

Full Length Research Paper

Organizational marketing planning by management educated managers

Nasser Fegh-hi Farahmand

Department of Industrial Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran. E-mail:farahmand@iaut.ac.ir.
Tel: 0098 – 914 – 1130172. Fax: 0098 – 411 – 4771744.

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This paper proposes a relation of Organizational Marketing Planning (OMP) by Management Educated Managers (MEM) and reviews the Marketing Strategies and Plans (MSP) and performance measurement literature to develop a conceptual model and research propositions. In fact, Business and Industrial Organizations (BIO) influence whether or not those organizations engage in MSP. In this field, the focus is on the special characteristics of MEM such as education type and level. Data are drawn from a survey of the BIO in business and industrial zones of North West of Islamic Republic of Iran that around one-sixth the samples of MEM engage in OMP. The MEM characteristics showing a significant association with a commitment to OMP and also OMP showed a positive association with that MEM with a growth orientation. It is concluded that MEM characteristics can be important in explaining and compilation the OMP within the BIO for implementation. This paper is to explore the ways in which certain characteristics of MEM of BIO generate a tendency to prepare a formal written MSP.

Key words: Organizational marketing planning (OMP), management educated managers (MEM), marketing strategies and plans (MSP).

INTRODUCTION

The marketing field is now giving high priority to developing marketing metrics. The role of marketing is to implement marketing strategy. Effective OMP is one of the important factors in Business and Industrial Organizations success. There is MEM who argues that formal written planning may be inappropriate for the BIO but this seems a minority view. It can be argued that OMP is as important to BIO as to larger organizations and standard textbooks on entrepreneurship offer chapters on Marketing Plan (MP) whilst a range of specialist publications outline the best ways of writing BP (Sahlman, 1997, 67; Monks, 2001, 41; Naffziger et al., 1991, 21).

A fundamental proposition in marketing strategy is that MP must be aligned with customers and competitive advantage. Unfortunately, MP performance measurement literature has provided ambiguous guidance to marketing managers. In BIO, where a MSP exists, the preparation of the OMP may have been driven by external forces. The most obvious of these are the requirements of external agencies providing funding for either start up or expansion. However, the MSP may serve as a strategic

planning document for the managers, entrepreneurs and educated workers, a plan to guide the marketing and serve as a basis for taking strategic decisions and also it may serve as a subsequent monitoring device (Deakins, 2003, 329; Feghhi farahmand, 2005:118). In view of its perceived ongoing value to the small business it might be expected that OMP would be a feature of many, if not most, BIO. In order to achieve marketing success, it is important to understand the relationship between Organizational Marketing Planning by Educated Managers and strategy deployment success. As management itself becomes more emphatically fast-paced and intuitive, in order to deal with complexity and unpredictability, research is beginning to accumulate showing that coaching formats used in management support are more effective than training in the older logical comprehensive pursuits. Business and Industrial Organizations (BIO) influence whether or not those organizations engage in MSP. In this field, the focus is on the special characteristics of MEM such as education type and level. Further, define performance as the sum of all processes that will lead managers to taking

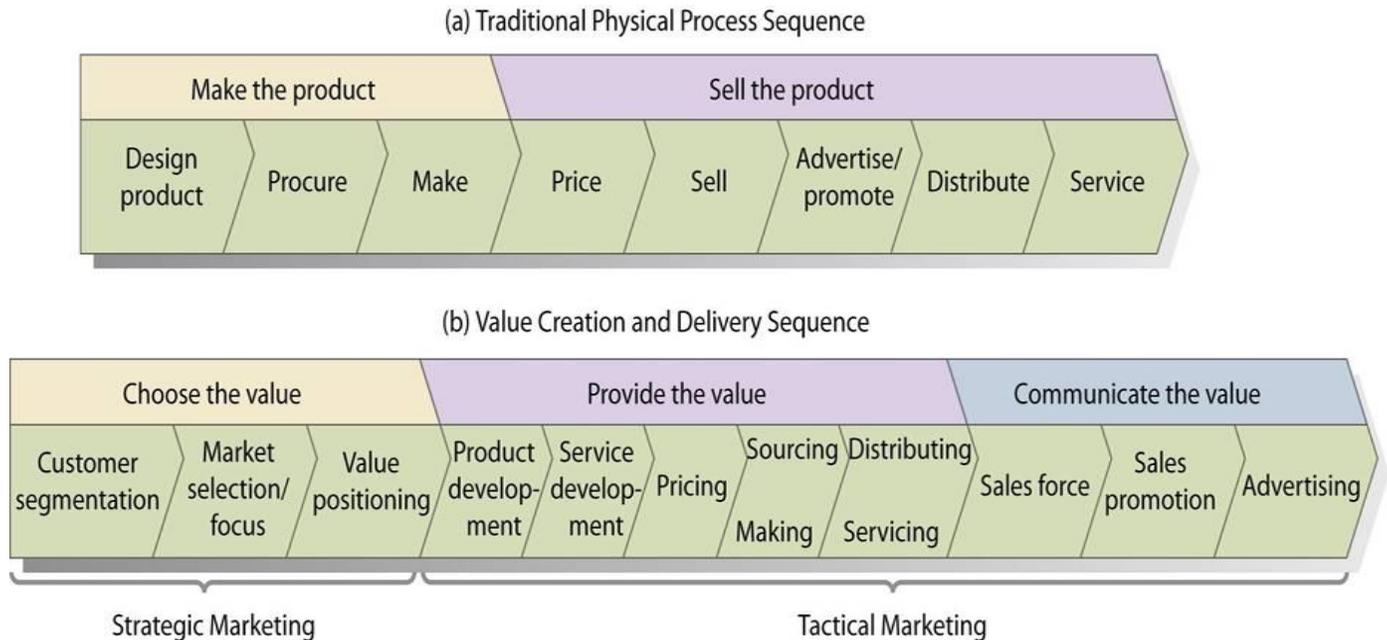


Figure 1. MSP model and value delivery process.

appropriate actions in the present that will create a performing organization in the future or in other words, doing today what will lead to measured value outcomes tomorrow.

MARKETING AND STRATEGIC PLAN (MSP)

The argument in the literature shows that the extent to which each determinant of performance impacts firm performance is a function of the performance metrics. MEM recent research reviewing corporate coaching programmes that we can see this move from intuition towards rationalized models as complementary and off-setting to developments in strategic management (Mintzberg, 1994: 89; Mintzberg et al., 1998: 45; Schwenk et al., 1993: 17). Like all scientific enterprises, a period of accumulation of evidence will be required before definitive conclusions may be drawn (Brown et al., 1998: 88; Deakin et al., 2003: 64; Mason et al., 2004: 3). However, there are early gleanings that evidence based evaluation research is underway.

For this reason by coupling quality with customer service recovering satisfaction as shown in Figure 1, a few tactical actions for implementation (Mason and Stark, 2004: 205; Peters, 1988:160) can make the challenge simpler and provide leadership (Minnow, 1996: 5; Fegghi farahmand, 2009; Rue et al., 1998:97).

In accordance with Figure 1, successful implementation of Value Delivery Process program depends upon critical factors as strategic and tactical marketing. MSP model and value delivery process readiness assessment is an

overview audit which helps managers to assess the overall position in terms of readiness to progress with strategic and tactical marketing implementations. Creative marketing building is found in knowledge-based industries, which span many sectors finance, technology, media and learning. Central to success as knowledge creators is the culturing of independent individuals, organizational members able to re-invent businesses as required. Such capabilities are not nurtured in high compliance systems that penalize out-of-envelope contributions (Goleman, 1996: 89; Goleman et al., 2002: 185; Hamel, 2001:89; Fegghi farahmand, 2003: 67). Any how MSP search few question such as:

- (1) How does marketing affect customer value?
- (2) How strategic planning is carried out at different levels of the organization?
- (3) What does a marketing plan include?

For this reason, Marketing and Customer Value and the Value Delivery Process is as follow:

Choosing (or identifying) + Providing (or delivering) + Communicating superior value

To assist in understanding the process used in a certain application; avoid potential misconceptions regarding the intent and define the activities associated with specific value studies, reclamation has defined four distinct types of value studies. Of course, all the studies use the same general value method that definitions for types of value studies and marketing can be viewed are (Gifford,

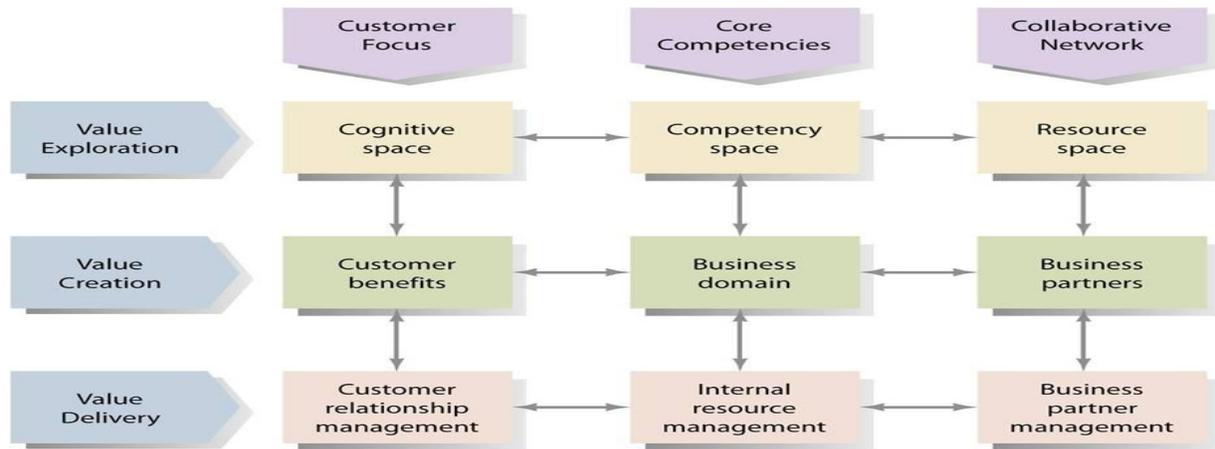


Figure 2. A holistic marketing network.

1997:58; Johnson, 2001:58; McGovern et al., 2001; Feghhi farahmand, 2009:38; Henningsen, 2002: 35):

- (1) Value defining processes: market research and self-analysis.
- (2) Value developing processes: new product development, sourcing strategy.
- (3) Value delivering processes: advertising and managing distribution.

Also the value chain is a tool to (Burns, 2001, 38; Feghhi farahmand, 2009: 68; Kirby, 2003:82):

- (1) Identify key activities that create value and costs in marketing.
- (2) To identify ways to create more customer value.

Therefore organizational capability relies in particular on coaching management skills, which rely on emotional intelligence and emphasis one-to-one, dialoguing, subordinate empowerment and mutually agreed targeting. In relation of value core competencies including outsource less critical resources if better quality or cost and own competencies - core business, three characteristics are as follow:

- (1) Competitive advantage
- (2) Applications - many markets
- (3) Difficult to imitate

For this reason three key questions as value exploration for new opportunities, value creation for new offerings and value delivery for deliver more efficiently is necessary in accordance with Figure 2 as a holistic marketing network.

A holistic marketing network project management requires forming cross-functional teams of specialists who manage the value exploration, value creation and

value delivery. The marketing network project implementation and successful projects deliver against the holistic marketing network objectives derived from the corporate objectives and support the overall business strategy.

Anyhow tactical actions steps for coupling quality with customers or service receivers including three vs. to Marketing: Value segment, Value proposition, and Value network recovering satisfaction are as follows (Curran et al., 1994; Feghhi farahmand, 2004: 358; Feghhi farahmand, 2005: 187; Nayak et al., 1994: 47; North et al., 1997: 187):

- (1) Top manager support: An organization's total quality efforts must begin at the very top and begin with the board of directors (Olivero et al., 1997: 68; Senge, 1990: 196; Perry, 2001: 66).
- (2) Action plan: An action plan based on the survey feedback should then be formulated by the top management and communicated at every board meeting.
- (3) Vision: Develop a vision the organization does not have one already. The key to the initial adoption of quality is continuous communication of the vision within a comprehensive communication plan.
- (4) Quality improvements: Senior managers need coaching as the new theorists in coaching argue; coaching empowers individuals to achieve their inherent potential.
- (5) Quality circles: Employees, shareholders and customers, suppliers and competitors have a stake and essential ingredient for success is senior quality circles, which provides leadership in quality and stimulates cultural change.
- (6) Responsibility: The responsibilities acceptable of a senior quality committee can include (Feghhi-farahmand, 2004: 398): establishing strategic quality goals, allocating resources, sanctioning quality improvement teams, reviewing key indicators of quality, estimating the cost of

Table 1. Organizational activities categories and the generic value chain.

	Infra structure (IF)				
Organizational support activities (OSA)	Human resources management and development (HRMD)				
	Technology development (TD)				
	Organizational resources procurement (ORP)				
Organizational primary activities(OPA)	Input activities	Process activities	Output activities	Marketing activities	Services activities

poor quality, ensuring adequate training of employees and recognizing and rewarding individual and team efforts.

(7) Satisfaction: This survey should be sponsored by the top management to send a clear message throughout the organization that quality is linked to customer satisfaction and the senior executives should then present the results to all employees that detailed strategies for improving customer satisfaction can be devised and communicated.

In hypercompetitive economy more rational buyers many choices, company win by fine tuning value delivery process and to choose, provide and communicate superior value. For example, the Japanese further refined the value delivery process are as follow:

- (i) Zero setup time.
- (ii) Zero customer feedback time.
- (iii) Zero product-improvement time.
- (iv) Zero defects.
- (v) Zero purchasing time.

These definitions allow reviewers of a study to quickly understand its scope and limits. To ensure the opportunity to achieve the highest value, value program staff attempt to keep management or administration directed mission charges flexible enough to allow innovation. This staff make most of the recommendations for administrative and procurement processes that could benefit from studies (Feghhi farahmand, 2009:97; Steele, 1997:28-68; Storey, 1994:55; Storey et al., 1989: 97). Anyhow is the need to develop a means to inform administrative or procurement staff of the available resources and how to obtain assistance. Therefore core product or service quality and customer benefits return as key drivers (Curran et al., 1994; Feghhi farahmand, 2005:58).

Organizations have over decades developed knowledge reserves and professional competencies as the Generic Value Chain as shown in Table 1.

Organizational activities categories recognize the significant and the generic value chain which develop and operate appropriately Organizational Support Activities (OSA) and Organizational Primary Activities (OPA). For this reason, there is a need to re-track fundamental management systems. Such concepts as investment valuation, ethical trading, stakeholder consultation,

corporate social responsibility, value investment, preoccupy institutional investor communities.

In any case, the level of uncertainty is continuing to increase even as consumer prosperity overlaps into the new century, reacting against the undoubted brilliance of the recent industrial era. However, the mainly qualitative evidence available to date suggests that SP within BIO is an activity of a minority (Bolton et al., 2000:88; Feghhi farahmand, 2002:254). There may be a number of reasons for the lack of SP. Historically the typical MEM has tended not to have pursued higher levels of education level or to take formal marketing training. Hence there are two possible reasons why MEM tends not to plan (Chell et al., 1991:167; Barkham et al., 1996: 27) that they are emotionally unsuited to it. They think and act intuitively and they are simply unaware of the various tools which would enable them to plan systematically. A further constraint, likely to restrict SP by MEM, is that they may not have sufficient financial information to prepare a formal plan. For example, at the lower end of the size range of organization with less than 10 employees, only 33% regularly calculate profits to monitor their organization's performance (Nayak and Greenfield, 1994:22; Stacey, 2000:37). A lack of formal planning may also relate to the fact that small organizations are just too busy surviving to take time out to plan ahead whilst others might argue the environment (Ledoux, 1993: 215; Ledoux, 1994: 15). A lack of formal SP among BIO does not necessarily mean that organization is badly managed. It does, however, suggest that MEM miss out on the opportunity to consider the overall direction of the marketing and management decisions may be made on the basis of poor information (Curran et al., 1994:39; Feghhi farahmand, 2009: 102; Stutely, 2002: 43; Watts et al., 2003:197).

The characteristics of the organization and MEM and also BIO strategies hereafter termed Marketing Strategy (MS), which influences MEM behavior which might be used to inform analysis of the determinants of SP in BIO. Organization characteristics were controlled out of analysis in order to focus our attention on the MEM and BS variables.

MANAGEMENT EDUCATED MANAGERS (MEM)

The nature of the MEM is seen as critical in other aspects

(Nayak et al., 1994: 425; Fisher, 2002: 89) of the activities of BIO. A selection of the MEM characteristics is the potential to influence an owner manager's propensity to undertake OMP. Predictions of the direction in which the variables (Feghhi Farahmand, 2002: 345; Smith, 1967:145) will operate are inevitably problematic as there is little prior work on the determinants of OMP upon which we can draw (Smith, 1967: 25; Curran, et al., 1994; Feghhi farahmand, 2005: 37; Kuratko et al., 2004: 64):

- (1) Ability: This variable has been identified as important in a number of studies.
- (2) Experience: It may be strongly linked to ability and it could be argued that it might work in two ways. A long number of years running an organization as an MEM might increase a propensity to plan future directions for the marketing or indeed, once the initial phases had passed and funding secured planning might well be less of a priority.
- (3) Education level: In the context of OMP, this variable might seem reasonable to hypothesize that the more highly educated MEM will tend to be more aware of the desirability of OMP and thus, organization run by the better educated MEM might be more likely to have marketing plans.
- (4) Innovation: A distinction here may be drawn between those for whom the current organization is their first and serial founders (Bridge et al., 1998: 124; Chell, 2001: 97; Chell, 1985:27)
- (5) Educated workers: This was identified as an influence on organization behaviour and in the context of OMP, MEM with previous work experience in larger organization, perhaps where OMP was seen as an important part of marketing behaviour, would tend to encourage OMP in organization.
- (6) Organizing: Organization founders are drawn either from operatives or from those with previous managerial experience.
- (7) Marketing Strategy: Here it might be argued that MEM moving into a new sector might be encouraged to plan rather more than those whose businesses were in sectors in which they had considerable prior experience.
- (8) Market potential: This was introduced into the analysis as it might be expected that local MEM, who grew up in the geographical area under study, will tend to be introspective and less receptive to contemporary management practice.
- (9) Organizational potential: The relationships between BIO and their localities have become an important research area and organization with links with local marketing institutions might be more likely to marketing plan. The argument here would be that mixing with local marketing leaders would increase awareness of the value of OMP. Conversely, mixing with other MEM of small organization might re-inforce scepticism towards the idea of OMP, especially where OMP was not seen as a key element of marketing activity.

METHODOLOGY

This study is based on a sample of small organization and the influence of organization characteristics such as OMP of organization have been well explored over the last decades. The data relate to a sample drawn from 380 independent plants in North West of Iran listed in directory of businesses and industrial organizations. The random sample was drawn and 68 organizations participated in the survey based on face to face, meeting, advising, questionnaire, participation in consultant sessions and e-mail interviews using a semi structured interview schedule. Virtually about 48% of the interviews were with the MEM, the other interviews were experimental managers that they have not scientific management information and were the only viable respondent as they were working for retired managers who had relinquished overall control of the organization but maintained a financial link and in other cases, they worked closely with the managers who were still involved in the business. These senior managers could answer the key questions about the environmental and strategic variables in which interested and thus the use of a small number of senior managers is not as problematic as it would have been if interested in the psychological and personality characteristics of the MEM. The interview schedule was designed to collect data on a number of MEM and strategic characteristics in addition to asking about the presence or absence of an OMP and, where appropriate, the time period to which the plan applied. Interviews were conducted face to face directly within the workplace, training and consultant sessions or indirectly by e-mail or using structured questionnaire. MEM organization related characteristics were also included to check for the presence of any uncontrolled organization variables. The data are explored through the analysis of bivariate relationships using non parametric statistics and the relatively small sample size precluded more detailed statistical analysis. The flow chart to describe the steps of the proposed methodology is as Figure 3.

RESULTS

In order to understand whether the MEM is performing or not, we need to ensure that the MEM is appropriate for each marketing strategy. In response to this research gap, this paper investigates whether MEM should differ according to marketing strategy. MEM was asked whether or not they had a formal OMP for their organization and the period of time to which it applied.

Over half MEM had no such plan which fits well with the common perception of the lack of planning in small organization (Table 2). Clearly, OMP is not a feature of the majority BIO, at least not within this sample of organization within this location. Nevertheless, OMP did exist in just under half (31%) of the surveyed organization. About 85% of organizations with formal OMP were planning within a five year time frame. A further 33% were operating within the shorter spans of one or two years. The remainder claimed to be operating within five to up year plans. Whether these could be called formal OMP might be open to doubt but these were included within the group of MEM which were marketing planners. The key point to emerge from this measure of the extent of OMP in small organization is that there are two groups of MEM: those plan and those do not. It is therefore important to ask how this dichotomy

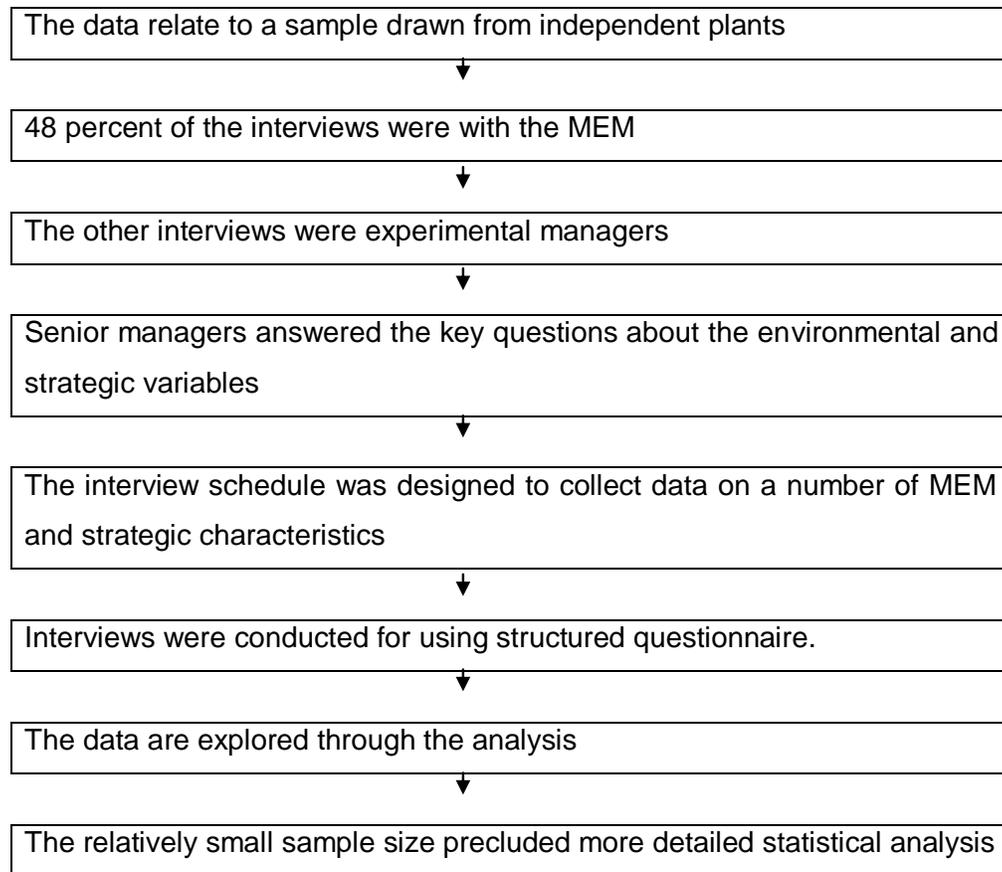


Figure 3. Flow chart to describe the steps of the proposed methodology.

Table 2. OMP characteristics ($P < 0.10$).

OMP in organization	%
Formal MSP	31
No MSP	69
All	100
OMP time	%
1 year	20
2year	13
3year	25
4year	6
5year	21
>5 year	15
All	100

can be explained. The characteristics of the MEM of the sample BIO are summarized in Table 3. MEM ranged in ability from low to high. In view the ability of most of the MEM, just over half had been controlling their organization for 10 or more years. Their formal educational levels tended to be high. Amongst this MEM,

a distinction could be drawn between and those for whom their current marketing was their first organization and the majority were novice MEM. Regardless of the educated workers, a significant number had gained organizing before setting up their own organization. They can be contrasted with the remainder of the sample group who

Table 3. MEM and MS characteristics.

MEM and MS characteristics	%
1) Ability (High)	69
2) Total experience (>10 years)	39
3) Education level (University)	73
4) Innovation	66
5) Educated workers (> 70%)	61
6) Organizing	69
7) Marketing Strategy	71
8) Market potential	61
9) Organizational potential	34

Table 4. OMP, MEM and MS characteristics (P < 0.10).

MEM, MS and OMP	With OMP (Chi-square)
Education level	0.028
Educated workers	0.031
Experience	0.038
Marketing activities	0.021
Growth strategy	0.076

had been working more directly in production. A striking feature of these organizations perhaps not surprising in organization based mainly on traditional industries is that 61% of the MEM had grown up in industrial area.

There were striking variations in marketing strategies. An active search for new customers was characteristic of the majority 71% of the organization that admitted to an aim to increase their turnover. Clearly, within this group, there is a sub set of growth oriented MEM whose propensity to undertake OMP might be contrasted with those who were content with their current level of marketing. The latter may well belong to that group of MEM often characterized as running lifestyle organization. From this overview of the selected MEM characteristics and the strategies of the sampled organization, it is now possible to explore the extent to which these differing characteristics and strategies influence whether or not an organization engages in OMP. The main focus is on the role of MEM characteristics in influencing the propensity for OMP.

The results of the bivariate analysis are summarized in Table 4 that ability and experience had no significant relationship with OMP the predicted positive relationship between higher levels of education level and undertaking OMP was in the expected direction. Those who had extended their education level were significantly more likely to plan than those who had not ($p = 0.028$, one tail).

Rather surprisingly, those whose previous experience was at operative level were as likely to plan as those who had held organizing whilst serial entrepreneurs were no more likely to plan than novice entrepreneurs running their first organization (Table 4). However, an important

influence on the OMP amongst those who had previously been employed by another organization was whether or not they had worked previously for a medium or large organization. Amongst those who had extended their education level beyond the minimum ability 67% had a marketing plan, compared with 22% of those with a more limited education level (Table 5).

There was significant propensity to engage in OMP amongst those previously working for a medium/large organization ($p = 0.031$). Whereas just under two thirds of those formerly working in a medium/large organization were marketing planners, this was true of only a third of those formerly working in BIO (Table 6). This finding suggests this MEM from the medium/large organization group had been aware of OMP in their previous employment.

Perhaps the most striking, but understandable finding, was the tendency ($p = 0.038$) for MEM, operating in sectors with which they had little familiarity, to undertake OMP. Whereas two thirds of those moving into a new sector were marketing planners, this was true of only just over one third of those staying with the sector in which they had experience (Table 7). This tendency to plan by those moving into a new sector to reflect the higher levels of uncertainty the MEM faced in operating in an area which was new to them. The degree of engagement with the local marketing community had no significant influence on OMP. The last stage of the analysis focused on the two MS variables. This revealed that both measures of BS had a significant and positive relationship with the presence of OMP amongst the MEM of these organizations. The growth orientated MEM had

Table 5. OMP and education level.

Parameter		Minimum education	High education
With plan	n	10	15
	%	22	67
No plan	n	35	8
	%	78	33
Total	n	45	23
	%	100	100
N		68	
Chi-square		205	
tail		One	
P		0.028	

Table 6. OMP and Educated workers.

Parameter		Minimum education	High education
With plan	n	8	24
	%	31	58
No plan	n	18	18
	%	69	42
Total	n	26	42
	%	100	100
N		68	
Chi-square		6.89	
tail		Two	
P		0.031	

a high propensity to have an OMP whether measured by actively seeking new customers ($p = 0.021$) or by expressing an aim to increase their turnover ($p = 0.076$). In part, this may reflect the point noted earlier, that the necessity to raise finance to fund expansion might require the preparation of OMP for the funding agencies. Of small BIO who actively sought new customers, over one half had OMP whereas this was true of less than one quarter of those who were less proactive in developing their customer base (Table 8).

DISCUSSION

For marketing managers, the OMP performance measurement is an area that represents a significant opportunity for business investment and management attention.

This study informs the marketing manager that marketing strategy should be the primary determinant of

an organization's OMP+MEM framework. It guides the manager in a way that avoids the OMP+MEM which results in sub-optimization of the performance measurement portfolio. Also this study provides marketing managers with specific benefits such as:

- (1) Explicit measures to facilitate internal communication and aid coordination of the multiple stakeholders involved in OMP+MEM for example E-Commerce area, sales operations, call centre, external partners, etc.
- (2) A strategically aligned framework for clearer logic behind actions. More appropriate OMP+MEM should result in less internal conflict.
- (3) A performance portfolio that discriminates between performance measures in order to avoid suboptimal performance. MEM of marketing needs clarity in determining the difference between efficient vs. effective performance measures.
- (4) A framework that will provide OMP+MEM guidance. In other words, improving one performance measure can

Table 7. OMP and experience.

Parameter		Same experience	Different experience
With plan	n	22	22
	%	35	59
No plan	n	40	16
	%	65	41
Total	n	62	38
	%	100	100
N		68	
Chi-square		3.79	
tail		Two	
P		0.038	

Table 8. OMP and marketing activities.

Parameter		Marketing activities	Not marketing activities
With plan	n	27	13
	%	44	34
No plan	n	34	26
	%	56	66
Total	n	61	39
	%	100	100
N		68	
Chi-square		4.38	
tail		Two	
P		0.021	

adversely affect other performance measures where a comprehensive framework is not used.

(5) A set of guidelines to ensure OMP+MEM synergies are achieved in the targeting of high and low customer lifetime value segments. In other words, the integration between market segmentation strategy and OMP+MEM should be enhanced.

Conclusions

The interdisciplinary conceptual model will provide guidance to marketing managers in developing contextually relevant OMP measures. It is important to stress that this study is confined to a sample of the MEM of BIO in one part of the area of market potential. Further, the characteristics which have been measured can be grouped into environmental and MS variables rather than

those variables which measure attributes of the personality of the MEM. It is also recognized that the relationships only significant at a relatively low level but this reflects, in part, the small size of our initial sample. Therefore useful conclusions can be drawn as follows:

(1) OMP is a characteristic of the BIO that there still remains a high proportion of MEM of BIO who does not undertake OMP. MEM characteristics and BS variables can be an influence upon whether or not small BIO undertakes OMP when controls have been introduced for sector and size.

(2) The key MEM characteristics, associated with a greater tendency to undertake OMP, are a higher level of education level, experience and running marketing.

(3) There was no evidence that previous management experience was linked to a higher propensity to marketing plan. That MEM with management experience is

somewhat cynical of the value of paper exercises and the writing of marketing plans.

(4) Although this is a study of BIO in one zone, this paper has demonstrated that MEM characteristics cannot be ignored in trying to understand the extent to which BIO display a commitment to OMP.

(5) Success is most likely to come from approaches to that MEM with the characteristics of planners but who are not yet planners. These are the MEM who may be unaware of the benefits of OMP rather than outwardly hostile. However, MEM characteristics are rarely in the public domain so such targeting becomes difficult.

(6) Analysis of the strategic characteristics of MEM identified a set of variables.

(7) Gaining the sustained co-operation of fellow team members requires emotional leadership. Where such leadership is available, much forgiveness is afforded. Performance innovation in a manager links to conceptual innovation because the corporation's key competence, its Marketing and Industrial Concept Innovation Capability (MICIC) index, is the key to success in a knowledge driven economy.

(8) Where creative responses of many kinds are required, managers will prove to be at the heart of management excellence, which empower their colleagues and clients to expand their BIO performance and utilize a higher proportion of the BIO potential.

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