

Convergence Meta-Framework for Supporting Business Growth

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This paper proposes a way of conceptualising how SMEs align strategic intent, organisational capability and value creation to achieve sustained business growth. The paper reports on a qualitative research project using an inductive approach. Companies included in the study varied from micro-businesses to those with 100+ employees. Participants operated in the medical devices, pharmaceutical, construction, wellbeing and mineral extraction sectors. Data analysis was undertaken using the recursive abstraction method (Polkinghorne and Taylor, 2021). For this research, a purposive sampling method was used to identify senior staff in SMEs located in the UK to understand their drivers for business growth. Interviews were held online, and recorded, using the Zoom platform during 2025. Approval was obtained from the Bournemouth University Ethics Committee (Reference 61717; approval date 30th January 2025). In this context, SME is the abbreviation used in the UK to indicate Small and Medium Sized Enterprises, i.e., businesses with fewer than 250 employees (Clarke et al. 2022). Business growth is the sustained increase in a company's capacity, performance and/or market position over time based upon expanded operations, products / services, sales, efficiency, market share, and/or profitability.

The findings of this research suggest that business growth emerges when organisational drivers, support requirements and early benefits converge through aligned mechanisms to produce stable long-term outcomes. These findings reflect commonly reported SME challenges including limited strategic bandwidth, fragmented processes and inconsistent customer insight, that together inhibit the ability of a business to respond to growth opportunities.

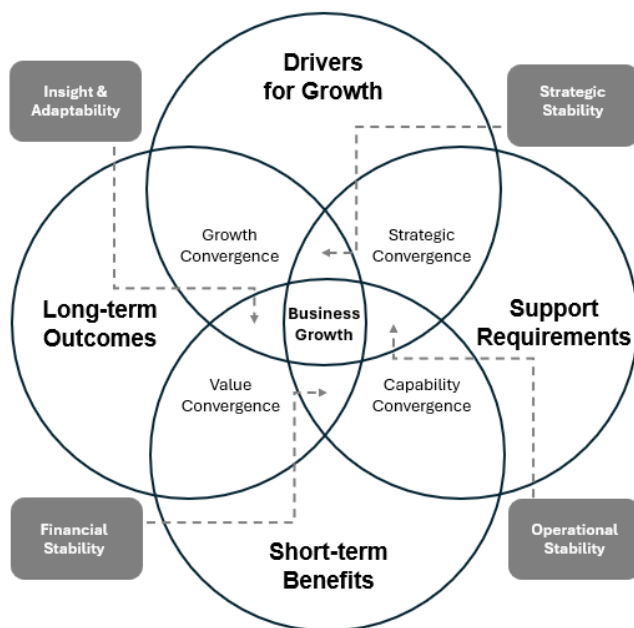


Figure 1 - Convergence Meta-Framework for Supporting Business Growth

Figure 1 introduces the concept of the Convergence Meta-Framework in which the outer ring represents the *Core Domains* considered, the middle ring indicates the *Integrating Mechanisms*, and the inner ring denotes the *Emergent Outcomes*. At the centre of the Meta-Framework is the *Nexus* which signifies the overall purpose which in this case is concerned with Supporting Business Growth. This framework can be used by SME leaders, support organisations, and policymakers, to diagnose growth barriers and for designing interventions targeted on enhancement.

References

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Core Domains

Drivers for Growth - ambitions and pressures that shape an organisation's need for strategic development.

Support Requirements - the collaborations, tools and resources required to accelerate progress.

Short-term Benefits - the early improvements in efficiency and opportunity that emerge.

Long-term Outcomes - structural shifts in resilience, adaptability and customer understanding that underpin sustainable growth.

Integrating Mechanisms

Strategic Convergence - the alignment of priorities, investments and decisions around strategic intent.

Capability Convergence - the integration of leadership behaviours, processes and tools in a consistent and scalable way.

Value Convergence - the alignment of customer value, organisational value and market opportunity into a coherent pathway.

Growth Convergence - the integration of ambition, capability and opportunity into a unified engine for sustainable expansion.

Emergent Outcomes

Strategic Stability – a consistent strategic direction supported by shared understanding and disciplined decision-making.

Operational Stability - reliable and repeatable processes that reduce friction and support predictable delivery.

Financial Stability - stronger margins, cashflow resilience and the capacity to invest with confidence.

Insight & Adaptability - a deepening understanding of customer needs that enables faster and more responsive adaptation to both threats and opportunities.