

Art Based Strategy in Business through an Extraordinary Artist Case: ‘Castle Window Metaphor’ in the Context of Innovation and Legitimacy*

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Abstract

The aim of the paper is to contribute to the comprehensive and holistic understanding of Art & Business researches in the delta of art-entrepreneurship-marketing. In the competition context, survival of business in the market is essential. The paper focuses on an extraordinary artist in order to understand the survival experience of the artist in ‘the dilemma between innovation and legitimacy’. The paper emphasize that Art has a potential to provide some insights to Business theory especially to Entrepreneurial Marketing (with the alternative nature parallel to Art). The aim of this paper is to contribute and enlarge the link between EM & Art and to courage art-based view in business. Practical inquiry directed to the case study research on an extraordinary artist as an EMarketer in order to meet with this aim and explain the “how?” question of the survival experience in ‘the dilemma between innovation and legitimacy’ in art industry. It is believed that, art oriented approach to Business and lessons from an extraordinary artist matches with “Arts as Sources of Value Creation for Business” concept and has potential to get insights from art to business theory and practice in terms of business issues such as: competition and survival, innovation and legitimacy.

Key words: *Art in Business, Survival, Innovation, Entrepreneurial Marketing, Legitimacy, Metaphor*

JEL Clasification: L26, M31, Z11

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1. Introduction

Art is the initial source of creativity which fosters to other fields. (Unique) creation is the core of art which makes art differentiated from (ordinary) production. This fact is also the reason of rising of art in business field. Since new business era requires to refer intangible resources, emotions and creativity more than before. Thus art is a crucial term in business to generate both competitive and innovation related benefits and to generate soul/emotion/identity/vital/intangible human characteristics in business. These two pragmatic and sophisticated approaches has potential to drive business performance by touching different levels of organizations (micro, mezzo and macro) and provide survival. Whilst focussing on the competition and survival context, this study bases on the argument that “art provides value to business in different dimensions to stimulate new ways of thinking; to renew routines, processes, values, identity, image, brand and culture; to challenge established mindsets; to shape workplace innovation and add value to products and services; and to develop new skills, competences and behaviors” (Adler, 2006; Darsø, 2013; Harris, 1999; Meisiek and Barry, 2014; Nissley, 2010; Styhre and Eriksson, 2008).

As a part of art & business literature underlying strategic role of Art in enhancing business performance by Art Based Initiatives (Schiuma, 2011) and focusing on to get insights from art in order to foster innovation and its antecedents; this study stresses the value of art in business by pointing out some research tracks focusing to different dimensions and demonstrates a metaphor by examining an extraordinary artist case in terms of competition, innovation and legitimacy context. By the way, the study aims to improve comprehensive understanding of “value of art” and presents a theoretical contribution to business theory as well as practical.

When the relationship between art and business in considered in conceptual framework, creativity entrepreneurial behavior and the outcome of the process innovation are the basic terms and the art is a good case to investigate all these terms and getting insight to business theory. Art industry, art business, artists and artworks are all the essential research units and valuable resources to get this inspirational insight. As Fillis (2009) stressed, art-based approach, analysis of artists' lives, philosophies and practices can

generate a range of business data. This study worked on the delta of art-entrepreneurship and marketing both as a result and as an ongoing affect of the initial art focused entrepreneurship, marketing and value creation researches of the author such as; contribution of artistic creativity in the textile industry (Gökbulut, 2006), antecedents of high value innovation in art industry: “core essence based entrepreneurship model” (Gökbulut, 2011), social value creation through Art (Gökbulut, 2013), perceived market of artist and making competition irrelevant (Gökbulut & Koçak, 2013).

It is believed that in the scope of “strategy” side of “value of art in business” and referring the taxonomy of Darsø (2013): *“The top level is strategic, where it is not just the artwork that matters, but the power behind it – the thinking, the openness to ideas, willingness to expand into more and different things. This is fundamental to continuing success in a changing world. The ability to see more and see differently is a quality that will propel business into the future”*. Therefore this study has also potential to provide value as both theoretical and practical way as well as a version of fruitful usage of Art in Business as ABI (Schiuma, 2011).

In the competition context, survival of business in the market is essential. The paper focuses on an extraordinary artist in order to understand the survival experience of the artist in ‘the dilemma between innovation and legitimacy’. It is also aimed to contribute to the comprehensive and holistic understanding of Art & Business Literature as a continuous act in the delta of art-entrepreneurship-marketing. Thus the paper emphasize that Art has a potential to provide some insights to Business theory especially to EM (with the alternative nature parallel to Art). The aim of this paper is to contribute and enlarge the link between EM & Art and to courage art-based view in business. Practical inquiry directed to the case study research on an extraordinary artist as an EMarketer in order to meet with this aim and explain the “how?” question of the survival experience in ‘the dilemma between innovation and legitimacy’ in art industry. It is believed that, art oriented approach to Business and lessons from an extraordinary artist matches with “Arts as Sources of Value Creation for Business” concept and has potential to get insights from art to business theory and practice in terms of business issues such as: competition, innovation, legitimacy and perceived market.

As a continuous act in the fruitful delta of art-entrepreneurship-marketing, paper aims to contribute to the comprehensive and holistic understanding of Art & Business and ‘survival’ through an art oriented approach.

2. Art in Business

2.1. Dimensions of Art-Based View In Business:

Art is relevant with sub-fields of business such as; marketing, management, organization, strategy, leadership, entrepreneurship, innovation, entrepreneurial marketing etc. which are focused on different part of the art& business researches. Undoubtedly Art and Business has various links in terms of different dimensions which is possible to list in terms of the targeted contribution of ABI such as:

I. ABI FOR ART and FOR SOCIETY: Ambidextrous social value creation through art;

- art based initiatives for profit organizations in the sub set of art industry
- art based initiatives non-profit organizations in the context of art as a social business

II. ABI FOR BUSINESS: Creating value and getting competitive advantage through adding art to the business;

- using the power of aesthetic and prestige of art (sponsorship)
- supporting art for societal role of businesses organizations (sponsorship)
- driving performance of employees by artistic characters (passion, emotions, hope, moral, imagination, aspirations and creativity)
- getting lessons from the artistic approach for business strategy/ organizational dynamics (creative and innovative thinking and being extraordinary) in business practice and business theory.

In the second dimension of Art and Business link, art has a potential to drive performance of the business in the scope of crucial terms of the

complex business landscape: differentiating competitive advantage and its antecedent: innovation, which is the function of unique resources. Also sustainability of the competitive advantage is essential in highly turbulent environments and art can serve to sustainability by universal nature. Paper aims to address the art & business link in the scope of getting lessons from art and creating value in business by underlying how art based approaches affect organizational dynamics (vision, strategy and practice) and how findings can be integrated to business theory in order to represent contribution of art to the organizational value creation capacity (Antal and Strauß, 2013) and performance (Schiuma, 2011). Parallel to this argument, the study focused on “innovation and legitimacy dilemma” and got insights from an extraordinary artist case in order to generate a metaphor: “Castle Window Metaphor”.

2.2. Value of Art in Business Theory: The Delta of Art-Entrepreneurship and Marketing

Shane and Baron (2007) define entrepreneurship as a process and a way of life and presentation of something that has not been presented by the others yet, which is also aimed in Art. Innovation is the outcome of the entrepreneurship process and ‘value creation’ (Kim and Mauborgne, 2005) is the most important concept in the innovation framework. (parallel with the outcome of the artistic process). Turman (2005) defines innovation as any activity that adds value and welfare to a firm or society. Art creates high value for society both present and future. These definitions directly link art with entrepreneurship, innovation and Entrepreneurial Marketing. Art-based approach, analysis of artists’ lives, philosophies and practices can generate a range of marketing data (Fillis, 2009). Art (as an innovation and a promising niche area) has a potential to contribute Business and EM literature by theoretical and practical ways: ‘Art as a concept’, ‘Art as an industry’, ‘Artist as an Emarketer’. In the improvement of delta of art-marketing-entrepreneurship, some arrows directed to contribution of marketing & entrepreneurship to art (Fillis, Rentschler, 2005;) some are directed to contribution of art to marketing & entrepreneurship (Fillis, 2000, 2002, 2004, Rentschler and Geursen 2004, Gökbulut, 2007;

Gökbulut, 2014). As Fillis (2009) stressed, art-based approach, analysis of artists' lives, philosophies and practices can generate a range of marketing data.

In the fruitful delta of art-entrepreneurship-marketing, this study is an on-going effort of the previous researches of the author exploring EM behavior in art industry and 'social value creation' of art-related innovative SMEs (Gökbulut, 2013). In the theoretical concept; this study investigates the dilemma between innovation (EO-IO) and legitimacy (MO-CO) through the key role of EM as it is pointed out as a gap by the initial paper. In the practical inquiry; previous individual focus of "Why do some but not others?" question (Baron, 1998) of entrepreneurship directed to the extraordinary artist in terms of the EM behavior and survival context.

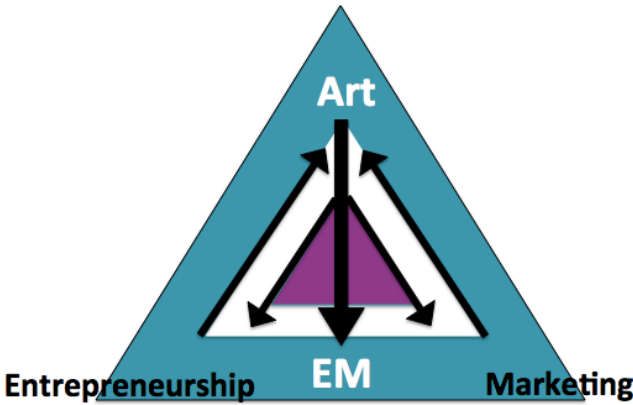


Figure 1: The Delta of Art-Entrepreneurship and Marketing

Although art is not relatively popular and artists are the extraordinary individuals of the society, Tooby and Cosmides (2001) expressed that each human was designed to be an 'artist'. This approach can be considered in existentialism as a form of 'courage to create' (May, 1994) or a need of 'self-fulfilling' (Errington, 1998) in physiology depending the unique characteristics of all individuals. However only "a few" of the individual realized this unique potential and act as EMarketer. Hence "the survival of the few by EM" is the focus of the study and pushed forward the paper to

generate an integrated concept: “the purple dilemma between innovation and legitimacy” which bases on re-thinking and interpreting some insightful concepts and approaches such as EMICO Framework (Jones and Rowley, 2009), Market-Driving and Market-Driven Behaviors (Schindehutte et. al., 2008), Blue Ocean Strategy (Kim & Mauborgne, 2005) and Red Queen Effect (Schindehutte and Morris, 2010).

3. Method

In the practical inquiry; previous individual focus of “Why do some people but not others recognize opportunities for new products or services that can be profitably exploited?” question (Baron, 1998; Baron, 2004) of entrepreneurship directed to the extraordinary artist in terms of the EM behavior and survival context. Depending on “Why do some but not others?” question of entrepreneurship researches (Baron, 1998) to understand the entrepreneurial behavior, “a few” is the vital research unit of EM. This study is based on a qualitative method and presents an alternative approach focusing on individual case: an extraordinary artist. Yin (2009) postulates that a case study uses empirical inquiry that investigates a contemporary phenomenon within its real-life context. Additionally, the case study method has significant relevance to the unique nature of individual artist in order to getting insights to EM theory and practice. It is believed that individual focus for getting in-depth data collection is essential while searching in an area such as EM, which needs the comprehensive understanding of individual decision maker. Similarly artist case is essential in terms of unique & pioneer qualities of the individual artist, which has a potential to inspire the other actors of EM in any industry.

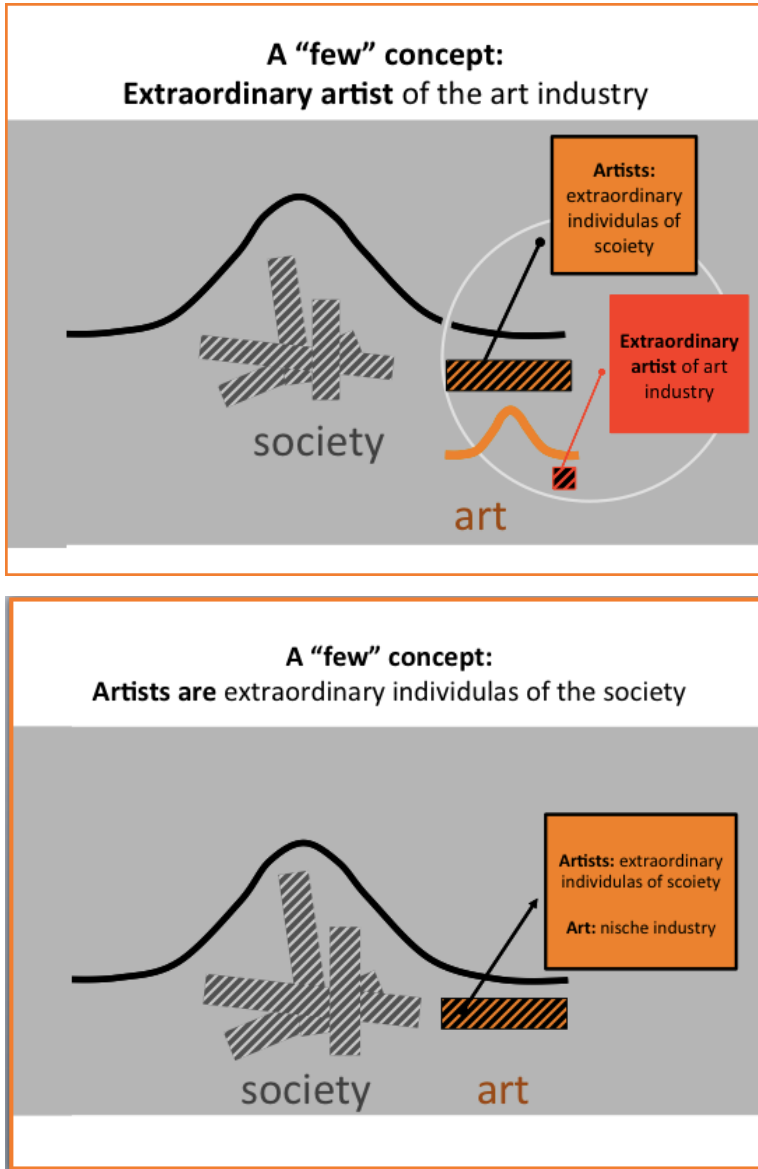


Figure 2: A Few Concept in Art

Case selection

As a phenomenon existing in all cultures (Leder, et. Al, 2012) art is universal. Armstrong and Tomes (1996) emphasized that the universality of art lies in its potential for enlightenment, rather than the popularity. Whilst there is various researches on well-known/popular artists as a commercial brand (such as Picasso, Warhol, Hirst, Kinkade, etc.); this study embraces to focus on any “art oriented” artists’ life, philosophies and practices, basing on ‘the universality of art’ and ‘the uniqueness of the artist’. Since in its core the art process is a similar act in terms of ‘universality of art’ and all artist’s acts are different in terms of ‘uniqueness of artist and art work’. Furthermore it is believed that going out of the globally popular artist cases is parallel to the alternative nature of EM approach. Therefore, the paper seeks to get insight from the contemporary artist Nur Gökbulut, known by her extraordinary and unique style since her early works (Özsezgin, 1997; Gençaydın, 1997; Gültekin, 2002; Giderer, 2002; Günyaz, 2008) as an EMarketer surviving in the “purple dilemma between innovation and legitimacy” that is occur for all industries.

Besides the written references about her works, her extraordinary view and practices on art and daily life is pointed out by the actors of the art industry in the various meetings and in the systematic interviews for the previous art focused researches. Additionally to the related written and verbal references, long-term observations are occurred while searching on art industry since 2006. And it is observed that she is differentiated among the many artists in terms of market-driven and market-driving behavior while presenting an innovation orientation (IO).

The purposeful case selection in a qualitative research is a significant issue about the reliability. The long-term observations on the chosen artist and the other actors of the industry allows a realistic comparison and provides a comprehensive research. They make the purposeful case more relevant and significant to get a comprehensive understanding and increases the reliability of the research (Daymon and Holloway, 2002). On the other hand, in order to increase the internal validity of the research, process is explained in detail, the words of the interview is presented in quotes as a raw data while linking with the concepts.

Data collection

Individual depth interview is the data collection method besides essays about the artist. Open-ended questions were proposed to get information about ‘creating value’ and ‘legitimacy’ processes of the artist in different dates. In the first stage of interview which takes 2,5 hours, questions focused on the art production and style of the artist while the second stage of the interview which takes 3 hours investigates the legitimacy issue. All interviews were recorded and later transcribed verbatim. Data obtained from interview is encoded and analyzed basing on sub-titles: purpose of artistic production, style, value creation process, gaining legitimacy and survival strategy.



Figure 3: Extraordinary Artist in Art Industry

3. Findings

3.1. Extraordinary Artist NUR GÖKBULUT as an EMarketer

Inference from Nur Gökbulut for EMarketers and Business:

“I like detail and surprise in my works. Because life is monotone and role of art is striking.” (innovativeness, dynamism)

“My works are my reality and integrated with me, I am not in an effort to be extraordinary... I am not strict to environment but I am consistent in myself.” (being genuine and integrating work with yourself)

“Real fact is ‘being as you are’ and taking part in the universal values of art with your own style.” (survival for “core essence” and legitimacy by “core essence”-as a core competence and as an unique and differentiated value)-battle for core essence and core essence is the weapon in the battle.

“Short-run legitimacy aim is a treat against to my uniqueness due to social and economic environmental rules putting pressure on me.” (narrow side of Castle window for protection from market: MO-CO-Market-Driven)

“If you don’ t want to be ordinary, you should know the rules but you have to set up new rules and built new works in order to reach to future.” (wide side of Castle window for innovation and being extraordinary: EO-IO-Market Driving)

“Legitimacy can be a long term outcome rather than an aim. since I can be legitimate naturally when I create an original work” (uniqueness for legitimacy)

“Intersects of my legitimacy are: loving art, believing myself, working hard for the association of them.” (passion and determination)

Findings of the case study present an alternative theoretical concept by linking the EM & Art and generate a practical EM strategy embraced by Nur Gökbulut: “Castle Window Metaphor”. Narrow outside & Wide inside of the castle window represents the nexus between artist (individual) and society (environment).

Table 1: Entrepreneurial Marketing and The Statement of Nur Gökbulut

Entrepreneurial Marketing	Statement of NUR GÖKBULUT
opportunity (O)	1- having an enlarged market perception opportunity exploration <i>timeless and placeless humanity (universality)</i> 2- observing, perceiving and experiencing the market (nature and society) with her own style: <i>originality (uniqueness)</i>
risk taking (R)	1- passion to experiencing <i>new ideas</i> and generating them 2- in short term caring about <i>process</i> rather than the <i>result</i> 3- taking risk in order to <i>survive</i> in long term
innovativeness (INV)	1- passion to <i>authenticity & freedom (core essence oriented)</i> 2- going against to <i>ordinary & existing ideas</i> and believing insignificance of <i>repetition</i> (previous art approaches and herself)

Entrepreneurial Marketing	Statement of NUR GÖKBULUT
proactiveness (P)	1- rejecting the <i>constraints</i> and believing to <i>limitlessness</i> (both in her art process and her daily life) 2- believing the <i>dynamic</i> circumstances and integrating her works in present and future. 3- using the <i>universal values</i> of art she aims to be understand and communicate <i>in future</i> as well as present. 4- enlarged <i>market perception</i> of the artist in terms of time provides a future insight. 5- referring the social facts of her time she aims to <i>alert the today's and future's society.</i>
value creation/ innovation	1- to emphasize the 'value creation', she prefer to use 'the objects that lost their value' or 'unvaluable' objects. <i>ex: "against to refuge beauty but create beauty"</i> 2- innovation is the <i>natural outcome</i> of her creative and entrepreneurial process in art industry (<i>opportunity exploration & opportunity exploitation phases</i>) 3- enlarged <i>market perception</i> of the artist and <i>entrepreneurial dimensions</i> enables to <i>creating high value</i> and fostering innovation in the industry, society and humanity.

3.2. Castle Window Metaphor: Castle as Artistic Image

Castle represents the relationship between: art & society - art & artist - artist & society. Castle symbolize; the freedom and unique area of the artist, the hermitage for exploring herself and gather her power (mission of the narrow castle window), the harbor to protect inside & outside values of castle. Castle is a power and legitimacy indicator. Castle protects and exalts the

society by transforming their values to power and ensure the sustainability of culture.

The reason of building, makes the Castle significant and alive as art works. Similarly Societies can be alive by the art works that represents themselves. Castles and Art have a potential to determine and organize society. Therefore castle also requires to be protected in order to realize the protection function. When generalized, Narrow outside & wide inside of the castle window represents the nexus between individual and environment. This can be transformed to the nexus between the EMarketer and the Market.

As expected from art-based approach, case study research gives an insightful and alternative view and comprehension to the dilemma between innovation & innovation & legitimacy which is expressed as “purple dilemma between innovation and legitimacy” in the paper.



Photo 1a, 1b: Red Tower, Alanya, TURKEY



Photo 2a, 2b, 2c: Kilitbahir Castel, Dardanelle, TURKEY



Photo 3a, 3b: Diyarbakır Castel, Diyarbakır, TURKEY

4. “The Purple Dilemma between Innovation and Legitimacy in the Marketplace/Competition Area”

The survival of the few by EM is the focus of the study and pushed forward the paper to generate an integrated concept: “the purple dilemma between innovation and legitimacy” which bases on re-thinking and interpreting some insightful concepts and approaches such as; Red Queen Effect (Schindehutte and Morris, 2010), Blue Ocean Strategy (Kim & Mauborgne, 2005), Market-Driving and Market-Driven Behaviors (Schindehutte et. al., 2008), EMICO Framework (Jones and Rowley, 2009). In the first stage of this effort, a distinct separation of the terms is occurred in the scope of: Strategic orientations, Behavior, Competition. In the second step basing on the case study research, integration is occurred and explained in a metaphorical approach embraced by extraordinary artist Nur Gökbulut. “Castle Window Metaphor” answers the how question of the survival in the purple dilemma between innovation and legitimacy by integrating: Strategic orientations, Behavior, Competition.

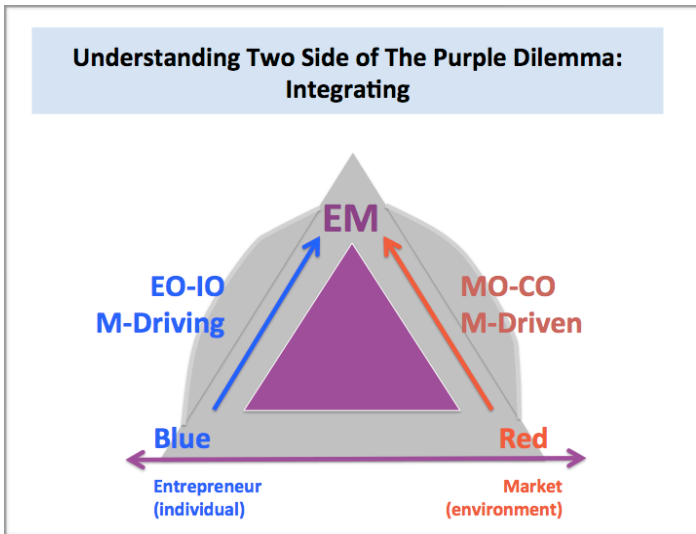


Figure 4-1: Two Side of Purple Dilemma

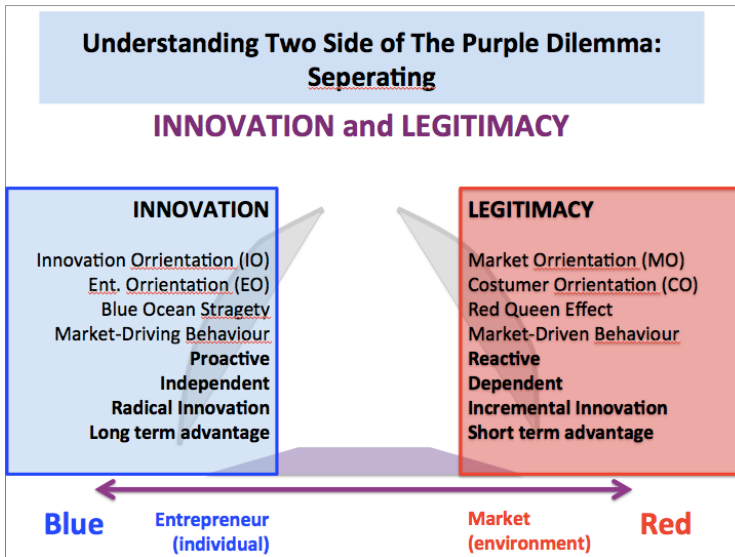


Figure 4-2: Two Side of Purple Dilemma

4.1. Competition: Many Struggle with The Red Queen Few Float on The Blue Ocean

“How the firm will compete in its chosen business” is the issue concerned in the strategy (Morris, et. al., 2002). By integrating strategy and entrepreneurship Ireland & Webb (2007) manifest creating competitive advantage through innovation, parallel to Schumpeter (1934). While ‘strategy’ focuses on competitive advantage, ‘entrepreneurship’ seeks to exploit opportunities others have missed (Shane, 2000; Morris, et. al., 2002).

Although adaptation and imitation (Levitt, 1986) seems less risky, as stressed by Schindehutte and Morris (2010) it is fatal in the long term, because only a few companies will realise they have to run differently. The study denotes this fact with the “Many Struggle with The Red Queen Few Float on The Blue Ocean” (Gökbulut, 2010). The ones that creates their own game by playing differently (Schindehutte and Morris, 2010) are entrepreneurial oriented (Covin and Slevin, 1989) and the entrepreneurs are a few when considered with the whole population in the market.

4.2. Behaviour: M-Driving and M-Driven

Some studies (Carpenter, Glazer, and Nakamoto, 2000; Jaworski, Kohli, and Sahay, 2000; Kumar, Scheer, and Kotler, 2002; Johnson, Lee, and Grohmann, 2003) reflect contradictory positions regarding the interplay between market-driven and market-driving behavior in different aspects (Schindehutte, 2008) and the findings of the case study contributes to this discussion by demonstrating how the fact occur in art by “castle window metaphor” and how EM can provide from this insight.

4.3. Strategic Orientations: EO-IO & MO-CO EMICO Framework

While the entrepreneurship aspect represents the individual focus by the key role of entrepreneur and focusing to value creation (IO) through risk taking (EO). The marketing side represents the environmental focus by the key role of the marketing orientation (MO) and focussing to competitive advantage (CO) through strategy. “In the dilemma between innovation and legitimacy, EM is the answer by integrating the EO –IO with CO – MO” (Gökbulut, 2013). Marketing strategies of entrepreneurial marketers could be both market-driven and market driving. But the ratio of the orientation (EMICO Framework) is important for EM process and the out come (‘value of Innovation’).

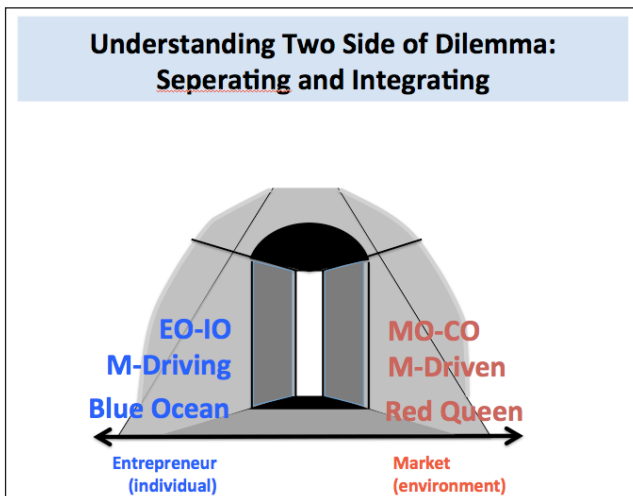


Figure 5: Two Side of Purple Dilemma

5. Discussion and Conclusion

Creating value, gaining legitimacy and survival strategy is the focus of the qualitative study through analyzing an “extraordinary Turkish contemporary artist: Nur Gökbulut as a case who can be considered as an EMarketer of the art industry/market. Findings of the case study present an alternative theoretical concept by linking the EM & Art and generate a practical EM strategy embraced by the Nur Gökbulut: “castle window metaphor”. Narrow outside & enlarged inside of the castle window (Photo: 1c, 2c, 3b, 3c) represents the nexus between individual and environment that is transformed to the nexus between the Emarketer and the Market and gives an insightful and alternative view to the “purple dilemma between innovation and legitimacy” as expected from art-based approach.

The study is valuable for generating an alternative concept by integrating previous concepts: “purple dilemma between innovation and legitimacy” in theoretical side and considering it with “castle window metaphor”. By the generated concept of the study and the inspired lessons from the unique & pioneer qualities of the individual artist, basing on the ‘survival’ concept and individual nexus environment, EM theory can spread out in an interdisciplinary area. Therefore it is possible for EM reaching to a more holistic and integrated and an inclusive approach of economic & social survival of individuals in the market and society. It is possible to say that, art is a castle both for the artist to guard his/her ‘core essence’ and to guard the society in terms of universal need. However castles are different in style (Photo: 1b, 2b, 3a) for all artists/entrepreneurs parallel to their uniqueness.

Also EMarketers built a castle and battle for it similar to the artists. Since the art -as a concept, as an industry and artist as an Emarketer- has a potential to extend the theoretical and practical research area of EM literature. With the words of Nur Gökbulut; “An individual artist is essential as a part of the universal art as a contemporary seed in the endless forest that makes the forest a live and sustainable.” / “Unique artists - thanks to their castle and castle window- are the essential part of the universal art -cumulative heritage of human mind and soul- as the contemporary seed in the endless forest (which is art) that makes the forest alive and sustainable..”

In conclusion, as a finding of the research, “Castle Windows Metaphor” can be generalized in many fields and provides some insight on being creative. One can manage the innovation in the marketplace which supports innovation and being innovative with self-concept basing on the model “core-essence based entrepreneurship” (Gökbulut, 2011) at the end of this process value of the innovation expected to be in the highest degree. By the motivation and tacit knowledge of the individual, this perspective has a potential to enhance the innovation and create value for business both employee level and managerial level. Also joining to production process of a business makes the employee feel valuable. By the way, organization’ s all parts especially human resources can be activated and fully contribute for the business which creates and realizes the real differentiation and competition capability of the organization. Also this perspective is human-centric and sustainable by defining human as a valuable subject by its own creative capacity and uniqueness. It is hoped that both Castles and Art will be the guard of the “value creation” and provide the sustainability of innovation by the new research direction on art based business research.

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