

ORGANIZATIONS AS 'ROCK BANDS'; DEVELOPING A METAPHORICAL UNDERSTANDING OF POST-MODERNISTIC ENTREPRENEURIAL VENTURES

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Abstract

In Morgan's 'Images of the Organizations', organizations are metaphorically explained in different ways like organisms, machines brains, cultures, systems of politics, psychic prisons, tools of domination and. Several researchers have highlighted the urgency of generating new metaphors in order to develop deeper understandings of emerging forms of organizations. The objective of this paper is to propose a metaphor that can help in understanding the life cycle of the post modernistic entrepreneurial ventures. The paper attempts to introduce the metaphor 'Rock Bands' for post modernistic entrepreneurial ventures, based on the similarities in life cycle stages i.e. formation, collaboration and dissolution. Apart from discussing the life cycle similarities this paper also advocates the adequacy of metaphor based on similarities in traits of entrepreneurial teams and rock bands in term of their approach towards work. Finally, paper reaches the conclusion that 'Rock Band' not only suits the emerging entrepreneurial ventures as a metaphor, but it also has some important lessons to offer for aspiring entrepreneurs.

Introduction

As conceptual tools, metaphors effectively develop a fruitful aspect in everyday discussions and discourses apart from contribution in academic circles. Metaphors are considered as a symbolic language which is "basic to the intellectual processes humans use to determine truth, facts, and meanings"(Ortony, 1979). These are the tools which enable people to understand their world and help them in sense making out of their lives (Ortony, 1975; Oswick, Keenoy, & Grant, 2002; Smith & Simmons, 1983). These tools can be used to interpret the meaning of peoples' acts (Lakoff & Johnson, 2008). Therefore, these tools are

considered as a source or component within the process of sense making by agents. As an ingenious source they can help generating new understanding about scenarios on the basis of which new kind of acts could be formed (Jacobs & Heracleous, 2006). This implies that, in socially constructed and situational contexts through this complex sense-making process, actions and behaviors are operationalized on the basis of evolving meanings, communicated and cared for (Tohidian & Rahimian, 2019). It is important to mention that metaphors' crux is to understand as well as experience same thing from another term (Lakoff & Johnson, 2008). One can also claim that

by in metaphorical studies we actually start perceiving our culture and physical experience (Hogler, Gross, Hartman, & Cunliffe, 2008) which are shaped and developed discursively. In order to develop metaphors, literature suggests different approaches which are; evaluation and condemnation, experimental and empirical observation, fantasy, and theoretical development. Evaluation begins with critique as a way of generating metaphors and reflects on the limitations of organizational images. Scholars who rely on empirical approach get ingenuity from their personal experiences for the generation of new metaphors. On the other hand, the scholars who follow the fantasy focused*+ approach rely on work of fiction, fine arts or resourcefulness for the generation of new images (Örtenblad, Putnam, & Trehan, 2016).

For the sake of putting the development of organizational theory not only in sociological but also in philosophical context and analyze organization (Morgan, 2011) metaphorical analysis by Morgan (Morgan, 1998) is deliberated as one of the most captivating approaches. This approach covers different metaphors, where each one of them forms a new lens and enables us to get new information and meaning which could further be used to achieve an understanding about the depiction of an organization.

According to Morgan's claim; the nature of all the recommended organizational theories is metaphorical, as metaphors are the foundations of our interpretations and thinking (Morgan, 1998). Morgan's belief that metaphorical knowledge and understanding as well as their implementations lets administrators to make improvements in interpretation and understanding about organizations (Wilkes, 1989) has been discussed in an essay review (Örtenblad et al., 2016). Organizations, according to Morgan's viewpoint, are illustrious by vagueness, intricacies, and paradox. Therefore, by gaining the basic awareness regarding metaphors is necessary for one to understand, perceive and accept certain vagueness, intricacies, and paradox (Örtenblad et al., 2016). Morgan's work interpreted organizations in different forms due to different metaphorical lens

such as; brains, cultures, machines, organisms, psychic prison, societies, system of politics, transformation and tools of domination (Morgan, 1998).

McCabe criticized Morgan's metaphors by using empirical approach based on his own observation and then he formulated the image of wonderland by turning to the work of fiction for inspiration (McCabe, 2016). Accordingly, McCabe employed three different approaches; assessment, empirical observation and fantasy focused to formulate a new metaphor (McCabe, 2016). In the same way, Jermier and Forbes proposed new metaphors by relying on evaluation and empirical based approaches (Jermier & Forbes, 2016). Precisely, they criticized two of Morgan's metaphors; machine and organism and then they used case-based research in order to establish evidence to contrary metaphors which outspread Morgan's another metaphor "instrument of domination", shifting from organizations as water explorers to water wardens and then to exact environmental partners. Correspondingly, Kemp (2016) argued that currently available metaphors are mainly organization oriented rather than human centric and propose new metaphors by relying on evaluation and empirical observations (Kemp, 2016). Pinto also integrated a mixed approach by incorporating Icehotel's empirical and experiential representations (i.e. as a network and an organization) with 'to play' fantasy and imagination with metaphor as imagination (Pinto, 2016).

An alternative way for metaphors generation is through a process known as conceptual development where researchers propose new metaphors by using different models or through reliance on comparisons with other tropes. This means, theorists generate new metaphors in act of comparison between existing tropes rather than getting inspiration from literature, experimental work or imagination (Örtenblad et al., 2016). Likewise, theorists can also form new metaphors by expending the rapport among source and target domains (Örtenblad et al., 2016). For instance, discovering how organizations work as political systems (Brown, 1977) (Brown, 1978). Apart from

these practices another way for generating metaphors is by focusing on the source domain solely, mostly by the use of various levels of metaphors (Alvesson, Hassard, & Parker, 1993). This study runs through the Morgan's eight metaphors to find the unseen facets as well as expand awareness and understanding of post modernistic entrepreneurial ventures. It addresses the need of developing new metaphors in order to contribute in ever evolving organization theory by conceptual development of "Rock Band" as an appropriate metaphor to explain post modernistic entrepreneurial ventures based on comparison between lifestyle and traits of both. Going through the recent literature on metaphorical studies in organization theory (Örtenblad et al., 2016; Tohidian & Rahimian, 2019; Valliere & Gegenhuber, 2014) which analyzed Morgan's metaphors critically in terms of for over emphasizing on their theoretical and conceptual aspects without taking their practicality into account. It has also been highlighted that there is a need to come up with new metaphors for the evolution of today's organizational theory (Örtenblad et al., 2016). Being interested in music use of jazz metaphor in organizational theory caught our attention we started exploring other genres of music as well as the acts and artists associated with them, for that we explore their personal and professional stories. In today's world where entrepreneurship has fascinated researchers so much (Bosma, Sanders, & Stam, 2018; Nambisan, 2017; Nambisan, Wright, & Feldman, 2019) and we come across different entrepreneurial success and failure stories (Brouwers, 2017; Ghouse, McElwee, & Durrah, 2019; Lin & Wang, 2019). On the basis of above facts we identify that there are strong similarities between life cycles and traits of rock bands and entrepreneurial venture so we decided to explore and develop this metaphor.

Literature Review

Morgan's Metaphors

ORGANIZATION AS MACHINE

In order to visualize organizations as a machine one needs to highlight "increased efficiency and

maximum utilization of labor" (Itkin & Nagy, 2014; Tohidian & Rahimian, 2019). According to this metaphor organizations tend to function in a same way as machines. This means that they consist of unbending structures which inhibit rapid changes and adaptations to any transformation (Itkin & Nagy, 2014). This style of thought leads executives to aim for efficacy, accuracy, predictability, and reliability. A mechanistic mechanism distinguished by all these characteristics (Dessler, 1986; Goldhaber, 2000; Tohidian & Rahimian, 2019) in contributing to the functioning of the overall structure bureaucracy based organizations focuses on the predefined role each section plays. Elkind claims that organizational bureaucracy undertake top to bottom administration, task distribution and comprehensive rules and regulations (Elkind, 1998).

ORGANIZATION AS ORGANISMS

According to this metaphor organizations are identified to be open structures just as living organisms and need to survive and evolve via "adaptation, flexibility and the importance of the environment in which the organization exists" (Itkin & Nagy, 2014). This view is in sharp contrast to the machine metaphor, which advocates that companies are inert machines without the capacity to create, survive, or even die. In terms of living organisms, a consideration of organizations connotes the concept that an organization has a definite structure consisting of interrelated subsystems that are associated with each other (Tohidian & Rahimian, 2019). This view, influenced by the contingency principle, assumes that organizations ought to search for any misalignments and dysfunctions and try to remove them as open systems. As a result, a painstaking administration and scrutiny of organizations could help the managers to comprehend that for their survival and development, organizations need "to satisfy and balance internal needs and to adapt to environment circumstances" (Itkin & Nagy, 2014).

ORGANIZATION AS BRAIN

Organizations are in need of continuous learning and tactics that how can they learn more as this modern world is associated with extraordinary high-speed technology, growth/expansion and change. The importance of this issue can be understood through brain metaphor (Tohidian & Rahimian, 2019). When we examine organizations through this perspective, it is assumed that organizations are composite of multilayered, holographic units which works together in order to centralize or decentralize physiognomies, diversified models for learning and complex processing systems (Itkin & Nagy, 2014). Brain metaphor was stimulated by Ashby's reformulating requisite variety theory (Ashby, 1961; Tohidian & Rahimian, 2019). This theory suggests that it is important for each of the self-controlling system to adjust itself according to the diversified and complex environment in which it exists. This means that each of the controlling system must possess the diversity and intricacy its inhabitant environment possess. This feature relates to the way in which DNA is incorporated in each cell of a body or the holographic design (Tohidian & Rahimian, 2019). In sum, every single organization which operates on the basis of brain metaphor is capable of self-regulating, self-adjusting, and maximizing standards and operational standards. Due to intricacy and development Morgan calls it a double loop learning process (Morgan, 1998). It is important to point out that organizations can contribute more in double learning and feedback by forming democracy and transparency, questioning, challenging, and modifying rules and norms in each organization (Tohidian & Rahimian, 2019).

ORGANIZATION AS CULTURE

Term culture has been taken from the field of anthropology and there is no compromise on its sense (Smircich, 1983). Hence, culture is viewed as a set of shared meanings and symbols in anthropology (Geertz, 1973; Tohidian & Rahimian, 2019). While culture within an organization is considered as a constant procedure which requires cognizant efforts for better

communication, idea sharing process, gathering insights and make meaning. Cultural metaphors outline and alter reality; therefore, the underpinning of gaining an understanding about the process which generates systems of shared meanings is obtained by creating a shared reality (Morgan, 1998; Tohidian & Rahimian, 2019). When people share their tasks solution within an organization they form cultures (Quinn, 2005). Hutchins assumes that task solutions grow from the efforts of groups to address and confront issues and challenges (Hutchins, 1995). In reality, cultural models and organizational cultures, which are special to each organization, are socially and dynamically (re)shaped and constructed by exchanging meanings and experiences based on what is learned in various contexts, attracting more transformations and innovation (Tohidian & Rahimian, 2019).

ORGANIZATION AS PSYCHIC PRISONS

This metaphor helps administrators and managers to gain an understating about un/conscious factors which ultimately influence individuals as well as groups (Tohidian & Rahimian, 2019). Apart from that equip them with the insights that how can they deal or control these challenges taking place within the organization (Morgan, 2006). Managers need to consider un/conscious predictions such as legislation, mergers, and upsetting events that contribute to negative organizational outcomes. According to Iman et al. metaphor emphasizes that being watchful and managing un/conscious effects and variables through organizational transition and adjustments can help managers drive the company in the right direction (Tohidian & Rahimian, 2019).

ORGANIZATION AS A SYSTEM OF POLITICS

Morgan's Political metaphor enables us to understand an organization as a network of individuals with diversified interests, who have joined together for a common aim of expediency (Türk, 1988). If we see organizations as political system, one can understand that power can be as a mean by "which conflicts of interest are resolved"

(Tohidian & Rahimian, 2019; Walsham, 1993). A protuberant researcher on the issue of power named Foucault emphasize that in order to establish a larger structure of power promoted by the state's institutional components, power is exerted by integration of local components (Foucault, 1973). This means that institutional exercise of power has influence over the subtle arrangements instigated within an organization. Cobo et al. argued that this view does not cater the interest of organizational groups, but mostly is in favor of higher administration (Cobo, Rocha, Vanti, & Schneider, 2012). It has been experienced within organizations that operates as a political system, although there is a power distribution among employees but to perform the main objective both the parties; subordinates as well as capital owners must work together (Tohidian & Rahimian, 2019).

ORGANIZATION AS FLUX/TRANSFORMATION

This metaphor elaborates organizations as a matter “of self-reference, chaos, complexity, paradox, contradiction and crisis” (Itkin & Nagy, 2014). Cobo et al. stated that, organizations that evolve and modify themselves in order to adapt the changes and development within the environment are the ones which reflect flux/transformation. Therefore, their upkeep depends upon internal as well external circumstances (Cobo et al., 2012). Walsham claims that transformation can be generated by both positive as well as negative feedback and it can be in the of a mutual causality system (Tohidian & Rahimian, 2019; Walsham, 1993). Apart from that, it can also be generated through a contention process relating to contradictions that arise from social arrangements' inner contradictions.

It can also be attained through means of autopoietic demonstration of our actions. Autopoiesis, is a term introduced by Maturana and Varela, refer to the nature of living systems; humans as self-referential (Maturana & Varela, 2012). Morgan, however, warns about the risks related with egocentric organizations which minimize their understanding of the larger context

in which they work by creating boundaries (Morgan, 1998; Tohidian & Rahimian, 2019). In the case of internal organizations with a strict and satisfying existence, this is valid in relation to the kind of view about the milieu which is dangerous for long-term adaptation and survival (Tohidian & Rahimian, 2019). In fact, this kind of organizational system only sees the world not the way it is.

ORGANIZATION AS A TOOL OF DOMINATION

In the case of organizations as tools of domination, Cobo et al. emphasize that the employees as well as the administration are required to utterly dedicate themselves to their work and their company (Tohidian & Rahimian, 2019). They think that their employment is insecure and experience lots of anxiety and stress on the job. According to Walsham's terms, this metaphor allude to that there is a domineering influence by some individuals over others (Walsham, 1993). Indeed, this perspective is connected to political metaphor, but where the former stresses power as something inherent in the organization and not simply as something harmful and including all human activities, the latter is concerned with the moral and ethical aspects of the use of power and the success of organizational political actions (Tohidian & Rahimian, 2019). Morgan claims that there are different ways through which domination is being exercised; the exploitation of employees within an organization, institutionalized prejudices and discrimination within a society, and abuse of power by the means of international economy (Morgan, 1998). Cooper suggests that information is an instance of dominance metaphor and social power as it discounts certain alternatives (Cooper, 1986; Tohidian & Rahimian, 2019).

Post modernistic entrepreneurial ventures

In today's world the discussion on need of entrepreneurship is higher than ever before (Bosma et al., 2018; Nambisan, 2017; Nambisan et al., 2019) and developing entrepreneurial mindset among population is very strongly

presented as an answer to cope up with unemployment (Chigunta, 2017; Figueiredo & Paiva, 2019; Rozali, Abdullah, Ishak, Azmi, & Akhmar, 2017) which shows an increasing trend in times to come due to increase in population and depletion of planet earth's resources (Sever & İğdeli, 2018). While reviewing Morgan's metaphors it has been felt that these metaphors explain organizations based on similarity of traits and do not try to explain the Organizational Lifecycle metaphorically so there is a need to come up with new metaphor explaining the life cycle as well as traits of post modernistic entrepreneurial ventures (Valliere & Gegenhuber, 2014).

POSTMODERNISM ENTREPRENEURSHIP

Postmodernism perspective was initially used within the field of architecture for the sake of encouraging new style of thinking regarding the space to be utilized (St Pierre, 2011). It is believed that for both the social as well as organizational science research to be exact, the postmodernism's initial concept may still be valid. As handling today's organization may necessitate different ways to deal with the variables which are prevailing within the surrounding and are consistently and swiftly evolving. Hence, innovation could be considered as the most substantial aspect for a successful organization according to the postmodernism point of view (Valliere & Gegenhuber, 2014).

The initial concept of postmodernism can also be valid for entrepreneurship research, due to the interconnection between the innovation and entrepreneurship. In this regard, Zhou claims that entrepreneurship at its high level, evidently contribute towards converting knowledge into innovations (Zhou, 2010). In the other hand Drucker backed this idea by arguing that innovation is a tool through which we can turn changes into business or service (Drucker, 2014). Apart from that different scholars argued that creativity which actually leads us toward innovation (Amabile, 1988), is one of the

substantial dimension which helps identifying entrepreneurial opportunities (Barringer, 2008; de Jong & Marsili, 2015; García-Cabrera & García-Soto, 2009; Hulbert, Gilmore, & Carson, 2015; Nicolaou, Shane, Cherkas, & Spector, 2009; Webb, Ireland, Hitt, Kistruck, & Tihanyi, 2011). These arguments show that innovation could be considered as a part of philosophy of postmodernism's foundation, henceforward, if entrepreneurial research backed by philosophy of postmodernism is supported, this could be a major contribution to the entrepreneurial body of knowledge (Valliere & Gegenhuber, 2014). Easterby-Smith et al. identify three other inferences of postmodernism perspective for management research apart from the innovation; change within the organization, organizational hidden procedures and mechanisms and long-term value. These implications can also contribute evidently in entrepreneurial research (Easterby-Smith, Thorpe, & Jackson, 2012).

The Entrepreneurial Team Life Cycle

Life cycle viewpoint of entrepreneurial teams inspired a notable tributary of literature regarding new ventures (Phelps, Adams, & Bessant, 2007; Wang & Singh, 2014), yet, this perspective is not used to achieve a better understanding regarding the advancement within the entrepreneurial teams. For the new and substantial insights regarding the research on entrepreneurial teams, it has been proposed that life cycle perspective can contribute evidently (Patzelt, Preller, & Breugst, 2020). Entrepreneurial teams are not tied to the venture life cycle (but entrenched in) which means that the life cycle of entrepreneurial teams can create, collaborate, and dissolve at any point in time evidently (Patzelt et al., 2020). These stages within the life cycle of entrepreneurial teams, they usually proceed in a linear manner, but there is a possibility that may move in a nonlinear way. The Figure 1 shows; what are the three phases of entrepreneurial teams' life cycle and how they are associated.

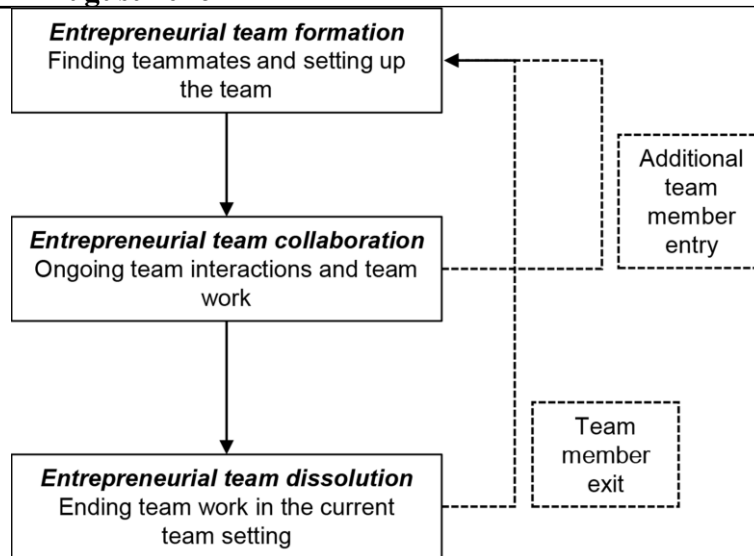


Figure 1. (Patzelt et al., 2020)

According to Lazar et al. there are two ways through which the life cycle of entrepreneurial teams beings; when a person attempts to acquire cofounders with a business or when a group of people starts creating any entrepreneurial opportunity (Lazar et al., 2020). First phase which is the team formation starts when different cofounders start finding on another, they agree to formulate an entrepreneurial team and then generate a specific team structure in order to start a venture. The procedure, through which entrepreneurial teams are formed, is mainly guided by the independent choice of the team members (Lazar et al., 2020) and is barely directed by current culture or routine of the organization (Blatt, 2009). During this phase these teams may choose to legally integrate their ventures, yet they can also keep working on their business ideas without getting legally incorporated (Lazar et al., 2020). When teams start working on their venture and they now have established a stable team structure this phase of team formation ends.

After completing the formation process, these entrepreneurial teams enter into the next phase, collaboration phase. This is the phase when the team, on the basis of their existing conformation and structure, interacts in order to formulate a venture (Patzelt et al., 2020). During this phase the tasks of entrepreneurial teams includes;

establishing relationships with other stakeholders, finding their customers and attracting different investors (Zott & Huy, 2007). Some of the important implications for the better and integrated work by the team members are; coordination and monitoring of the activities they perform, establishment of efficient and effective decision making mechanism and development and evolution of team's thinking and feelings towards the team itself (Boone, Andries, & Clarysse, 2020; Preller, Patzelt, & Breugst, 2020). Often a venture's cofounders exit the venture after a specific time period (Guenther, Oertel, & Walgenbach, 2016; Wennberg & DeTienne, 2014), this is what triggers the dissolution phase of an entrepreneurial team. This is the phase when one or more than one team member of the entrepreneurial team leaves, such that the team stops working on their joint work of that venture. Another thing which can trigger this phase is when all the work on venture by team members get stopped because it could not sustain within the milieu. Exhaustive dissolution however, may take several years as they often have many phases which takes place over the passage of time (Guenther et al., 2016) and keeps on going until all the team members have left the venture. Dissolution could be voluntary but it could also be initiated by someone within or outside of the venture, for

instance, if an investor wants to professionalize team by replacing the team members by hired managers according to his will (Hellmann & Puri, 2002).

Figure 1 demonstrates that it is not necessary for the entrepreneurial teams to pass through these phases in a linear manner, they can also return to an earlier phase at any point of time. Precisely, changes required in the team's structure can lead the teams towards the formation phase again. For example, during the phase of collaboration the team realizes they in order to perform required activities they need new competencies or resources so, they seek out, employ or integrate new members into the team (Patzelt et al., 2020). Therefore, they need to adapt their structures, roles, and mechanisms. Correspondingly, it could happen when the team experience exits of one or more than one member, in this case, they need to go back to the formation phase in order to make necessary changes so that they would be able to continue the activities of their adapted venture.

Rock Band as a metaphor for entrepreneurial organizations

For this study we explored the journeys of famous international and Pakistani bands named Queen, Beatles, Junoon, Vital Signs and Fuzon. Following are the brief introduction of motioned bands.

Queen: British rock band Queen was formed in London during 70s. The classic line-up of the band includes lead vocalist, piano player Freddie Mercury, Brian May was the guitarist as well as the vocalist in the band, Roger Taylor was drummer as well as vocalist and John Deacon was the bassist. In the beginning their inspirations were driven by heavy metal, hard-rock and progressive rock. Later on, the band gradually adapted the radio friendly as well as conventional works by indulging into more styles, for instance, arena and pop rock. We will rock you; we are the champions, killer queen and I want to break free are some of the most influential songs by the band. In late 1980s, the diversified vocalists of Queen grew thin when the rumors about Freddie Mercury having AIDS began to spread. On 23 November 1991, at his

death bed Mercury prepared a declaration and confirmed that he had AIDS. He died of bronchial pneumonia, a complication of AIDS within the 24 hours after he made that statement. (On, 2020).

Beatles: English rock band the Beatles was formed in Liverpool during 60s. A band which is best known for their line-up; Paul McCartney, John Lennon, Ringo Starr and George Harrison are known to be the most influential band. All band members released their solos during 70s. Their solo records often included other members of the band as well (Gould, 2014); Ringo album by Starr (1973) had compositions performed by all of the four ex-Beatles, albeit on solo songs. In collaboration with Starr, Harrison staged a Concert for Bangladesh in New York City in August 1971 (Gould, 2014). Apart from the unreleased jam session in '74, and bootlegged as A Toot and a Snore during 70s, Lennon and McCartney never collaborated (Sandford, 2006).

Junoon: It was formed in 1990 by Salman Ahmad, which is also known as Pakistan's biggest rock band. Ahmed who also happened to be a songwriter, singer, author, musician, film presenter and teacher was the alchemist behind the band's sweeping melodies; driving guitars and bhangra rock rhythms. The band was famous as "U2 of South Asia" as well. Junoon was a blend of powerful Sufi Muslim love poetry with the epic tranquility of arena rock sound. Junoon sold up to 30 million albums internationally. These albums include multi-platinum albums Azadi and the album produced by bass player John named Parvaaz. Junoon collaborated with renowned names; Melissa Etheridge, Alicia Keys, Nusrat Fateh Ali Khan, Sting, A R Rahman, Wyclef Jean and Earth Wind and Fire, and performed at various venues such as U.N. General Assembly Hall in 2001 which was first of its kind. Junoon's years active are 1990–2005 (reunions: 2011) 2009–present (Pakpedia, 2017). The last album which featured all the three members of the band was Deewar, after that Brian O'Connell went back to US (Moini, 2004). Ali Azmat had his last concert in Dubai, UAE in March 2005 with

junoon after which Ali Azmat pursued his career as a solo artist (KHAN, 2006).

Vital Signs: A band named Vital Signs was launched by two teenagers in early 1986 in Rawalpindi; Rohail Hayatt, and Shahzad Hassan. After a bit of time Nusrat Hussain also became their part. Soon a young vocalist named Junaid Jamshed joined in who was a Lahore based young engineering student. They played at weddings, private parties, and college gigs to find their audience among youth. Apart from original content, their performances included ambitious covers of vintage Rush, Pink Floyd, and A-ha songs. 1993 was the year when they played the most number of concerts by any Pakistani band ever. Rohail was an introvert and not interested in attention seeking while the lead guitarist Salman was an extrovert outrightly. Junaid had a volatile personality and shared close bond with both Salman and Rohail but was unable to eliminate the tension between them. In late 1990s Vital Signs got an offer from Pepsi. Junaid decided to side with Rohail who managed to isolate Salman completely. The band came out with a brand-new album on Pepsi's demand and called in Rizwan as lead guitarist replacing Salman. Though the demise of band was never announced officially they stopped performing together in 1998 but they still remain one of most significant and volatile chapters in Pakistani music history.

Fuzon: A pop rock band from named Fuzon was formed in 2001 in Karachi, Pakistan. Its prior vocalist Shafqat Amanat Ali shared that the band is a fusion of modern soft rock and Hindustani Classical music mixed with Sufi style singing, that is why they named it fusion driven form the word itself. Many of the songs from their debut album "Saagar" went onto become chartbusters. This trio stuck controversy Shafqat Amanat Ali former vocalist chose to pursue as a solo artist in his career and left the band (Mahmood, 2011).

LIFE CYCLE SIMILARITIES

After studying life cycle of entrepreneurial organizations and exploring stories of

international and Pakistani Rock bands like Queen, Beatles, Junoon, Vital Signs and Fuzon we found strong similarities between the above discussed entrepreneurial lifecycle and the life of Rock bands which are discussed below.

1) Formation stage of entrepreneurial organizations has two core elements: a) Idea and b) Team formation. The stories of above-mentioned Rock Bands (Mahmood, 2011; On, 2020; Pakpedia, 2017; Paracha, 2013; Unterberger, 2012) indicates that for them it all started with an idea back by passion and creativity, which made likeminded musicians to gather on one platform in order to support the idea with the best of their abilities and undying passion for music. This argument is also supported by Liam in his 2020 article titled "What is the life cycle of a band" (Duncan, 2020).

2) Collaboration is the second stage of entrepreneurial lifecycle in which the focus of entrepreneurial team is a) Finding customers b) Building relationships with important stakeholders c) Establishment of decision-making process. The Lifecycle of rock band also goes through same events when they try to find/develop their audience by performing at college gigs, celebration parties and youth festivals (News, 2018; Paracha, 2013). They also have to build relationships with important stakeholders of entertainment industry such as; recording labels, promoters, and media channels to establish themselves (Duncan, 2020). Moreover, they also had to establish mutually agreed decision-making criteria about, selection of tours, albums and songs. There are informal agreements on rehearsal schedules and profit sharing among team members (Mahmood, 2015).

3) Dissolution is the last stage of entrepreneurial Lifecycle which sometimes give rise to a new beginning for entrepreneurial team. Dissolution can be due to exclusion of one or more founding team members due to following reasons; a) Voluntarily b) Organizational issues initiated from within or outside the organization. In Rock band stories (Mahmood, 2011; On, 2020; Pakpedia, 2017; Paracha, 2013; Unterberger, 2012) we have seen core team member exclusions

due to personal tragedies such as sickness e.g. Freddie Mercury died of an AIDS-related bronchopneumonia on November 24, 1991 (Shakhnazarova, 2021) as well as voluntary exclusions due to ideological interventions e.g. Junaid Jamshid's spiritual transformation (Paracha, 2013). There has also been dissolutions due to issues within team members due to different reasons like jealousy of one member

getting more limelight than the other (Mahmood, 2015; Pakpedia, 2017) and disagreements over perk sharing (Mahmood, 2015) and other decisions related to Tours, Song/Album selections etc. Exclusion due to team members settlements outside the band like starting their own ventures (W. Desk, 2015) or offers of signing more established record labels for solo careers (TNN, 2014).

The above similarities are summarized in a table 1.

Table 1.

Lifecycle stage of entrepreneurial lifecycle (reference)	Core elements of stage for entrepreneurial organization	Rock Band similarities
Formation	Idea Team	- Idea backed by a passion and creativity - Approaching likeminded musician to come on one platform and forming a band to support the idea
Collaboration	Finding customers Building relationships with other stakeholders Decision process	- Identifying/developing listeners' base by performing on various gigs, celebration parties, youth festivals etc. - Approaching different record labels, technical engineers, promoters, and media channels - Informal agreements of team members on the process of tour selection, song/album to be launched, profit sharing criteria, Rehearsal Schedules
Dissolution	Voluntarily exit of team member Exit of team member due to issues originated from within Exit of a team member due to issues originated from outside the organization	- Exit due to personal health issues and ideological transformations - Jealousy among team members due to one member getting more limelight and fame than the others. - Disagreement over the fairness of profit-sharing criterion - Signing opportunities offered by more established record labels to start solo careers. - getting into new business ventures

TRAIT SIMILARITIES

While exploring the similarities between entrepreneurial ventures and rock band life cycles, we have also come across strong trait similarities between of entrepreneurial organizations and rock band in terms of how they approach their work.

- Like Rock bands, Entrepreneurial teams are bound in informal contracts among team members which are not documented but the passion behind supporting the idea ensures teams cohesiveness (Valliere & Gegenhuber, 2014). Lack of documented rules and regulations regarding

working hours, settling into co-working spaces for entrepreneurial ventures and jamming at any of the band members or mutual friend's place for a rock band instead of having a fixed working space are some examples.

- Instead of providing one solution for every customer for all the time the focus of most of the entrepreneurial organizations is to offer customized products or services fulfilling specific/targeted customer needs (Kemp, 2016). Which is similar to rock bands coming up with improvised sounds for different set of audience separated by demographic factors like age and geographic location of concert following the societal trends (N. Desk, 2019).

- The concept of bricolage which is based on mythological thought proceeding from minimum resources and offering new solutions based on creative thoughts is common for entrepreneurial ventures as well as rock bands because both aim to create something out of nothing (Valliere & Gegenhuber, 2014).

- To fulfill different contractual agreements both entrepreneurial ventures and rock bands are open for outsourcing some of their work to specialized external parties like freelancer and organizations for example entrepreneurial organizations outsourcing their call center and home delivery services and rock bands hiring external musicians as session player for specific concert or recording.

- In contrast to above stated argument team members of entrepreneurial ventures and rock bands also explore freelancing opportunities offered to them since most of the times they are not contractually bound in formal legal agreement.

Limitations of Metaphor

Rock Band as a metaphor is more compatible with entrepreneurial ventures that deals in customized/heterogeneous services, and might not facilitate the ventures that deal in homogeneous products. It is suitable for organic structures, and is not applicable on mechanistic structures.

Limitations of study and future Research Directions

Due to the limited availability of the sources of data this study has considered only five Bands, future are suggested to study more brands in order to not only strengthen the metaphor but also to explore other similar dimensions. Moreover this study is only limited to post modernistic entrepreneurial ventures, but we cannot ignore the established businesses and scale-ups because they still have a major contribution in the economy so future researchers are suggested to consider them as well. Another limitation of this study is that we have only considered Rock Bands, so future researchers are suggested to consider; Jazz Bands, Pop Bands, and Classical Bands.

Conclusion

Based on the similarities in life cycles and traits of entrepreneurial ventures and Rock Bands, we strongly propose Rock Band to be used as a metaphor to explain post modernistic entrepreneurial ventures as it helps in developing deeper understanding about the said organizations. Apart from making this contribution in literature this study also proposes that stories of rock bands have important lessons for aspiring entrepreneurs; 1) Passion is not bound by fixed working hours, office spaces and formal legal documentation among team members combined for a cause. 2) Something can be created out of nothing so availability of resources should not put a limit on one's dreams. 3) Founding/Old team members may leave, and new ones may join but the game never ends, as advocated in one of the most famous songs of Queen titled 'Show Must Go On'.

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