interviewee 14 agrees that: *"Yes - There have been more visits to the institution, and more sales in our gift shop."* Interviewee 07 online-based cosmetics brand owner states that: *"There has been an increase in revenue."* Interviewee 12 also shares similar opinion by stating that: *"There has been an*

increase in revenue." However interviewee 15 fashion business CEO claims that: *"It is difficult to tell of the impact on revenue."*

Interviewee 04 womenswear creative director and founder claimed that: *"We gauge sales derived from SM vs. more traditional methods (trunk shows, wholesaling contact, etc.) and devote as much time as possible based on the results."* This validates Kasian-lew's (2014) statements that the use of SM is related to the most significant facets of a business which are marketing and sales. Gray (2013) also shows that SM can be used to monitor the sales of the business. The creative entrepreneurs in the study discussed that sales is one of the facets influenced by SM. Interviewee 01 fashion brand entrepreneur states that:

"Since we are a relatively new company we rely on SM to expand our presence in the global marketplace. SM as a marketing and sales tool is invaluable. We can react to our clients almost instantly and the feedback has been overwhelmingly positive."

Interviewee 10 online-based fashion and art business owner explains that:

"Through using social media, we were able to achieve our goals of increased brand awareness and increased sales. For each specific goal, a specific channel is chosen to achieve this goal. By knowing the number of our followers and measuring the sales we get after posting in social media, we track the degree of achievement of these goals."

The participant didn't have a particular SM strategy in the beginning of their SM use of SM platforms which made the business have a slow start. But with experience and strategic plans, the creative entrepreneur acknowledges that SM has played a major role in increasing their sales and reaching their revenue goal. It is evident that the creative entrepreneur uses their creative energies in different SM platforms such as Instagram, Facebook and Twitter to achieve a particular goal through their SM strategies to reach wider audience since the audience varies in each platform, increase brand awareness and generate more sales. The images and information used in these platforms reflect the launch of

new products of bags, shoes, accessories and many more products using different techniques such as collages and boomerang effect videos. Image 4.9 from the company's Instagram, promotes a new arrival product and an event where the customers can purchase the pieces (see Appendix C). This highlights SM as a promotional technique to attract sales which eventually raise the revenue. This is consistent with Weng (2014) who confirms that the main aspect of a business remains marketing and sales, and SM has become an important part of this.

The data confirms the construct is valid since aligning such aspects to the business goals is the best action for the business to increase its sales. Aligning the business goals with SM creates room for business growth.

4.7.3 Flexible Operations

The use of SM has led to having flexible operations to present the creative entrepreneurs' creativity to promote their products and their creative energies. Interviewee 11 online-based fashion retailer who's been in business for seven years states that: "*Yes, we have shifted our purchasing towards more visually compelling offerings and items that stand out when photographed.*" However, this is one of the few creative entrepreneurs who believe this. Others in the study have not changed their operations due to SM strategy: Interviewee 14 owner of a non-profit art organisation states that: "*Yes the operations are flexible.*" Interviewee 10 is also of the same opinion stating that: "*Yes the operations with SM are flexible,*" Interviewee 09 also shows that: "*The business ensures the use of SM is flexible*, Interviewee 08 founder of jewellery brand explains that "*businesses is flexible as we have shifted digitally to use SM,*" and Interviewee 07 online-based cosmetics entrepreneur explains that: "*The use of SM has brought about flexibility in the manner in which we operate.*"

One of the concerns that the participant had is being constrained by the lack of resources which affected the flexibility of the business's operations. The use of SM brought flexibility and enhanced their customer's acquisition. The

creative entrepreneur implements their creative energies into their operations and in their SM strategies resulting into flexible operations representing their products and business. This is shown in the diverse ways in which they present their content, before and after shots of their clients wearing their products, promotion videos and images of beauty influencers advertising their products. Weng (2014) affirms that flexible operations result when the business changes its mode of operations such as its supply routes and other aspects. SM is usually for marketing and this leads to the lack of change to businesses operations.

4.7.4 Quality

Quality and creativity come hand in hand; creative entrepreneurs seek new and creative ways to develop quality in their SM strategies while expressing their creative energies. Therefore having a high quality SM environment shows sophistication and knowledge of the entrepreneur and the brand.

Interviewee 05 in the fashion industry and owner of a trendy concept store states: "*Yes, we learned to use different text techniques and visuals to boost social media engagement.*" According to Interviewee 03 a CEO of a children's clothing and furniture business:

"*In a crowded digital and social media world, we must find new ways to be different and stand out from the competition. Just as we are creative in what products we offer, we need to be creative in how we address social media. As long as we stay true to our brand position – quality, creative, and innovative.*"

The creative business's Twitter account reveals the high quality of content and presentation of the brand. This is also evident in their choice of products and their creative communication techniques with their consumer to create a connection. Their post (Image 4.10) consists of high quality images of their children's furniture products which attracted a lot "likes" and "reposts" from their customers (see Appendix C). The participant's concern in this case

is how they can present quality in their SM content and be innovative with consistency. The creative entrepreneur justifies the significance of the link between creativity and quality in their SM platforms. The participant channels their creative energies to create high quality and innovative SM strategies to address their vision of their business that includes: quality, creativity and innovation. This is evident in the structure, high quality images, and colour scheme of the images consisting of pastel blues and pinks that create an atmosphere of a baby and family friendly environment on their Instagram feed showing harmony as their SM strategy.

This reveals that creativity in SM is its core attraction and the main allure for customers. SM according to Khan (2017) is a platform that has been created in order to bring together customers and businesses, such that there is a connection between the two. Interviewee 15 a fashion business start-up who's been established for a year and half explained that the business creates value by: *"Displaying its workmanship and quality up close. Need to qualify the price tag placed on what you are selling."*

The data collected validates the construct as interviewees show that creative businesses ensure that their communication systems are efficient and that the business does not bother clients with frequent repeated content messages, as noted by Khan too (2017). Interviewee 15 clarified that the business creates value by: *"Displaying its workmanship and quality up close. Need to qualify the price tag placed on what you are selling."*

4.7.5 Brand Image

Brand image is the core of marketing a business especially for the creative industries. Creative entrepreneurs incorporate their creative energies in their marketing and SM strategies to develop a story and concept that reflects the brand image they aim to have.

Most creative entrepreneurs said their brand's image has improved on SM. The manner in which a business interacts with its clients shows how well the business can interact and engage their clients to create a sense of loyalty. Interviewee 08 who's been in the jewellery industry for eight years states that:

"By promoting the atmosphere, the values of the brand, we offer more than just a product. It is an access to enter in a community, to feel part of something, to create a dream. This adds value to the brand."

When the participant started using SM for her business, brand image was not aligned with the brand's SM voice. The participant struggled to channel the brand's image in their Instagram account. The creative entrepreneur validates the essence of expressing their creative energies through their SM strategies to generate an atmosphere, create a story building a community exhibiting the brand's unique image. The participant creates the brand image and the atmosphere desired by posting images and videos of her travel adventures, spiritual journeys and workshops. This reflects on the brand's aesthetic of the creation of her jewellery pieces inspired by the astronomy and astrology. The chosen SM strategy not only allures a connection with the brand's consumer but creates the wanted brand image. The creative entrepreneur's Instagram posts are not only of their business products. She makes sure to create a brand image with an atmosphere or environment with a story of the brand and their product inspiration (Image 4.10, see Appendix C). In this case SM has enhanced the brand's image and attracted varied consumer. Creative businesses minimise response time for clients and engage with the clients. Interviewee 12 in the art industry, the owner of a fashion illustration business states: "*The use of SM is needed for brand creation in the business*".

The collected data shows that interviewees use tactics that ensure the clients are well engaged such that they remain loyal to the brand. In order to ensure the business is doing well, SM needs to be linked to the goals of the business and to be able to address how it will create value.

4.7.6 Corporate Communications

A successful business has lucrative business operations with efficient corporate communications. Entrepreneurs in the creative industries embrace their creative energies in all aspects of their creative business including the methods in which they employ SM into their corporate communications.

The data reveals the use of SM in improving corporate communications is significant. The responses from the interviewees reveal that the use of SM has a bolstering effect on the efficiency of communication in businesses. All the creative entrepreneurs acknowledge the positive effect that SM has had on the corporate communication in their organisations or personal businesses. The research however fails to establish whether this communication is conducted in a manner that follows the proper protocol as mentioned in the literature review that formal communication is official in nature and can observe different protocols (Hausman and Siekpe, 2009). Communication among colleagues however need not be formal. Transmission of information of any manner within a business, despite the protocol followed is perceived as communication. One of the creative entrepreneurs interviewed notes that SM is the basic communication platform with their customers. One of the most relevant responses to the question on corporate communication was from interviewee 09 business entrepreneur of an events management company: "*Social media helps the communication between the members of the company, it helps to build team cohesiveness and connect people with the company brand.*"

A concern of the creative entrepreneur was sustaining corporate communications while using SM. The participant reveals how their use of SM has helped their business's corporate communications enhance between their staff members and their consumer that was initially based on their SM strategies that channelled their creative energies to have a successful operation and create business value. Their SM team brainstorm and write together while depending on one another to come up with innovative idea. On the creative entrepreneur's SM platforms it demonstrates on their original videos the connection and interaction of their hardworking team as they work together to create event productions of sports events such as rugby, car launch events such as BMW and technology campaigns such as Samsung.

4.8 Value Created

The final outcome of SM usage is value creation. Maturity of SM usage is achieved when creative processes, business operations, and strategic digital marketing are well aligned and result in value creation.

It is evident that creative entrepreneurs also used their creative energies in their SM strategies for branding, marketing, and brand image to present their products and their brand's identity. This leads to consumer attraction and interest, especially engagement and interaction as noted above, which boosts sales and exposure resulting in SM maturity and business value.

In order to generate business value and to be in line with established practices of value-based and customer-oriented management, resources have to be allocated only to those SM alignment efforts, which are aligned with the overall business strategy and business goals (Pilati, 2011).

So SM alignment to business goals needs the attention of a company's management. This relates to Interviewee 08 who states that: *"The SM are for us a way to express the true values and spirit of the company and increase awareness toward the brand."* In order for consumers to understand what the business offers, the business brands needs to be well known and consumers need to be shown value.

Arnaboldi (2015) provides an example demonstrating that when a business does not use SM to improve the situation of the business, the business is likely to be more burdened with poor operations and strategies. Currently, popular SM platforms like Facebook, Twitter, Pinterest, YouTube and LinkedIn all contribute to helping creative entrepreneurs with their branding, positioning, networking and collaboration efforts. An entrepreneur in the jewellery sector, Interviewee 08 shows that:

"The social media are for us a way to express the true values and spirit of the company and increase awareness toward the brand. Some quote and travel/lifestyle pictures are reflecting well the concept and some pictures of the products or event (sales, new collections) are used to promote the products and increase the awareness and sales."

The creative jewellery entrepreneur ensures to create value by using content of both images and captions in which the clientele can relate to on a personal level. Image 4.12 expresses the company's spiritual awareness while promoting its products (see Appendix C). The participant relied on SM to drive their sales and considered this as value creation. However, with growth and knowledge the creative entrepreneur created an atmosphere and used their SM strategies for value creation. The value created enhances the business's revenue, quality, and brand image through the use of SM which lead to SM maturity. This is manifested in the world created by the creative entrepreneur of the story behind the creation of her jewellery. A peaceful and spiritual world that triggers the interest of a consumer that wants to take part in this spiritual journey that automatically allures them into purchasing pieces that are inspired from this world leading to value created. This resulted in value created or business value in all aspects; sales, exposure, marketing, brand image etc… a value determining the heath and wellbeing of the business.

4.9 Conclusion

The collected data reveals several finding such as the alignment of SM strategy to the business goals is done by all the interviewees. All creative businesses ensure that the marketing is done through SM. Entrepreneurs use SM for marketing purposes to reach their audience, to promote their products and events and to achieve their business goals. The SM strategy alignment to the business goals proves that creative entrepreneurs are to use SM not only for their marketing but for the development of their business through ensuring the business is supporting the main objectives. Creative entrepreneurs all agree that the application of creativity is needed to draw more customers to the business through SM. Creativity is fundamental in the use of SM from a marketing and business aspect to sustain competitors. All creative businesses have policies to use when using SM for business purposes. The entrepreneurs' policies and procedures varied however the most common policies included the quality and frequency of the use of images and postings. The entrepreneur

who owns a fashion concept store, Interviewee 5 and participant 7 the owner of an online fashion, business use periodic posting in their SM. All creative businesses use SM to communicate with their clients privately. The interviewees show that SM is needed for brand image as it is through SM that the business can show consumers what they are all about. The findings show that creative entrepreneurs ensure that SM content requires creativity in order to entice consumers to the business. For instance, a creative entrepreneur who is an owner of a children's clothing business used as a content strategy Instagram and Twitter for powerful imagery and creative language. The findings also explain that SM tools are regulations of how a business issues SM content to its consumers. These tools include for example Instagram which is used to communicate creative images and videos. Creative businesses, in the art and fashion field use these tools to ensure relevant content is presented to the consumers. From the findings, SM maturity is explained by creative entrepreneurs using SM for business development. Most of the creative entrepreneurs in the fashion sector, through their mature SM strategy, have enhanced their brand image and revenue. The entrepreneurs also show that SM is used for value creation by ensuring that the creative business expresses its beliefs to its consumers.

SM is used by creative entrepreneurs in a maturing progression covering discovering SM strategy, designing appropriate media content, identifying relevant and precise SM tools suitable their particular marketing strategy, culminating in SM usage maturity. This result in their expected outcomes namely increase in revenue. This process has resulted in value creation for the creative entrepreneurs. For example, creative entrepreneurs in the fashion and jewellery sector amongst others reported that SM facilitated creating of value in terms of revenue, quality and brand image. The theoretical implications of these findings will be discussed in the next chapter.

Using the data from SM allows a business to look for opportunities in marketing by identifying new trends and finding information on the customer's preferences on products and services. Creative services and goods provided by creative entrepreneurs gain a competitive edge on SM. Creative businesses therefore have SM marketing strategies to align SM activities to business

goals. This entails the use of lining the marketing strategy and goals with that of SM.

SM is the largest distributor of marketing content for creative businesses, and effectiveness is achieved only through creativity which distinguishes the business. Therefore, creative businesses use SM to portray their innovative culture to remain relevant in the market. This relates an entrepreneur (Interviewee 13) who shows that "*creativity is key*" in business.

Creative entrepreneurs use SM to alert followers to upcoming sales or announce availability of a new product. These kinds of announcements tend to be top-down, one-way communications. This is a mistake according to Paula (2011) who states that, for SM to be influential in business, it requires the business to engage with the consumers.

Creative entrepreneurs use SM to interact and engage with the customers. Creative businesses depend on personal interaction to build brand. Therefore, when the customer is engaged by the creative entrepreneur, the customer is more likely to ask questions regarding the business and to look at the products the business is selling. Creative entrepreneurs actively seek to engage with individual customers on SM to increases their sales. The customers are mainly attracted to the business due to how they are engaging and this is why the business is active on SM.

The analysed data supports the idea depicted in the conceptual framework of Chapter 3, the SM maturity framework, that creative entrepreneurs engage with SM to reflect their creative energies for maximal market impact, as well as start and grow their businesses. During this process of SM engagement creative entrepreneurs tend to make their SM engagement mature by learning about their SM activity from the information they collect. They learn to be better entrepreneurs by for example developing effective personal networks. Their creative businesses discover the uses of SM, for example by gather information on SM and using it to design more effective SM strategy. It is this process of being entrepreneurial and discovering SM which results in implementing SM strategy through the most effective SM tools that leads to their SM maturity. Through this maturing process, creative entrepreneurs expect to develop their business and generate more sales.

Finally, the collected reveals additional themes and construct arising through the analysis of the data collected through this research. Use of qualitative methods of data collection also calls for use of qualitative data analysis methods. This involves the assessment of the responses by the participants in a summative manner; this is the case for this analysis. Not only does this chapter analyse the suggested themes and constructs but also additional themes that have been acquired from the analysis of the data from the interviews. The development of these themes is also dependent on the literature reviewed in the preliminary chapters of this study. These themes are therefore additional themes that need to be incorporated into the SM maturity framework discussed earlier in Chapter 3.

CHAPTER FIVE: DISCUSSION

5.1 Introduction

The research aimed to explain how creative entrepreneurs such as jewellery and fashion businesses use SM strategically to create value through real-time marketing, which integrates their creativity, creative processes, and opportunity seeking. In the previous chapter the data analysis revealed constructs that suggest creative entrepreneurs are able to create value through SM real-time marketing which integrates their creativity and creative processes, business operations, and opportunity-seeking such that it results in maturity of SM strategies.

The conclusion that SM maturity is the aim of creative entrepreneurs results from the study's five objectives. The first objective was to critically review the relevant literature on entrepreneurship, creative entrepreneurship, creative entrepreneurship and SM usage to determine the research problem. Abraham (2012) and Papacharissi (2009) state that SM is becoming a major force in the world of business. Individuals and businesses have created social networks to exchange ideas, views, concepts, and information. SM has the potential to increase the level of interaction among individuals, groups, and businesses in many societies. Yet, the field still needs better, deeper, and specific understanding about creative entrepreneurs' use of SM technology. This revealed that there is no extant research on creative entrepreneurs' usage of SM to communicate their creative energies. So the findings of this research are related in this chapter to the reviewed theory and understanding about creative entrepreneurs' usage of SM. The evidence for the SM maturity framework presented in the previous chapter makes a new contribution to our understanding of SM usage by creative entrepreneurs. This evidence in for the form of the SM maturity framework is related to the existing literature to determine the contribution in terms of similar and differing findings as well as

contradicting and anomalous findings, and the new conceptualisation resulting from the data.

The proposed SM maturity framework is a contribution to such deeper and specific understanding of creative entrepreneurs and SM technology. No similar studies have been previously done to explain how creatives communicate their core aesthetic values and creativity embedded in their created products to customers through SM technology in order to create value. The study is therefore new and an addition to the existing literature as reviewed as part of the first objective. Previous studies demonstrate that SM continues to transform the manner in which individuals and communities communicate amongst themselves. The role of SM and internet-based applications in organisations is growing in importance, but existing research although it mentions SM strategy it does not relate it to creativity and business strategy (Forgue, 2011).

Regarding the second objective concerning how CIs entrepreneurs discover and exploit opportunities using SM such as Instagram, LinkedIn, Facebook, Twitter, Pinterest and others, the data reveals that creative entrepreneurs use a variety of platforms to design particular SM strategies to reflect their creativity in order to interact with potential partners and capture intelligence about customer trends. The findings show that creative entrepreneurs ensure that SM content requires creativity in order to entice consumers to the business therefore; they use their creative energies to express their ideas. This is done through the use of SM tools which refer to the different features SM provides for its platforms and how the creative businesses, which relates to the second objective.

The findings reveal that maturity is achieved by portraying aesthetics and creativity on SM platforms which results in identifying opportunity for new creations. Also that creative businesses need to show that they are flexible in using different SM platforms to improve their operations The findings reveal that use of different marketing platforms is necessary for enhancing opportunity discovery.

For the third objective which is to examine the motivations of CIs entrepreneurs and how they find ways of discovering opportunity and

exploiting it through SM, the data revealed a variety of motivations, but the primary motivation was to translate the designer's creativity into SM communications that result in communicating aesthetics to customers to create value. The findings show that communicative creativity is the core of the use of SM as this is the act that is fundamental to secure an edge over the competition. The findings also show that creative entrepreneurs ensure that SM content requires creative in order to entice consumers to view and consider the created products.

The fourth objective is to establish what CIs entrepreneurs use SM for during the life of their business, from inception to maturity and determine the technological search processes they use. The findings reveal that creative entrepreneurs experience difficulty in maturing their SM strategy effectively. The respondents also show that entrepreneurs use SM for marketing purposes to reach their audience, to promote their products, events, present their brand image and identity and to achieve their business goals which relates to objective four of the study. The findings also show that creativity is part of the use of SM as this is the act that is fundamental in having an edge over the competition. However, the findings reveal a pattern of a maturing use of SM, as creative entreprenuers are influenced by the understanding and learning about SM strategy, particularly tools and techniques to learn how to incorporate SM into their core creative business processes.

Finally, the findings result in objective five which is to develop the SM maturity framework of entrepreneurs' discovery and exploitation of opportunity signifying the central role of SM. The findings suggest the SM maturity framework as a conceptual framework that explains how creative entrepreneurs strategically incorporate their creative energies, business operations, and digital marketing into SM communications and interaction with customers that results in creating value for the consumers.

The SM maturity framework contributes to our understanding of SM usage by creative entrepreneurs in terms of maturity of communicative creative energies, internal operations, and marketing through SM that is capable of value contribution. The findings reveal that creative entrepreneurs attempt to combine their creativity as reflected in their created products with

their internal operations such that it directly reflects in their SM digital marketing. SM maturity framework is composed of SM alignment with strategy, the use of SM tools, using SM for business development and using SM for creating a communication link between the consumers and the business. The data analysis resulted in the five evidenced constructs SM discovery and strategy, SM tools, SM content, SM maturity, and Outcome. These constructs provide insight into the aesthetic and creativity acts of creative entrepreneurs through SM technology that seeks to align business goals and SM to exploit opportunities to create value. This relates to objective three of the study. This constitutes the maturity of SM and supports the research aim to explain how creative entrepreneurs use SM strategically to create value through real-time marketing, which integrates their creativity, creative processes, and business operations. Therefore the SM maturity framework is a contribution to our theoretical understanding of the social, namely creativity, and technical namely SM technologies, or socio-technical explanation of SM usage by creative entrepreneurs.

5.2 Evidence for the Social Media Maturity Framework

Creative entrepreneurs use SM for a wide range of purposes geared towards achieving their strategic objectives as well as growing their businesses. This was the purpose of the conceptual framework for the study. In line with this, SM enhances the attainment of strategic objectives for the business. Therefore, SM aids them grow their businesses as it provides them with a marketing platform. The following are some of the advantages of SM that creative entrepreneurs exploit to achieve strategic objectives and grow their businesses:

a.   *A feeling of power:* a well-crafted SM ad for electronic customer relationship management platform makes customers feel empowered to air their concerns, suggestions and complaints. This is possible as they have ought-right access to a chain of products and services which they can choose

from as the entrepreneur lists them on SM page. They do not depend on an agent to receive explanations as they can get information right from an entrepreneur who runs a SM platform as a marketing means. Instead, they peruse through a wide variety of products and services listed on SM platforms such as Facebook. They may only seek for clarification from the entrepreneur either in person or through a chain of communication platforms on social networking sites.

b.   **Better approach:** the use of SM creates a framework that makes the relationship between the two parties sound more professional and reliable when compared to the traditional approaches of communication between the entrepreneur and potential customers (Evans and McKee, 2010). The customer gains the status of a corporate as SM platforms such as Facebook among others elevates them through appropriate attention and service delivery. Moreover, they have a reliable, fast and convenient platform through which they can communicate with the entrepreneur besides other customers.

c.   **Simplifies marketing:** SM has become the latest sensation in marketing. SM marketing has become a reliable virtual marketing tool for many creative entrepreneurs. Essentially, adoption of a state of the art SM marketing simplifies the act of product promotion in marketing (Chen and Hitt, 2002). It becomes easier for a marketer to reach a larger audience through the use of digital marketing platforms. Although traditional marketing methods may also be used, use of electronic marketing also assures the firm of more clients. This is mainly ideal for the literate consumers who have no issues with using online platforms. Digital marketing has become one of the twenty-first century marketing protocols for many firms (Wang, F and Head, M, 2007, 121). It is possible to reach a huge clientele through digital marketing consider the increasing popularity of Internet of things among people. Ideally, SM marketing uses a chain of digital technologies that are cheaper to maintain once the creative marketer adopts them. Therefore, it drastically cuts down on the costs of marketing (Brenkert, 2008). There are many modern day software and web analytical tools that make it easier to

market products and services online without incurring hefty expenses. Similarly, marketing digitally can be done virtually everywhere and anytime.

d. ***Customers can rate products and services****:* through SM marketing, it is easier for customers to rate the level satisfaction with the services. Their reviews help creative entrepreneurs make informed decisions (Feinberg, R. and Kadam, R, 2002, 431). For instance, the creative entrepreneur may rate the standard and quality of their products and services to meet their customers' expectations. Moreover, positive reviews may be used as important marketing resources for potential customers who are yet to try the firm's products and services.

e. ***Targeting the ideal customer****:* SM is an ideal platform for identifying the exact customer. It is ideal when the firm does not wish to waste its resources marketing to just anyone. In fact, with an effective digital technology, the entrepreneur may channel their campaigns mainly to the target population (Evans and McKee, 2010). Based on the entrepreneurship theory, effective entrepreneurs mobilise the available resources to tap a gap in the market. They mobilise the intellectual besides social capital in their immediate environment.

SM maturity consists of five constructs, which are SM discovery and strategy, SM content, SM tools, SM maturity, and the value created. These form the components of the maturity framework. SM discovery and strategy is also explained through various concepts that are used to define the first construct of SM maturity framework. This construct has six elements (replace 'concepts' with element) that are vital in justifying it: aligning SM strategy with business goals, policy and procedure, creativity, keeping current on trends, opportunity and creating value. According to Gopalakrishnan and Subramanian (2012), SM has been adopted to measure projects through which companies adopt different practices and approaches to promote best practices to achieve targeted business objectives. The maturity framework developed in

the present research is such a theoretical framework contribution; it explains better the foundations of SM in the CIs.

According to Steger (2013) the maturity framework shows that SM influences business to increase its marketing and improve its goals. Aligning the business with SM strategies is one of the ways successful businesses move forward. A business needs a vision and a mission and since SM has been introduced to businesses for growth, having SM strategies that are in line with business goals makes the business more effective. The SM maturity framework corroborates that creative businesses need to be flexible in using the different SM platforms to improve their internal operations and practice effective marketing. The Internet has changed the way companies and businesses interact with their consumers (Foxall and Brown, 2009). The first SM platform used for marketing was Facebook and others emerged such as Instagram and Twitter. The literature on SM tools reveals a range of SM platforms to reach potential consumers. These tools include for example SM platforms such as Facebook which is used to communicate creative images and videos. The use of such SM platforms by creative entrepreneurs varies among businesses and can help them become more effective in achieving their goals if used intelligently. This is witnessed by Interviewee 03 who explained how a business could use different SM platforms in order to be more effective in aligning their business goals and SM strategies.

The maturity framework in creative businesses reveals that there is a need to control SM practice using continuous process improvement tending towards maturity. This is a method whereby the entire process is monitored to improve where there are gaps. This will include offering the newest ideas and informing a new group of customers about the specific goods and services provided by the creative business. SM

Since SM platform is a new approach for companies to deliver their content there is an implied learning curve. According to Fotis et al. (2012), the use of strategy in SM is shown to be a vital aspect in businesses, as creative entrepreneurs tend to make their SM engagement mature by learning about their SM activity from the information they collect about their practice. The creative entrepreneurs learn to be better entrepreneurs by for example

developing effective personal networks and gathering information that helps the business develops and grows in the market.

Islam et al. (2010) showed that SM strategy is aligned to business goals, similar to the creative entrepreneurs. SM is not only used for their marketing but for the development of their business through ensuring SM is supporting the main objectives. According to Forgue (2011), creative entrepreneurs all agree that the application of creativity is needed to draw more customers to the business through SM. As revealed by the findings creativity is fundamental in the use of SM for marketing and sustains business. The research also reveals how creative entrepreneurs ensure that SM content requires creativity in order to entice consumers to the business.

The literature alludes to the empirical SM maturity framework for business development (Gauntlett, 2013). Interviewees attest that SM maturity refers to business development. SM is used by creative entrepreneurs in a maturing progression covering discovering SM strategy, designing appropriate media content, identifying relevant and precise SM tools suitable their particular marketing strategy, culminating in SM usage maturity. Foxall et al. (1998) indicated a similar progression.

SM maturity therefore requires the use of strategies of SM aligned with business objectives. The strategies used by creative entrepreneurs include SM tools in order to gather, observe, examine, abridge, and envisage SM information related to business objectives. These requirements are usually driven by specific necessities of the creative entrepreneurs, and also witnessed by (Osti, 2010). The use of SM is significant because it is linked to the business objectives (Marlot et al., 2015).

SM introduced a new marketing dynamic for businesses in terms of marketing and growing the business (Norton, 2011). The use of SM maturity framework also explains how businesses connect and expand their brand globally through marketing. Creative entrepreneurs use SM to reach out to more customers than the use of conventional marketing methods. Reaching consumers all over the world has been made easier with SM and hence, creative businesses use SM as a tool to enhance their global brand and to

ensure penetration of the brand is made easier, which is the same for other types of businesses (Richards, 2007).

The maturity framework explains the development of creative businesses through SM and how SM can create value for consumers. Certain elements such as consumer engagement and interaction are vital in the maturity framework. Donna and Thomas (2012) clarify that customer engagement is creation of value. This act is composed of two dimensions, namely an engagement dimension and a SM dimension. The customer engagement dimension comprises the traditional communication process involving relationship initiation. SM maturity framework therefore examines the growth of the business through the use of SM, focusing on the revenue of the business and its development. According to Shetty and Singh (2011), in order to generate business value and to be in line with established practices of value-based and customer-oriented management, resources have to be allocated only to those SM alignment efforts, which are aligned with the overall business strategy and business goals. Creative entrepreneurs' SM and business alignment strategy is clearly distinguished from active SM engagement with customers. This means that a business is using SM as a direct channel for communication and interaction with the customer, as noted by Gray (2013).

The unique empirical SM maturity framework is the study's contribution with the six essential SM constructs of the maturity notion in SM and how the development of creative businesses is achieved with SM through socio-technical interactions. The framework is first of its kind it has not been done before by previous researchers. The SM maturity framework contributes an empirical explanation of the strategic use of SM by CE for effective corporate communications to add business value. Maturity reflects the integration of SM and the creative entrepreneurs' creative energies into the creative processes and obtaining marketing benefit through SM engagement.

5.3 Maturity of Social Media and Creative Enterprises

No research was found during the literature review relating to the notion of maturity, as explained in this study of SM maturity. There is however research on different SM theories which have focused on strengthening the practices of businesses. Similarly, there are no existing studies on the use of SM for business development and creating value for a creative business, which the maturity framework reveals. Most of the theories in this area portray the use of SM as a way of showing different organisational aspects such as brand and marketing but not in a way to enhance business development.

One of the major elements that is new in the use of SM is the evidence that SM is used in the growth of the business and that businesses use creativity through SM to gain a competitive advantage in the market. The continuous use of SM for business growth and development is what is considered SM maturity. The maturity framework based on the data collected shows that the use of SM for marketing leads to business growth and leads to creation of value, which is argued by Khan (2017). Much research argues that SM is mainly used for organisational internal affairs.

One of the major aspects that is new in the maturity framework is the theory of social alignment, which means the harmonisation of the different operations of SM in the creative business, such as marketing to the overall goal of the business. The strategies include the appliance of concepts, ideologies, and SM tools in order to gather, observe, examine, abridge, and envisage SM information related to the business. These requirements are usually driven by specific necessities as argued by Couch (2009). The idea delves into the aspects of SM marketing in business development and shows that SM marketing consists of the attempt to use SM to persuade consumers that the company, products, and services are worthwhile (Ahmad and Seymour, 2008).

The maturity framework highlights that in order to make the businesses more effective, the use of SM is significant when it is linked to the business objectives, which is true for other types of businesses too (Marlot et al, 2015). SM introduced a new marketing dynamic for creative businesses in

terms of marketing and growing the business based on intimate personal relations on SM platforms such as Facebook and Instagram. The maturity framework depicts SM alignment with the business strategy, which is lacking in others frameworks (Nufer and Ibele, 2015). Alignment of SM strategy with the business goals ensures a business becomes effective in its sales operations. SM has become a driving force of marketing for businesses and since it is a platform for business growth, and like creative businesses most of the businesses use SM to market and increase their sales (Khan, 2017; Duffy et al 2011).

Most of the research demonstrates a link between creativity and entrepreneurship. The maturity framework does not give a link between creativity and entrepreneurship but rather depicts that creativity is a component for business maturity. Many businesses create their competitive edge by using different creative strategies in their services and especially in their promotions. SM requires the use of creative promotions and marketing procedures which customers relate to (Gupta, 2015). Other research show that these two facets make it easier for creative entrepreneurs to identify new opportunities and come up with better processes capable of delivering the results. For many creative entrepreneurs, the ultimate goal towards realising the best results in the discovery of opportunities. The maturity level shows that creative entrepreneurs reveal that creativity is mainly used for marketing; in particular two interviewees highlight the use of creativity for marketing.

Most of the promotions as per the research by Headworth (2016) are done with the aim of showcasing the creativity of the business to the customers. Most research reveals that creativity and innovation in SM is made in order to seek opportunities in the market. Such creative entrepreneurs focus on the best approaches in order to outline new creative opportunities and eventually realise their business potentials. The maturity framework does not speak of innovation as one of its concepts neither does it mention innovation in the creativity construct. According to Parra-Lopez et al (2011), the concept of innovation has found a greater meaning in creative businesses however; they do not provide the maturity framework concepts when it comes to their

explanation of the way creativity is used and how innovation is used by SM to create growth.

According to Parra-Lopez et al (2011) explains that innovation has become one of the best tools essential for propagating the development, performance, and success every business organisation. Innovation presents the tools and products that can revolutionise the nature of competition and ensure the targeted company is able to achieve its goals. Successful entrepreneurs are the ones who are conversant and willing to use innovation as a powerful driver for businesses tendencies and practices. The maturity framework does not focus on creativity however it shows that creativity is needed in various elements in business especially through SM in order to allure consumers to the business.

5.4 Beyond the Organisation Perspective

Most research explores SM in the organisational perspective as a tool that can be used to support organisational performance. Although there is research on frameworks of entrepreneurial use of SM in business such as Miner (2007); Milano et al (2011); Kaplan (2010) and Khan (2017), who show that SM can be used in the creation of value. As the findings reveal it is used by creative businesses to create value and growth to the business. Apart from such research however, there is no extent framework of creative entrepreneur's use of SM.

According to Khan (2017), SM has been able to present one of the best frameworks capable of supporting organisational performance and business growth. Businesses continuously focus on the best practices to achieve their goals (Bradley and McDonald, 2013). Managers can use SM as a framework to make their firms successful. For instance, SM networks such as Facebook and Instagram are presenting new opportunities through which businesses can realise their potential. Various frameworks continued to be used as SM platforms (Gauntlett, 2013). This concurs with SM maturity framework for creative business which uses SM as a new opportunity that has the potential to

make a difference. Innovators and business firms have been focusing on these SM platforms in an attempt to promote the best practices and eventually deliver tangible results (Steger, 2013).

Available SM frameworks explain the use of SM to promote strategic partnership in business (Gauntlett, 2013), which is similar to the first construct of strategy and alignment in business through SM in the maturity framework. The organisational process should identify the targeted objectives and goals. Through the SM maturity framework, creative entrepreneurs can understand the importance of having an SM framework and aligning it to create value for the business, customers and stakeholders. For creative entrepreneurs, the use of SM for strategic purposes is mainly done in order to ensure the growth of the business; this is considered SM maturity, as internal business processes are well aligned with SM processes. Many businesses follow suit by ensuring they use SM for activities that influence their organisation's performance in the market (Walle, 2013). The creative businesses studied align their SM strategy well through the various components needed to ensure that the businesses engage their customers. SM is utilised for marketing mainly by creative businesses and this is the main element that is needed when aligning SM strategy to business goals.

The maturity framework depicts strategic alignment of SM with business objectives to ensure the activities done on SM are contributing to the overall objectives of the business. Weng (2014) reports similar findings. Also, this is similar to Bytom and Turnbul's (2012) strategic choice theory, which shows that strategic focus places a creative business on a growth path. The above discussion explains how SM empowers both managers and workers in creative businesses. Because of the strategic implementation of SM, researchers have been using Strategic Choice Theory to support the use of SM in every business firm. This is an approach that most businesses that use SM do in order to ensure their development in the market (Amit and Zott, 2001). The theory examines critical forces in the business environment. SM is a powerful external factor that affects the effectiveness of every firm. Companies make best adjustments in order to achieve their potentials. The theory offers three approaches towards adapting every feasible option, which

includes interpersonal communication, as used by the creative entrepreneurs. As the findings reveal SM is currently becoming a critical force for creative entrepreneurs who appreciate its strategic importance, especially in displaying their creative creations.

In agreement with (Khan, 2017) the SM maturity framework reveals how creative entrepreneurs align business strategy with SM strategy, which Khan states is a mandatory act for businesses that want to gain an edge on the market The SM maturity framework demonstrates that SM is a platform for marketing and that the number of potential customers through SM is not restricted to one geographical area and hence, compared to using television marketing, SM has opened up an opportunity for businesses to reach out to consumers globally. Creative entrepreneurs use SM to show how well they are doing business in terms of sale. This is one of the goals of every business and using SM to gauge how well marketing is being done shows that having an SM strategy is vital to achieve business goals. Aligning SM strategy and with business goals is important to creative businesses, as it is through this that they can enhance marketing power and gain an edge over other companies in the market.

SM maturity also explains SM as a tool for enhancing communication with consumers. This is well elaborated in the maturity framework and the data precisely substantiates the importance of the use of communication through the use of SM. From the data it can be seen that most of the creative businesses use SM as a way of enhancing their communication with their customers. From the data, it can be evidenced that SM marketing requires creative business to have certain operation rules. The operation of the SM marketing campaign enhances the use of content in order to lure the customers to consider the services or the product. As Khan, (2017) states having rules will also ensure that the content provided for customer viewing is safe and is directly linked to the message of the product or information of the business.

Theoretical research also concurs with the SM maturity mode in that communication is one of the tools of SM and one that enhances business relationships with customers. According to Kaplan and Heinlein (2010), effective communication trough SM in business takes different contexts

depending on the targeted goals. The first perspective is one-to-one communication. This context occurs when two individuals communicate with one another. This communication can be formal or informal. This practice results in immediate solutions. The second context is group communication. Groups can include three or more individuals. A group will find new solutions much faster. Teams use this form of communication. Formal communication is official in nature and can observe different protocols. Informal approach is usually casual in nature. Informal communication is common among colleagues, family members, workmates, and friends. The ultimate goal of possessing necessary interpersonal skills as reflected through SM is to ensure goals are realised. Creative entrepreneurs used SM to communicate with their customers personally. SM provides a personal link and is able to provide a platform where customers can speak directly to the business. The data confirms that SM maturity involves the use of communication with customers through SM such that the business creates an impression as well as enhances the relationship. This kind of interpersonal communication encourages professionals to offer effective services to their clients (Kaplan and Heinlein, 2010).

Through SM, the maturity framework reveals that individuals can also communicate with different professionals. This context depends on the targeted goals or outcomes of the creative business. This form of communication can be formal or informal. Multi-agency working is another context of communication (Khan, 2017; Jussila et al, 2012). This approach of creative entrepreneurs using SM to communicate focuses on the needs of the consumers. The approach makes it easier for customers to deal with various challenges. Multi-professional working is another context of communication that SM enhances. This communication setting brings together professionals from different backgrounds. The use of SM for communication practice produces new ideas that can make every activity successful in the business, especially in the creative industry. Creative entrepreneurs use formal communication in order to achieve their goals. The possession of proper effective communication skills through SM is an opportunity to realise expected results. This is one of the major similarities between various

researches and the study. The communication aspect as a tool for business development is vital and crucial (Weng et al, 2014) Through SM, marketers and companies in the CIs find it easier to educate more people about the importance of their products or revolutionary services. The continued use of SM networks makes it easier for marketers to inform the greatest number of potential consumers and customers about the new products in the market.

SM as a communication tool in business is a similar concept in various researches, which confirms the SM maturity framework that the use of SM for communication enhances consumer loyalty. The research by Kaplan and Heinlein (2010) explains that the use of SM plays a positive role towards improving this kind of communication. Creative companies benefit significantly from such interpersonal communication skills. Such skills ensure efficient processes are implemented thereby making it possible to realise the expected results. Creative businesses focus on the best communication skills especially when engaging in creative business pursuits. Such strategies promote the best practices.

SM is used for communication for both formal and informal links of business. Creative business owners who develop the interpersonal skills find it easier to achieve their business potentials and eventually make their company successful. Communication is achieved SM as a tool, which is evidenced by the data collected on the maturity level, and it has an impact on creative businesses as the interaction, both formal and informal, between consumer and business owner leads to enhanced loyalty (Von et al, 2015).

The ultimate goal remains to avail the creative products to the targeted customers. Research from Hoffman and Novak (2000) shows that creative entrepreneurs are usually forced to make tough decisions in order to emerge successfully, especially in this rapidly changing and globalising world. This situation explains why retailers grasp every opportunity in an attempt to have the most appropriate business processes and marketing strategies. This is a similar concept as evidenced in the SM maturity framework through the concept of flexible operations, which shows flexible operations result when the business changes its mode of operations, such as its supply routes and other aspects.

The research substantiates that the best goal should be to achieve the best results and support the changing needs of the targeted customers. Modern theorists have been focusing on the best strategies and marketing approaches that can reach out to the largest number of customers (Islam et al, 2010, Von et al, 2015). The SM strategy used by creative entrepreneurs helped them to realise their expected results.

Marketing is another aspect of the SM maturity framework that is similar to existing research. The data reveals that creative entrepreneurs use SM for marketing and that the marketing is done mainly through SM in order to reach consumers globally. Research by Gauntlett (2013) explains that the concept of promotion has been observed to transform the performance and position of many businesses. In an attempt to achieve results, many companies have been focusing on the best approaches to concentrate on the continued use of SM platforms. The SM maturity framework also depicts the usage of SM to enhance marketing and promotion to connect and expand the business brand globally. SM can reach out to more customers than the use of conventional marketing methods. Reaching consumers worldwide has been made easier with SM and hence, businesses use SM as a tool to enhance their global brand and to ensure penetration of the brand is made easier (Zeegers and Barron, 2015).

Similar to the SM maturity framework, opportunity discovery is another facet that explained in existing research demonstrates that opportunities are found out through the use of SM (Walle, 2015). The collected data also evidences that the use of SM reveals opportunity. The creative entrepreneurs align their SM strategy well through the various components of the SM maturity framework to ensure that they engage their shoppers and those they seek for opportunities. The use of SM can be used for a marketing opportunity.

Research confirms that marketing is also an opportunity brought about by the use of SM. According to Moth (2013), creative businesses need to use SM resources to inform their customers about every new product. Such creative businesses will attract more customers and eventually achieve their objectives. The SM maturity framework reveals that creative companies use

different platforms such as Instagram and Twitter to improve their marketing strategies. Creative business use SM o continue informing more consumers about their products and services. Researchers believe strongly that many companies will the near future continue to embrace SM in an attempt to promote their products and eventually achieve their business potentials (Steger et al, 2013). The SM maturity framework verifies that the use of different marketing platforms is necessary for enhancing opportunity discovery. When businesses use SM in their marketing, it makes it easier for their content to be followed, their brand to be renowned and to target certain audience. This entails the application of hashtags, which are linked to the content of the business on SM to their business main page and website (Khan, 2017, Weng et al, 2014).

SM maturity framework explains how creative businesses express themselves. From the data it can be seen that various creative business owners have the capability to illustrate their creativity through visuals and audio. Researchers also reveal this in diverse frameworks. According to Robert (2010), SM has become an avenue for creative people to create a destination for visual credentials. The use of SM has been observed to inject high levels of innovation and creativity. SM is a desirable platform for creating the best designs. The networks are increasingly monitoring the manner in which new brands and innovations are observed and identified in the market. Richards (2007) also confirms this philosophy. SM has been able to remove boundaries associated with restrictions. SM is currently making it easier for creative businesses to move beyond the physical barriers experienced in the market. Creative social networks have continued to give many creative entrepreneurs new public profiles thus being able to achieve their potentials. Newcomers in the industry have managed to attract new business partners due to the use of SM.

The SM maturity framework explains that creative businesses create their competitive edge by using different creativity strategies in their services and especially in their promotions. SM is a platform that requires the use of creative promotions and marketing procedures which customers relate to. The use of audio-visuals is necessary in the creation of marketing content that will

entice the consumers. According to Matuso et al. (2013), branded social campaigns provide additional touch points to encourage ongoing interaction between the consumer and the brand story throughout the day, which can deepen consumer–brand relationships, help marketers uncover common themes in consumer feedback, and persuade consumers to engage with online content.

SM creates the possibility of having more than one marketing option at showing creativity. According to Khan (2017), thoughts, feelings, perceptions, images, and experiences from these touch points form a set of associations with the brand in consumer memory. This is mainly done through the use of visuals and audio. This leads to the enhancement of marketing and leads to proper use of SM for enhancing the creativity in the business as the use of audio-visuals is one of the elements that are necessary for ensuring the brand is well known to the consumers (Milano et al., 2011).

5.5 Empirical Framework

A conceptual framework is important to provide a comprehensive analysis of how creative entrepreneurs depend on SM to identify, invest and grow their businesses. There are two types of conceptual frameworks. These are process frameworks and content frameworks. For this study, a process framework was the most appropriate framework for the study. A process framework describes and explains the stages of a phenomenon, the phases or steps it takes as it unfolds. It is designed to answer 'how' research questions. In this case, the framework explains how creative entrepreneurs identify a market gap, and take advantage of the gap for a productive business opportunity. Unlike a process conceptual framework, a content framework is designed to answer 'why' research questions (Pahl-Wostl, 2009). It delineates concepts or variables and justifies their relationships (Page and Wong, 2000). This research is exclusively concerned with understanding how creative entrepreneurs use SM to discover and explore new opportunities. Therefore a process conceptual framework is developed.
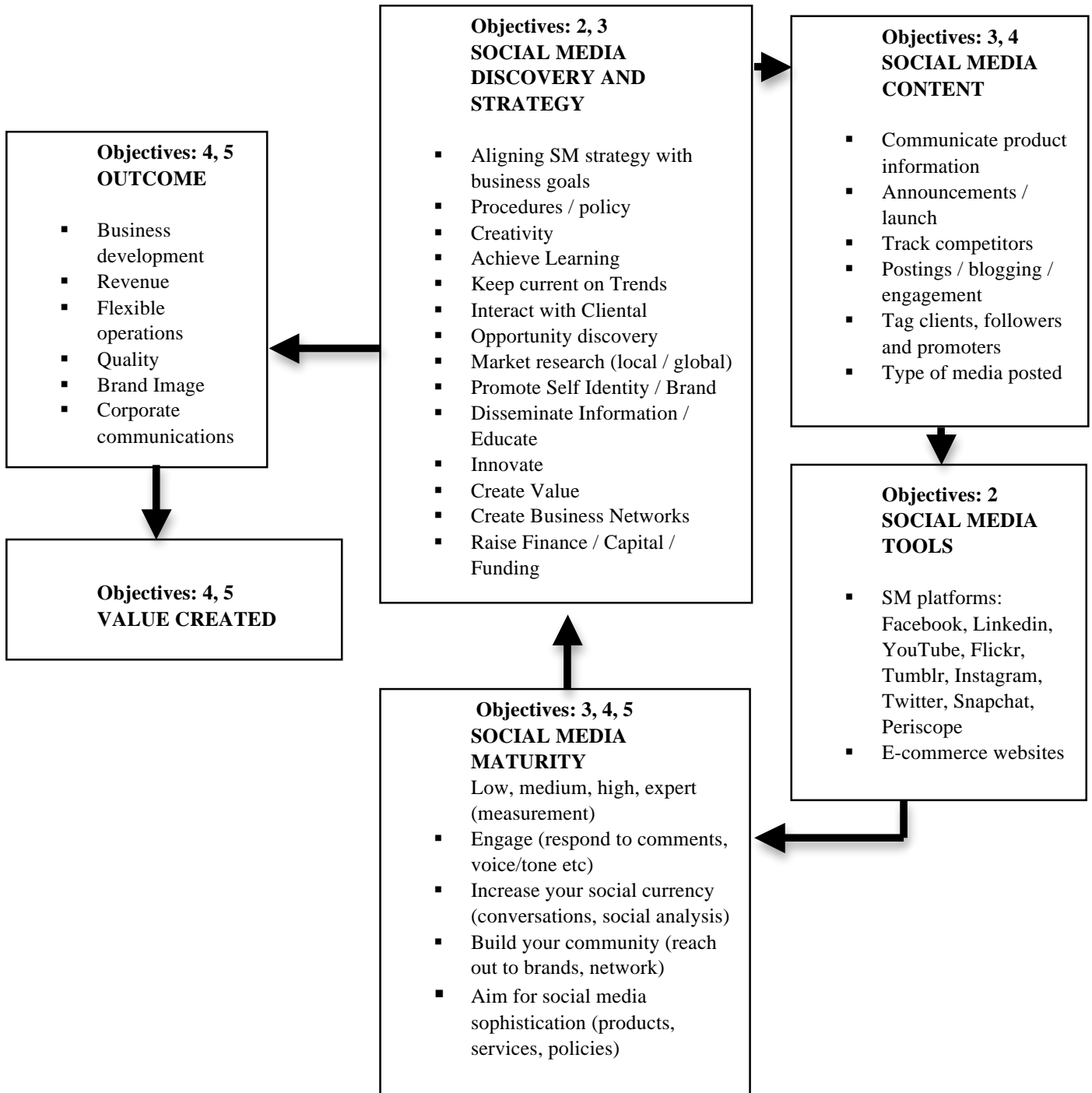
In this case, a conceptual framework was developed through empirical research and systematise knowledge regarding related issues (Rocco and Plakhotnik, 2009). In the research, this was demonstrated by an empirical analysis of SM from a wider perspective. That is, secondary studies were conducted to determine how SM might be used to identify an opportunity, use it and expand the business. Much of the data that was examined revealed of how SM as a digital platform has been used electronically for business development. Some advantages of SM were also briefly discussed.

The empirical analysis evaluates the uses of SM and its impact of entrepreneurship in terms of discovery of an opportunity, exploitation and even marketing as a way of coping with competition. Ideally, SM may be used to execute all these functions owing to its optimised functionalities. The following section unearths the empirical SM maturity framework on how entrepreneurs use SM to achieve strategic objectives on how to grow their businesses.

The results from the data analysis reveal that it is evident that there are themes and constructs that develop the SM maturity framework to articulate a thorough explanation of how creative entrepreneurs use SM to discover and seek business opportunities. This section presents the themes and constructs that have been achieved through the analysis of the data collected through this research. As a result it is evident that these themes and constructs are essential to the developed conceptual framework, SM maturity framework as it enriches it and contributes to the research. Figure 5.5 illustrates a detailed SM maturity framework of how each construct is linked to one another demonstrating how creative entrepreneurs use SM strategically in their business strategies and operations. Therefore, the developed themes and constructs are an explanation of the phenomenon and illustrated in bold type in Figure 5.5.

Figure 5.5 Empirical Social Media Maturity Framework For Creative Entrepreneurs

Objectives: 2, 3
SOCIAL MEDIA DISCOVERY AND STRATEGY

- Aligning SM strategy with business goals
- Procedures / policy
- Creativity
- Achieve Learning
- Keep current on Trends
- Interact with Cliental
- Opportunity discovery
- Market research (local / global)
- Promote Self Identity / Brand
- Disseminate Information / Educate
- Innovate
- Create Value
- Create Business Networks
- Raise Finance / Capital / Funding

Objectives: 3, 4
SOCIAL MEDIA CONTENT

- Communicate product information
- Announcements / launch
- Track competitors
- Postings / blogging / engagement
- Tag clients, followers and promoters
- Type of media posted

Objectives: 4, 5
OUTCOME

- Business development
- Revenue
- Flexible operations
- Quality
- Brand Image
- Corporate communications

Objectives: 4, 5
VALUE CREATED

Objectives: 2
SOCIAL MEDIA TOOLS

- SM platforms: Facebook, Linkedin, YouTube, Flickr, Tumblr, Instagram, Twitter, Snapchat, Periscope
- E-commerce websites

Objectives: 3, 4, 5
SOCIAL MEDIA MATURITY
Low, medium, high, expert (measurement)
- Engage (respond to comments, voice/tone etc)
- Increase your social currency (conversations, social analysis)
- Build your community (reach out to brands, network)
- Aim for social media sophistication (products, services, policies)

Data analysis in Chapter 4 resulted in empirically defining five constructs, namely SM discovery and strategy, SM tools, SM content, SM maturity, and Outcome. These constructs and their relationships are illustrated in Figure 5.5 as the socio-technical SM maturity framework. The social aspects being the constructs SM discovery and strategy, SM content, and Outcomes and the technical aspect being the construct SM tools. Maturity is then achieved when the social and the technical aspects result in human behaviours and technical operation that enables creative entrepreneurs to express aesthetic values and creativity, and communicate it to customers through SM technology whilst integrating business operations and devising strategic SM marketing.

To achieve such maturity creative entrepreneurs engage is various creative, business, and SM activities involving both the social and technical aspects. So each of these empirically evidenced constructs is composed of themes that reflect the these social and technical activities. The first construct SM discovery and strategy consists of fourteen themes that highlight how creative entrepreneurs use SM to discover and create their strategies. Examples of some of the themes are as discussed below.

Achieve Learning

One of the themes discussed in the data analysis is achieving learning. It demonstrates that creative entrepreneurs have used SM as a means of learning. The existing literature mentions learning related outcomes of SM usage. However, it does not mention of the utilisation of SM for learning purposes. This theme explains how SM discovery and strategy is done as it involves the acquisition of new ideas by creative through SM.

Interact with Cliental

Data evidenced another theme in the SM discovery and strategy construct. Namely, interaction with cliental as it best fits in the strategy description. The Internet has changed the way companies and businesses interact with their consumers according to Foxall and Brown (2009). The data

is clear that creatives prefer to engage directly with customers. They prefer the real-time interactivity afforded by SM technologies such as Watch parties, live blogging, Whatsapp group etc. Additionally, the data reveals that most companies interact with clients as a way to settle complaints and disputes. Companies also use SM as a means of delivering various types of information such as places where the customer can find the company products. Therefore, the theme interact with cliental contributes to SM strategies used by creative entrepreneurs.

Promote Self Identity / Brand

Analysis of the results revealed another theme; the use of SM to promote self-identity and the brand. This theme is added to the SM discovery and strategy construct as it fits best in the discovery context. Contrary to the traditional usage of SM platforms for interaction, the data leading to the evaluation of this theme reveals that SM may also be used for developing one-self such as through reading inspirational quotes on SM; various participants mention this example. There was no literature found in relation to this aspect of SM and this reveals that this theme is new contribution.

Innovate

Analysis of the results for this study also lead to the realisation of a significant theme: the use of SM in innovations. Many creative entrepreneurs participants acknowledged that SM has influenced their realisation that the business communication aspect can be diversified greatly depending on the innovativeness of the user. SM pushes creative entrepreneurs to be more innovative, as stated by Yoon et al. (2015) technologies promote innovation and production of competitive products. This theme was added to the SM discovery and strategy construct since innovation plays a significant role in the use of SM for business opportunities and to create value. According to Abraham (2012) technological applications and innovative approaches will make it easier for many companies to add value to their customers.

Create Business Networks

Entrepreneurs also use SM to create business networks. The reference of SM platforms as SM networks emerges from the ability of SM in creation of networks. This theme is part of the SM discovery and strategy construct, since it fits in the strategy aspect of business. Innovators and entrepreneurs in different technical fields can liaise with one another and engage in the best practices (Lange-Faria and Elliot, 2012).

The SM maturity framework shows that the first construct SM discovery and strategy is linked to the second construct SM content. Having reliable SM strategies such as creativity, keeping current on trends, and opportunity discovery are achieved through SM content to communicate with the audience and promote created products. A few theme examples related to SM content are provided below.

Announcements / launch

The data also revealed the use of SM in making announcements. This theme was added to the social media content construct since it is related to how the content is addressed to the consumer. As previously explained in the literature review, many companies have been using mobile networks and SM resources to inform their customers about their newly launched services and products (Milano et al., 2011). The participants in the study stated that making announcements and launching goods on SM is one of the major reasons why they joined the social platforms.

Track competitors

The results from the data analysis in Section 4.5.3 suggest the following theme: the use of SM by creative entrepreneurs to track competitors. Although not all the participants confessed using SM to track their competitors, a reasonable number claimed that they used SM in tracking their

competitors. This theme is part of the SM content construct as it refers to the usage of the content posted on SM.

In order to communicate appropriate SM content creative entrepreneurs have to use SM tools such as Instagram, Twitter etc. to express their creativity in the types of media posted. This is the third construct of the SM maturity model, SM tools. Without SM platforms there would not be SM content that the creative entrepreneurs need to present. However, the issue is more complicated because creatives wanted to ensure that the platforms they use are capable of communicating their aesthetic values through the available feature of the SM technology. The construct composes two themes that creative entrepreneurs use as their SM tools are as seen below.

Social Media Platforms: Facebook, LinkedIn, YouTube, Flickr, Tumblr, Instagram, Twitter, Snapchat, Periscope

Through the analysis of the data, a construct that had to be created regarding the use of SM by creative entrepreneurs is SM tools. A theme that was revealed in the data analysis Section 4.4 is the use of a wider variety of SM sites by companies. The choice of the SM site depended on the company's preferences and their target market. The theme was added under the SM tools construct as it best fits in this context. The different SM platforms realised include: Facebook, LinkedIn, YouTube, Flickr, Tumblr, Instagram, Twitter, Snapchat and Periscope.

E-commerce websites

The analysis of the data also revealed that many companies have adopted e-commerce websites. This theme is part of the SM tools construct since it best fits in the tools context. The reviewed literature only mentions of the use of SM as a substitute for companies that do not have websites. It is

evident that this is a new theme for the study and is a link to SM content and SM maturity constructs.

The third construct of creative entrepreneurs' use of SM tools contributes to developing use of SM. This progress is the fourth construct of the framework; SM maturity. SM maturity is approximated in the study as low, medium, high, and expert. This is how creative entrepreneurs rate their SM strategy, SM content, their expertise in SM tools and their SM maturity. This construct composes four themes that are analysed in Section 4.6: engage, increase your social currency, build your community, and aim for SM sophistication. This construct has in impact on two other significant constructs of the SM maturity framework SM discovery and strategy and outcome, because the SM maturity construct has a direct link to how creative entrepreneurs use SM in their strategies and to discover opportunity. Also, SM maturity is linked to the outcome construct which indicates the achievement of the desired outcomes of using SM and realisation of maturity of use in terms of communicating creativity, integrating business operations, and devising strategic SM marketing.

So, the fifth construct is the outcome construct it consists of six themes. Some of these themes are: revenue, quality, and brand image. One of the significant themes of this construct is the use of SM for corporate communications by creative entrepreneurs as explained below.

Corporate communications

The data in Section 4.7.6 reveals the theme; use of SM for corporate communications. Most SM platforms allow users to send private messages to other users, through these corporate messages can be exchanged. This theme was added to the Outcome construct as it emerges as an antecedent of SM growth. According to Milano et al. (2011), SM improves the level of communication thereby making it possible for many companies to achieve

their potentials. Corporate communication is included in the general term communication.

This links to the sixth and final construct of the empirical SM maturity framework. This construct is the result of the process of how creative entrepreneurs use SM in their business to create value. The maturity process demonstrates a growth in the business that can occur if the creative entrepreneurs apply this framework to their SM strategies. A growth that results in value created in marketing, sales, and exposure.

The SM maturity conceptual framework makes a basic foundational contribution to understand how creativity is expressed through SM technology because of the socio-technical perspective. It explains how creative entrepreneurs use SM technology to establish communicative processes that express their aesthetic values as embedded in their created products. This explanation combines the social aspects of creativity and creation of products such as aesthetic values with the technical aspects of communicative and interaction features of SM technology such as type of media used and interactivity channels adopted. The explanation extends to evidencing how these socio-technical aspects are combined to achieve strategic objectives and grow creative business ventures.

From a technical perspective, everyone wants to run a model or a framework that assures them of continued success in their preferred line of business. The same case is applicable for creative entrepreneurs who opt to use SM (Barefoot and Szabo, 2010). They would want a SM framework through which they obtain their strategic objectives. Entrepreneurship theory stipulates that creative entrepreneurs continuously seek to identify and approach business opportunities that promise them tangible returns on investment (Shane and Venkataraman, 2000). This SM maturity framework would help entrepreneurs to develop appropriate SM strategies to grow as well as obtain their strategic objectives and create value.

Theoretically, the SM maturity framework implies that entrepreneurial theory needs to be extended to include the role of technology in entrepreneurship. In this study such a theoretical framework was developed from the collected data specifically for creative entrepreneurs. The developed

empirical SM maturity framework highlights important parameters such as social media discovery and strategy, social media content, social media tools, social media maturity, outcome, and value created.

5.6 Different Findings

One of the major differences between the SM maturity framework and other research on SM is that the SM maturity framework goes beyond the negative element of marketing in SM to focus on the advantages of SM technology to creative entrepreneurs business ventures.. The SM maturity framework explains how creativity process can be filtered through the five constructs to communicate the creative value of created products. Various researches on SM give different negative effects on the use of SM in business (Kaplan and Heinlein, 2010).

In light of using SM for opportunity discovery, SM transforms business practice and strategic planning process as Gauntlett (2013) states. A business that operates with SM centrally aims to give customers what they want and give them better chances to ensure the SM platform raises opportunities in the market. This explains why many businesses are embracing the use of various online-based applications. SM also has its share of weaknesses. According to Pearlman and Gates (2010), SM increases chances of hacking. Hackers can launch virus attacks or commit detrimental frauds on SM due to the technological changes. Jagging and Kinyua (2013) shows that such malpractices will affect the performance of every firm. Studies have therefore cautioned businesses and entrepreneurs to be aware of this negative opportunity associated with this negative opportunity. This is also shown in the SM maturity framework where opportunities are carefully filtered through rigours internal checking processes to avoid sensitive information getting to fraudsters.

The idea of maturity of SM is not mentioned in existing theory and theoretical frameworks. Although existing research mentions strategy it does not mention how it relates to SM. Current studies do not reveal the use of SM

and their alignment to business strategy. The main element that the SM maturity framework depicts is the alignment of SM based marketing strategy and business goals. The SM maturity framework depicts how creative entrepreneurs use SM for marketing and how the marketing is done in alignment with business goals and objectives.

The findings depicted in the SM maturity framework corroborate that in order to make the creative businesses more effective, the use of SM is significant when it is linked to the business objectives. SM introduces a new marketing dynamic for businesses in terms of marketing and growing the business. According to Von et al (2015), the alignment of SM strategy with the business goals ensures a business becomes efficient in its sales operations. SM has become a driving force of marketing for businesses and since it is a platform for business growth, most of the businesses use SM to market and increase their sales. In relation to the theoretical frameworks, most of them lie within the framework that SM can be used for strategic implementation in the organisation (Von et al, 2015).

Most research evidences that creative entrepreneurs are using SM as a strategy to identify new opportunities and approaches that have the potential to produce desirable results. This was evident in the SM maturity framework. For instance, SM makes it easier for more people to share information regarding the best approaches towards effective innovation. According to Milner (2007), the acquired ideas and concepts improve the level of innovation and production of the best innovative products that can compete successfully in the industry. Such measures will make it easier for many entrepreneurs to reach their potentials.

Other research demonstrates that with many SM users, many creative companies can focus on their benefits in an attempt to improve the level of performance (Martin, 2010). SM can be used to segment various markets depending on the groups formed by consumers on SM networks. Creative companies that understand this benefit of SM have managed to reduce their business costs.

From the findings, it can be seen that various creative businesses find effective SM communicative channels, particularly focussing on aligning their

creative processes, internal business operations, and SM marketing. This is mainly because more entrepreneurs are presently using various social platforms than before but by carefully considering how to communicate their creative processes resulting in the created products. This situation explains why SM remains critical for many creative businesses. Marketers and SMEs can, therefore, embrace the continued use of the Internet to communicate with their stakeholders and customers. This kind of communication will attract more potential customers and increase the profitability of many SMEs. The ultimate goal is for SME entrepreneurs to be aware of the most desirable business objectives (Kaplan and Haenlein, 2010).

The use of SM is known to improve the performance of business organisations. The SM maturity framework depicts customer loyalty is about identifying and attracting the right customer, getting them to buy and buy often, buy in higher quantities and introduce customers (Von et al, 2015). Moreover, the findings illustrate that business owners use SM to create loyalty among customers. This is because they portray uniqueness in terms of a positive reputation of the business enterprise and leads customers trusting the product or service. Successful SMEs, therefore, focus on the best SM in order to achieve this goal (Weng, 2014).

The research contradicts on few issues such as the use of SM in marketing showing that SM marketing requires a business to have certain rules in which to operate. The operation of the SM marketing campaign enhances the use of content in order to entice the customers to consider the services or the product of the business. Having rules will also ensure that the content provided for customers' viewing is safe and is directly linked to the message of the product or information of the business. However, most research does not provide the main elements of marketing through SM such as the kind of policies to use when using SM for marketing the business.

5.7 Anomalous Findings

The findings of the study reveal that alignment with SM is the coordination of the different operations of SM in the business such as marketing to the overall goal of the business. The strategies include the appliance of concepts, ideologies, and SM tools in order to gather, observe, examine, abridge, and envisage SM information related to the business. According to Coget (2016), his ideologies are contradictory to the findings as they show that a business does not need to separate the two functions of the business where SM functions are separated from the main operations of the business. When there is a separation between SM and the operations of the business, there is a disconnection and there is no alignment. This is contradictory to the research findings resulting in SM maturity framework that shows that SM can be used to well align creative entrepreneurs' goals.

Hiujsman et al. (2012) explains that SM provides a transmit platform that allows researchers to circumvent traditional organisational hierarchies and reach organisationally distant readers - unlike email that is targeted to specific recipients. However, this is also not in line with the proposed SM maturity framework, which is supported by Brown (2009) who states that SM is mainly used in order to ensure that the business is able to connect and communicate with all departments and all managers especially in CIs. Huijsman et al. (2012) argues that SM marketing requires a business to have certain rules in which to operate. The operation of the SM marketing campaign enhances the use of content in order to attract the customers to deliberate the services or the product of the business. Having rules will also ensure that the content provided for customers' viewing is safe and is directly linked to the message of the product or information of the business.

Vercic (2013) shares that there is a difference in the manner in which SM is referred to in view of how marketing is done through SM, as proposed in the SM maturity framework. However, Gauntlett (2013) does not look at the specific activities done by SM in marketing. Gauntlett (2013) claims that SM is also a powerful tool for marketing and advertising. After innovating and inventing the most competitive products, the other critical issue is ensuring that it is delivered to the targeted customers in a convenient manner. This is a

clear indication that creative businesses and creative entrepreneurs can achieve their purposes through the continued usage of SM. This media will improve the manner in which advertising is done and ensure more people are informed about the targeted products. By doing so, the company or SME will realise its goals and become profitable. Companies that market and advertise through the use of SM will be able to attract more customers and eventually become profitable that their immediate competitors.

Raindran et al. (2015) explain that businesses need to show that they are flexible in using the different SM platforms to improve their operations. This is confirmed by the SM maturity framework, but the flexibility proposed by the SM maturity framework is based on active learning by creative entrepreneurs. The first SM platform that was presented as a form of marketing tool was Facebook and others emerged later such as Instagram and Twitter. This is however different from the ideologies presented by Beasly et al (2015) who shares that businesses become flexible in the market through looking for opportunities in different markets. The study on maturity continues to explain that the use of such SM platforms varies among businesses and can help them become more effective in achieving their goals if used intelligently. This is not mentioned in any of the research frameworks on SM and the creative industry.

5.8 Conclusion

The SM maturity framework depicts how creatives communicate their creative processes through SM to customers. It depicts how SM is integrated with internal business operations in order to develop effect marketing strategy. Additionally, it depicts how SM is used to communicate creativity and marketing in order to create value for customers. It reveals the use of SM by creative entrepreneurs to obtain maximal synthesis or maturity between their creative energies, internal operations and SM marketing that is capable of value contribution. Certain elements such as consumer engagement and interaction are vital in the SM maturity framework. SM maturity framework

therefore highlights the growth of creative businesses through SM based aesthetic value communication. The SM maturity framework integrates SM and business alignment strategy with active and interactive SM engagement with customers.

Much research concludes that SM is mainly used for organisational internal affairs. SM theory explores how it creates conflict in an organisations. In contrast, the SM maturity framework explains how creative businesses become more effective by cohering SM with creativity, internal business process, and marketing. SM introduces a new marketing dynamic for creative businesses in terms of creativity marketing. Research on SM and businesses does not focus on the creative industry and does not link the use of SM with creativity. The SM maturity framework focuses centrally on creativity to explain how it is communicated to customers through effective SM communications and marketing. The SM maturity framework therefore contributes a socio-technical perspective to explain creativity communication through SM.

The SM maturity framework evidences that the use of SM is much more than a tool for marketing. SM is used to communicate aesthetic value embedded in created products. The practical implication of the SM maturity framework to businesses is that the creative entrepreneurs can gain much value by using SM, including loyalty of customers through aesthetic communications. Crucially for new creative entrepreneurs, the SM maturity framework can also be used to identify opportunities as SM allows a business to venture into global markets. The use of SM maturity framework is therefore a vital tool in the creative industry and when used with all its features, it results in effective creativity and aesthetics communication, which is the essence of created products.

Strengths and Limitations

Interviews made it possible to collect reliable data for research objectives. The interview format also considerably reduced the number of incomplete answers that the researcher received, as she could seek clarification duration the interview. However, the strength of this research

includes entrepreneurship theory and socio-technical theory analysis as the basis of the SM maturity framework, which explains of how creative entrepreneurs use SM to communicate their aesthetic values through SM marketing and discovery opportunity for business growth. The selection of a variety of creative entrepreneurs from different sectors is also strength, because it provides a cross section of creative entrepreneurs and their experiences of SM usage seems to fit the general patterns proposed by the SM maturity framework. So, the actual resulting contribution is combining creative entrepreneurship with socio-technical perspective to propose the empirical SM maturity framework..

The research has various limitations. The results of an interview are prone to subconscious bias. Bias was reduced through replies to self-reported interviewee responses. Bias in a researcher cannot only be found in the researcher but also can be in the participants. Trustworthiness can be utilised to prevent this type of bias. The researcher established mutual trust with the participants, as is usually the case in qualitative studies.

Also, consideration needs to be given to prejudice of the researcher. A researcher's closeness to the phenomenon under exploration may lead to bias but the interpretive approach adopted here acknowledges the researcher interpretation. The researcher aimed at collecting reliable and valid data, without determining personally the direction or outcomes as per respondents own discretion. The attitude and beliefs of the researcher towards the phenomenon were minimized to deter the mental representation of the phenomenon. Contrary to this interpretivism provides the benefit of conducting research on phenomenon that is closely related to the researcher, herself being a creative entrepreneur. These include better understanding of the phenomenon as compared to that of an outsider; interaction with participants is bolstered; in addition to the advantage of unrestricted access to information for the researcher. Also, it provides conformability and dependability. The views, preferences, past experiences and their background are some of the factors that influence a researcher's interpretations. In interpretivism the researcher and the research subject are inseparable and as a result, the researcher's values and the research are bound.

To further improve the validity of the findings focus groups interviews could have been done, in terms of creating separate groups of creative entrepreneurs, fashion entrepreneurs, art entrepreneurs etc. These could have been used to verify the SM maturity framework. This would strengthen the validity of the proposed generalisation the SM maturity framework.

CHAPTER SIX: CONCLUSION

6.1 Summary

The literature review revealed that most of the research has been done to explain the use of SM for organisational performance, advertising, and marketing. The extant research has been generic and not been done by industry. Additionally, there has been no research on SM and the CIs. Moreover, there has been no research on the creativity of creative entrepreneurs and how they communicate their aesthetic values and created products to customers through SM.

Therefore, the study aim was to explain from the socio-technical perspective how creative entrepreneurs express their creative energies through SM technologies and integrate business operations, real-time digital marketing, and discover business opportunities to create economic value for their businesses. The result is the SM maturity socio-technical framework that explains how creative entrepreneurs deploy SM for marketing to communicate their aesthetic values as embedded in created products to customers.

The research objectives were operationalised through interpretivism and qualitative research methods. Interviews were used in order to collect first-hand, self-reported experiences of creative entrepreneurs. The interviews were semi-structured and designed to collect information on the motivations of CIs entrepreneurs' use of SM and their experiences of using SM in their creative process. Interview questions sought to determine how creatives expressed their aesthetic values and creativity, sought opportunity, and marketed their created products through SM. The interview data was analysed using thematic data analysis and interpreted by the researcher as an interpretivist.

A key objective that the research fulfils concerns creative entrepreneurs' motivations for using SM and, especially for new creative

entrepreneurs, how they find ways of discovering opportunity and exploiting it through SM. The SM maturity framework suggests that creative entrepreneurs look to communicate their aesthetic values to distinguish themselves from other creatives and seek new business opportunities.

There is extensive use of SM for communication; however, in the recent past, SM has quickly changed into an effective marketing platform. The research aimed to determine what CIs entrepreneurs use SM for during the life of their business from inception to maturity and determine the technological expression and search process they use. The research provides insight into what entrepreneurs expect from SM as a marketing platform.

The research investigated the ways in which SM is used by creative entrepreneurs. The findings suggest that they primarily want to communicate their creative energies to customers. Thus the SM maturity framework of creative entrepreneurs' creativity and opportunity discovery is proposed signifying the central role of SM in the creative process of creative entrepreneurs. SM maturity consists of five constructs, which are SM discovery and strategy, SM content, SM tools, SM maturity, and the value created. These form the components of the SM maturity framework. They explain the maturity ideology of SM and how creative entrepreneurs communicate aesthetic values and achieve strategic marketing through SM, as well as seek out business opportunities. The final construct is value creation which is the aim of creative entrepreneurs.

The core of the SM maturity framework is creativity of creative entrepreneurs. Creative business entrepreneurs all agree that it is expression and communciation of their creativity which attracts more customers to the business through SM marketing. All creative businesses had procedures and policies for using SM for communications and marketing purposes.

Consequently, the notion of SM maturity framework suggests that the role played by SM in creative entrepreneurs' communicative processes is superior to other marketing strategies. Traditional marketing strategies such as radio and television had an impact on CIs but not as significant and valuable, nor as direct, compared to the impact of SM. Particularly, traditional media did not suite communication of aesthetic values embedded in creative

entrepreneurs created products. The SM maturity framework depicts how such creativity is well integrated with SM marketing. Crucially, creative entrepreneurs have an opportunity for marketing their products to different parts of the world.

The SM maturity framework indicates how creative entrepreneurs adapt to the change without losing the primary creative intention of the business and use the changes to their advantages for direct SM marketing. The results explain how entrepreneurs are already using SM as an intricate aspect of the synthesis of their creative energies, internal operations, and creating value through SM marketing and succeeding through handling the challenges they face. Because of the changing dynamics of the SM, creative entrepreneurs shed light on the strategies they have used to survive the unpredictable changes in SM and SM marketing.

6.2 Conclusion

The study findings suggest that creative entrepreneurs, through their business operations, use SM to express their creative energies to customers. However, they seek communicative expression that is mature. Maturity is achieved by portraying aesthetics and creativity on SM platforms which results effective marketing communications and identifying opportunity for new creations. A crucial feature of maturity is integration of entrepreneurs' creative energies, business operations, and strategic digital marketing. Thus the SM maturity framework is proposed to explain the development of business through SM and how it creates value for customers. Certain elements such as consumer engagement and interaction are crucial in the SM maturity framework. The findings show that customer engagement and interactivity is linked to the creation of value, which ultimately is linked to the growth and development of the business.

The SM maturity framework is composed of six constructs, which are namely; SM discovery and strategy, SM content, SM tools, SM maturity and the value created. These are the components of the SM maturity framework.

SM discovery and strategy is explained through various themes that are used to define the first construct of SM maturity framework. This construct has six themes that are vital in explaining its concept which are mainly; aligning SM strategy with business goals, policy and procedure, creativity, keeping current on trends, opportunity and creating value.

The SM maturity framework explains how creative entrepreneurs design marketing projects by integrating SM technology with their creative energies and business operations. The SM maturity framework is based on a socio-technical perspective that people and technology require explanation in terms of the social and the technical aspects of their interaction, not only the technical nor only social. It is thus a contribution new contribution introducing a social-technical perspective. Previous studies have not explained creative entrepreneurs' use of SM in terms of a socio-technical perspectives. This lacuna has been addressed in this research resulting in the SM maturity framework.

The findings show that SM maturity is explained by creative entrepreneurs as using SM for promoting their creativity, aesthetic value, and creative business development. The creative entrepreneurs also reveal that SM is used for value creation by ensuring that the creative business expresses its beliefs to its consumers. The findings illustrate that creative entrerpreneurs ensure that SM content is itself creative in order to appeal to the aesthetic values of customers. The findings also justify that SM tools regulates how a business issues SM content to its consumers. Creative businesses use these tools to ensure relevant creative content is presented to the consumers.

The SM strategy alignment to the business goals bares that creative businesses use SM not only for their marketing but for the development of their business through ensuring the business is supporting the main objectives. Creative businesses recognise that the use of creativity is needed to draw more customers to the business through SM. Creative entrepreneurs use SM to alert followers of upcoming sales or announce availability of a new product. These kinds of announcements tend to be top-down, one-way communications. This is a mistake according to Paula (2011) who states that, for SM to be influential

in business, it requires the business to engage with the consumers, which is depicted in the SM maturity framework.

Creative entrepreneurs use SM to interact and engage with the customers. Creative business depend on personal interaction to build brand. Therefore, when the customer is engaged by the creative entrepreneur, the customer is more likely to ask questions regarding the business and to look at the products the business is selling. Creative entrepreneurs actively seek to engage with individual customers on SM to increase their sales. The maturity framework confirms that creative entrepreneurs are those who use SM for the growth and development of the business.

SM matrity framework explains how creative businesses make full use of the potential of SM which can be used in various facets of the buisiness such as marketing, communication to consumers, and creating business development strategies. The SM maturity framework explains that creative entrepreneurs engage with SM to start and grow their businesses. During this process of SM engagement creative entrepreneurs tend to make their SM engagement mature by learning about their SM activity from the information they collect. They gain knowledge to be better entrepreneurs by for example developing effective personal networks. Their creative businesses discover the uses of SM, for instance by gathering information on SM and using it to design more effective SM strategy. It is this process of being entrepreneurial and discovering SM which results in implementing SM strategy through the most effective SM tools that leads to their SM maturity. Through this maturing process, creative entrepreneurs expect to develop their business and generate more sales.

According to the findings when using the SM maturity framework in regards to its contribution to businesses, there is a need to control the practice using continuous process improvement. This includes utilising newest creative ideas and informing a new group of customers about the specific created products.

The SM maturity framework explicates that in order to make the creative businesses more effective, SM introduces a new marketing dynamic for creative entrepreneurs. The SM maturity framework addresses SM

alignment with the creative business strategy based on an original socio-technical perspective. Alignment of SM strategy with the business goals ensures a business becomes efficient in its sales operations. SM has become a driving force of marketing for creative businesses and since it is a platform for business growth, most creative businesses use SM to market and increase their sales.

The original contribution of the SM maturity framework, which is not evident in extant research, is the social and technical alignment or socio-technical perspective. This explains how people and technology can harmonise in order to integrate business operations, marketing, and value creation through SM. The SM strategies include application of SM tools in order to gather, observe, examine, abridge, and envisage SM information related to creativity and created products. These requirements are usually driven by specific creative product necessities. The SM maturity expressed aspects of SM marketing in business development and proposes that SM marketing consists of the attempt to use SM to persuade consumers that the company, products, and services are valuable.

There is no extant research found relating to the idea of maturity as explained in this study. There are however different conceptions such as the use of SM in making to improve the performance of the organisation. Such research mainly focuses on strengthening the practices of businesses within the organisation. There is however no study on the use of SM by creative entrepreneurs to express and communicate their creative aesthetics. Most explanations portray the use of SM as advertising and marketing, but not at expression and communication of creative energies.

While other research focuses on interaction or communication effects of SM on organisational performance, the SM maturity framework does not focus on communication between members of the organisation but rather on communication with customers. Creative entrepreneurs seek to communicate their creativity and creative energies to customers, they desire to interaction with them in open communication, which in turn leads to increased loyalty among customers and rapport with them. Purchasers of created products want to experience personal level of communication and interaction with creatives.

The aspect of direct communication with the consumer is a concept that the SM maturity framework crystallises through SM. The importance of communication is presented in the results where most of the interviewees' show that the creative businesses need to keep an open line with consumers as most consumers want details on some of the products they order. Another element that is relatively new in the SM maturity framework is the aspect of business development and creation of value for creative businesses. Creation of value is vital in a business as this is a critical reason why creative entrepreneurs use SM. The study demonstrates that through the use of SM, businesses in the creative industry can create value for customers.

Another aspect that is novel in the SM maturity framework is social alignment with SM technology in a strategic manner. This is the core idea of the SM maturity framework, which is not seen in extant research. Social alignment in the maturity framework refers to the alignment of crucial operations in the business such as creativity and marketing with SM technology. No research present discusses the alignment of business functions with that of SM in the creative sector. The SM maturity framework mainly focuses on the alignment of these elements in order to enables creatives to communicate their aesthetic values to customers as embedded in their created products. Alignment of creativity, business operations, and marketing communications is maturity which increase the functionality and the use of SM in creative businesses.

The alignment of business strategy with SM is a central feature of the SM maturity framework. The SM maturity framework contribution shows that one of the major components of the use of SM to a creative business is that the business aligns the SM strategy with the business goals. Business strategy is the most significant activity for creative businesses, as the strategy of a business directs the business to achieve their goals within the best time possible with the least resources possible.

SM is therefore a tool that can help in aligning the strategy of the business to its set objectives. The set objectives can be achieved through the use of SM and this means that the activities that can be enhanced by the use of SM such as marketing and consumer communication need to be linked to the

strategy of the business. The study reveals that SM can be used in different operations such as business strategies, which include the appliance of business concepts, ideologies on business, and the use of SM tools and different platforms in order to assemble, examine, study, and visualise SM information related to the business and its goals.

The SM maturity framework provides ideas on how creative businesses can seek opportunities in their creative fields. It provides a framework for creative businesses to be more in tune with the market and to find more venues to project their businesses. The study affirms that the SM maturity framework shows a business how to identify a target and to pursue an opportunity as it presents itself. The nature in which the process of identification of opportunities is done leads to the growth and development of the business. The SM maturity framework confirms that through the use of different SM platforms, the business can discover more opportunities to do business and can also attain new ideas on how to improve their business stance in the market. The use of SM maturity framework reveals that the use of SM is mainly done in order to ensure the growth of the business.

Searching for opportunities in the market is a significant element that needs to be considered and that requries the use of SM in order to ensure that the businesses can reach markets globally with their activities. In the CIs, the businesses need to discover opportunities such as innovative ideas to improve their products and services. When a business in present in all SM platforms such as Instagram, Twitter and Facebook, it leads to the exposure of the business to more consumers which in turn increases the chances of having more consumers to the business and creating value.

In conclusion, the SM maturity framework reflects the synthesis of the creative energies of entrepreneurs with their internal operations for effective SM marketing. Creative entrepreneurs tend to deploy SM to mature usage; they align their strategies and operations well with SM. However because of technology, we need to understand how entrepreneurs use technology such as SM, computers, and the Internet in their creative processes. This research is first of its kind to link entrepreneurship theory and socio-technical theory with creative entrepreneurs' use of SM to expresses and communicate creativity,

integrate business operations, marketing, and create value, as well as seek opportunities to explain creative entrepreneurship and SM. This is the significant contribution of the research, the unique application of entrepreneurship theory and socio-technical perspective to explain creativity in CIs. Most of the existing research did not view these theories combined or mentioned the creative industry in relation to this particularly with regards to the use of SM as a maturity tool to create business value. This is especially significant because many entrepreneurs actually do business through technology and use it significantly in their business. Another significant contribution is that the research presents a strategic framework such as SM maturity framework to seek opportunity, marketing and create value from a socio-technical perspective.

Finally, the impact/relevance of my contributions to the industry will guide creative entrepreneurs in particular on the different ways they can use SM from a strategic marketing perspective and the creation of the SM maturity framework from a socio-technical perspective will enhance the use of SM for their business development through effective SM marketing. The SM maturity framework provides a platform for upcoming CI entrepreneurs can rely on to succeed in their business and benefit fully from SM. The SM maturity framework provides CI entrepreneurs a better understanding of how to turn business opportunities available in SM into business advantages through the information.

6.3 Management Implications

The primary goal of entrepreneurship is making profit; however, in a majority of CIs creativity is more valued. The SM maturity framework provides guidance to creative entrepreneurs on how to express and communicate their creative energies embedded in created products.

There are several implications for practice. Creative entrepreneurs can benefit from adopting a maturity perspective in the use of SM to communciate their creativity and to market their created products. First, the prime force of a creative business is the creativity of an individual, usually the business owner,

or group of individuals. It is their creativity that is expressed in the created product. A crucial implication is designing better SM marketing strategies based on the notion of maturity of SM. For instance, by having a better strategy for their SM content to communicate the aesthetics and creativity of products and choosing specific types of media that reflect this and to post them to engage and interact with their clients. The SM maturity framework enables creative businesses to synthemise their creativity with SM tools through its various constructs. So when determining SM strategies, creative entrepreneurs can draw on the constructs of the SM maturity framework and the individual themes in each of the constructs to better synthesis the businesses creativity with SM marketing.

The second implication concerns aligning the creative individual and internal processes with SM marketing. Creativity is a process. For example, the act of creating a new line in a fashion creative business involves months of preparation, involving initiral ideas, say the mosaic kaftan, which needs to be interwoven with its communication on say Twitter. The intricate stages of creativity can be announced on Twitter in real-time. However, this requires the creative fashion designer's involvement in the SM marketing process in order to have better marketing. It is this that the SM framework constructs and individual themes in the contructs provide insight for creative entrepreneurs.

The third implication is that the SM maturity framework, through the main capital of a creative business, its creatives, aligns them as the business objective to the SM strategy. A creative entrepreneur is focused on creating prodcuts but needs to better state their business objective. This business objective and the creative process, as mentioned in point two above, can then be aligned better with the SM strategy by applying the SM maturity framework.

Creative entrepreneurs can apply the empirical SM maturity framework into their SM strategies to express their creativity by having a strategic SM plan highlighting each step in the framework to develop a smoothe SM maturity process in order to have a successful business. Then, if followed maticulously and strategically, the SM maturity framework can change the creative entrepreneurs' SM practice and assist them in achieving

their goals, to address the appropriate brand image, present their products and increase their sales. While it is evident that creativity is the core of being a creative entrepreneur, we learn that the SM maturity model reveals the significance of creativity for SM discovery and strategy. Creative entrepreneurs use their creatitvity to discover opportunities, to align their SM strategy with business goals and to create value. The SM maturity process can assist the creative entrepreneur to have an efficient engagement with their customers / audience, build a community and have a SM sophistication to promote their business products.

From a technical perspective the SM maturity framework can also help creative entrepreneurs to express their creative energies through technical strategies they use in SM to communicate their content of product information and the type of media used in different platforms. There were many creative entrepreneurs that used SM technology that better enabled them to express their creativity. For instance, fashion and jewellery brands used Instagram in creative ways to express their creativity in their posts of detailed product shots, stories with annimations, captivating captions, artistic collages and innovative videos that are not only of their products but pertinent lifestyle.

The research improves knowledge and explanation of the importance of SM for creative entrepreneurs. The findings offer a platform through which upcoming CIs entrepreneurs can rely on to succeed in their businesses. Creative entrepreneurs will be able to take full advantage of the benefits of SM. Considering CIs is based on creative knowledge, SM provides adequate and direct information on potential markets. The research therefore creates the SM maturity framework through which CIs entrepreneurs will have a better understanding of how to turn business opportunities available in SM into business opportunities through the information.

6.4 Further Research

This research has uncovered key maturity constructs and their associated SM activities that creative entrepreneurs do to realise them.

However, the findings need to be confirmed through further research. For example, further research is needed to see if there are other SM activities and whether there are SM activities peculiar only to some types of creative entrepreneurs. Similarly, more research is needed to identify other maturity constructs particularly concerning aesthetic values and creativity that reflect maturity. Since the core of the SM maturity framework is the creativity of creative entrepreneurs and expression of creativity as embedded in created products, more research is needed to understand how such creativity is and can be communicated to customers using SM. In particular, what modes of SM interaction do creatives prefer and are there different modes particular suited for certain creative professions.

A key aspect the SM maturity framework highlights is active learning. Creative entrepreneurs engage with SM technology while actively learning how to use it to express and communicate their creativity to customers. Further research is needed to reveal how creatives identify learning opportunities and possibilities present in SM platforms. Better understanding about how creatives combine active learning with their creative processes will provide deeper knowledge about the concept of maturity, since learning and the application of learnt knowledge is reflects notions of maturity. Consequently, more research is needed on creativity processes and SM technology to understand whether SM technology itself has an effect on creativity and whether creativity is enabled by SM technology or impeded. In general, more research is needed to explore the role of technology in entrepreneurship.

The SM maturity framework depicts the use of SM as a tool for creative business development and for better communication with customers. Customers sustain business and the SM maturity framework offers ideas on how to be communicate creative aesthetic values to customers. However, further resarch needs to be done on the negative effect of SM on creative businesses. This is an area that is not covered by the SM maturity framework. The SM maturity framework considers the positive and opportunistic aspects of the use of SM for creative businesses. However, understanding the negative impact of SM on creative businesses can improve the notion of maturity, as

well in terms of impact it can help creative entrepreneurs to overcome the negative effects by developing better protocols. A particular concern to creative entrepreneurs is negative impact on image and brand. Creative entreprenerus portray a certain image to their clientele and are keen to build their brand, consequently they want to ensure customers are given the right information through SM, it needs to portray the finest feature of their creative business. Mistakes on SM can be costly to the business where misinformation can lead to clients not trusting the business. So, creative entrepreneurs need to know how to deal with critics on SM. When a business posts information on different platforms such as Instagram, there may be critisism of their created products and without having the right responses their image and brand can suffer. So, further research is needed to understand how creatives respond to and manage SM mediated criticism.

Further research is also needed to understand specific SM stratgies that can be used by creative businesses to align with business objectives. The SM maturity framework itself contains no specific SM strategy. Research is needed to examplify specific strategies resulting in SM maturity.

Finally, further research is also needed to understand concretely the impact of SM maturity on achievement of business goals. Such investigation needs to identify specific succes indicators creative entrepreneurs use to gauge impact of SM. Such indicators will also reveal how well the business uses SM for its growth and development.

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Appendix A Selected Interview Data

Cardiff Metropolitan University

INTERVIEW QUESTIONS

PHD RESEARCH PROJECT	Entrepreneurship And Social Media In The Creative Industries: A Socio-Technical Perspective Of Entrepreneurial Discovery Of Opportunity And Exploitation
PhD Researcher	**Maysson Al Otaiba**
CONFIDENTIAL	*All the information you provide will be treated confidentially. Your personal details and company identity will not be disclosed to the public. Do let me know if you would like a brief report of the findings*

	of the research.
Instructions	Kindly complete this interview electronically using a word processor. Type your response in the 'RESPONSE' column. Use as much space as you need, as the page will expand as you type. Thank you.
Interviewee Number	01
Date	February 22, 2017

DEMOGRAPHIC INFORMATION	RESPONSE
Name:	Abeer Al Otaiba
Gender:	Female
Age:	40's
Education:	Masters, Civil Engineering
Company Name:	SemSem
Company Type: architecture, advertising, art, design, crafts, fashion, music, TV and radio	Fashion
Position:	Founder and Creative Director
Time in business:	3+ years
Country of incorporation:	USA

QUESTION	RESPONSE
How long have you been using social media?	I've been actively using social media for 6+ years. For my business it's been almost 2 years.
Explain how you use social media to lead your company?	Fashion is constantly evolving and I find social media to be an incredible way to expose our brand and the mission behind SemSem to audiences all over the world. Our reach extends far beyond our offices in New York.

SOCIAL MEDIA DISCOVERY AND STRATEGY

QUESTION	RESPONSE
Explain how you align social media usage to achieve your business goals?	Since we are a relatively new company we rely on social media to expand our presence in the global marketplace. Social media as a marketing and sales tool is invaluable. We can react to our clients almost instantly and the feedback has been overwhelmingly positive.
What are your policies for social media? What are your procedures for social media?	I personally review and/or create every tweet, Facebook mention or Instagram post. All content must be reviewed prior to publishing. It's important to me that we are consistent and honest in everything we do. We are strategic about posting and have analyzed our

	own posts to know the best time of day and the number of times we should be utilizing social media to expand our reach.
How does social media promote your creativity?	Social media challenges my creativity and design. With so many people in the same space I am constantly trying to think "outside the box" and develop new and innovative ways of showcasing my brand and all that it represents.
How do you achieve personalised learning through social media? Give examples of what have learnt on social media?	I've learned we must be persistent and direct – it is so easy to get distracted so our content must be unique and innovative. Our content should make people want to stop and pay attention to what we are saying or the image we are presenting. I've learned that a viral video or a nod from a well-respected influencer offers instant intrigue and more importantly, brand awareness.
How do you keep up to date with trends?	I find traveling and experiencing other cultures vital to staying up to date with the trends. I am also lucky to have friends and family all over the world. Their experiences coupled with my desire to stay informed keep me up to date with the trends. I read as much about fashion as I do about business as I believe one informs the other. I also use social media to monitor what other fashion brands are posting.

How do you interact with potential and existing cliental?	We use social media and the occasional targeted email to reach our existing cliental. Our clients are our biggest fans so their opinion is important to us. Our website is very easy to read – if you want to reach us, we offer multiple forms of communication. Using social media to connect with potential clients is also very important to our business model. We're also fortunate to have some celebrity fans and their endorsement goes a long way.
How do you use social media to create business opportunity?	First and foremost, we use social media to create brand awareness. Instagram has become a major business tool for us both in terms of direct selling our pieces to partnering with various stylists, stores, and media outlets. The idea of social media influencers has really blossomed in the last few years and we have been strategic in aligning ourselves with influencers that share our fashion philosophy. We do not pay for mentions or content and instead have found partners within the fashion community to engage.
How do you use social media to do market research?	We study our friends in the fashion community and feel that we know our clients well. We often tease fabrics, patterns, etc. using social media.
How do you use social media to promote you brand? How do you use social media to promote	SemSem is a collection with a conscience. Social media is a way to not only promote our clothes, but more importantly, the reason behind the collection. Each season SemSem supports charities that promote female empowerment and the importance of philanthropy and giving back.

self-identity?	I believe true beauty comes from within, and that girls have the power to change the world. Through social media we tell our followers when you purchase SemSem clothing, you educate your daughter about the importance of empowering women and children who are less fortunate. That makes every purchase as meaningful as it is beautiful.
How do you use social media to disseminate information and educate your cliental about your products and services?	We rely heavily on social media to let our clients know when pieces are available, how we style a piece and how to be the first to own pieces from future collections.
How do you use social media to innovate in your creative business?	I've been inspired by the viral nature of fashion and social media. There is so much content available, but it's when you find a way to create a unique story and then that story goes viral that we find our business growing. Anyone can create an Instagram post or come up with a clever tweet, but the fact that one video or one picture can be seen all over the world is incredible. We're constantly looking for ways to innovate and create that "it' moment.
How do you use social media to create value?	Being a well-rounded company is very important so we promote our philanthropic side as much as our fashion. The two are synonymous, but we find our clients want to learn about our various nonprofit partners and the good work they are doing.

How do you create your creative business networks?	We have found partners within the fashion community that share our design principles. For example, model Kenza Fourati and jeweler Lorraine Schwartz are icons in the fashion community and part of our creative business network.
Do you use social media to raise finance or find investors? If so, how?	No.

SOCIAL MEDIA CONTENT

QUESTION	RESPONSE
What product information do you communicate on social media? How frequently do you do that?	We are constantly sharing both our looks as well as information about the charity we are supporting through social media. We tend to post 1-3 times a day depending on the day of the week and any events we may be participating in.
Do you use social media to make announcements and to launch your products? If so, how?	Absolutely – we announce our presence at fashion weeks, the launch of an upcoming collection, the work of our non-profit partners, celebrity sightings, inspirational quotes, etc. We also use the hashtag #SemSemMoments and encourage our clients to do the same for a chance to be a featured.
Do you track competitors' social media activity? If so, how?	Yes and no – we feel SemSem is truly unique in that it is a collection for mothers and daughters coupled with an important mission of giving back. We stay informed, but I wouldn't say we track their activity.
What type of content do you blog to engage your clients? (eg. Photos, videos, etc) Can you provide an example of an effective use? Another example of a not effective use?	We use videos and photos to regularly tell the story of SemSem. Our brand launch video remains my favorite content as it does a beautiful job of capturing the essence of SemSem. When we first launched our social media presence we spent time determining how often to post, at what time of day, etc. We found a solid formula for posting by studying our client's daily habits. If anything, an

	example of an ineffective use came soon after we launched and relates more to the timing of our posts.
How do you track your followers? What type of products do you give to your promoters to create content?	We track the number of followers, views, and reposts or shares. We don't pay for likes or placement. Our base has grown organically and all our social media is done in-house. We use videos, behind the scenes photos, sketches, to tell our story. Our followers are loyal to the brand, they follow us because they not only love our pieces, but the mission behind SemSem.
What types of media do you use to create your content?	Photo and video primarily. We also worked with a French illustrator to create custom sketches to complement our girls' line.

SOCIAL MEDIA TOOLS	
QUESTION	**RESPONSE**
What type of tools, for example Facebook, Instagram etc. do you use to promote your business?	We use Facebook, Instagram, Twitter, Snapchat and our own website to promote SemSem.
How do you measure the effectiveness of the tools you use?	For SemSem, Instagram is our "go to" tool with respect to social media. We're constantly tracking views, likes, etc. on our various posts. Since Instagram is so visual it allows the viewer to focus on the piece and a short caption whereas we find people are often distracted by Facebook. There are so many ads, popups, and comments that it's easy to get lost.
What social media tools do you use by market segmentation?	We do utilize twitter and snapchat when targeting specific audiences – for example, if we are trying to reach fashion media we'll be sure we are utilizing twitter and if we're trying to reach a younger demographic we'll incorporate snapchat too.
Do you have an e-commerce website?	Yes. www.semsem.com
How do you use your e-commerce website?	Our e-commerce site allows clients to purchase directly from us. We also rely heavily on private events and high-end boutiques.

SOCIAL MEDIA MATURITY

QUESTION	RESPONSE
How would you rate your social media strategy? (Low, Medium, High, Expert) Please explain your response.	High – we have a good understanding of how social media impacts our business, but know there is always room for growth and improvement.
How would you rate your social media content? (Low, Medium, High, Expert) Please explain your response.	High – our content is visually stunning as well as thoughtful and engaging. There are always to improve so we continue to explore innovative content.
How would you rate your expertise in using your social media tools? (Low, Medium, High, Expert) Please explain your response.	Medium – I think we could be even more innovative and hope to grow our cliental by using social media.
How would you rate your social media maturity? (Low, Medium, High, Expert) Please explain your response.	High – though new to social media we have several checks and balances in place to be sure we are always thoughtful in whatever we post.

How would you assess your engagement strategy?	Our growth speaks volumes to our engagement strategy. We are learning what works and what doesn't and have put a solid team in place to grow our followers, business and impact.
How would you assess the effect of your social currency?	Our clients respect us and truly admire the organizations we have chosen to support. Our partners believe in the mission of SemSem and it shows in the direct feedback we receive from them and our clients.
How would you rate the building of your social media community?	Our social media community started small but has grown steadily over the last few years. We surround ourselves with strong partners – media, philanthropy, follow fashion influencers.
How would you improve your social media strategy to achieve your business goals?	At the end of the day, SemSem is about family and giving back. We consider ourselves a global brand and are constantly exploring new partners and outlets to reach a wider audience. To focus more on the "mother daughter" concept / epiphany moment.
How much has your business developed because of your social media strategy? (Sales, Reputation, Brand)	Since we are a relatively new brand social media has allowed us to reach more potential clients thereby resulting in new sales. We've also had a warm welcome from the media with online retailers such as Orchard Mile learning about SemSem, selling the product and featuring me in their "Walk the Mile" campaign.

Has there been an increase in revenue because of your social media strategy?	Yes – we're seeing orders from all over the world because of our social media presence.
Have you had to make changes to your business operations because of your social media strategy?	No, only to make sure we react quickly if someone comments via social media. To react quickly, all our creative, design and production processes are faster.
Has the quality increased because of your social media strategy?	From day one, SemSem uses only the finest materials in its collection. Fashioned from Italian silks and French corded lace to name a few specifics.
Has your brand image improved because of your social media strategy?	Sure – I think people appreciate learning about the fact we are a collection with a conscience. They are happy to know we support organizations dedicated to gender equality, literacy, health, legal awareness, and education among women and children across the globe.
Have your corporate communications been enhanced because of your social media strategy?	Yes – our corporate communication tracks our social media growth, response and impact and uses that information when thinking about our overall outreach.

Thank you for completing this PhD research interview. If you would like a brief report of the research findings let me know.

Appendix B Ethical Approval

When undertaking a research or enterprise project, Cardiff Met staff and students are obliged to complete this form in order that the ethics implications of that project may be considered.

If the project requires ethics approval from an external agency such as the NHS or MoD, you will not need to seek additional ethics approval from Cardiff Met. You should however complete Part One of this form and attach a copy of your NHS application in order that your School is aware of the project.

The document *Guidelines for obtaining ethics approval* will help you complete this form. It is available from the [Cardiff Met website](#).

Once you have completed the form, sign the declaration and forward to your School Research Ethics Committee.

PLEASE NOTE:

Participant recruitment or data collection must not commence until ethics approval has been obtained.

PART ONE

Name of applicant:	Maysson Al Otaiba
Supervisor (if student project):	Dr. Amare Desta
School:	Cardiff Metropolitan, London School of Commerce
Student number (if applicable):	L0070SZSZ1013
Programme enrolled on (if applicable):	PhD
Project Title:	Entrepreneurship and Social Media in the Creative Industries: A Socio-Technical Perspective of Entrepreneurial Discovery of Opportunity and
Expected Start Date:	04 November 2013
Approximate Duration:	6 months
Funding Body (if applicable):	No

Other researcher(s) working on the project:	No
Will the study involve NHS patients or staff?	No
Will the study involve taking samples of human origin from participants?	No

In no more than 150 words, give a non technical summary of the project
The research seeks to understand how creative industries (CI) entrepreneurs use social media within the SME's sector in the creative industriesr. The author therefore will seek to comprehend what is the relationship between entrepreneurship and social media? How do entrepreneurs use social media to promote their businesses? What are the strategies they use? What type of language is used? Which media tools are utilised and are the most appropriate? The research will then analyse how entrepreneures engage with social media in order to have a successful business. The aim of the research is to find out how entrepreneurs use social media throughout their business's cycle: inception, growth and maturity (Nieman, et al., 2003). Also, to determine how entrepreneurs in the CI use social media strategically to discover opportunities and exploit them to develop a socio-technical framework (Shane and Venkataran, 2000). The research will discover the integral role of entrepreneurship as a discipline that will be explained in terms of a framework from a socio-technical perspective.

Does your project fall entirely within one of the following categories:	
Paper based, involving only documents in the public domain	No
Laboratory based, not involving human participants or human tissue samples	No
Practice based not involving human participants (eg curatorial, practice audit)	No
Compulsory projects in professional practice (eg Initial Teacher Education)	No
If you have answered YES to any of these questions, no further information regarding your	

project is required.	
If you have answered NO to all of these questions, you must complete Part 2 of this form	

DECLARATION:	
I confirm that this project conforms with the Cardiff Met Research Governance Framework	
Signature of the applicant: Maysson Al Otaiba	Date: 09/12/2015
FOR STUDENT PROJECTS ONLY	
Name of supervisor: Dr. Amare Desta	Date: 09/12/2015
Signature of supervisor:	

Research Ethics Committee use only		
Decision reached:	Project approved	☐
	Project approved in principle	☐
	Decision deferred	☐
	Project not approved	☐
	Project rejected	☐
Project reference number: Click here to enter text.		
Name: Click here to enter text.	Date: Click here to enter a date.	
Signature:		
Details of any conditions upon which approval is dependant: Click here to enter text.		

PART TWO

A RESEARCH DESIGN	
A1 Will you be using an approved protocol in your project?	No
A2 If yes, please state the name and code of the approved protocol to be used[1]	
A3 Describe the research design to be used in your project	

This research will use qualitative, in-depth semi-structured interviews. Participants will be recruited from SME in the creative sectors that are entrepreneurs or marketing professionals using snowball sampling and the data will be analysed using thematic in vivo analysis.

Data collection will be undertaken in two parts over six months.

The first stage of the data collection shall explore activities in the use of social media by entrepreneurs and marketing professional in SME organisations. The case studies will be conducted following the ethics approval. Access to SME organisations in the CI will be based in social media strategies, has been granted and interview dates will be confirmed after the ethics approval.

For each case study, interviews and direct observation of key organisational activities in each research site shall be carried out. Direct observations will enable the author to gain new insights during the study. Furthermore, multiple data collection methods will be useful in triangulation to facilitate reliability of data.

For the second stage of the data collection, a random sample of creative entrepreneurs will be chosen from different cities in the SME sector. A snowballing sampling technique will be used to recruit entrepreneurs and marketing professionals where a number of 20 participants will be contacted initially and they will be asked to nominate other individuals with the required characteristics. A set of four creative entrepreneurs have been initially identified and they have agreed to take part in the research project. It is expected that each one will

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[1] An Approved Protocol is one which has been approved by Cardiff Met to be used under supervision of designated members of staff; a list of approved protocols can be found on the Cardiff Met website here

nominate another four potential participants. The criteria for selecting the participants is that they are in the creative industries and are entrepreneurs or engaged in marketing. SME entrepreneurs can provide a large enough sample to ensure a range of entrepreneurs are included, for example, stage of business, type of business, previous business experience, seeking any organisational support etc. The semi-structured interviews with SME entrepreneurs and marketers are expected to take place over a period of six months (2015 - 2016). Contact with the participants will be either face-to-face or over telephone or over Skype depending on their convenience.

Semi-structured interviews will be used in this study because they allow both the author and participants the flexibility and freedom to pursue issues that are of particular importance and significant to the study. An interview guide will be used that will have a list of questions and topics that needs to be covered. All interviews will be audio taped with the permission of participants to ensure accuracy. Notes will be taken, if tape recording is refused by any participant. Each semi-structured interview is expected to last no longer than an hour.

Case study analysis including cross case analysis and stakeholder analysis for each case will be done using NVIVO software will be considered only after testing its performance on a sample data. Besides cross case analysis, semi-structured interview data of SME entrepreneurs from CI will also be compared with interviews of professional marketers supported by the participating firms.

Participation information sheet detailing the project, benefits from the study, any potential risks for the participants will be provided along the consent form. Consent will be sought from all participants via the consent form. Participants will be informed that the participation is entirely voluntary and they can withdraw from the study at any point without penalty. Throughout the research, the anonymity of participants will be respected at all times. Any reference to the participants will be coded and quotes will be anonymised in the written part of the research.

The author will ensure that the confidentiality of the data is maintained. All documents will be password-protected and only the author will have access to the data.

The author will ensure that there is no discrimination against age, race, disability etc.

throughout the process. Individuals under the age of 18 will not be included in the study at any point.

The data from case studies will lead to comparisons will be made between the strategies organisations use based on: Outreach/scale, effectiveness, cost efficiency, sustainability and impact. Content analysis will be used to analyse the semi-structured interview data to identify themes and concepts using a human based coding system that codes either words or phrases, depending on the responses of participants.

A4 Will the project involve deceptive or covert research?	No
A5 If yes, give a rationale for the use of deceptive or covert research	

B PREVIOUS EXPERIENCE
B1 What previous experience of research involving human participants relevant to this project do you have?
I used a similar project design method in my Masters degree dissertation. I have experience in qualitative method and I used in-depth interviews with entrepreneurs and marketing professionals. I took in consideration their privacy and provided them with the option to choose whether they will allow me to include their identity in the research or not.
B2 **Student project only**   What previous experience of research involving human participants relevant to this project does your supervisor have?
My supervisor is familiar with the research method for this project. He has supervision experience and published previous work using qualitative methods. My supervisor, Dr. Amare Desta, has vast research experience. Prior to embarking on an academic career, he worked as a Research Associate for Imperial College of Science, Technology and Medicine, London. He acted as a Research Associate for the University of Cambridge and also worked as Assistant Scientific Officer, (ASO) for National Institute of Agricultural Botany, (NIAB), in Cambridge. In the last few years alone, Dr. Desta supervised more than 200 research based post-graduate projects.

C POTENTIAL RISKS
C1 What potential risks do you foresee?
The likely risks of not being able to collect the required data have been considered. The twenty entrepreneurs and ten marketing professionals have been identified and have agreed to take part in the research. However, in the case of some of these interviewees withdrawing, five others have been prepared. Also, the kind of data required, mainly enterprise opportunity discovery and explanation, exists within the proposed data set of interviewees. No other risks have been identified.   Risk to the research project: Access withdrawal by participating organisations or participants poses a major setback in terms of data collection and ultimately in completion of the project.   Risk to the participating organisations: The organisations face the risk of losing their intellectual property (strategies and programmes designed by the organisations) in case of the researcher's carelessness in handling the data.   Risk to the participants: None because there is no obligation to take part.
C2 How will you deal with the potential risks?
In order to mitigate any potential risks, five additional participants will be prepared in case of withdrawal of other participants.

When submitting your application you **MUST** attach a copy of the following:

- All information sheets
- Consent/assent form(s)

Refer to the document ***Guidelines for obtaining ethics approval*** for further details on what format these documents should take.

Appendix C Exemplar Social Media Content

Image 4.1

Construct: Social Media Discovery and Strategy

Theme: Aligning Social Media Strategy

The Image shows a creative concept and of the different languages used by the Sharjah Art Foundation as alignment of SM Strategy. The Image reveals the incorporation of SM strategies in their business strategy through the unique installation from a project commissioned by the creative business.

Image 4.2

Construct: Social Media Discovery and Strategy

Theme: Creativity

The image demonstrates a good example of SM strategy from a creative perspective. The Image displays a phone on top of one of SemSem's fashion pieces and featuring the brand on an online article. The presentation of the image exposes the creativity of the brand through SM strategy by communicating to its consumer to share their updates while displaying their designs.
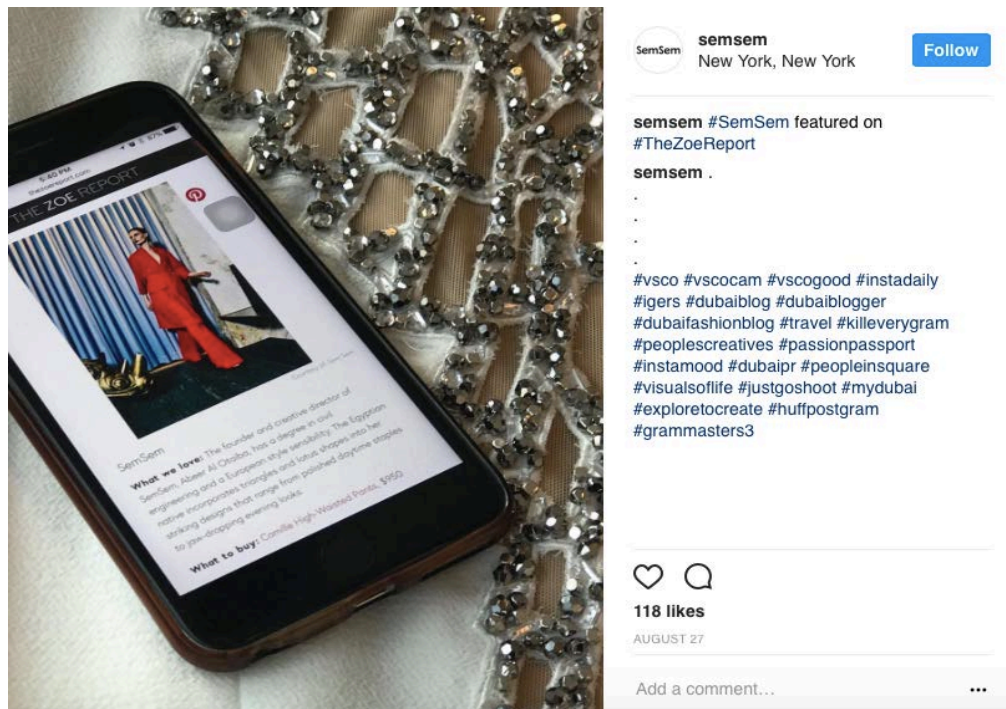
Image 4.3

Construct: Social Media Discovery and Strategy

Theme: Opportunity Discovery

The Image shows how the creative entrepreneur demonstrates the use of 3 hashtags to aim at their opportunity of the day for that particular post and to target particular consumer. The Image captures a simple of the concept store furniture products and the use of hashtags as an SM strategy is done in a discreet manner to seek the attention of a particular clientele who would be interested in those products.
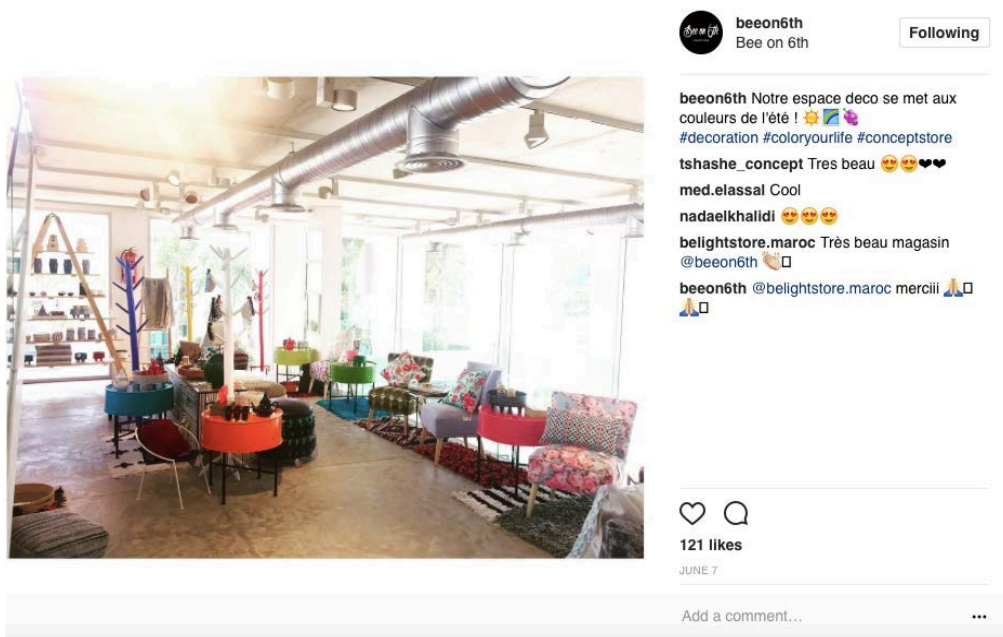
Image 4.4

Construct: Social Media Content

Theme: Communicate Product Information

The Image shows a beauty product with a long descriptive caption full of useful product information for the company's clients. This particular participant ensures that one of their main SM tool to display their SM content is to communicate product information with their consumer. This is an effective SM tool to display their SM content and communicate their product information.
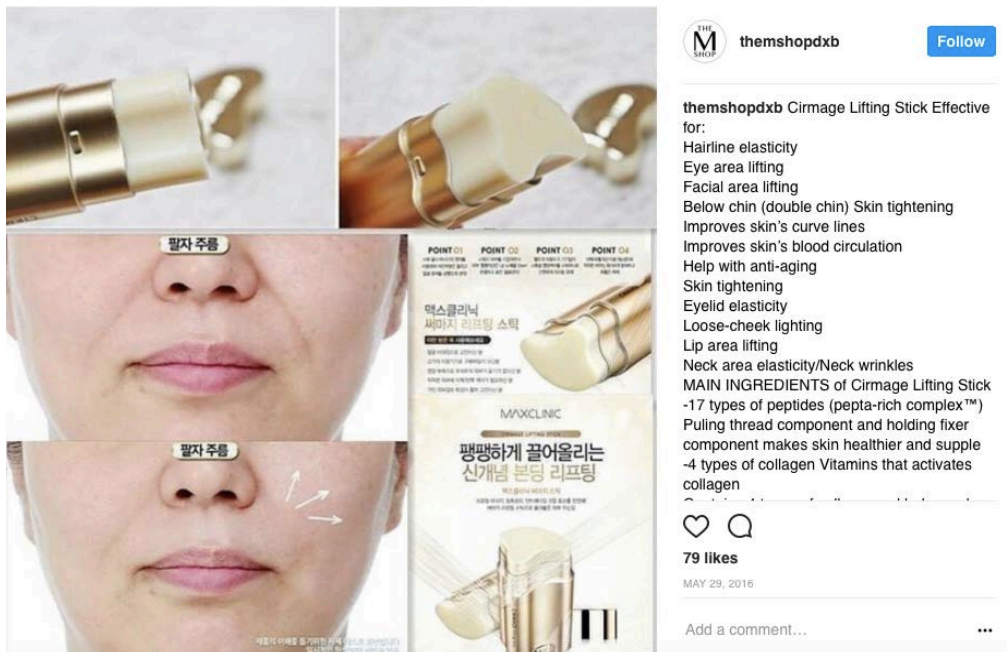
Image 4.5

Construct: Social Media Content

Theme: Type of Media Posted

This Instagram Image of the jewellery brand has its own unique SM strategy and an edgy type of media posted. The Image shows that the brand's content style is targeting a young fashionable customer base and with such type of post, the customers' interest and engagement is evident.

Image 4.6

Construct: Social Media Discovery and Strategy

Theme: Social Media Tools

The Image shows the Twitter account of this creative business demonstrating that they post adequate posts to increase their SM currency. The creative entrepreneur's company consists of edgy merchandise aiming to fill a particular type of market in the Middle East as well us customised pieces for that specific type of market which in this case the sunglasses have the design of the UAE flag for the national day.
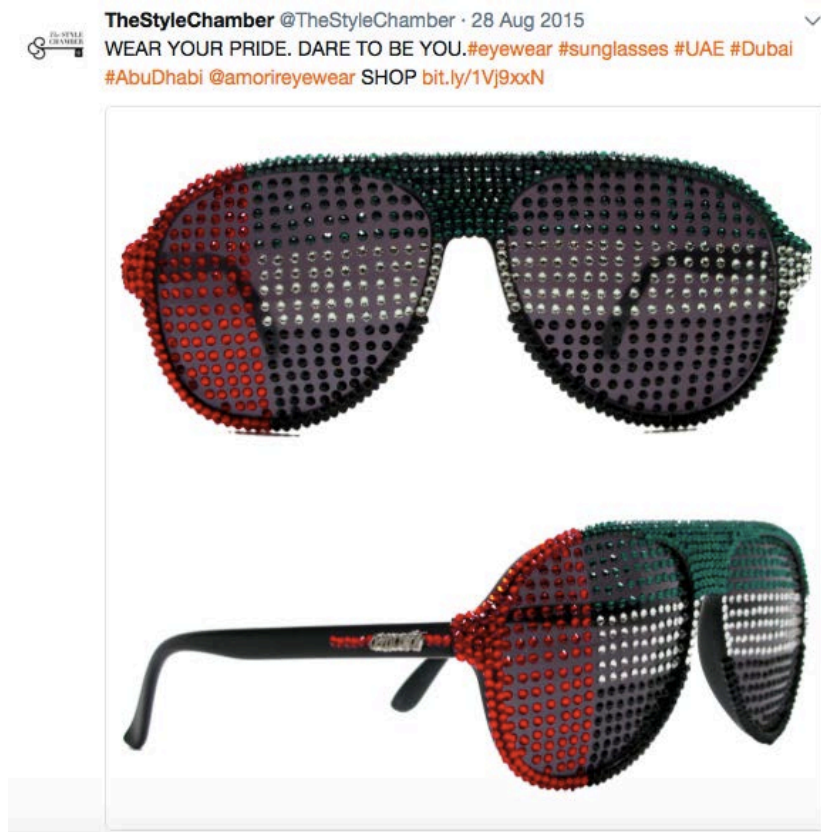
Image 4.7

Construct: Social Media Tools

Theme: Build Your Community

The image demonstrates that the creative entrepreneur of this jewellery brand builds her brand's community by sharing her personal interests and lifestyle with the community while incorporating it with her brand ethic. By looking at this company's Instagram account, the entrepreneur shares a personal Image of herself to surprise the community which by the comments you can see the individuals' reaction.

Image 4.8

Construct: Social Media Tools

Theme: Aim For Social Media Sophistication

The Image from an Instagram post of the creative entrepreneur of The Exposed House business aims for social media sophistication by using their trendy products to create capturing posts, while emphasising kindly for their customers to visit their website to shop for their products. The post demonstrates SM sophistication by its presentation and choice of caption but also allows them to achieve their goal to create business value.

APPENDICES

Image 4.9

Construct: Social Media Maturity

Theme: Revenue

The Image from The Exposed House's Instagram, promotes a new arrival product and an event where the customers can purchase the pieces such as the pop-up shop. This highlights SM as a promotional technique to attract sales which eventually raise the revenue which the creative entrepreneur acknowledges in the interview.

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Image 4.10

Construct: Social Media Maturity

Theme: Quality

The Image portrays Children Lane's Twitter account with high quality content and presentation of the brand. This is also evident in their choice of products and their creative communication techniques with their consumer to create a connection. Their post consists of professional images of their children's furniture products which attracted a lot "likes" and "reposts" from their customers.

Image 4.11

Construct: Social Media Maturity

Theme: Brand Image

Aamaya by Priyanka's Instagram posts don't consist of their business products. She makes sure to create a brand image with an atmosphere or environment with a story of the brand and their product's inspiration. In this case SM has enhanced the brand's image and attracted varied consumer. The image reflects on a spiritual atmosphere and a personal connection between the creative entrepreneur and the consumer.

Image 4.12

Construct: Social Media Maturity

Theme: Value Created

The Image shows that the creative jewellery entrepreneur ensures to create value by using content of both images and captions in which the clientele can relate to on a personal level. The Image expresses the company's spiritual awareness while promoting its products. The value created enhances the business's revenue, quality, and brand image through the use of SM which lead to SM maturity.