



Motivational Profiles of Chilean B Corp Entrepreneurs

Abstract This chapter presents motivational profiles that group B Corp entrepreneurs with similar values and motivations with the aim to theoretically conceptualize different motivational types of B Corp entrepreneurs in Chilean B Corps. Empirically based typifications have the advantage to make the emerged data more tangible and coherent while maintaining a high level of the data's richness. The value dimensions of achievement and universalism—directly opposite values in the Schwartz' theory, yet, also values that had the highest impact on the motivation of the B Corp entrepreneurs in this study—form the two dimensions along which the profiles are developed. The chapter describes the following four motivational profiles in detail: the social idealist, the sustainable impact seeker, the hybrid achiever, and the self-sustaining hedonist.

Keywords Motivational profiles • Social idealist • Sustainable impact seeker • Hybrid achiever • Self-sustaining hedonist

DEVELOPING PROFILES ALONG TWO DIMENSIONS

In the present study, motivational profiles are outlined in accordance with the definition of Kluge (2000), namely, as the result of a clustering process that entails the grouping of B Corp entrepreneurs according to their attributes of selected value dimensions of Schwartz based on the results of the first part of the research findings in the previous chapter. On the level of

the motivational profile, the authors hereby strive for a maximum of internal homogeneity and external heterogeneity. A motivational profile consequently represents the formed sub-group of the B Corp entrepreneur sample that exhibits common attributes on selected dimensions which serve as the basis for a final characterization of the ideal-typical B Corp entrepreneur belonging to that sub-group. The concept of an ideal-typical comprehension is based on the work of the sociologist Max Weber (Kluge, 2000). This implies that B Corp entrepreneurs within one motivational profile might exhibit differences related to, for instance, the level of complexity or the reference to reality within their common characteristic value. They might also differ related to attributes in other value dimensions not included in the clustering process. Notwithstanding, the commonalities that form the basis for their grouping provide a value-adding insight to the data analysis to enhance the understanding of values and motivations of B Corp entrepreneurs.

The value dimensions of the previous chapter form the basis for the cross table designed to group B Corp entrepreneurs according to the dimensions that have been selected as the most relevant in the context of this study (Kluge, 2000). Given the centrality of the discussion on profit- and socially oriented motivations in entrepreneurial research (e.g. Alter, 2007; Boyd, Henning, Reyna, Wang, & Welch, 2009; Boluk & Ziene, 2014), and the data-induced research findings on B Corp entrepreneurs indicating significant differences related to this subject, the following value dimensions are defined as the most relevant for the creation of motivational profiles:

1. *Achievement* with its attributes of motivation of hybrid-oriented achievement, socially oriented achievement, and profit-oriented achievement, and
2. *Universalism-societal* and *benevolence-caring* with their attributes strong, moderate, and not applicable. The two latter value dimensions can be merged easily into one dimension due to their exact match in attributes per BE.

In current literature, commercial and social entrepreneurs are commonly distinguished based on a perceived profit-orientation or mission-orientation (Alter, 2007; Boyd et al., 2009). Social entrepreneurs are commonly depicted as heroic, virtuous, and selfless human beings (Boluk & Ziene, 2014; Braun, 2010), whereas commercial entrepreneurs are depicted as ambitious self-interested profit-driven personalities (Ruskin, Seymour, & Webster, 2016). Hybrid organizations have likewise been dis-

Table 7.1 Motivational profiles

<i>Achievement</i>	<i>Benevolence-caring/universalism-societal</i>		
	<i>Strong</i>	<i>Moderate</i>	<i>n/a</i>
Social-orientation	BE3, BE7, BE9, BE10, BE12 <i>I</i> “ <i>The social idealist</i> ”		
Hybrid-orientation	BE1, BE5, BE6 <i>II</i> “ <i>The sustainable impact seeker</i> ”	BE2, BE4, BE8 <i>III</i> “ <i>The hybrid achiever</i> ”	
Profit-orientation			BE11 <i>IV</i> “ <i>The self-sustaining hedonist</i> ”

Source: Own elaboration

cussed based on their relative position in such social-profit dimensions (Boyd et al., 2009). Derived from the research findings presented in the coherent value continuum and particularly in the value dimensions *achievement*, *universalism-societal*, and *benevolence-caring*, it becomes evident that Chilean B Corp entrepreneurs are driven by diverse constellations of social and profit motivations. The formation of distinct motivational profiles in a profit-social continuum as opposed to a dichotomy is hence more in alignment with Boyd et al.’s (2009) concept of handling mission motivation and profit motivation as independent organizational dimensions than a dichotomy according to Alter (2007).

The cross table that results from the comparison of the defined value dimensions is shown in Table 7.1.

DESCRIPTION OF THE MOTIVATIONAL PROFILES

The cross table provides four sub-groups of B Corp entrepreneurs with similar in-group attributes and distinct outer group attributes in the selected dimensions:

Profile I: “The Social Idealist”

The ideal-typical B Corp entrepreneur represented in the first motivational profile including BE3, BE7, BE9, BE10, and BE12 is characterized by

their *socially oriented definition of personal achievements* combined with a *strong motivation for welfare creation* for in-group members as well as people outside of direct contact.

Priorities in the definition of achievement are key in the characterization of the social idealist as these are distinct from the other motivational profiles, namely, social impact creation is always prioritized over financial gain. A success for this motivational type is to see the impact achieved through their projects. This is reflected in their definition of success and the indicators to measure it including solely social and environmental impact measurements. Achievement related to generating impact is essential to them and connected to their search for meaning.

We have been tremendously successful as we have survived as an entrepreneurship, in fact us as private people also. We continue fighting with the results and that is reality. On a financial level, we don't have good results. But on other levels we have succeeded with amazing results as we have made a lot of direct contact with people in the last couple of years (...) and these people come here and we have a direct impact on them. (BE3)

Financially, their motivation is to accomplish the B Corp to be self-sustaining so that social and environmental value can be generated without financial limits. Financial gain in itself does not have a value though. They feel that it is much easier to start a financially successful traditional business than a hybrid organization, but claim the experience of social value creation to be so much more gratifying and thrilling. 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, and growth of the business is only considered if it is for the sake of an increase in social or environmental impact.

This B Corp entrepreneur further sticks out due to their strong sense of belonging and desire for strong relationships with people close to them. From this motivation further derives the need to help others they see suffering in their environment. They feel like they have been very privileged in their lives which triggers a sense of obligation to give back to society making them dedicate their work to this deeply rooted motivation. The B Corp entrepreneurs of this motivational profile express their feeling

that they have a responsibility as citizens of this planet and that they have to play roles that imply the creation of fair opportunities for many others.

I work in this, because, on the one hand I have the conviction to want to contribute to society. And I convinced that talent is distributed among the entire society without the influence of where one comes from. Nonetheless, I am very privileged given the opportunities I have had to study where I studied, at such a high level of education and that is what makes be responsible and find ways to give that back to society. (BE12)

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, we find ourselves in a “perfect world” according to BE10.

Profile II: “The Sustainable Impact Seeker”

The ideal-typical B Corp entrepreneur represented in the motivational profile II including BE1, BE5, and BE6 is characterized by their *hybrid definition of personal achievements*, including economic as well as social value generation, combined with a *strong motivation for welfare creation* for in-group members as well as people outside of direct contact.

The sustainable impact seeker values a strong hybrid business model. They feel comfortable in a financially stable situation with a concomitant strive for social purpose. Financial gain needs to always be linked to social value creation in the long run. The overall definition of success is therefore comprised of financial and social impact indicators. To feel fulfilled and happy, they are willing to put all their energy into something that makes sense to them, namely, work with and for people and finding ways to contribute.

It is a business with triple impact. We have to earn money, be a common good to society and to our employees (...) In the end this is a way to end inequality. If we don't earn money, we cannot hand anything out to help others. It must be a sustainable business that does not depend on anybody or anything besides the market. (BE6)

Moreover, achieving the foundation of their own company is important to the extent that they have a need for a workplace that represents exactly

their values and convictions as they are not willing to restrain due to preset rules and company structures. The B Corp represents a (medium-term) solution to serve as a means for impact and purpose creation. The B Corp certificate itself does not have an achievement value for them (yet), as it is still too small to attract public acknowledgment but they are willing to support the B movement because of a desired powerful effect on the traditional economic system. Public acknowledgment is appreciated but not considered a priority.

Like the social idealist, they are strongly motivated by the creation of welfare for others. What is distinct for this B Corp entrepreneur is that employees play a central role in their pursuit of welfare maximization around them. Work relationships are close and harmonic and the employee well-being is included in the indicators of success.

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. (...) One has to work with people. People are what counts the most. (BE1)

Profile III: "The Hybrid Achiever"

The ideal-typical B Corp entrepreneur represented in the motivational profile III including BE2, BE4, and BE8 is characterized by their *hybrid definition of personal achievements*, including economic as well as social value generation, combined with a *moderate motivation for welfare creation* for in-group members as well as people outside of direct contact.

The hybrid achiever's business models are closer aligned to profit-driven indicators of success than the ones of the motivational profiles I and II. Related to their high motivation through achievement, they focus on bringing forward their business activities to be able to grow from a traditional business perspective. They are not willing to generate profit at any cost as they value good business practices and transparency. However, they value the generation of financial value as it gives them personal security. They thus generate profits for the sake of profit but also for the business to be sustainable and able to generate social and environmental value.

Simply through the concept we have we, we ended up solving some issues, but it is not the final objective, in the sense that our priority lies on the sales of a good

service. Through those due to the way we conduct business and our products we simultaneously solve a problem for people (...). Business survives because it sells services. Trying to do it in a better way is what makes us be B, but we are B and not a social business. (BE4)

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. Creating social value while going after their business 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 success of businesses worldwide.

Achievement is the most important motivator for this type of B Corp entrepreneur. That induces the atypical motivation to also comply to rules and social expectations in order to benefit from external support. Although they highly value independence and public acknowledgment for personal achievement, they are simultaneously willing to comply to certain rules and social expectations with the aim at achieving higher goals through external support they could not achieve without.

Profile IV: "The Self-sustaining Hedonist"

The ideal-typical B Corp entrepreneur represented in the motivational profile IV including BE11 is characterized by their *profit-oriented definition of personal achievements* combined with a *lack of expression of a motivation for welfare creation* for in-group members as well as people outside of direct contact. This motivational profile is comprised of one single B Corp entrepreneur from the sample. Although he is an outlier in the overall research findings, he is considered worth represented in a separate motivational profile as a re-occurrence of this type of B Corp entrepreneur is considered likely in a larger sample in future research.

This type of B Corp entrepreneur is mainly motivated by hedonism. A relaxing and enjoyable work environment is preferred over growth or the increase of impact and works as a decisive factor for whether to continue with the business.

You start growing and have 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 that we had been doing at the beginning. (BE11)

Financial performance is the most important indicator for them to decide whether a business year has been successful. Their business model is based on a sustainable business idea that generates mutually enriching correlations between business, social, and environmental value. The projects executed in the context of the B Corp are selected based on how well they match their personal passions. There are, however, no explicit motivations for an increase in the social or environmental impact.

I am interested in doing projects that I am passionate about. (...) Last year was a complicated year financially speaking and it made me rethink a lot of things because I did not have such a great time, you know? So, to be very honest, I asked myself whether that was really what I wanted to do. Because I did not have as much of a good time as I had expected. Because when we started our idea was to have the freedom to do the things we like and the way we like it. But then you start growing and have 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 that we had been doing at the beginning. (BE11)

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