



Chilean B Corp Entrepreneurs' Values and Motivations

Abstract This chapter provides a detailed elaboration of the values and motivations expressed by the Chilean B Corp entrepreneurs. Each of the values that the study was able to identify from the interview material is addressed in this chapter. To capture the rich insights from the study, this chapter presents the different degrees in the motivational expressions among the B Corp entrepreneurs. The motivational expressions of the individual B Corp entrepreneurs are ranked as strong, moderate, weak, or not applicable (if no statements have been made about the concerned value). This ranking expresses a qualitative comparative evaluation and takes the context of each B entrepreneur into consideration. In addition to the analysis of each value, this chapter also attends to the dynamic structure of the B Corp entrepreneurs' values. It pays particular attention to the bipolar value structure and the distinction between self-oriented values and other-oriented values.

Keywords Values and motivation • Self-direction • Achievement • Benevolence • Universalism

THE VALUES AND MOTIVATIONS OF CHILEAN B CORP ENTREPRENEURS

Overview

Table 6.1 presents an overview of the percentage distribution of the expression of values and motivations among the B Corp entrepreneur sample.

The table shows that 17 out of 19 values of Schwartz (1992, 2012) find expressions in the narratives of the B Corp entrepreneurs interviewed. A detailed explanation of the findings will be described in detail in the subsequent section.

B CORP ENTREPRENEURS' VALUES AND MOTIVATIONS

The research findings derived from the 12 semi-structured interviews conducted with B Corp entrepreneurs from 12 different Chilean B Corps will be presented according to their classifications under the 19 values and

Table 6.1 Overview of the distribution of motivations among BEs

| <i>Value</i> | <i>Strong motivation</i> | | <i>Moderate motivation</i> | | <i>Weak motivation</i> | | <i>n/a</i> | |
|---|--------------------------|----|----------------------------|---|------------------------|---|------------|---|
| | % | # | % | # | % | # | % | # |
| Self-direction-thought | 50 | 6 | 25 | 3 | 25 | 3 | 0 | 0 |
| Self-direction-action | 92 | 11 | 0 | 0 | 8 | 1 | 0 | 0 |
| Stimulation | 33 | 4 | 25 | 3 | 42 | 5 | 0 | 0 |
| Hedonism | 8 | 1 | 50 | 6 | 42 | 5 | 0 | 0 |
| Achievement | 92 | 11 | 8 | 1 | 0 | 0 | 0 | 0 |
| Power-dominance/power-resources | 83 | 10 | 0 | 0 | 17 | 2 | 0 | 0 |
| Power-face | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Security-personal | 42 | 5 | 42 | 5 | 17 | 2 | 0 | 0 |
| Security-societal | 0 | 0 | 33 | 4 | 0 | 0 | 67 | 8 |
| Conformity-rules/ conformity-interpersonal | 0 | 0 | 25 | 3 | 75 | 9 | 0 | 0 |
| Tradition-tradition and humility | 25 | 3 | 42 | 5 | 0 | 0 | 33 | 4 |
| Benevolence-caring | 67 | 8 | 25 | 3 | 0 | 0 | 8 | 1 |
| Benevolence-dependability | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Universalism-societal concern | 67 | 8 | 25 | 3 | 0 | 0 | 8 | 1 |
| Universalism-protecting nature | 42 | 5 | 17 | 2 | 0 | 0 | 42 | 5 |
| Universalism-tolerance | 42 | 5 | 8 | 1 | 0 | 0 | 50 | 6 |

Source: Own elaboration

sub-values of Schwartz et al. (2012). The values are divided into ones with self-oriented motivational goals and ones with other-oriented motivational goals of Chilean B Corp entrepreneurs. To capture the rich insights obtained in a rather untapped research field, the commonalities identified among B Corp entrepreneurs are kept in their diverse occurrence of different degrees in motivational expression. The motivational expressions of the individual B Corp entrepreneurs are ranked as *strong*, *moderate*, *weak*, or *not applicable* (if no statements have been made about the concerned value). Their distribution among the sample is visualized through the positioning of icons on each value dimension. The ranking expresses a qualitative comparative evaluation of the authors and takes the context of each B Corp entrepreneur into consideration. Direct citations are added whenever considered value-adding. These are displayed in English and have been translated as accurately as possible from the interview language Spanish.

Self-oriented Motivations of Chilean B Corp Entrepreneurs

Self-direction-Thought

Recall: Derived from biological needs for control and the pursuit of intrapersonal mastery, the motivational goal of this value is freedom to developing and understanding one's own ideas, thought constructs, and intellectual competence. Components are creativity/imagination and curiosity/interest. This value refers to an intrapersonal competence and not external assessment (Schwartz, 1992; Schwartz et al., 2012).



Fig. 6.1 Results for the value “self-direction-thought” (Source: Own elaboration)

Strong Motivation (BE1, BE3, BE7, BE9, BE10, BE12)

A very strong need for autonomy of thought has been expressed by half of the B Corp entrepreneurs interviewed. This is partly motivated by

the strive for learning, self-development, and the development of personal competence on the job. Their B Corp serves as their university and personal space for creativity and spontaneity. It gives them a “giant room to play, create, perform, and to learn” (BE1). This is what empowers motivation and purpose for the B Corp entrepreneurs. Learning is one of the highest assets which they prioritize over financial gains. Exchanging ideas and inter-group learning is therefore highly promoted in daily business. From their perspective, people that focus on profit and image lost their orientation and dedicate their lives to the wrong purposes.

The autonomy of thought enables the B Corp entrepreneurs to find new solutions to urgent social and environmental problems that, in their eyes, cannot be tackled with the traditional sectors and “business as usual.” Acting out their creativity and curiosity is thus another important value. They exhibit a high level of curiosity reflected in their actions. They do not shy away from time-consuming dedication to broaden their knowledge about the problem they intend to solve, like BE9, who explains: “I just picked up my backpack and started to travel through Chile visiting projects (...). This is where I started to build relationships and deepened my knowledge.” Their rich imagination and creativity enables them to design innovative business models unique to their industry. With these alternative business models, they attempt to generate economic, social, and environmental value for all stakeholders involved.

Moderate Motivation (BE6, BE8, BE11)

These three B Corp entrepreneurs have had a less creative start into the B Corp business. They had been presented with opportunities, like partners presenting ideas or the opening up of clear business opportunities for which they were already equipped with key knowledge and resources, making it a convenient switch. BE6 narrates: “I started to work differently and they almost threw me out for that. That’s when I talked to [today’s founding partner] who was starting with [the B Corp] and I saw my opportunity.” Nonetheless, the motivation to adopt the new logic of conducting business in the form of a B Corp was motivated by the need to develop their ideas in the area of good and fair business practices. Founding a B Corp thus gave them a new intellectual challenge.

Weak Motivation (BE2, BE4, BE5)

Their focus on efficiency of action and proven effectiveness of business models makes these three B Corp entrepreneurs little motivated by the autonomy of thought. While others have developed their business ideas for them, the motivation to join the movement was based on other values. BE5, for instance, states: “At the beginning I was not very convinced (...) but after we had worked together on a project that generated a lot of impact while at the same time generating economic value for the company, I ended up loving it and said ok let’s do this.”

Self-direction-Action

Recall: Derived from biological needs for control and the pursuit of intra-personal mastery, the motivational goal of this value is the freedom to determine one’s own actions, that is, exercising one’s capacity to attain self-chosen goals and concomitantly choosing one’s own purposes. Independence and the reliance on oneself are central components. This value refers to an intrapersonal competence and not to an external assessment (Schwartz, 1992; Schwartz et al., 2012).



Fig. 6.2 Results for the value “self-direction-action” (Source: Own elaboration)

Strong Motivation (BE1, BE3, BE4, BE5, BE6, BE7, BE8, BE9, BE10, BE11, BE12)

Autonomy of action is highly valued by all B Corp entrepreneurs with one exception (BE2). The central motivation here is the attainment of self-chosen goals. On the one hand, this is important to B Corp entrepreneurs because they have deeply rooted belief systems about the world and a clear idea what they want to dedicate their lives to. They are not willing to spend time working in traditional companies that do not give them the context for the pursuit of their convictions and derived purpose in life. In their opinion, many people still do not focus on the most important goals that would serve humanity and therefore feel the strong need to act

according to their own goals. BE7, for instance, states: “I wanted to do something that makes sense. (...) This is where I understood that there was a lot of things that made all the sense in the world to me, but that, for some reason, human nature refused to learn and to change (...) in order to make more human things happen.” The belief that a business has the potential to become a motor of social development and that can be part of designing such a respective business model motivates them to found a new and better company from scratch.

On the other hand, autonomy of action enables them to choose a lifestyle that includes all their personal passions. Many B Corp entrepreneurs have a very clear idea about what lifestyle makes them happy and what personal interests they desire to combine. BE10 narrates: “It is an entrepreneurship that perfectly combines my passions namely travels, my own business and helping others.” In multiple cases, the foundation of a B Corp is the solution to experienced personal frustration on former jobs that made them realize what was missing in their lives and what they were keen on changing.

Moreover, B Corp entrepreneurs are motivated by their achieved independence and self-reliance, which is enabled through their autonomy of action. This is reflected in their admiration for strong independent entrepreneurs in their surroundings and the expressed pride of their own actions, like BE8 expresses: “It brings a lot of satisfaction to do that all by yourself.” For the female BEs (BE3, BE4, BE7) and one male BE (BE12), independence is also related to the ability to combine their lives as parents with their lives as professionals.

Weak Motivation (BE2)

It is not BE2’s primary motivation to have the freedom to determine her own actions or to be independent. Nonetheless, she feels like they do good in the for-profit company especially due to the self-chosen objective of scoring high in the B Corp certificate while at the same time having financial stability. The search for meaning in all her jobs made her decide to work in this B Corp. However, it seems like she does not perceive herself as freer compared to her former jobs within which she felt she had more meaningful work. She explains: “I like working in a sense that makes me satisfied at the end of the day. (...) This does not always happen to me, less in private companies, it happened to me a lot in the NGO. I think that I work because I have to work. I have two kids to sustain, and the better the work I have, the better for them, the better for me.”

Stimulation

Recall: Derived from the biological need for an optimal level of arousal conditioned by social experience, individual differences arise in the motivation to attain excitement (stimulating experiences), novelty (variety in life/change), and challenge (daring/seeking adventure) in life (Schwartz, 1992; Schwartz et al., 2012).



Fig. 6.3 Results for the value “stimulation” (Source: Own elaboration)

Strong Motivation (BE1, BE9, BE10, BE11)

The challenge is what keeps these B Corp entrepreneurs at their optimal level of activation. As BE1 states: “I like that kind of life where I decide how things are done as long as they are a challenge.” They feel motivated by encounters of obstacles they need to deal with before the breakthrough of unique business models that have the desired outcomes. Consequently, they are willing to work intensively on finding solutions to their problems.

Moreover, the B Corp gives them the opportunity to shape their preferred working style. Like BE9, who claims to be “a restless person” that likes to “create new things,” they strive for variety in their daily business routine. Their motivation through variety is reflected in the way they choose business activities and projects that keep them moving that make them interact with a lot of different people and continuously adapt to new experiences. These new experiences make them feel excited about their work.

Moderate Motivation (BE2, BE5, BE7)

While BE5 and BE7 are rather motivated by the variety and novelty of the projects they execute and not by challenges in particular, it is the B Corp certificate that motivates BE2 to become better and increase the B score results. However, BE2 does not mention any desire for novelty or excitement.

Weak Motivation (BE3, BE4, BE6, BE8, BE12)

While they accept challenge as a part of entrepreneurship, they do not value it as something positive. Neither novelty nor excitement lies in their

focus when they choose their projects and business activities. To these B Corp entrepreneurs, a desired impact as the result of a project and achieving self-chosen goals are more motivating than the way it is achieved.

Hedonism

Recall: The motivational goal of hedonism is attaining pleasure and sensuous gratification for oneself (Schwartz, 1992; Schwartz et al., 2012). It is not to be confused with happiness, which, according to Schwartz (1992), finds its attainment in the pursuit of any of the other ten values and is positively correlated with all of them.



Fig. 6.4 Results for the value “hedonism” (Source: Own elaboration)

Strong Motivation (BE11)

Hedonism may be the strongest motivator for one B Corp entrepreneur, as he makes his level of gratification about work the decisive factor for whether to continue with it. The “vibes” felt at the premises of the B Corp and the way it allows him to alter his lifestyle with regard to what gives him pleasure is what motivates this B Corp entrepreneur to its success. The projects he decides to execute in the context of the B Corp are selected based on how well they match his personal passions. BE11 states: “I am interested in doing projects that I am passionate about.”

Moderate Motivation (BE1, BE5, BE7, BE9, BE10, BE12)

Although they founded their B Corps to fulfill a higher social or environmental purpose, they had simultaneously searched for a work solution that would entail their central passions (BE1, BE5, BE7, BE9, BE10, BE12). That way they find joy in their professional life and their daily work routine. BE7 explains: “We want to do good by doing a good job and having a good time.” Some of them (BE9, BE12) did not enjoy the way business was conducted in their former jobs in the traditional sector and how it affected their lifestyles, which is why they started scanning alternatives that would provide them more pleasure.

The fact that the concept of a B Corp combines doing good with a potential financial stability and consequently a broader tolerance for enter-

taining projects and activities is described as an additional motivator. BE5 illustrates: “Being in a company allows you to do entertaining things that even result in impact [generation].”

Not Applicable (BE2, BE3, BE4, BE6, BE8)

These B Corp entrepreneurs do not reveal any motivation derived from the value hedonism.

Achievement

Recall: This value refers to performance motivation and implies the strive for personal success according to social standards and being judged as successful by others (Schwartz, 1992; Schwartz et al., 2012).

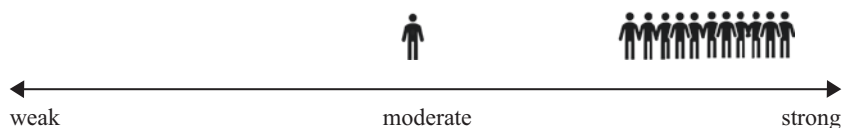


Fig. 6.5 Results for the value “achievement” (Source: Own elaboration)

Strong Motivation (BE1, BE2, BE3, BE4, BE5, BE6, BE7, BE8, BE9, BE10, BE12)

Eleven out of 12 interviewed B Corp entrepreneurs are strongly driven by achievement. As they highly value the pursuit of self-chosen goals, the attainment of these targets represents a central motivation in the foundation and maintenance of a B Corp. However, it is key to distinguish between the kind of achievement these B Corp entrepreneurs strive for and how they define success for themselves, namely, whether they include profit-oriented, socially oriented, or a hybrid form of success factors.

The achievement type occurring the most is the B Corp entrepreneur striving for achievement based on factors of success that reflect the hybrid character of their businesses (BE1, BE2, BE4, BE5, BE6, BE8). Although solid financial results are the main pillar in their definition of success and congruently of achievement, they only consider themselves truly successful in combination with significant social and/or environmental contributions. Therefore, their success indicators entail financial figures and social or environmental impact measurements depending on their focus of impact. Respectively, the projects executed are mainly selected based on

the potential for financial success combined with the generation of impact. Moreover, financial results must always be reached through fair business conducts in order for them to feel good and proud about their companies. They value personal success through performance related to doing good and transparent business.

Growth is an achievement motivator for this type of B Corp entrepreneur. They share ambitious dreams about the expansion of their B Corps to increase their impact significantly in Chile and then afterwards also on a global scale. Values like persistence and consistency are also reoccurring among these B Corp entrepreneurs. For instance, BE2 illustrates: “What is most important, is not to get tired. It is like raising children. One day everything works out fine, the other day it works out badly. That’s how you keep going and navigating.” Although the work in the context of a hybrid organization and the creation of social and environmental value can be difficult and frustrating at times, they seem to be compensated by public acknowledgment. They narrate about awards for social and environmental value creation (BE2, BE4) and state that the B Corp certificate helps them to get the recognition and credibility for what they do. BE4, for instance, narrates: “It worked out well for me and it turned out to be a project with a super attractive growth rate at the business level. [Governmental organizations] take me as an example for everything, for them I am the perfect example of female entrepreneurs and they love to mention me.”

Others are strongly driven by the generation of social and environmental value, thus not so much by financial value (BE3, BE7, BE9, BE10, BE12). A success for them is to see the impact achieved through their projects, which is reflected in their *definition of success* and the indicators to measure it entailing pure social and environmental impact targets. Achievement related to generating impact is essential to them and connected to their search for meaning. Financially, their motivation is to accomplish a self-sustaining B Corp so that social and environmental value can be generated without financial limits. They feel that it is much easier to start a successful traditional business than a hybrid organization, but claim the B Corp entrepreneurial experience to be much more gratifying and thrilling. They do not do their jobs in the B Corp for money as most of them hardly reach the financial break-even point at the end of the month. Attaining the desired contribution in a project is what gives them the “highest gratification on earth and makes it all worth the pain” (BE10). They prefer a hybrid organization over a nonprofit organization because they are convinced to be able to achieve higher social and environmental impact through the power of the market.

Their inner peace through social and environmental creation is more important to them than public acknowledgment. Only BE7 states to be motivated by public acknowledgment achieved through the B Corp certificate because she feels that beforehand nobody understood the intentions she had with a for-profit company that prioritizes social impact over financial performance. Furthermore, they prioritize impact creation over growth of the B Corp and therefore only consider growth if it is for the sake of an increase in impact.

The strong motivation for profit alone is not represented in the sample, which might be explained through the fact that B Corp entrepreneurs feel like their businesses make it more difficult to be financially successful than it is for similar businesses in the traditional sector (BE4, BE7, BE6, BE10).

Moderate Motivation (BE11)

For BE11, neither the growth of his business nor the increase of its impact is important motivator as that would interfere with his preference of a relaxing and enjoyable work environment. He explains: “You start growing and having more responsibilities and salaries to pay at the end of the month (...) and this is where I felt that we had lost the things that were fun the things that we had been doing at the beginning” (BE11). Financial performance is the most important indicator for him to decide whether a business year has been successful. Public recognition and acknowledgment of his alternative business model motivate him to obtain the B Corp certificate.

Power-Dominance and Power-Resources

Recall: Power-dominance, the power to limit others in their choices, entails the goal to exercise control over people (Schwartz, 1992; Schwartz et al., 2012). Power-resources, the power to control materials and social resources, expresses the motivation to control events (Schwartz, 1992; Schwartz et al., 2012). Power-face expresses aspects of security as well as power values. The motivational goal of attaining security and power is to maintain one's public image/social status and prestige, and avoiding humiliation (Schwartz, 1992; Schwartz et al., 2012).



Fig. 6.6 Results for the value “power-dominance and power-resources” (Source: Own elaboration)

In the B Corp entrepreneurs' expression of power values, the sub-values of power-dominance and power-resources are interconnected as they include influence over people and their conducts as well as influence over other businesses which incorporate social resources. Expressions of the sub-value power-face have not been found in the data collected.

Strong Motivation (BE1, BE2, BE3, BE5, BE6, BE7, BE8, BE9, BE10, BE12)

Eighty-three percent of all participants have revealed to be strongly motivated by their value of power over people and social resources, representing a significant rate of all B Corp entrepreneurs. They have created new business models and hybrid market solutions with the objective to serve as examples for how B Corp entrepreneurship can be done successfully and to thus be perceived as role models among entrepreneurs. They believe in the strengths and efficiency of impacting social and environmental issues through market forces. In their lives, they strive for the similar values that are represented by their B Corps. As these are nothing less than deeply rooted beliefs about how the world should look like and/or how people should behave, they want their missions to influence the minds and choices of as many people and businesses as possible. BE3 explains: "I was very aware of my intention and biggest interest to have an impact on the behavior of people and the lifestyle of people." They all offer products and services that allow for them to influence others in a way they feel is the right way.

Internally B Corp entrepreneurs also mention to enjoy being in strategic job positions that allow them to make decisions about the future and direction of the B Corp. Although most of them encourage self-initiative among employees and flat hierarchies, they value the fact that they have the last word to keep control over the direction into which business activities are going. BE12 explains: "As B Corps we are not perfect, we have to be careful. We must feel that we aggregate value when creating new business relations. If not, I am not going to do it, because what we offer is very often not the cheapest option but it generates impact. Everything else is none of my interest." They value having influence on internal decision-making processes and staffing.

Another important power component is their decision to be certified B Corps and thus part of a global B Corp movement. In their eyes, the B Corp community represents a great opportunity to connect to like-minded

entrepreneurs and bundle their strengths with the aim to significantly impact the economic system and the way business is conducted and perceived around the world. They believe traditional companies will at some point be steered into a more sustainable direction as society evolves around social movements like the B Corp movement and consumers will increasingly search for sustainable alternatives in the market. They trust the idea that they can co-create a potential new economic sector consisting of hybrid organizations.

Weak Motivation (BE4, BE11)

Both entrepreneurs BE4 and BE11 have founded their B Corps due to a personal need and do not express their need for influence. Both represent a niche in their industry and do not try to change industry into their direction but rather consider it a business opportunity due to their chosen differentiation. The B Corp movement serves as an inspiration, guidance in environmental concerns, and a safety net that makes them feel less alone in an alternative business model.

Security-Personal

Recall: The motivation of safety in one's immediate environment includes a sense of belonging, the feeling that others care about oneself and about health, cleanliness, and reciprocating favors. Safety for family and loved ones is part of it (Schwartz, 1992; Schwartz et al., 2012).

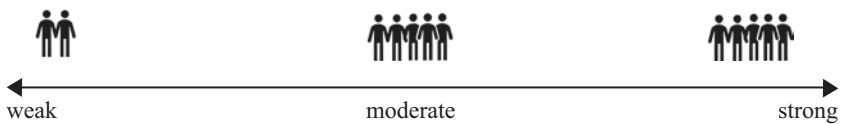


Fig. 6.7 Results for the value “security-personal” (Source: Own elaboration)

Strong Motivation (BE2, BE3, BE4, BE7, BE12)

Children have triggered a change in lifestyle and deeper search for meaning in all five B Corp entrepreneurs. With the pregnancy of three female B Corp entrepreneurs (BE3, BE4, BE7), they started to reflect more about their lives' purposes and lifestyle choices. BE3 and BE4 became more concerned with health issues as they were not willing to put their

babies' health at risk. BE7 was striving for more meaning in life and therefore a deeper social mission she wanted to dedicate herself to. As the desire for a healthier and more meaningful life became more intense over time, they all ended up making this the core of their businesses. BE7 explains: "After I had my daughter, everything changed, and well that was when it happened that I asked myself what purpose I wanted to pursue in life. So I decided to found my own social company." BE2 was and still is driven by the financial stability so that she can provide for her children in a way she wishes to. The male BE12 was driven by the need for flexible hours due to his priority to spend quality time with his wife and children and to concomitantly co-create a better, more equal world in which he wants his children to grow up. For all of them, the B Corp is therefore a result of the need for family security, health, stability, and harmony.

The B Corp community is an important motivation for the participation in the B Corp movement. Like-minded entrepreneurs and an institutional context of support give them a sense of belonging. They feel like they are "not the only crazy ones out there but there are more people willing to try" (BE12). Similar philosophies about life and the role of business in society create a feeling of harmony and companionship.

Moderate Motivation (BE1, BE5, BE6, BE8, BE10)

These B Corp entrepreneurs do not focus on either personal health or family security. Notwithstanding, they also value the B Corp community because it gives them a sense of belonging and support. According to BE6, "what makes a business B, is the club of people that think alike and see business as a means to change the world in a fast, dynamic way." The community is thus perceived as a network of businesses that support each other in their fight for the transformation of business as usual. BE8 explains that "the traditional economy still smiles at the ideas of companies that think in a kind of utopically perfect economy and one is not taken seriously." Thus, the sense of belonging the B Corp entrepreneurs receive from being part of a B Corp community is very important, particularly in difficult times. BE10 explains: "I feel comfortable being connected to this group of crazy people and it motivates in bad times when someone else is there and doing well. We give each other mutual energy to keep business going."

Weak Motivation (BE9, BE11)

Some B Corp entrepreneurs have their own convictions about how their business should look like and what determines their daily business decisions. They therefore do not value the B Corp community as much as other B Corp entrepreneurs. Rather than seeking support and companionship, BE9 takes the role as a supporter of the B movement that depends on many adherents to become influential in the economy. BE11, on the other hand, is an adherent to complete the sustainable business niche and image he is striving for.

*Other-oriented Motivations of Chilean B Corp Entrepreneurs**Security-Societal*

Recall: The defined goal of safety and stability in the wider society includes national security, and social order and stability (Schwartz, 1992; Schwartz et al., 2012).

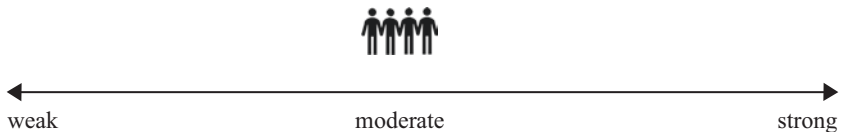


Fig. 6.8 Results for the value “security-societal” (Source: Own elaboration)

Moderate Motivation (BE6, BE9, BE10, BE12)

Four out of 12 B Corp entrepreneurs mention the motivation to change society at large to be more equal, better off, and a place where “everybody dedicates their time to what they are passionate about and where everybody contributes to the common good” (BE12). They all mention this motivation in combination with the self-oriented interest of having their children live in a safe and fair environment that gives them the opportunity to grow up to be kind-hearted and happy people.

Not Applicable (BE1, BE2, BE3, BE4, BE5, BE7, BE8, BE11)

Most B Corp entrepreneurs do not reveal any motivation derived from the security-societal value.

Conformity-Rules and Conformity-Interpersonal

Recall: The value conformity-rules, the compliance with rules, laws, and formal obligations, has the motivational goal to exercise self-discipline and obedience in everyday interaction (Schwartz, 1992; Schwartz et al., 2012). Conformity-interpersonal, on the other hand, entails the avoidance of upsetting or harming other people and strives for politeness, honoring, and respect towards others while restraining actions and impulses that are likely to provoke the contrary (Schwartz, 1992; Schwartz et al., 2012).



Fig. 6.9 Results for the value “conformity-rules and conformity-interpersonal” (Source: Own elaboration)

In the B Corp entrepreneurs’ expression of conformity values, the sub-values of conformity-rules and conformity-interpersonal are interconnected and are therefore explained in one value dimension.

Moderate Motivation (BE2, BE4, BE8)

Some elements of motivations derived from the value of conformity could be revealed in three B Corp entrepreneurs. These are willing to adapt to external expectations deriving from institutions, support organizations, and family members who support their businesses. They all value conformity in case of benefitting from complying with the norms and expectations from their environment. Achieving goals, they could not reach without external support, makes it worth to comply with certain rules and expectations. BE4 narrates: “I got financing from CORFO who told me to create accounts and do everything that I had told them I would do. And at the same time, I had to get certified [as a B Corp] and I wanted to die. I also just had gotten a baby and I didn’t feel like doing it. But CORFO told me to do so.”

Weak (BE1, BE3, BE5, BE6, BE7, BE9, BE10, BE11, BE12)

As all B Corp entrepreneurs have a very independent and proactive nature based on their strongly developed value of self-direction, conformity is not

a distinct motivation for the foundation or maintenance of a B Corp. The only importance for all B Corp entrepreneurs is to strive for conformity in their B score results above 80 out of 200 in order to get and keep their B Corp certification. However, reaching these score results has been motivated by the strive for achievement rather than conformity. BE5, for instance, actively searched for an alternative, namely, the foundation of a B Corp, to reduce situations of formal compliance with rules and formal obligations. BE5 reveals: “Entrepreneurship releases you from certain limits. Being employed in a company means you have to restrain yourself according to certain structures, and limits that are pre-established logically according to what that company aims at doing.”

Tradition-Tradition and Humility

Recall: Tradition, the value of maintaining and preserving cultural, family, or religious traditions, entails the motivational goal of respect, commitment, and the acceptance of one’s portion in life. It also includes items related to religious faith (Schwartz, 1992; Schwartz et al., 2012). Humility, the recognition of one’s insignificance in the larger scheme of things, entails modesty, self-effacement, submitting to one’s life circumstances, and not to draw any attention to the self (Schwartz et al., 2012).

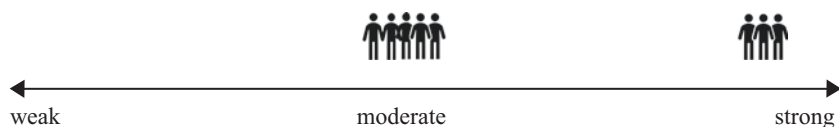


Fig. 6.10 Results for the value “tradition-tradition and humility” (Source: Own elaboration)

Strong Motivation (BE9, BE10, BE12)

Three B Corp entrepreneurs strongly value tradition and humility. They share a childhood in families with deeply rooted value systems based on solidarity, humility, and hard work. Their parents as well as the universities they attended have “always inculcated these values” (BE10) in their minds. Their parents have frequently taken them to the countryside where they had contact with different cultural groups and the simple way of living. BE9 illustrates: “I am still affected by what I experienced when I was little.

Until today my most significant childhood memories come from when we were in the countryside and not in the city.” They perceive themselves as privileged individuals that had a lot more opportunities throughout their life paths than others and therefore want to give back to society. Their parents have worked hard to provide for them and enable them to have a good education. In order to respect and commit to their families, they want to preserve the strong value system and behave accordingly by contributing to society and supporting those with less opportunities in life. This includes benefitting different indigenous cultures in Chile through their businesses and the active support of the target communities’ preservation of cultural traditions. BE12 further mentions a desire for maintaining a strong relationship to God. He sees the B movement as an opportunity provided by God to get like-minded people together in order to create for and contribute to society.

Moderate Motivation (BE2, BE3, BE4, BE7, BE11)

This group of B Corp entrepreneurs does not reveal any motivations derived from the sub-value tradition, but exhibit a certain level of humility. None of them actually considers themselves a social entrepreneur. BE3 modestly explains: “The businesses that give themselves the name social entrepreneurship have the objective to directly solve social problems and ours is more indirect. In fact, you have to be a little astute to see the social impact you ask for because in the end it is a large loop way.” The impact they generate with their B Corps is not enough for them. Although they reach the necessary minimum scores to become certified, they want to significantly improve their social and environmental impact. They are careful with popularization because they value authenticity, honesty, and modesty. While BE7 wants to stay a modest niche B Corp for niche target clients, BE4 expresses her discomfort with the over-popularization of her success in the business performed by a supporting organization: “They love to mention me but frankly I have not been doing *that* great.”

Not Applicable (BE1, BE5, BE6, BE8)

Four out of 12 interviewed B Corp entrepreneurs have not revealed any motivation derived from either the sub-value tradition or the sub-value humility.

Benevolence-Caring

Recall: In literature caring for in-group members, often referred to as prosocial motivation, is divided into more narrowly defined concepts. Benevolence-dependability is defined as being a reliable and trustworthy member of the in-group. The derived motivational goal is to act as a responsible and loyal friend (Schwartz, 1992; Schwartz et al., 2012). Benevolence-caring, the devotion to the welfare of in-group members, is another prosocial sub-value type. The motivation derived therefrom is preserving and enhancing the welfare of people one is in frequent contact with (Schwartz, 1992; Schwartz et al., 2012).



Fig. 6.11 Results for the value “benevolence-caring” (Source: Own elaboration)

Expressions of the sub-value benevolence-dependability have not been found in the data collected. The subsequent explanations therefore refer exclusively to the sub-value benevolence-caring.

Strong Motivation (BE1, BE3, BE5, BE6, BE7, BE9, BE10, BE12)

The business model alignment of the B Corp entrepreneurs exhibits a strong orientation towards the value of benevolence-caring. Designed to distribute benefits of economic, social, and environmental kind among all stakeholders involved, B Corp entrepreneurs use their businesses for the creation of welfare and not for the pursuit of personal financial wealth. BE1 declares: “Being concerned only with myself does not make sense to me, it makes me unhappy. I like working with people, see what they think and see how I can contribute to that. That is what fulfills me and not only to work for money in a traditional company doing boring things.” They are aware of the fact that they would receive a much higher salary performing their professions in traditional companies, but are willing to sacrifice money for the personal satisfaction they receive from changing the lives of others. This other-oriented motivation becomes even clearer in cases where B Corp entrepreneurs sacrifice their own financial stability in

order to maintain the social mission (BE3, BE7, BE10). BE10 says: “In very few months we have been above the financial break-even, normally we rather lose money. The best moments we’ve had were when we could execute social projects that actually worked, that created the impact we were looking for. When that happens, it is the most gratifying feeling in the world and it was all worth it.”

Although in some cases the business idea itself had emerged from a personal need (BE3, BE4, BE6), today’s motivation is based on the improvement of other people’s lives in similar situations. They mention a sense of obligation to give back to the Chilean society after it had given them the opportunities to be where they are today: “I am privileged given the opportunities I’ve had with my studies and I feel like I have the responsibility to give back to society” (BE12). Many of the B Corp entrepreneurs also use words associated with love when they talk about the purpose of their B Corps, like BE3 stating that “the search for change in other people’s lives is where the heart lies” and BE5 who declares that “it was love at first sight.” BE7 declares that the love that drove her to found the B Corp is “love for one’s homeland, one’s children, and the people in one’s surrounding.” They believe creating bonds induces change in people and makes them develop the urge to care about and for others. The more involved B Corp entrepreneurs become with people in their surroundings, the more they care about observed social injustice. This induces a desire to devote themselves to enhancing equality and welfare of these people.

Also, caring for direct employees is an important value for B Corp entrepreneurs. This is exhibited, for instance, in the integration of employee well-being in their success indicators: “Internally we measure how our team is holding up and how each one of them feels” (BE5). Flat hierarchies, self-initiative, equal distribution of responsibilities, team activities, and open discussions in meetings are other core characteristics of their B Corps.

The devotion to the welfare of family members is another important motivator for B Corp entrepreneurs. Through the flexible design of their daily working duties, they are able to dedicate time to their loved ones and be available in important situations. BE12 explains: “This is a very family-oriented decision. Supporting my wife and kids is key.”

Moderate Motivation (BE2, BE4, BE8)

Their business models are closer aligned to profit-driven indicators of success. Related to their high motivation through achievement, they focus on

bringing forward their business activities to be able to grow in a traditional business sense. Although economic value creation comes first, social and environmental value creation are important pillars in their business philosophies. They are motivated by the impact they create through their businesses by automatically increasing their positive impact through growth. Additionally, they sometimes engage in business activities that do not generate profit for them, like pro bono projects for underprivileged customers or free trainings. Their employees are also very important to them. BE4, for instance, explains: “I have the most committed team. They have stayed all these years with every difficulty that we’ve had, because they believe in the project, that is a huge plus. They know that what they get here they won’t get in another (business) nearby.”

Not Applicable (BE11)

BE11 does not reveal any motivation derived from the value benevolence-caring.

Universalism-Societal Concern

Recall: While benevolent values have a narrower focus on in-group members, universalist values include caring for people and nature outside of direct contact, which happens once individuals become aware of the life-threatening scarcity of resources. This value finds its motivational expression in the commitment to equality, justice, and protection of all people (Schwartz, 1992; Schwartz et al., 2012).

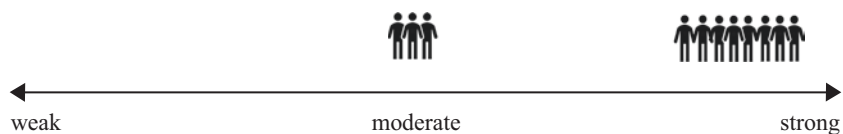


Fig. 6.12 Results for the value “universalism-societal concern” (Source: Own elaboration)

Strong Motivation (BE1, BE3, BE5, BE6, BE7, BE9, BE10, BE12)

Related to the mature love B Corp entrepreneurs feel for others they are in direct contact with, they are motivated to create significant social impact for as many people as possible in the world. This motivation is closely connected to their personal search for meaning and a purpose in life. Creating

social value and thereby benefiting others is what makes them passionate about their work, which they call “missions and not work” (BE12). Some have experienced personal frustration and even a “spiritual crisis” (BE7) in former jobs in traditional companies (BE6, BE7, BE9) as they had always hoped to make a contribution to society through their work. With the foundation of a B Corp, they have found an alternative that fulfills their “professional dream[s]” (BE12).

The theoretical concept of a B Corp is in line with B Corp entrepreneurs’ perception on how businesses should work and what their role in society should be. They do not believe in the concept of charity, but rather strive for the mutually beneficial creation of opportunities that improve the lives of many. Successfully combining the three components of economic, social, and environmental value in a hybrid business model is what would allow them to one day “rest in peace” (BE10). Creating benefits for every stakeholder involved results in more justice and can turn businesses into “a motor for social change” (BE5). Concomitantly, it is pivotal to them to change perspectives on what is being defined as successful in the business world. Projects are only considered interesting when resulting in social value.

Businesses have the potential to function as motors for social change through the use of market forces, whereas the government is supposed to provide a platform for the generation of equal opportunities for all citizens to enable them to develop up to their full potential. B Corp entrepreneurs feel that they have a responsibility as citizens of this planet and play roles that imply the creation of fair opportunities for many others. BE3 describes what she does as following “a conviction with respect to one’s responsibility and existence in this world.” Congruent herewith, they form part of a global B movement because they are motivated to co-create social contribution worldwide. They hope to reach the world society with new idea concepts and models of how business can be done in a different way. Once companies reach the point of being able to pay their bills and simultaneously create social value, they find ourselves in a “perfect world” according to BE10.

Moderate Motivation (BE2, BE4, BE8)

What differentiates this group of B Corp entrepreneurs from the highly motivated one is that its primary focus lies on the success of their B Corps. Notwithstanding, they also strive for social impact creation in the world and hope to achieve that through a successful expansion of their businesses. Creating social value while going after their businesses makes them feel proud and gives them a personal satisfaction at the end of a working day. They do not agree with the traditional role of businesses and value the

potential power of the global B movement to change the definition of the responsibilities and of success in businesses worldwide.

Not Applicable (BE11)

BE11 does not reveal any motivation derived from the value universalism-societal concern.

Universalism-Protecting Nature

Recall: While benevolent values have a narrower focus on in-group members, universalist values include caring for people and nature outside of direct contact, which happens once individuals become aware of the life-threatening scarcity of resources. This sub-value expresses the motivation of preserving and caring for the natural environment and the attempt to fit into nature (Schwartz, 1992; Schwartz et al., 2012).

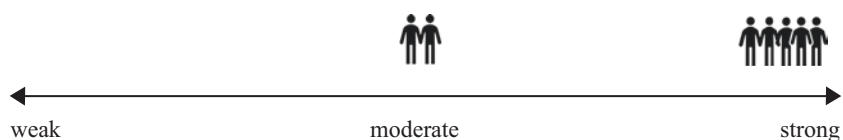


Fig. 6.13 Results for the value “universalism-protecting nature” (Source: Own elaboration)

Strong Motivation (BE1, BE3, BE4, BE8, BE11)

The core impact they intent to generate with their B Corp is an environmental one. They are aware of the state of pollution in Chile and the ignorance of society. Their objective is consequently to make a significant contribution to the reduction of the carbon footprint of the Chilean society and concomitantly to raise awareness and to educate people about what they can change in their lifestyles. This value is strongly related to the sub-value universalism-societal concern and its derived motivational goal to take the role of responsible citizens of Mother Nature. They are strongly convinced they can generate an impact through the influence on other people’s conducts and, in a broader perspective, on other entrepreneurs.

Moderate Motivation (BE2, BE12)

Although the generation of environmental value does not represent the main concern of their B Corps, they still actively try to reduce their negative footprint in nature by implementing as many environmentally friendly

solutions as possible on their B Corp premises. From waste separation to the selection of the eco-friendliest supplier, they set up their company policies and encourage sustainable ideas among their staff.

Not Applicable (BE5, BE6, BE7, BE9, BE10)

These B Corp entrepreneurs do not reveal any direct motivation derived from the value universalism-protecting nature.

Universalism-Tolerance

Recall: While benevolent values have a narrower focus on in-group members, universalist values include caring for people and nature outside of direct contact, which happens once individuals become aware of the life-threatening scarcity of resources. The motivational goal of this sub-value is the acceptance and understanding of those who are different from oneself (Schwartz, 1992; Schwartz et al., 2012).

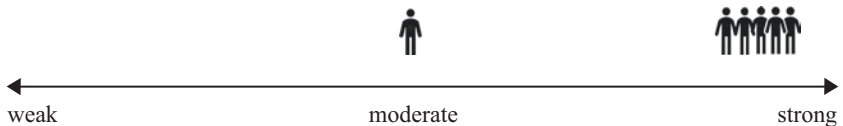


Fig. 6.14 Results for the value “universalism-tolerance” (Source: Own elaboration)

Strong Motivation (BE5, BE7, BE9, BE10, BE12)

The nature of their projects is what confronts them with different kinds of people, communities, and social classes in their daily lives. Diversity is what makes their work interesting and exciting to them. They are highly motivated to respect and protect diversity among the different target groups through their work. BE7 even claims that for her “tolerance is a sacred value.”

Moderate Motivation (BE4)

One B Corp entrepreneur appreciates the diversity among the B Corp community and enjoys the open discussions based on mutual respect and tolerance. She explains: “There are businesses that reach more, others that reach less scores (...) and its seems very honest to me how we are in different positions but have open debates and nobody judges the other” (BE4).

Not Applicable (BE1, BE2, BE3, BE6, BE8, BE11)

These B Corp entrepreneurs do not reveal any motivation derived from the value universalism-tolerance.

THE DYNAMIC STRUCTURE OF B CORP ENTREPRENEURS' VALUES AND MOTIVATIONS

Attending to the structure and dynamic relations of the B Corp entrepreneurs' values, the findings are arranged on a circular motivational continuum (see Fig. 6.15). The numbers represent the percentages of the B

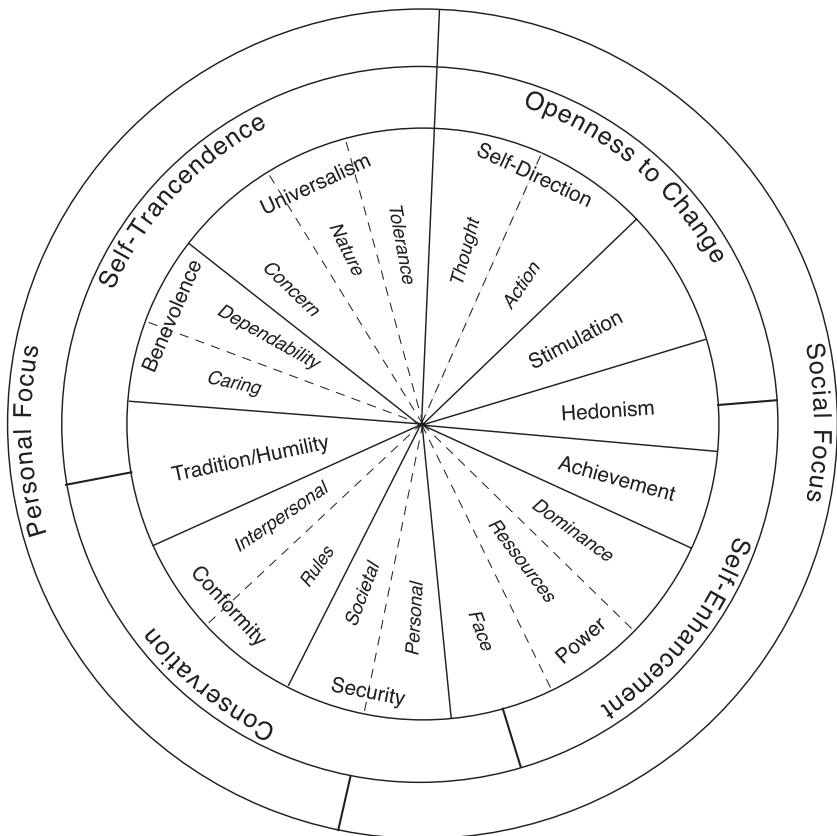


Fig. 6.15 B Corp entrepreneurs' circular motivational continuum (Source: Own figure adapted from Schwartz et al., 2012)

Corp entrepreneurs' strong, moderate, and weak orientation towards each value (see again Table 6.1).

The results demonstrate the B Corp entrepreneurs' simultaneous orientation towards self-oriented and other-oriented values. According to the hybrid nature of B Corps, the B Corp entrepreneurs show both a concern for self and a concern for others, that is, the community and the society at large. This hybrid nature becomes particularly prominent in the bipolar dimension of self-enhancement and self-transcendence. The results reveal moderate to strong motivations for both ends of the continuum, particularly power and achievement for self-enhancement and universalism and benevolence for self-transcendence. With regard to the competing values "power" and "universalism," most of the B Corp entrepreneurs in this study are strongly motivated by both values. In terms of power, the B Corp entrepreneurs are strongly motivated by their value of power over people and resources. Constituting role models, they follow their mission to influence the minds and choices of as many people as possible. They also value their position at the top of their B Corp enabling them to exert influence and to determine the corporation's success. Regarding universalism, the B Corp entrepreneurs are motivated to create social value and thereby benefiting others. They strive to improve the lives of many in addition to protect the natural environment in Chile and to embrace diversity. Turning to the competing values "achievement" and "benevolence," the B Corp entrepreneurs again are motivated by both values. On the one hand, they value achievement, thus, the pursuit of self-chosen goals such as financial success in combination with significant social and/or environmental contributions. Furthermore, they show an orientation towards growth, that is, expanding their B Corp in order to increase direct impact. On the other hand, they are driven by motivational goals related to care for the community, particularly aiming at the creation of economic, social, and environmental benefits for their stakeholders. Improving other people's lives sometimes comes at the cost of sacrificing money for the personal satisfaction to have a positive direct social impact.

Summarizing these findings, the B Corp entrepreneurs in this study show motivations to pursue their own success and seek dominance over others, and at the same time they demonstrate "acceptance of others as equals and concern for their welfare" (Schwartz, 1992, p. 13). Emphasizing self- and other-orientation, meaning both poles of the self-enhancement-self-transcendence continuum, according to Schwartz (1992, 2012) and Schwartz et al. (2012), is likely to cause conflicts, a circumstance that later chapters of the book will address.

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