



Motivational Drivers of South African Ecopreneurs

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ABSTRACT

Ecopreneurs are those entrepreneurs who sell green services or products, for profit. The research on this sub-category of entrepreneurship is still in its infancy, especially in South Africa. The focus of this study is to undertake research to understand the motivational drivers of ecopreneurs, why they decide to start and run their green businesses, and if and how that may differ from the general population of entrepreneurs. The findings in this research report will be compared to the existing body of literature on ecopreneurial motivations outside of South Africa.

This research project comprises ten in-depth interviews with ecopreneurs in South Africa. Ecopreneurs were interviewed face-to-face, in an unstructured format. Secondary sources of data such as printed marketing material and company web sites were also collected.

The research found that ecopreneurs in South Africa were motivated by ten factors, in order of prevalence: passion and meaning; identifying a gap in the market; values; money; disruption and change; independence; family-related motivators; dealing with pleasant people; vision and the least prevalent, work-related motivators. Ecopreneurs and entrepreneurs appear to have quite similar motivations, aside from their passion and values. Their economic motivations were found to be secondary to other motivations like passion and values.

There was a lack in diversity in the sample and the country context of South Africa influences the results.

This is the first sample of ecopreneurs of its kind in South Africa and given the gaps in the literature, especially in South Africa, a total of ten suggestions were made for future research.

KEYWORDS

Entrepreneurs, Motivation, Ecopreneurs, Passion and Values.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Neville James Bosman

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QUOTATION

Rather than lamenting the human ecological footprint, conceive systems in which the flow of materials in the human economy support the earth's life systems while providing more people with more of what they need and love. Enduring wealth replaces endless waste, stories of hope outshine the tragic strategies of the past. Why not leave a footprint worth celebrating?

Michael Braungart and William McDonough,
Re-Inventing the World

1 CHAPTER ONE: INTRODUCTION TO RESEARCH PROBLEM

1.1 Background to Research Problem

The term 'ecopreneurship' is a combination of two words, 'ecological' ('eco') and 'entrepreneurship'. Ecopreneurship can thus be roughly defined as 'entrepreneurship through an environmental lens'. Ecopreneurship is characterised by some fundamental aspects of entrepreneurial activities that are oriented less towards management systems or technical procedures and focused more on the personal initiative and skills of the entrepreneurial person or team to realise market success with environmental innovations. (Schaltegger, 2002, p.47)

Ecopreneurship is a type of entrepreneurship, the study of which forms part of a growing interest in ethics, entrepreneurship and the environment (Isaak, 1998; Morris, 2002).

Sustainability Entrepreneurship or Ecopreneurship in an organisational context is defined by Isaak (1998, p. 85) as an organisation that is a "system transforming, socially committed... break-through venture".

Due to heavy reliance on coal-fired electricity generation in South Africa and the resultant carbon emissions contributing to global warming, South Africa has committed to pursuing a lower carbon economy as laid out in the National Development Plan Vision for 2030 (National Planning Commission 2011).

Thomson and Scott (2010) is of the opinion that in the United Kingdom the Government policy to be committed to a low carbon economy is one of the principal drivers of Ecopreneurship. Furthermore they also found that new environmental knowledge and technology, eco-regulatory changes, changes in societal values and perceptions as well as occupying a special niche, all lead to success for those ventures that chose to view ecological constraints as opportunities rather than constraints (Thomson & Scott, 2010).

The South African government is in a position to stimulate ecopreneurship through the levers it holds, including legislation and taxation, provided it understands what motivates ecopreneurs in order to appropriately incentivise ecopreneurs (Isaak, 2005).

Isaak (2005) has several suggestions for driving ecopreneurship:

Governments could target the creation of high-technology development centres to build serial ecopreneurship and to attract ‘blended value’ venture capital” they could, “Change tax incentives to reward the creation of green jobs and to punish resource use; Build creativity and ecopreneurship incentives into standards for public-sector management; Use ecopreneurship as a strategy for boosting civic competence and social capital; Start a public campaign to de-legitimise non-sustainable business results. (p.81, p.88)

The objective of this research report, therefore, is to explore the motivational drivers of South African ecopreneurs and how these may differ from other countries, similar to the Kirkwood and Walton (2010) case study in New Zealand.

Understanding what drivers motivate Ecopreneurs will assist policy makers in creating the ideal environment for Ecopreneurs to thrive (Thompson & Scott, 2010).

1.2 Research Motivation

Ecopreneurs are a new breed of environmentally conscious, social entrepreneurs who seek profits as a by-product of environmental and social benefit (Isaak, 2005). As the green movement grows more and more entrepreneurs are seeing it as a business opportunity, at the same time creating a meaningful existence and impacting their societies, making for more sustainable business practices. (Isaak, 2005).

Societal norms are changing, with greater emphasis beginning to fall on the environment (King, 2009). Additionally, considering the realities of electricity shortage in South Africa and changes in legislation, a clear need for more sustainable products and business practices is emerging (King, 2009). Consumers are also increasingly

calling for more sustainable business practices, thereby creating further demand for sustainability (King, 2009).

More than 13 years ago Hart and Milstein (1999, p. 25) predicted that entrepreneurs will see sustainability development, as “one of the biggest business opportunities in the history of commerce”. Therefore, entrepreneurs would do well to embrace this new field of environmentally sustainable business and lead the way to a more sustainable future, both to their benefit and to the benefit of their environment and the societies they serve, especially as it allows them to tap into new markets, (Braun, 2010).

The growing green movement, changes in environmental legislation, changes in public demand for greener goods, and shortage of electricity are all circumstances creating business opportunities for Ecopreneurs to pursue and in that manner Ecopreneurs see blue ocean, Kim and Mauborgne (2005), where other entrepreneurs don't, allowing them to produce goods and services and sell in them in ways that have not been done before, ultimately leading to creative destruction of industries, Schumpeter (1934), Hart and Milstein (1999). However, by destroying existing industries they also create enemies, a complication that potentially threatens their on-going existence.

Thomson and Scott (2010) however suggests that it may be immaterial what motives a business has for complying with environmental regulations, provided it achieves the desired environmental outcomes; a very useful concept to explore further in this research report.

By undertaking this research, potential ecopreneurs may learn from the experiences of other ecopreneurs in South Africa in order to give their new eco-ventures maximal chances of succeeding.

1.3 Academic Motivation

Understanding Ecopreneurs and their practices, distilling recommendations, and adding to the scarce body of academic literature on ecopreneurship, are critical because ecopreneurship, in light of the alarming economic and environmental outlook, is establishing itself as a considerable area of business activity and influence for social change and a sustainable future. (Schauch, 2009, p.2)

Although the field of Ecopreneurship has undergone a lot of growth in recent years, it is still a relatively new academic field and it is recognised that a great deal of further research is required (Schaper, 2002), (Gibbs, 2006), (Dixon & Clifford, 2007) and (Thompson & Scott, 2010).

In a study of ecopreneurial ventures in Germany, Schick, Marxen and Freimann (2002), concluded that the most important factor for ecopreneurial ventures is the entrepreneur self. Accordingly this research project will focus its ecopreneurial research on the entrepreneur self rather than the ecopreneurial venture(s) founded or owned by these ecopreneurs.

Kirkwood and Walton (2010) suggested 11 additional research questions that could be explored to further their research into Ecopreneurial motivation and this proposal is based on an extension of their work including two of their suggested research questions.

The primary audience for the study will be policy makers with regard to job creation and economic growth; however, this research may also be beneficial to the body of entrepreneurial research already existing in South Africa and may lead to further research.

The objectives of this research are to:

- a) Consider the motivational drivers of Ecopreneurship elsewhere in the world and to add to the existing literature on this topic;
- b) Establish an understanding of motivational drivers of Ecopreneurs in South Africa and if and how that may differ from the rest of the world;
- c) Determine which of these motivational drivers should be prioritised to be influenced to have the maximum impact on the stimulation of ecopreneurship in order to stimulate the green economy in South Africa in line with the governments pursuit of a lower carbon economy;
- d) Consider what recommendations could be made to policy makers to stimulate Ecopreneurship in South Africa.

1.4 Research Scope

Kirkwood and Walton (2010) started doing research into the motivations of ecopreneurs in starting businesses and they believe their research could be extended beyond start-ups to determine whether the initial motivation of Ecopreneurs for starting their green businesses also guides their subsequent decisions within the business, therefore focusing on on-going business decisions.

Motivations may have an impact on entrepreneurs moving from one state to another in the entrepreneurial process, such as deciding when to start employing others, when to grow and when to move into other markets. (Shane, Locke and Collins, 2003)

Based on current findings, it would appear necessary and useful to conduct further research into the motivational drivers of Ecopreneurs in South Africa for both start-ups and established businesses, to determine why they undertook these ventures and how their values have affected their decisions along the way, as well as how their motivational drivers may differ from other entrepreneurs.

1.5 Conclusion to Chapter One

Ecopreneurs do not only pursue profits, but they seek to do so in an environmental and socially sustainable manner. This Research Proposal will explore motivational drivers of South African Ecopreneurs, to see what drives them to open ecopreneurial businesses and how that differs to other parts of the world.

Chapter One has provided context and a case for examination of the motivational drivers of Ecopreneurs in South Africa.

Chapter Two presents a critical review of the literature on this topic.

Chapter Three sets out the research questions that have come about as a result of the gaps left by the existing research.

Chapter Four sets out the research methodology that was followed during this research project.

Chapter Five sets out the results of the interviews, including relevant quotes, as well as the limitations experienced during the research.

Chapter Six provides a discussion of the results in light of the rest of this research project.

Chapter Seven draws conclusions and offers further areas for research.

2 CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The previous chapter introduced the theme of motivational drivers of ecopreneurs. It outlined the relevance of this subject for business in South Africa and beyond, as well as the academic motivation for this study. This chapter will review the theory base and literature regarding motivational drivers of ecopreneurs business, as summarised in Table 2.1 below, allowing for the formulation of more detailed research propositions about what drives ecopreneurs in South Africa to start and continue to run their green businesses.

Table 2.1: List of Constructs with Literature References

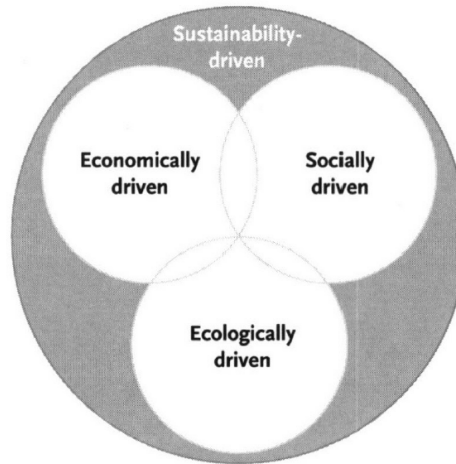
Construct / Themes	Literature Review
2.2 Definition of Ecopreneurship	
Definition of Ecopreneurs	Bennet, 1991; Schuyler (1998); Schaltegger (2002); Schaper (2002); Isaak (2005); Schlange (2006a); Dixon & Clifford (2007); Allen & Malin (2008); Choi & Gray (2008); Boyd, Henning, Reyna, Wang and Welch, 2009); Kirkwood & Walton (2010); Thompson & Scott (2010)
2.3 Drivers of Ecopreneurial Motivation	
Common Ecopreneurial Drivers	Kirkwood & Walton (2010)
Different Types of Ecopreneurs	Linnanen (2005)
Levels of Environmental Commitment of Ecopreneurs	Isaak (2005); Parker, Redmond and Simpson (2009)
Social Orientation of Ecopreneurs	Thomson & Scott (2010)
Regulatory Influence on Ecopreneurship	Ras & Vermeulen (2009); Thomson & Scott (2010)
2.4 Motivation	
Motivation	Carter, Gartner, Shaver & Gatewood (2003); Isaak (2005); Linnanen (2005); Allen & Malin (2008), Parker, Redmond and Simpson (2009); Ras & Vermeulen (2009); Kirkwood & Walton (2010); Thompson & Scott (2010)
Push and Pull Factors	Amit & Muller (1995);,McClelland, Swail, Bell and Ibbotson (2005); Rubik (2005); Segal, Borgia and Schoenfeld (2005); Kirkwood & Walton (2010); Thompson & Scott (2010); Schlange (2006a)
Identifying a gap in the market	Isaak (2005);Frederick & Chittock (2006); Dixon & Clifford (2007);Kirkwood & Walton (2010); Google Public Data - Perceived Opportunities (2012); Google Public Data - Total Early-Stage Entrepreneurial Activity (2012)
Disruption and change	Levitt (1965); Polli (1969); Isaak (1998, 2002); Golder & Tellis (2004); Coyle and Fairweather (2005); De Bruin & Lewis (2005); Schlange (2006a; 2006b); Schwartz & Rock (2006); Kirkwood & Walton (2010)
Vision	Linnanen (2002); Carter, Gartner, Shaver & Gatewood (2003), Beveridge & Guy (2005); Spence, Boubaker Gherib, Biwolé (2005); Taylor & Walley (2005); Schlange (2006b); Dixon & Clifford (2007); Allen & Malin (2008); Cato, Arthur, Keenoy & Smith (2008); Schauch (2009); Levinsohn & Brundin (2011); Phillips (2011)
Dealing with pleasant people	Hall (2001); Marchetti, Niehm, & Fuloria (2006); Dixon & Clifford (2007) Rechelbacher (2008); Phillips (2011)
Family-related motivators	DeMartino and Barbato (2003); Mitchell (2004); Kirkwood & Tootell (2008); Kirkwood & Walton (2010)
Work-related motivators	Kirkwood (2004); Mitchell (2004); Segal (2005); Kirkwood & Walton (2010)
Independence	Carter, Gartner, Shaver & Gatewood (2003); De Martino and Barbato (2003); Mitchell (2004); Cato (2008); Kirkwood & Walton (2010)

Construct / Themes	Literature Review
2.5 Values	
Green values	Anderson (1998); Marcketti, Niehm, & Fuloria (2006); Petersen (2010); Thompson & Scott (2010)
Founder values entrenched	Choi & Gray (2008); Hockerts & Wüstenhagen (2010); Kearins & Collins (2011); Holt (2012)
Value clash tensions	Parrish (2010); Holt (2012)
Values – general	Schlange (2006b); Allen & Malin (2008); (Kirkwood & Walton, 2010); Levinsohn & Brundin (2011); Shepherd & Patzelt (2011); Holt (2012)
2.6 Money	
Economic Success	Diener & Seligman (2004); McClelland, Swail, Bell & Ibbotson (2005); (Gibbs, 2006); Murnieks & Mosakowski (2007); Allen & Malin (2008); (Rechelbacher, 2008); Kirkwood & Walton (2010); Thompson & Scott (2010)
2.7 Passion	
Passion	Pastakia (1998); Schaltegger (2002);(Dixon & Clifford, 2007); Boyd, Henning, Reyna, Wang & Welch (2009); Cardon, Wincent, Singh & Drnovsek (2009); Cardon, Wincent, Singh & Drnovsek (2009); Kirkwood & Walton, 2010; Thompson & Scott, 2010; Phillips, 2011; Shepherd & Patzelt (2011)
Meaning	Taylor & Walley (2003); Kawasaki (2004); Cardon, Wincent, Singh & Drnovsek (2009); Kirkwood & Walton, 2010
Maslow's rectified hierarchy of needs	Maslow (1943); Koltko-Rivera (2006)
2.8 Country Context	
South Africa	Mitchell (2004); King (2009); Ras & Vermeulen (2009)
New Zealand	Kirkwood & Walton (2010)
Australia	Braun (2010)
The United States of America	Allen & Makin (2008); Schauch (2009)
The United Kingdom	Dixon & Clifford (2007); Thompson & Scott (2010), Phillips (2011)
Switzerland	Schlange (2006a, 2006b); Peterson (2010)
Germany	Schick (2002); Peterson (2010)
Austria	Peterson (2010)
Finland	Linnanen (2002)
Europe	Schaltegger (2002)

2.2 Defining Ecopreneurs

Schlange (2006a), identifies three types of entrepreneurs: the 'traditional', Economically driven entrepreneur (creating economic value for the owners of business); the Socially driven entrepreneur (creating value for society at large); and the Ecologically driven entrepreneur (creating value for the improvement of the environment). When all three motives are present, Shlange (2006a) refers to Sustainability-driven entrepreneurs.

Figure 2.1: Sustainability-Driven Entrepreneurship as a Concept of Integration



(Source: Schlange, 2006a, p22)

Whilst Schlange (2006a) recognises that Ecologically driven Entrepreneurs view environmental aspects as core to their business objectives and differentiating factors, he argues that along with having profit-driven motives they also have sustainability as a basic motivation since their eco-driven business models ultimately addresses human problems. They can therefore also be referred to as Sustainability Entrepreneurs (Schlange, 2006a).

Other writers have also interchangeably referred to and confused Ecologically driven entrepreneurs with Green Entrepreneurs (Schaper, 2005; Allen & Malin, 2008), Environmental Entrepreneurs (Schaper, 2002; Allen & Malin, 2008; Thompson & Scott, 2010), Sustainability Entrepreneurs (Thompson & Scott, 2010; Boyd, Henning, Reyna, Wang and Welch, 2009), Sustainopreneurs (Schaltegger, 2002), Social Ecopreneurs (Isaak, 2005), Values-oriented Entrepreneurs (Choi & Gray, 2008) and ultimately Ecopreneurs (Bennet, 1991; Schuyler, 1998; Isaak, 2005; Schaper, 2002; Schaltegger, 2002; Dixon & Clifford, 2007; Kirkwood & Walton, 2010).

The focus of this study is on Ecopreneurs, defined by Schuyler (1998, p.1) as, “entrepreneurs whose business efforts are not only driven by profit, but also by a concern for the environment”.

2.3 Drivers of Ecopreneurial Motivation

2.3.1 Introduction: Drivers

As will be demonstrated below, research to date has looked at Ecopreneurial Motivational Drivers from many different angles, focusing on various different aspects.

2.3.2 Common Ecopreneurial Drivers

Kirkwood and Walton (2010, p.215) found five common drivers of Ecopreneurial activity:

- “(1) their green values;”
- “(2) identifying a gap in the market;”
- “(3) making a living;”
- “(4) being their own boss;”
- “(5) passion.”

All of the abovementioned values were found to be in common with economically motivated entrepreneurs, except for the environmental values (Kirkwood & Walton, 2010, p.215).

2.3.3 Different Types of Ecopreneurs

According to Linnanen (2005), it may be overly simplistic to refer to all Ecopreneurs as being driven by profit and environmental goals to the same extent; instead, he provided four different types of Ecopreneurs, depending on the environmental and commercial goals driving their behaviour:

Figure 2.2: Drivers of Eco-Business Sectors

		<i>Desire to make money</i>	
		LOW	HIGH
<i>Desire to change the world</i>	HIGH	Non-profit business	Successful idealist
	LOW	Self-employer	Opportunist

Source: Linnanen (2005, p78)

2.3.4 Levels of Environmental Commitment of Ecopreneurs

Parker, Redmond and Simpson (2009) provide the matrix below, distinguishing between ecopreneurial firms driven by performance orientation and firms driven by environmental commitment:

Figure 2.3: Typology of SME Types for Analysing Environment Improvement

□

DEGREE OF BUSINESS PERFORMANCE COMMITMENT	High	Profit-driven	Advantage-driven
	Low	Compliance-driven	Environment-driven
		Low	High
		DEGREE OF ENVIRONMENTAL COMMITMENT	

Source: Parker et al. (2009, p.6)

Isaak (2005, p.81), is of the opinion that there are certain ideal types of ecopreneurs who create businesses that are green from the outset, so called 'green-green' businesses, that bring about radical changes in their chosen economic sectors.

2.3.5 Social Orientation of Ecopreneurs

Thomson and Scott (2010, p.15) identified Ecopreneurs in four categories of escalating environmental commitment:

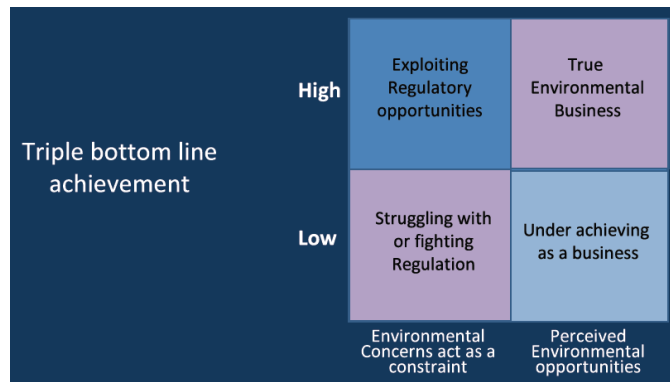
- 1) Beliefs – These types of ecopreneurs may recycle at work and support the environmental movement in some other superficial type of way that is not necessarily integral to their business;
- 2) Values – These types of ecopreneurs have placed environmental values at the core of their business, with their business model possibly dependent on it;
- 3) Mission – These types of ecopreneurs use their ecopreneurial venture as a vehicle to pursue their environmental goals;
- 4) Service – These types of ecopreneurs incorporate all of the above with the difference being that these ecopreneurs have devoted their lives to their environmental cause.

2.3.6 Regulatory Influence on Ecopreneurship

Furthermore, based on these four levels of ecopreneurs, Thomson and Scott (2010) proposed a new model of Entrepreneurial Categories in Figure 2.4, depending on an

Ecopreneur's levels of environmental achievement and their focus on risk versus opportunity when it comes to Environmental legislation:

Figure 2.4: Ecopreneurial Categories



Source: Thomson and Scott (2010: p18)

It would appear that the bottom left quadrant represents types of ventures analysed by Ras and Vermeulen (2009) in their study of South African table grape growers that are supplying into the European market and failing to see the value in complying with Environmental requirements imposed on them, thereby missing out on the opportunities that it presents, in contrast with those ventures in the top left quadrant.

2.4 Motivation

2.4.1 Introduction to Ecopreneurial Motivation

Carter, Gartner, Shaver and Gatewood (2003, p.13) conducted a study in the USA on why nascent entrepreneurs chose their particular careers as compared to the reasons offered by non-entrepreneurs and found that the following motivational drivers applied specifically to entrepreneurs, in descending order of importance, "self-realization, financial success, roles, innovation, recognition, and independence".

Allen and Malin (2008) conducted case studies of several green businesses to learn how they structure their businesses to incorporate environmental causes; some of the recurring themes that came to light through in-depth interviews with these ecopreneurs included a high degree of awareness of the impact that these businesses had on the environment, high levels of concern for equality in society, personal mission and motivation, innovative ways of incorporating green business into ecological causes and forward-thinking when it comes to sustainability.

Allen and Malin (2008) also found that green businesses often displayed low levels of interest in money. Thomson and Scott (2010, p.13) stated, “There is some evidence that environmental entrepreneurs may be disinterested in ‘economic success’”, suggesting that they concur with this finding.

Thomson and Scott (2010) found that Ecopreneurs demonstrated a desire to improve the world as well as an ability to see green as a competitive advantage.

The findings of Kirkwood and Walton (2010) suggest that Ecopreneurial motivation goes much wider than simply exploiting niche environmental markets; they see Ecopreneurs as representing a whole new way of doing business in a responsible and sustainable manner.

2.4.2 Push and Pull Factors

Previous research into Entrepreneurial motivation has predominantly focused on push and pull factors (McClelland, Swail, Bell and Ibbotson, 2005; Segal, Borgia and Schoenfeld, 2005). Push factors are predominantly external and seen as negative as they push people into starting new businesses, for example being dismissed from work, economic hardship or other necessity (McClelland et al., 2005 and Segal et al., 2005). Pull factors are predominantly internal and seen as positive as they draw people to start their businesses, for instance seeing a gap in the market for a green business (Kirkwood & Walton, 2010).

Entrepreneurs generally tend to be motivated more by pull factors (Segal et al., 2005). Entrepreneurs who have been pulled into starting new businesses have also been found to be more successful than those that have been pushed (Amit & Muller, 1995), which is important as Ecopreneurs have been found to be predominantly motivated by pull factors, for instance their green values and being their own boss (Kirkwood & Walton, 2010).

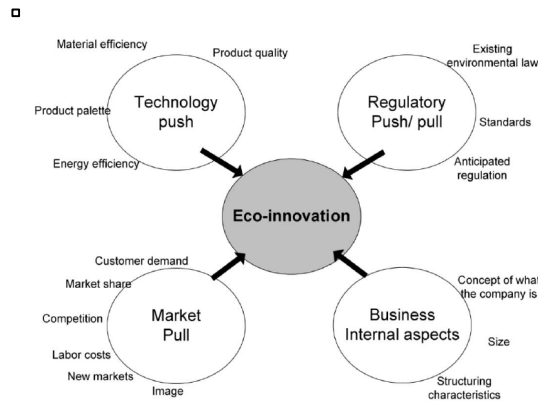
Legislation and Technology have similarly been found to be push and pull factors as legislation forces new, environmentally friendlier businesses and business practices, whilst technology enables more environmentally friendly products (Thomson & Scott, 2010).

As the external environment is the same for Entrepreneurs and Ecopreneurs, Schlange (2006a) concluded that the real difference lies in the internal mind set of the

Ecopreneur self, while Kirkwood and Walton (2010) have found having green values to be the distinguishing factor.

The interrelationship between the various push and pull factors are illustrated well by Rubik (2005) in the following figure:

Figure 2.5: Ecopreneurial Push and Pull Factors



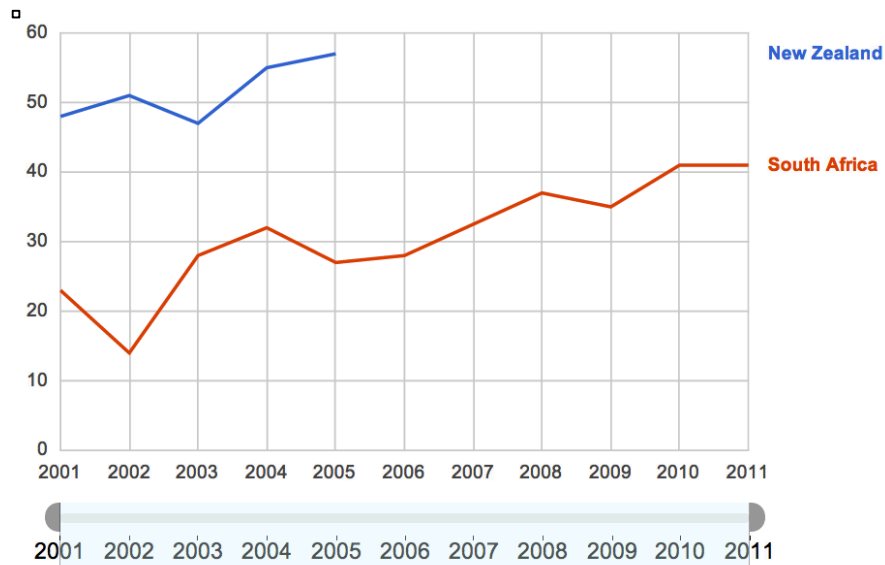
Source: Rubik (2005)

2.4.3 Identifying Gaps in the Market

New Zealand is a country with predominantly smaller and medium-sized enterprises rather than large enterprises. New Zealand is also very open to entrepreneurship (Kirkwood & Walton, 2010; Frederick and Chittock, 2006). This position is supported by the Global Entrepreneurship Monitor data (Google Public Data - Perceived Opportunities, 2012), which suggests that entrepreneurs in New Zealand are generally pulled into entrepreneurship, for instance by opportunity, rather than being pushed into entrepreneurship by factors such as necessity.

The GEM Report measures amongst other things, Perceived Opportunities, being that segment of 18-64 year old respondents able to identify good opportunities to start ventures in their area (Google Public Data - Perceived Opportunities, 2012). As illustrated in the graph below, New Zealanders are more aware of gaps in the market than South Africans. Although New Zealand did not participate in further GEM studies after 2005, a clear differential can be seen. Interestingly in 2005, New Zealand held the 7th highest position in Perceived Opportunities, whilst South Africa was number 34 out of a total of 47 participating countries (Google Public Data - Perceived Opportunities, 2012). By 2011 South Africa had improved to position 26 although the sample size had dropped to 34 participating countries, also excluding New Zealand.

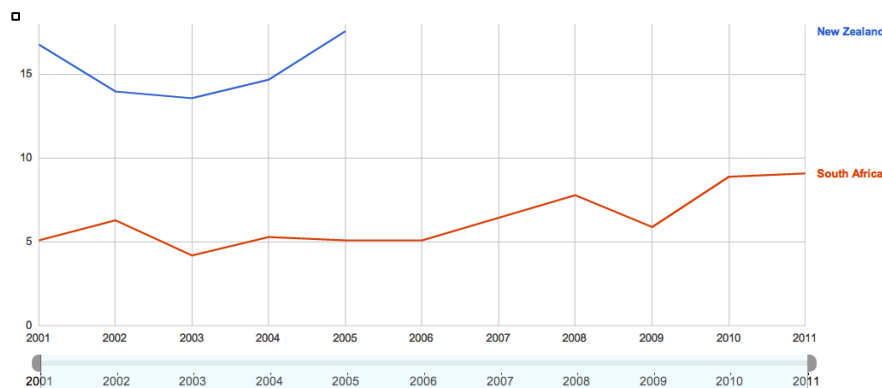
Figure 2.6: GERA Perceived Opportunities Graph (2012)



Source: Google Public Data - Perceived Opportunities, (2012)

Furthermore, the GEM also measures Total early-stage Entrepreneurial Activity (“TEA”), a tally of those members of the 18-64 population who are early stage entrepreneurs (Google Public Data - Total Early-Stage Entrepreneurial Activity, 2012). As illustrated in the graph below, New Zealanders have significantly higher TEA than South Africans. Although New Zealand did not participate in further GEM studies after 2005, a clear differential can be seen. Interestingly in 2004, New Zealand held the 7th highest position in TEA, whilst South Africa was number 29 out of a total of 44 participating countries (Google Public Data, Total early-stage Entrepreneurial Activity, 2012). By 2011 South Africa had improved to position 25 although the sample size had increased to 54 participating countries, also excluding New Zealand.

Figure 2.7: GERA TEA Graph (2012)



Source: Google Public Data - Total early-stage Entrepreneurial Activity, (2012)

Ecopreneurs at the core of their business understand the interaction and the effect that they have on others and on their environment. At the same time they also understand that they need others to succeed. For instance, in the case study of Green-Works in the United Kingdom completed by Dixon and Clifford (2007), they concluded that the Regulations at the time (companies were required to dispose of old office furniture in an environmentally responsible manner), the Corporate Social Responsibility (CSR) agenda held by many companies in the UK at the time, economic instruments by the UK Government allowing for subsidies for social enterprises, and enhanced efficiency requirements, have emerged as key drivers toward a change to sustainability in this particular business.

Likewise, environmental legislation, subsidies and government funding often lead to a more favourable environment for social entrepreneurs to flourish in (Isaak, 2005).

Often the confluence of circumstances creates a gap in which a new business can thrive. The ability to see these gaps is something that entrepreneurs all share. In the case of Ecopreneurs this vision and consciousness extends beyond the usual, allowing them to see opportunities not just in the economic environment, but also in the social and ecological environments (Isaak, 2005).

2.4.4 Disruption and Change

Entrepreneurship in a Schumpeterian view is defined as an attitude of helping innovative ideas become reality by establishing new business models and at the same time replacing conventional business systems by making them obsolete ('creative destruction', Schumpeter 1934). Ecopreneurship has been described as a catalyst for economic and social change with respect to the vision of a sustainable human society. Ecopreneurs in particular have been defined as entrepreneurs committed to realizing their ideas of changing the economy in order to make it more sustainable (Isaak 1998, 2002).(Schlange, 2006b, p.2)

In terms of the Product Life Cycle model (Levitt, 1965; Polli, 1969; Golder & Tellis, 2004) industries develop along a growth curve in four phases: from introduction, through growth, maturity and ultimately decline. Each of these stages lasts for different

periods of time, depending on the nature of the product or the industry (Golder & Tellis, 2004). Arguably the green industry in New Zealand is in the mature phase and this view is supported by Kirkwood and Walton (2010), De Bruin and Lewis (2005) and Coyle and Fairweather (2005) who argue that the clean green image of New Zealand is well established as a strong part of the culture and national identity of New Zealand. In contrast, the green industry in South Africa is arguably still in the growth phase, leading to lots of change and disruption.

According to Schwartz and Rock (2006), people fear change and the reason for that lies in our past; human brains are designed to become efficient at tasks over time since change and new tasks require activation of the prefrontal cortex, requiring significantly more energy than that available to our species in earlier times; therefore, people are not wired for change.

Furthermore, when looking at this problem in the context of how one goes about changing people's behaviour and the culture of an organisation, Schwartz and Rock (2006), hold the opinion that this is done through abandoning past problem behaviours and focusing deliberately on creating new behaviours through routine; change is therefore achieved by making the process of change conscious and visible.

In a study of ecopreneurs in Switzerland, Schlange (2006b), found that fanatical ecopreneurs made up a minority and that most of the ecopreneurs were quite practical about their ventures, mostly wanting to be recognised in the future for achieving something impossible.

2.4.5 Vision

According to Beveridge and Guy (2005), the study of ecopreneurship is about how ecopreneurs force their environmental visions on others in their environment.

According to a study conducted in the United Kingdom, Ecopreneurs are very similar to other entrepreneurs in their ability to identify gaps in the market with the key difference being that they have a green vision, even to the extent that they are environmental activists (Phillips, 2011). This position is supported by Schlange (2006b), in a study of ten start-up ecopreneurial ventures in Switzerland.

According to Carter, Gartner, Shaver and Gatewood (2003), of the 18 motivational drivers quantitatively tested for amongst entrepreneurs in general, self-actualisation,

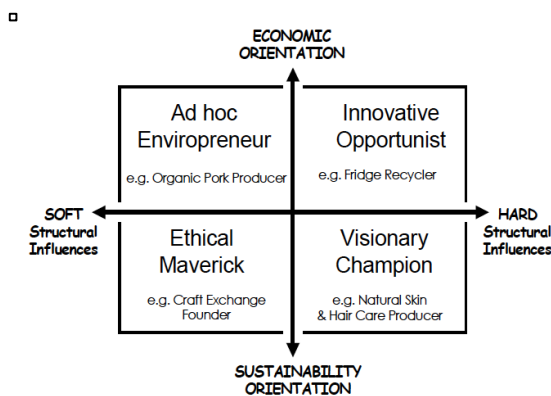
which included fulfilling a personal vision, scored the highest in their surveys, followed by financial success, emulating role models, innovation, recognition and lastly independence.

According to the research undertaken by Cato, Arthur, Keenoy and Smith (2008) (who called ecopreneurs associative entrepreneurs), vision was common among the general population of entrepreneurs as well as among ecopreneurs, the difference being that with ecopreneurs their vision was specifically for some form of environmental sustainability.

Taylor and Walley (2005), recognises vision as a motivational driver of ecopreneurs, but only among one of the four types of ecopreneurs they identified, all of them as interpreted by Levinsohn and Brundin (2011, p.12), as being

the ad hoc enviropreneur (accidental entrepreneur motivated by money), the innovative opportunist (the canny entrepreneur who recognises a profitable opportunity), the ethical maverick (the networking, sustainability-driven entrepreneur in the alternative sector) – and the visionary champion (the sustainability-driven entrepreneur who is determined to change the world).

Figure 2.8: Green Entrepreneur Typology



Source: Taylor and Walley (p11, 2005)

Among the Ecopreneurs studied by Allen and Malin (2008), in the USA, they predominantly encountered the type four visionary champions identified by Taylor and Walley (2005), with a strong ecological vision driving their ecopreneurial ventures, although not always expressed directly, but rather implied through the way that they started and ran their businesses.

According to Spence, Boubaker Gherib, Biwolé (2005), vision, together with entrepreneurial orientation are the key motivational drivers for ecopreneurs.

Schauch (2009) found robust support for ecopreneurs with a strong guiding vision, as did Dixon and Clifford (2007) in their United Kingdom case study.

In a study of ecopreneurs in Finland, Linnanen (2002) found that due to the inherent difficulty associated with creating new markets for new green products, ecopreneurs must remain steadfast in their vision and belief in their own capabilities to overcome this obstacle.

2.4.6 Dealing with Pleasant People

In their single, in-depth case study of an ecopreneurial venture in the UK, Dixon and Clifford (2007) encountered comments from those interacting with this particular organization that they found it pleasant to deal with the company and that this was an important consideration in their decisions to do business with the company.

The issue of dealing with pleasant people also came up in the research done by Phillips (2011, p.20) in the UK, “we deal with nice people you know, all our customers are nice, interesting people and it’s not like we work at all.”

In the book *The Responsible Entrepreneur: How to Make Money and Make a Difference*, Hall (2001) explores multiple types of entrepreneurs who pursue goals other than money in their businesses and these are some of the statements made by such people:

Throughout my childhood, I constantly hear that, ‘nice guys finish last’. The popular thinking was that to succeed, one must be tough, selfish, and ready to do whatever it takes to beat the other side. Somehow, I always sensed that was not correct. While certainly it is fair to say that there are entrepreneurs who are not nice guys, it is by no means a requirement for success. To the contrary, many entrepreneurs who are nice, decent people build better relationships and, in turn, accomplish great things for

that very reason. The entrepreneurs in this book are nice people who are not finishing last. (Hall, 2010, p. 19)

In the book *Minding Your Business: Profits that Restore the Planet*, Rechelbacher (2008) documents the joy that business people experience in serving the needs of others, as an end in itself. Likewise, in Marcketti, Niehm, and Fuloria (2006), receiving thanks from customers who are genuinely pleased with the business offering was reward in itself.

The quote from Hall (2001) above raises the age-old question whether nice guys finish last. Ecopreneurship may therefore present an alternative business paradigm where nice guys do in fact win by helping the environment to win. It would appear that this theme has surfaced several times in previous research mentioned above but that it has never been the subject of ecopreneurial research. Accordingly it may be worthwhile investigating this further, if not in this project then perhaps as future research.

2.4.7 Family-Related Motivators

Family-related motivators include lifestyle, Copreneurs making joint decisions, providing for the family (Kirkwood & Walton, 2010) and work-family balance, as well as flexibility with childcare (Kirkwood & Tootell, 2008).

According to Mitchell (2004) who undertook a study of 101 male and female entrepreneurs in South Africa to determine why they started their businesses, the main motivators among women and men were found to be needs for achievement, money and independence. Female entrepreneurs' need for money tended to be for survival and they also had a requirement for further learning, while male entrepreneurs wished to have money for the security of their family, as well as making a difference through their business ventures (Mitchell).

The Mitchell (2004) study had particular limitations in terms of the ability to generalise it to the overall population of Entrepreneurs in South Africa due to the sample being limited to one province and the English-speaking respondents at a particular financial institution only. However, it still provides a valuable indication of South African entrepreneurial motivations, especially for the purpose of comparison with the data to be gathered in terms of this research project regarding the motivational drivers of South African Ecopreneurs.

DeMartino and Barbato (2003) investigated male and female MBA graduates at various stages of their careers and found that there were significant differences between the genders with regard to motivation, especially once they had families and children; the researchers found that women tended to be motivated more by family and lifestyle drivers and men by factors related to money and advancement.

2.4.8 Work-Related Motivators

Work-related motivators belong to the category of push motivators (Segal, 2005).

Mitchell (2004) found that a large percentage of males in their South African study left employment to become entrepreneurs due to job dissatisfaction.

During extensive research in New Zealand, Kirkwood (2004) found strong correlation between start-up entrepreneurial ventures and job dissatisfaction, more so with men than with women. Dissatisfaction varied from stagnation in jobs, feeling owned by the employer, lack of appreciation and recognition of efforts at work, lack of enjoyment at work, dissatisfaction with management responsibilities, dissatisfaction with their superiors; in summary being treated poorly by their employers and being unwilling to put up with it any longer.

Interestingly, Kirkwood and Walton (2010) did not find work-related motivators to be prevalent among ecopreneurs studied in New Zealand. Whilst work-related motivators are common among the general population of entrepreneurs, there is not very strong evidence of this amongst ecopreneurial studies of the past, suggesting ecopreneurs start their green businesses for reasons other than work-related reasons (Kirkwood & Walton, 2010).

2.4.9 Independence

The need for independence is classified as a pull factor and is often seen as one of the most important entrepreneurial and ecopreneurial motivators (Kirkwood & Walton, 2010).

According to Cato (2008, p.325), independence was common among the general population of entrepreneurs as well as ecopreneurs, although with general entrepreneurs it amounted to individualism and with ecopreneurs it amounted to

“Insulation of community against destructive forces of globalisation” and in some cases it was the primary purpose of their existence.

As mentioned in 2.4.7 (Family-related motivators) above, according to Mitchell (2004), among the 101 male and female entrepreneurs in South Africa asked why they started their businesses, one of the main motivators for both men and women was independence, although for different reasons.

As mentioned in 2.4.1 (Introduction to Ecopreneurial Motivation) Carter et al. (2003), conducted a study in the USA on why nascent entrepreneurs chose their particular careers and compared that to non-entrepreneurs and found amongst others, independence featured as a key motivational driver, albeit the least important of the six they found.

It would therefore appear that independence is widely recognised in ecopreneurial literature as a key motivational driver of ecopreneurs in starting and running their ecopreneurial ventures, although not always the most important driver.

2.4.10 Conclusion to Ecopreneurial Motivation

Considering the lack of literature available on Ecopreneurs in South Africa in general and specifically on their motivations for starting and running their green businesses and given the importance of finding the correct motivators from a government policy perspective to stimulate ecopreneurial activity in South Africa, further research into the general motivational drivers of Ecopreneurs in South Africa is warranted in this research project.

2.5 Values

2.5.1 Introduction to Ecopreneurial Values

Kirkwood and Walton (2010) have found green values to be the distinguishing factor for ecopreneurs, however, they also found very little research had been done to date on values in ecopreneurial businesses and accordingly suggested further investigation be made into the effect of founder’s green values on starting and running of ecopreneurial businesses.

2.5.2 Green Values

Ecopreneurs have been found to have ecological values distinctly different from other entrepreneurs (Thomson & Scott, 2010). Furthermore, changes in societal values regarding the environment have been found to have a major influence on ecopreneurship (Anderson, 1998).

However, the values underlying neighbouring ethically based entrepreneurship disciplines such as lifestyle entrepreneurship and sustainability entrepreneurship, have been researched more extensively and accordingly, this literature review will borrow from those disciplines.

Marcketti et al. (2006), mentioned under 2.4.4 (Dealing with Pleasant People) above, undertook research into the quality of life experienced by lifestyle entrepreneurs, who aligned their passions, their interests and their personal values with their business ambitions, and concluded that both the entrepreneurs and their customers, as well as the communities they served and the employees working for them, experienced increased quality of life due to this alignment.

Petersen (2010) completed a case study of 64 ecopreneurial enterprises in Austria, Germany and Switzerland to investigate the factors giving these firms their competitive advantage; the companies were all found to be leaders in their particular segment of the environmental products and services market, with their core business the solving of environmental problems.

2.5.3 Founder Values Entrenched

Choi and Gray (2008) researched values-oriented entrepreneurship and found among the 21 businesses they studied, most were established with the founders' own values deeply entrenched in their organisations and those values deliberately promoted in order to differentiate them from other businesses. However they also found many of these organisations had difficulty in maintaining these values during subsequent growth phases (Choi & Gray, 2008), a view supported by Hockerts and Wüstenhagen (2010).

Kearins and Collins (2011) researched one case of an ecopreneur who sold his business after 20 years and found a number of value-related challenges that arose during that period relating to maintaining the founder's values; growth of the business,

dealing with undercapitalisation problems, deciding who to sell the business to, deciding whether the founder will stay or leave and ultimately, how to uphold those values after the founder leaves. Ultimately Kearins and Collins conclude that it may be possible to sell an eco-brand and maintain the original founder's values.

In a case study of an individual green business that has been running for over 20 years, Holt (2012) explored the owner's balancing of economic, environmental, and social demands on their business and found personal values to have played a major role in the evolution of this business.

2.5.4 Value Clash Tensions

Parrish (2010) undertook a case study of four ventures that embodied social and environmental values in their core business activities and found that the pursuit of profit, people and planet created tensions within those organisations and the only organisations that were successful in overcoming these tensions were those where the skill and practical experience, for instance of perpetual reasoning and guiding principles of placing people and the planet before profits, was used to keep the organisations functioning effectively, especially during the growth phases and subsequent decision making.

2.5.5 Values - General

Levinsohn and Brundin (2011) suggest that the discussion in the literature of motivation and passion, such as the literature review above, inherently includes a discussion of values, based on the psychological perspective of motivation, passion and cognition in the study of sustainability entrepreneurship (Shepherd & Patzelt, 2011).

Holt (2010) found of the five prevalent values found in these businesses, technical ability, customer centricity, exclusivity, innovation and reputation, it was reputation and exclusivity that was the most important to these ecopreneurs in developing a niche for their businesses.

According to Schlange (2006b), the main motivational drivers for of ecopreneurs may be based on ethics and on social considerations.

Allen and Malin (2008) in a study of Ecopreneurs in the USA argues that the emergence of ecopreneurs could mean a new social structure of integration of personal (green) values and business principles.

2.5.6 Conclusion to Ecopreneurial Values

Considering the lack of literature in general (Kirkwood & Walton, 2010) and specifically in South Africa available on Ecopreneurs and the role that their values play in their motivations to start and run green ventures and given the importance of finding the correct motivators from a government policy perspective to stimulate ecopreneurial activity in South Africa, further research into the role that values play in motivating Ecopreneurs in South Africa is warranted in this research project.

2.6 Money

2.6.1 Introduction - Money

Many products are no longer designed to fulfil natural or even actual needs; they are designed simply to be sold for profit. And new 'needs' are designed and cleverly sold to, or instilled in us through advertising. Every day, numerous times, we are persuaded to buy or consume products, not so that our lives will be better, but so that companies who sell products will profit and prosper. This intentional artificiality and calculated manipulation define modern Western culture's economy, and seeks to provoke and then provide for as much of every kind of consumption as can be imagined or created. The result is hyper-consumption, and the side effect is tens of thousands corresponding human, environmental, and planetary ills. The bottom line is that we are consuming the planet, and being consumed by our own consumption. We are literally consuming to death. (Rechelbacher, 2008, p.120)

The abovementioned quote reflects a growing awareness of the problems inherent in pursuit of money as an only motivator ultimately leading to a to the exclusion of passion and meaning, ultimately leading to a loss of enjoyment of life (Rechelbacher, 2008)

2.6.2 Existing Literature on Economic Motivation of Ecopreneurs

Diener and Seligman (2004) argue through their research that economic indicators create the wrong perception of well-being as money does not guarantee happiness but enjoyment at work and social relationships often does and happiness critically leads to good social relationships resulting in healthy and happy societies, not the other way round.

Thomson and Scott (2011) presented the Ecopreneurial Categories model in Figure 2.4, discussed under 2.3.6 (Regulatory influence on Ecopreneurship) and according to this model Ecopreneurs have differing monetary motivations for pursuing green business and also differing levels of success, showing that not all ecopreneurs are equally motivated by money or equally successful.

McClelland et al. (2005), compared the general population of female entrepreneurs across six different countries, including South Africa and New Zealand for motivational drivers causing entrepreneurial startup and found that money was one of the lowest motivators for new business start-ups in both these countries low, compared to other motivators like specific incidents which scored high in comparison, indicating that for female entrepreneurs (including ecopreneurs), money is generally not the most important motivator.

As discussed further in 2.7 (Passion) below, Murnieks and Mosakowski (2007), argue that money in itself is not inherently a motivator of entrepreneurs, but rather that entrepreneurs have particular types of identities, which motivates them to behave as entrepreneurs in order to confirm these views of themselves. This view is supported by existing literature on Ecopreneurs as outlined in more detail below.

Ecopreneurs are not Social Entrepreneurs in the true sense of the word, for them making money is still very much core to what they do and therefore the difference between them and other types of entrepreneurs is that it is not the sole purpose of their existence and they wish to make money in a responsible and sustainable manner and it is because of this lack of drive for profit that Ecopreneurship may represent a new type of capitalism and may be sustainable in the long run (Gibbs, 2006).

In a study of ten start-up ecopreneurial ventures in Switzerland, Schlange (2006b) found with ecopreneurs their main characteristic was environmental business vision rather than a desire to make money as with traditional entrepreneurs.

Among the Ecopreneurs studied by Allen and Malin (2008) in the USA, a strong theme was the lack of focus on money for themselves personally, rather they pursued a strong environmental vision, with some benefit to themselves and also to a few of the people in their communities through employment and supplier sourcing, environmental concerns being their main focus.

In the ecopreneurial study of both male and female ecopreneurs in New Zealand, Kirkwood and Walton (2010) found that all of the ecopreneurs were economically motivated, but that it was not the most important motivational driver, instead their ecopreneurial ventures have to make money, but mostly to sustain themselves and their dependents in order for them to fulfil their environmental goals, therefore money is a means to ecopreneurs, not an end (Kirkwood & Walton, 2010).

2.6.3 Conclusion – Money

Considering the lack of literature available on Ecopreneurs in South Africa in general and specifically on their economic motivations and given the importance of finding the correct motivators from a government policy perspective to stimulate ecopreneurial activity in South Africa, further research into the economic motivations of Ecopreneurs in South Africa is warranted in this research project.

2.7 Passion

2.7.1 Introduction to Passion

Passion has been noted as a motivational driver in many of the ecopreneurial studies to date (Boyd et al., 2008; Kirkwood & Walton, 2010; Thompson & Scott, 2010; Phillips, 2011; Shepherd & Patzelt, 2011).

However, none of the abovementioned studies explore passion in detail and therefore it warrants looking at the general entrepreneurship literature for further guidance in this regard.

In this section, the constructs of passion, meaning and hierarchy of needs will be explored for their relevance to ecopreneurial motivation.

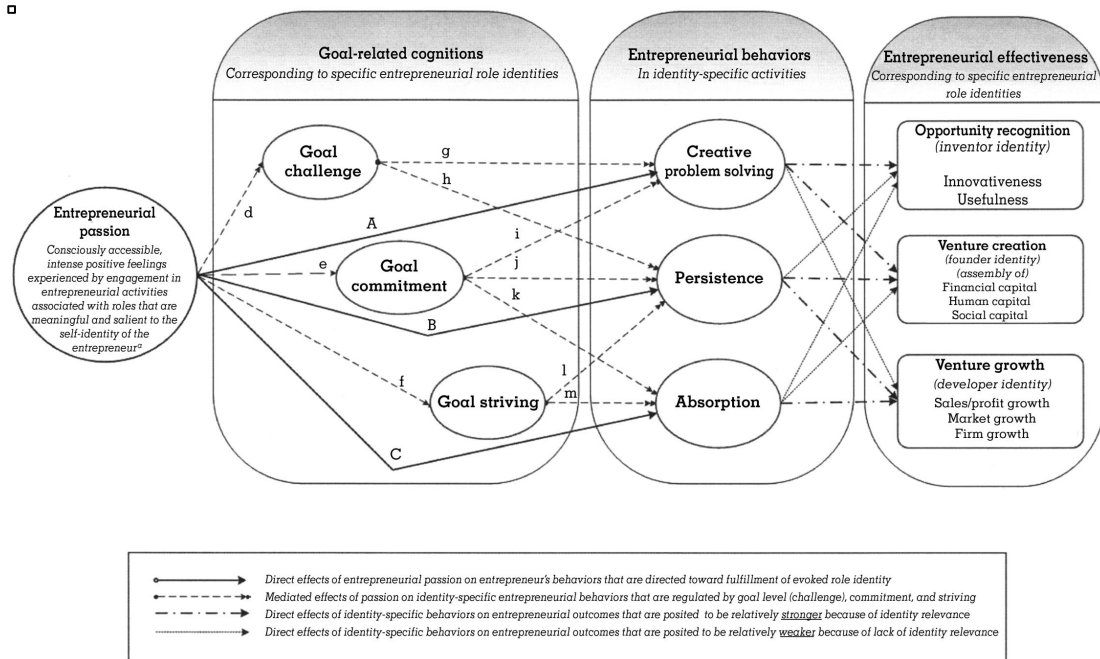
2.7.2 Passion

Popular stories have been told about Entrepreneurial passion but despite the interest in this topic, not much specific research is available hence the study by Cardon, Wincent, Singh and Drnovsek (2009), which undertook an extensive investigation on existing literature on entrepreneurial passion and aimed to bring this literature together and test it in their study.

According to Cardon et al. (2009, p.516), passion in entrepreneurs is both, a consciously accessible, intense positive feeling” and it “results from engagement in activities with identity, meaning and salience”.

Based on the research done by Cardon et al. (2009) they came up with the conceptual model of Entrepreneurial Passion set out in Figure 2.9 below, which could help to predict outcomes of entrepreneurial passion in different situations.

Figure 2.9: A Conceptual Model of the Experience of Entrepreneurial Passion



Source: Figure 1 - Cardon et al. (2009)

Cardon et al. (2009) is of the view that entrepreneurs have dominant identities, for instance inventors who tend to be good at recognising opportunities, founders who tend to be good at founding entrepreneurial ventures and developers who tend to be good at growing the ventures.

An important consequence of the dominant identity theory is that entrepreneurs will, due to the positive feelings associated with their passion, tend to pursue activities that will speak to their particular dominant identities, possibly to the exclusion of other activities, but with the effect of deep fulfilment (Cardon et al., 2009).

According to Schaltegger (2002, p.47), “Ecopreneurs influence their companies substantially with their personal goals and preferences in a way that these are reflected in the companies’ goals.

It is because of this desire to create meaning that Ecopreneurs measure their own success and that of their Ecopreneurial ventures not only in terms of economic performance (profit) but also according to social and environmental performance so as to give a balanced view of their performance and in this way the pursuit of profit will not be acceptable to them if the generation of those profits impacts negatively on society or the environment (Dixon & Clifford, 2007).

Understanding the interaction with the people of this planet is key to the Ecopreneurs thinking and often they use their business ventures as a platform for social change, uplifting poorer communities, providing employment to the otherwise unemployed, providing a cleaner and healthier environment to live in (Dixon & Clifford, 2007).

In the context of a case study of Ecopreneurship at grassroots level in India, Pastakia (1998) is of the opinion that an ever-increasing number of entrepreneurs will come to see the value in pursuing green business.

2.7.3 Meaning

Mensch’ is Yiddish for ‘a good person.’ Since you start a business because you believe it will improve the world in some way, success includes ‘helping lots of people, doing what’s right and paying back society’ – whether or not such good acts are profitable or easy. (Kawasaki, 2004, p.211)

According to Kawasaki (2004) it is critical when going into business that one does something meaningful and doing something meaningful is an extremely powerful motivator. Being an Entrepreneur should be about more than making money; it should

be about making the world a better place or increasing the quality of life or some other form of making meaning (Kawasaki).

As discussed above, Cardon et al. (2009) concluded that entrepreneurs who pursue their passion in their business ventures will find that deeply meaningful and positive, especially as it will confirm their identities, which will all help them to see their ventures through and ultimately achieve their goals.

This same argument can be applied to Ecopreneurial motivation as Ecopreneurs tend to be passionate about the environment (Kirkwood & Walton, 2010) and therefore they will experience deep meaning in the pursuit of their environmental passions through their environmental businesses.

Ecopreneurship may therefore, as part of the family of ethically motivated entrepreneurs (Taylor & Walley, 2003) present a new age of entrepreneurship where passion and identity come together to create meaningful and fulfilling business ventures to the benefit of the environment and its founder and owners.

2.7.4 Maslow’s Rectified Hierarchy of Needs

Most people are familiar with the first five levels of Maslow’s hierarchy of needs (Maslow, 1943) as explained in further detail in Figure 2.10 below in terms of which people in ascending order first deal with their physiological (survival) needs, then when those needs are met, their safety needs, then belongingness and love needs, then esteem needs and ultimately self-actualization needs.

Figure 2.10: A Rectified Version of Maslow’s Hierarchy of Needs

Motivational level	Description of person at this level
Self-transcendence	Seeks to further a cause beyond the self ^a and to experience a communion beyond the boundaries of the self through peak experience. ^b
Self-actualization	Seeks fulfillment of personal potential.
Esteem needs	Seeks esteem through recognition or achievement.
Belongingness and love needs	Seeks affiliation with a group.
Safety needs	Seeks security through order and law.
Physiological (survival) needs	Seeks to obtain the basic necessities of life.

Note. The earliest and most widespread version of Maslow’s hierarchy (based on Maslow, 1943, 1954) includes only the bottom five motivational levels (thus excluding self-transcendence). A more accurate version of the hierarchy, taking into account Maslow’s later work (especially Maslow, 1969a) and his private journal entries (Maslow, 1979, 1982), includes all six motivational levels.

^a This may involve service to others, devotion to an ideal (e.g., truth, art) or a cause (e.g., social justice, environmentalism, the pursuit of science, a religious faith), and/or a desire to be united with what is perceived as transcendent or divine.

^b This may involve mystical experiences and certain experiences with nature, aesthetic experiences, sexual experiences, and/or other transpersonal experiences, in which the person experiences a sense of identity that transcends or extends beyond the personal self.

Source: Table 1 - Koltko-Rivera (p34, 2006)

However, Koltko-Rivera (2006) persuasively argues that Maslow in his later life recognised a sixth need beyond self-actualisation, being self-transcendence, in terms of which the individual aspires to something beyond himself, for instance environmentalism, which could help explain some of the motivational origins of Ecopreneurship.

2.7.5 Conclusion to Passion

Based on the discussion of gaps in the existing literature on passion as a motivational driver of ecopreneurs and based on extant literature on passion as a motivator of general entrepreneurs it would be worthwhile undertaking further specific research among South African Ecopreneurs to determine what role passion plays in their motivations.

2.8 Country Context

Some research has been done in South Africa on motivational drivers of male and female entrepreneurs (Mitchell, 2004). However, limited research has been done to date on the motivational drivers of ecopreneurial businesses in South Africa.

Ras and Vermeulen (2009, p.337) undertook a study of South African table grape growers, supplying into Europe and found that the cost of compliance with European environmental requirements was not fairly allocated in the supply chain and furthermore that there was no statistical, “negative nor a positive correlation between environmental performance and economic performance”. Therefore they are somewhat sceptical as the usefulness of improved environmental performance to South African companies, trying to compete abroad (Ras & Vermeulen, 2009). This approach would seem consistent with those individuals who are driven purely by economics, rather than other goals like environmental performance and it would be argued that ecopreneurs do not fall into this category of entrepreneur and in any event, South Africa does not generally demonstrate a culture of environmental sustainability (King, 2009) in the same way that countries like New Zealand do (Kirkwood & Walton, 2010).

Research of a similar nature has been undertaken in other parts of the world, including New Zealand (Kirkwood & Walton, 2010), Australia (Braun, 2010), The United States of America (Allen & Makin, 2008), The United Kingdom (Dixon & Clifford, 2007;

Thompson & Scott, 2010, Phillips, 2011), Switzerland (Schlange, 2006a, 2006b), Germany (Schick, 2002), Finland (Linnanen, 2002) and various European countries (Schaltegger, 2002) and all of those researchers have concluded that motivational factors of Entrepreneurs vary from one country to the next.

As there is such limited academic research available in South Africa on ecopreneurs and what motivates them it would desirable for policy makers in this country to base their decisions on case studies undertaken in this country, hence the localisation of this study to South Africa.

2.9 Conclusion to Chapter Two

Based on the review of the literature in this Chapter Two above, gaps have been identified in the literature on the motivational drivers of South African ecopreneurs, including the general motivations for starting and running green businesses, the role that values, money and passion play in these motivations and how these may differ from motivations of ecopreneurs in other parts of the world.

Furthermore, given the importance of finding the correct motivators from a government policy perspective in order to stimulate ecopreneurial activity in South Africa, further research into the economic motivations of Ecopreneurs in South Africa is warranted in this research project

Accordingly, this research project will answer the research questions detailed in Chapter Three below.

3 CHAPTER THREE: RESEARCH QUESTIONS

3.1 Introduction

The purpose of this chapter is to define the precise purpose of this research project. As demonstrated in Chapter Two above, this topic is new and under researched (Kirkwood & Walton, 2010), especially in South Africa, and as the existing literature on ecopreneurship does not provide likely solutions to the research objectives, this research project will use research questions and unstructured depth interviews in accordance with the exploratory research methodology detailed in Chapter Four below (Malhotra, 2010).

Based partly on the further research to be undertaken as suggested in (Kirkwood & Walton, 2010, p.204), the following research questions are posed:

3.2 Research Question One

What motivates people in South Africa to become ecopreneurs and how does that differ from ecopreneurs in New Zealand?

3.3 Research Question Two

What is the impact of founding ecopreneurial values on their green businesses?

3.4 Research Question Three

To what extent are South African ecopreneurs motivated by money?

3.5 Research Question Four

What role does passion and meaning play in Ecopreneurial motivation in South Africa?

4 CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter explained the research questions that will be explored in this research report. These propositions focus on the motivational drivers of ecopreneurs in South Africa. This chapter will now explain the methodology that will be used to explore the research questions outlined in Chapter Three.

4.2 Research Method

Research methodology experts like Tharenou, Donohue and Cooper (2007), Saunders Lewis and Thornhill (2009) and Malhotra (2010), are in agreement that the research design to be used must be determined by the underlying purpose of the study, which in this case is to understand the sub-conscious, underlying motivations and values that drive Ecopreneurs in South Africa to pursue both economic and ecological goals in their businesses.

The research method that was followed was a direct approach, having done exploratory research, having obtained primary data through qualitative research, specifically by way of depth interviews.

4.2.1 Rationale for Research Method: Exploratory Research

According to Malhotra (2010), this type of research is used when the researcher wants to gain a deeper understanding and insights into the research question.

Due to the limited research done to date on Ecopreneurs in general and specifically in South Africa, it was still necessary to develop theories regarding motivation and values of Ecopreneurs, rather than testing theories and therefore it was believed exploratory case study research was the appropriate research method for this topic. Refer also to Kirkwood and Walton (2010) in this regard.

4.2.2 Research Process: Direct approach

According to Malhotra (2010), this approach can be used when the purpose of the research is explained to the participant, or if the purpose of the research is obvious to the participant. Given that open questions were asked, it was believed to be beneficial

to provide some context of this study to the participants in order for them to provide the best contribution they can.

4.2.3 Primary Data

According to Malhotra (2010), that is when researchers do direct research themselves, in order to answer specific research problems.

Given the lack of availability on this topic in South Africa, as illustrated in 2.6 South Africa, above, primary research was done in South Africa in order to gain specific insights into the minds of South African Ecopreneurs for the purposes of answering the research questions posed in this study.

4.2.4 Qualitative Research

Qualitative researchers are concerned with social constructs, with values, with how social experiences create meaning and they recognise relationships between people and that which is being studied, while quantitative researchers are concerned with measurement of relationships between variables and processes (Denzin & Lincoln, 2011).

When relatively small samples will be used and when the purpose of the research is to gain specific insights or to better understand the subject that is being researched, qualitative research should be used (Malhotra, 2010).

Due to the limited research done on ecopreneurs in general and specifically in South Africa it was deemed appropriate to use a qualitative research approach in this research project. This approach was also used in previous exploratory research into this field, for instance in the cases of Kirkwood and Walton (2010), Thompson and Scott (2010), Schlange (2006a) and Schaltegger (2002).

4.2.5 Depth Interviews

Depth interviews are a form of direct, personal interview during which unstructured questions are asked of participants in order to probe their underlying attitudes, beliefs, motivations and feelings on the research topic (Malhotra 2010).

People may be unable to provide accurate answers to questions that tap their subconscious. The values, emotional drives and motivations residing at their subconscious level are disguised from the outer world by rationalization and other ego defences. In such cases, the desired information can be best obtained through qualitative research. (Malhotra, 2010, p.172)

4.3 Population and Unit of Analysis

Start-ups and established Ecopreneurial ventures were selected; both ventures that have started green from the outset and those that have gone green at a later stage. The focus was on the Ecopreneur as an individual and where the founder was still involved in the business the founder was in most cases interviewed, otherwise a senior representative of the firm was interviewed.

In selecting Ecopreneurs, it was important to screen them objectively to ensure that they will be appropriate for this study. In the multiple case studies undertaken by Schlange (2006a), 120 potential firms were selected as potentially relevant, they then underwent rough screening, reducing the list to 20 and after that they applied a matrix of sustainability criteria that further reduced the list to 10 firms, which were eventually interviewed.

In this case study a similar method was used as the one used by Schlange (2006a), as a list of potential firms was compiled by making use of contacts from personal networks, as well as making use of websites like www.ecopreneur.co.za, www.simplygreen.co.za, www.thegreentimes.co.za and www.sustainable.co.za.

Selection criteria were then developed to further reduce the list. However, in the end, access to these Ecopreneurs ultimately determined which of them were interviewed. As most of the Ecopreneurs identified were from all over the country it would not have been feasible to do face-to-face interviews with them due to the time and cost of travel. Therefore, interviews were arranged with them while they attended the Sustainability Week Exhibition (www.sustainabilityweek.co.za/expo) in Sandton, Gauteng where they had the time and the inclination to grant interviews for this thesis. This approach

applied to participants two through nine. Participants one and ten were interviewed based on personal networks.

4.4 Size and nature of the sample

4.4.1 Size of Sample

In other studies of similar nature, similar themes emerged over a number of interviews, for instance in the case of Kirkwood and Walton (2010) they found that they had enough data to draw useful conclusions after 14 case studies. In the case of Schlange (2006a), they found 10 case studies to be sufficient and in the case of Schaltegger (2002) seven case studies were undertaken.

Therefore on the basis of previous studies of a similar nature, 10 Ecopreneurs were targeted for interviewing and after 10 interviews it was found to be sufficient as similar themes emerged over these interviews.

4.4.2 Unit of Analysis

According to Tharenou et al. (2007) a unit of analysis is an element for analysis, including individuals, pairs, groups, companies and industries. For case studies the unit of analysis is the phenomenon that is being studied (Tharenou et al. 2007). In this study the focus was on individuals, the Ecopreneurs themselves, either as founders or as current business owners and/or executives.

During this process very limited secondary data was also gathered regarding the Organisations established by these Ecopreneurs, so that the organisations then become the unit of analysis. Only publically available data like websites and brochures was used.

One of the major benefits of gathering secondary data, as was the case in this study, was to triangulate the depth interview data, which helps with reliability and validity of the data (Malhotra, 2010)

4.5 Data Collection - Instrument and Design

Similar to Kirkwood and Walton (2010), multiple case studies were undertaken using interviews. However, different from Kirkwood and Walton (2010), who used semi-structured interviews, unstructured depth interviews were used in this research.

Rough outline questions were used, based on the actual research questions, which were restated as follows:

- a) What motivated you to become an ecopreneur?
- b) What impact has your, or if applicable, the founder's green values had during the start-up phase of your business?
- c) What impact has your, or if applicable, the founder's green values had to date during the growth phases of your business?
- d) Do you believe you are different to other entrepreneurs? If so, in which way?

4.6 Data Collection

As depth interviews are unstructured only open-ended questions were used in order to effectively explore the interviewees underlying thoughts and feelings regarding each research question (Saunders et al., 2009).

The principle was to use rough outline questions in a general manner and then further probing questions, for instance complex probes, reflective probes and cross-checks, story-telling and verbal cues, depending on how the interviewees respond (Tharenou et al. 2007). The wording and the order of the questions were dictated by the situation.

According to Malhotra (2010: p186), other techniques that were useful during these depth-interviews were:

- “Laddering – A technique for conducting depth interviews in which a line of questioning proceeds from product characteristics to user characteristics;
- Hidden issue questioning – A type of depth interview that attempts to locate personal sore spots related to deeply felt personal concerns; and
- Symbolic analysis – A technique for conducting depth interviews in which the symbolic meaning of objects is analysed by comparing them with their opposites.”

Secondary data sources, including company websites and brochures, were also gathered to complement the interviews (Kirkwood & Walton, 2010) and to develop a more in-depth understanding of the individual cases within their context (Schlange, 2006a), (Tharenou et al. 2009) and to aid triangulation of data to improve reliability and validity of the data gathered through the depth interviews.

4.7 Data Analysis

According to Denzin and Lincoln (2011) it is necessary for researchers to seek out both the common themes between multiple cases as well as the unique characteristics of each case. To overemphasise the common characteristics would be to lose the depth and richness of each case (Denzin & Lincoln, 2011).

Whilst subsequent quantitative research could be undertaken to test and confirm theories developed as a result of the initial qualitative research (Malhotra, 2010), it was decided not to do so in this case due to the inherent constraints of this type of thesis it is therefore proposed for future research in Chapter Seven.

The interviews were transcribed and the transcripts were organised around themes emerging from the interviews. In the case of Kirkwood and Walton (2010), NVivo software (2012) was used to establish an indexing system and to code and label each paragraph and sentence in the transcripts according to themes and to continuously review the data and refine this process.

Richards (2009) provides useful guidance on the selection and Jemmott (2008) on the use of qualitative data analysis software and based on this guidance and previous experience of researchers at the Gordon Institute of Business Science (GIBS), Atlas.ti 7 Qualitative Data Analysis Software, was selected for this research project. Further information regarding this software can be found at www.atlasti.com.

As suggested by Silverman (2011), a systematic data reduction was undertaken on the data collected as part of this research project, in order to simplify and reduce the data by organising it into themes and clusters in order to combine, relate and diverge the ideas that attach to each of these themes.

During the data analysis section of the thesis, quotes were selected on the basis that they are representative of the themes discovered during the research process.

This is the same process that was followed by Kirkwood and Walton (2010), which helped to illustrate the depth and richness of this qualitative research method.

4.8 Data Reliability and Validity

Reliability is about ensuring the ability to duplicate the data if the same methodology was followed by someone else (Tharenou et al. 2009). Reliability was achieved in this study through triangulation, for instance by also having applied secondary data sources and verification as was done in Kirkwood and Walton (2010).

Validity consists of internal and external validity (Tharenou et al. 2009). Internal Validity in this case was achieved by attributing the correct cause and effect, therefore interpreting the results of the study correctly, without bias (Tharenou et al. 2009). This could also have been achieved by way of triangulation, by using multiple sources of data (Tharenou et al. 2009).

External validity is about the extent to which findings from one group may be generalised to other groups (Tharenou et al. 2009). The primary way that this study overcome external validity concerns was to undertake multiple interviews of multiple Ecopreneurs, as was also the case in the related cases of Kirkwood and Walton (2010), Schlange (2006a), and Schaltegger (2002).

4.9 Confidentiality and Anonymity

Different from Kirkwood and Walton (2010), the ethics approval that was obtained from the GIBS Ethics Committee for this research required that the names of such interviewees be withheld in these quotes to ensure their anonymity and accordingly this was done.

In order to maintain anonymity of the interviewees throughout the research process, the publication of this dissertation and any articles that may follow thereafter, no names or identifiers of interviewees were recorded in the digital audio recordings of such interviews or in the transcriptions thereof.

Furthermore, the digital audio recordings of interviews and the transcriptions thereof are kept confidential.

During the writing of the dissertation, confidentiality was ensured by restricting access to the data to as few people as possible and by ensuring that anyone who had access to this data was under legal obligation to keep such data confidential by means of a Non Disclosure Agreement that was signed by such parties.

As this dissertation has now been completed, all records of the data will be destroyed except for one archival copy, which is being kept in the GIBS archives.

4.10 Limitations of the Study Methodology

The interviewer plays such an integral role in the depth interviews process and in the analysis and interpretation of the results that the successful outcome of the process is heavily influenced by the interviewer's skills and experience (Saunders, 2009).

In order to mitigate this risk, an external, professional party transcribed the recordings, ensuring no bias entered the transcription process.

Furthermore, due to the large amount of time that was needed for each interview, it inherently limited the number of interviews in the project (Malhotra, 2010). However, as mentioned above, in similar case studies, 14 (Kirkwood & Walton, 2010), 10 (Schlange, 2006a) and even seven case studies (Schaltegger, 2002) were found to be sufficient to draw conclusions. Therefore the 10 interviews that this research is based on, inherently minimises the bias of the researcher.

Finally, it is difficult to generalise the findings of a particular case to other cases (Tharenou et al. 2007), however, generalisability was improved in this case by interviewing multiple ecopreneurs.

4.11 Conclusion to Chapter Four

This chapter explored the research methodology that was followed in this research report, being a direct approach, having done exploratory research, having obtained primary data through qualitative research, specifically by way of depth interviews of 10 South African ecopreneurs.

The next chapter will present some of the data gathered during these depth interviews, specifically framed in the context of the research questions outlined in Chapter Three.

5 CHAPTER FIVE: RESULTS (20 of 20 pages)

5.1 Introduction

The previous chapter explained the methodology used to explore the research questions outlined in Chapter Three. This chapter will present the findings extracted from interviews of 10 ecopreneurs in South Africa.

5.2 The Interviews

Interviews were conducted with 10 ecopreneurs, spanning a range of green ventures from different parts of South Africa. The results of the interviews will be presented below, in terms of the abovementioned categories.

Additionally, information was gathered from brochures provided by the ecopreneurs themselves and from their websites, where applicable.

The 10 ecopreneurs interviewed were all white South African males, ranging from early thirty's to their mid-sixties, with an average age in the mid forties. Whilst it is unfortunate not to have had more diversity in this sample in terms of gender and race, these are the ecopreneurs that were found in the South African context and this phenomenon will be further discussed in Chapter Six (Discussion of Findings).

5.3 The Ecopreneurs

As mentioned in Chapter Four (Methodology), ethical approval was obtained for this research project on the basis that no identifiers would be stored or presented in this research report. Accordingly the ecopreneurs interviewed will be presented in numerical order of their interviews and a brief description of them and their businesses provided below:

(1) The Serial Ecopreneur

This ecopreneur lived and studied first in Queensland, Australia and later in South Africa in Pietermaritzburg and then Cape Town. He first studied law and later theatre, followed by a double honours in theatre directing and in education. His business ventures started with paying his way through university, "by running a pub and doing a

crayfish and perlemoen black tie thing on the beaches”. He founded, ran and has been involved in numerous business ventures, both of the traditional economic variety and many social and green businesses, employing hundreds of people. He currently spends part of his time in Kwazulu-Natal and the other part in Gauteng and the business ventures he is involved in operate throughout South Africa.

(2) The Water Saver

This ecopreneur was a motor mechanic by training and 12 years ago, following major drought in his region, decided to found a water saving business. His company is based in the Western Cape but they do work countrywide. Their motto is, “Products that assist the environmentally conscious homeowner to live a greener lifestyle” and they specialise in water saving products, ranging from rainwater harvesting, filter and storage to grey-water and red-water saving and recycling devices. He employs three other people.

(3) The Food Waste Man

This ecopreneur started his career in the advertising industry, working in various parts of the world and culminating in his role as Group MD of the South African operations of a prominent international advertising agency. Two years ago he gave up his formal career and together with his wife he founded a food waste recycling and processing business. His green business is based in Gauteng, but they provide their services and products countrywide in South Africa. They don’t have any employees, but they have hundreds of agents countrywide, many of whom work only on behalf of this business.

(4) The Journalist

This ecopreneur originally studied science but then turned his attention to marketing and advertising for a prominent South African green magazine. Whilst the magazine is based in the Western Cape, he is based in Gauteng and focuses on selling advertising space in their magazine to green companies. He is an employee of this green business rather than a founder but he has worked closely with the founders and could provide meaningful input on the questions posed in this research project.

(5) The Bicycle Man

This Western Cape based ecopreneur spent his career in the music industry, playing various classical musical instruments, first in the USA and later in South Africa. Looking for new business ideas, he decided to found an electrical bicycle company, converting existing bicycles to electrically powered bicycles. He loves this business and the joy it brings to people when it reminds them of the time they were children – he gets a twinkle in the eye when you enjoy riding his bikes. This venture does not have any employees other than the ecopreneur himself.

(6) The Insurer

This Gauteng based ecopreneur is in the short term insurance business. He currently owns and operates this insurance brokerage, originally founded by his mother some 25 years ago. This ecopreneur employs about 70 people nationally through his various business ventures, including this insurance brokerage.

(7) The Carpenter

This Austrian born ecopreneur is a carpenter and interior designer by profession, who sold his Austrian joinery business and came to South Africa 10 years ago. He now imports double glazed windows from Austria, with plans to manufacture them under license next year in South Africa. This ecopreneur employs multiple people.

(8) The Light Provider

This Western Cape based Ecopreneur has a strong financial and business science background and has worked in the USA, France and the UK before opening his LED lighting manufacturing business nine years ago. This ecopreneur employs multiple people in his manufacturing facility.

(9) The Marketer

This Western Cape Based Ecopreneur has a strong background in media and marketing and he has used his experience and skills to create a boutique marketing consultancy specialising in helping to market, amongst others, businesses who promote products and services that help the environment. This ecopreneur has several employees.

(10) The Property Developer

This Gauteng based ecopreneur is a veteran of 18 years in the property development industry, having been instrumental in the design of prestigious developments like the Michelangelo Towers in Sandton and in the design and build of numerous residential construction projects. Following a visit to Australia five years ago where he saw the green trends in the property development industry there, he decided to build the first “off-the-grid”, green cluster housing development in South Africa, combining many of the current popular green technologies like solar water and solar power, water saving and recycling, green building materials and design. He recently finished building his first green show house and have already sold most off his green development off-plan. This ecopreneur is in the process of employing many labourers to construct his property development.

5.4 Research Question One: Motivation

5.4.1 Introduction

The first research question relates to motivation, specifically, “What motivates people in South Africa to become ecopreneurs and how does that differ from ecopreneurs in New Zealand?”

In this research project, the ecopreneurs were motivated to start and continue to run their green businesses by multiple factors. The ten main motivational drivers for each participant is listed in Table 1 below. The commentary following the table will provide more detail on each driver, with particular focus on the most important and most frequently encountered drivers, with the exclusion of the motivational drivers of Values, Money, Passion and Meaning being discussed separately as they related to Research Questions two, three and four.

Table 5.1: Motivational Drivers

RQ1	Participants:	1	2	3	4	5	6	7	8	9	10	Total
RQ4	Passion and meaning	✓	✓	✓	✓	✓	✓		✓	✓	✓	9
RQ1	Identifying a gap in the market	✓	✓	✓	✓	✓		✓		✓	✓	8
RQ2	Values	✓	✓	✓	✓		✓	✓	✓	✓		8
RQ3	Money	✓	✓	✓	✓	✓			✓	✓	✓	8
RQ1	Family-related motivators	✓	✓	✓	✓	✓						5
RQ1	Disruption and Change	✓			✓	✓				✓		4
RQ1	Independence	✓		✓		✓				✓		4
RQ1	Dealing with pleasant people			✓			✓		✓			3
RQ1	Vision	✓		✓							✓	3
RQ1	Work-related motivators			✓								1
	Total	7	3	9	6	6	3	2	4	5	4	

Adapted from the table in Kirkwood and Walton (2010)

5.4.2 Identifying a Gap in the Market

Eight out of 10 ecopreneurs interviewed mentioned that they started their ecopreneurial ventures based on a gap that they identified in the market. Below are some of the quotes relating to this motivational driver.

Serial Ecopreneur (1): “they are not seeing the massive business opportunities in it, and going green is a Tsunami of entrepreneurial opportunity, literally it is changing the way we do business, but very few people are seeing that.”

Serial Ecopreneur (1): “So a lot of our growth happens out of being invited into the growth agendas of our clients, rather than... So we get right into the strategy, it is rather like a Trojan horse.”

Serial Ecopreneur (1): “So from an entrepreneurial search for capital, for partners, for your natural ability to market oneself, I think these platforms have created new spaces for new conversations.”

Water Saver (2): “Basically we have been doing irrigation and rainwater systems for the past 12 to 15 years in the Western Cape, and then what I did was I found a need with that, with the drought, just to the extent that there was no water and the ‘ou’s’

couldn't water, so we stepped up on the rainwater systems... Then I saw the need for cleaner rainwater going into your tanks; we had a lot of rats, birds going into the tanks because nobody had a filter like this... So we imported that, this is the head that cleans your rain water before it goes into your tanks, and then basically the products have just grown from that to grey water to red water divert and now we are supplying countrywide."

Food Waste Man (3): "So from a blue ocean strategy point of view there is this opportunity that existed in order to try and capture a share in a market that is completely un-serviced."

Food Waste Man (3): "My brother who is a very successful entrepreneur always said to me 'there are a million ideas, ideas are free', if you could see them there would be 20 million awesome ideas floating around this room but it takes a special person to actually do something with one idea."

Food Waste Man (3): "So for me what was attractive about this business is that the biggest issue in the sort of green environment is food waste; no-one has a proper solution to manage food waste, and we generate millions of millions of tons of food waste every year which simply just goes to landfill."

Journalist (4): "So for me when you talk about entrepreneurship, it just seems to be a massive opportunity dealing with an unmet need. But the challenge is it is an unmet need but an unrealized need as well, an unacknowledged need. So the biggest challenge for us as entrepreneurs is we basically are creating a category from scratch."

Journalist (4): "It is almost like a change, the old methods are not good enough anymore, there need to be new methods and people are using their creativity to come up with these methods and then using the greenest alternative for that... can't I invent something that is very similar or the same, that is good for me, or is good for the environment?"

Journalist (4): "I have obviously been interested in green from the start and being just lucky enough to be involved in this magazine, and working my way into a position where I am needed in the company."

Journalist (4): “That is my opinion, just from what I have looked at, just a sense I have, that 2013 and 2014 will be a year where people will actively be spending their money on going green and they will actually start asking people ‘Hey, this is not green, no, I don’t want to buy this; I am going to buy something that is green’.

The Bicycle Man (5) stated that he believed that there was a huge gap for electrical bicycles in the lower income market and that he wished to pursue this gap, provided he could find an innovative way of funding the purchase of those electrical bicycles.

Carpenter (7): “Ja, you see there is a whole lot of legislative issues playing into our hands at the moment with the stepping up of the energy efficiency of entire buildings, all these new building regulations, and even though still not completely implemented, it might still take a few years, but really it is an incredibly fast-growing market, in my opinion, that is why I have started the whole thing in the first place.”

Marketer (9): “Or you have looked at all the possibilities and you have looked at the circumstances, and you have looked at the environment, you have looked at these things and actually you realize ‘oh, these things are missing’.”

Marketer (9): “So it is a wake up, shake up, we need to get the truth out to the people and I have seen a lot of potential, in the green industry, there is a lot of opportunity, there are wonderful people with great products, technology, but they are not marketers and they don’t know how to get their message out, and we can come in and assist them”.

5.4.3 Family-Related Motivators

Five out of 10 ecopreneurs interviewed mentioned family-related motivators. The following are some of the quotes relating to this motivational driver:

Serial Ecopreneur (1): “I love my children, I want the world to be happy”

Water Saver (2): “it is basically about four of us – my family, my wife”

Food Waste Man (3): “So actually our lifestyle to a large extent defined our business.”

Food Waste Man (3): “And anyway we persevered and we always said maybe there will come a time and maybe this is not big enough for my wife and I, maybe it is only big enough for her, and we will employ an administrator and I will go and get formal employment again.”

Journalist (4): “At the end of the day you can’t run a company that is too small, it doesn’t work; unless you are honestly just trying to provide for yourself and wife or whoever.”

Participant 5 mentioned although he identified lots of uses for electrical bicycles he was trying to sell a lifestyle and a different way of doing things rather than the electrical bicycles themselves.

5.4.4 Disruption and Change

Four out of 10 ecopreneurs interviewed mentioned disruption and change. The following are some of the quotes relating to these motivational drivers:

Serial Ecopreneur (1): “They are trying to do things differently. And very often they do it by rebelling against the system and in fact they are unreasonable, not reasonable people... It is unreasonable people and I think our education system is making us reasonable, our bureaucracies; all of our administrations are making us reasonable.”

Serial Ecopreneur (1): “What I have noticed about what I would call the entrepreneurs that I would probably associate best with, are people who are not out there to make money, they have creative surge and it is that creative thing - they are trying to be change-makers.”

Serial Ecopreneur (1): “So it is about re-thinking and re-challenging value chains entirely, and in Nairobi we worked out that some of the poorest of the poor just with Unilever products could have built three four-bedroomed homes with what they have thrown away.”

Water Saver (2): “And to try and turn people to think – at present water is very cheap, but it is going to get more and more expensive, and they have even got a word for water wars, when the waterfalls start running out of water – it wont be over oil, it will be over water – the countries that have got, and it actually has a name now – water wars.”

Journalist (4): “the first two years of the publication it was quite tough, the big companies were not going green yet, this was four years ago, and you know now things have changed in the past two years.”

The Bicycle Man (5) stated that he was of the opinion that people and companies have emotional fear of trying something new or doing something more environmentally friendly.

Marketer (9): So I think it is a worldview in a sense, which inspires you and ignites you to follow that passion, because to step out of the ordinary as an entrepreneur and do something out of the ordinary, or extraordinary, takes a lot of guts, and you know you don't just listen to the normal way of doing things, because you have got this idea and you just do it.

5.4.5 Independence

Four out of 10 ecopreneurs interviewed specifically mentioned independence. The following are some of the quotes relating to this motivational driver:

Serial Ecopreneur (1): “I would never be a good employee.”

Serial Ecopreneur (1): “So you go ‘Well I don't want to take jobs, I can make jobs’.”

Food Waste Man (3): “Ja, and they are all entrepreneurs; some of them are still in businesses, building this business up until they can leave their existing jobs.”

Food Waste Man (3): “for me the biggest motivation was that you can build something for yourself, rather than working for a corporate and being subjected to the politics and general corporate politics of working in a corporate environment.”

Food Waste Man (3): “... we always said maybe there will come a time and maybe this is not big enough for my wife and I, maybe it is only big enough for her, and we will employ an administrator and I will go and get formal employment again. There is no risk. I have never been worried about money. I have always been able to get jobs and be successful. I don't know, maybe I am just lucky”

The Bicycle Man (5) stated that he was never worried about having a traditional career or about making money.

Marketer (9): "And money drives you to get this job because you have studied this and now you get that job and now you are trapped in that job for the rest of your life till you die."

5.4.6 Dealing with Pleasant People

Three out of 10 ecopreneurs interviewed directly mentioned that they enjoyed being in green businesses as they dealt with pleasant people. This was a pervading theme from most of the ecopreneurs during the interviews. The following are some of the quotes relating to this motivational driver:

Serial Ecopreneur (1) hinted at this same principle in his comment quoted under 5.4.4 Disruption and Change quoted above where he refers to associating best with entrepreneurs for whom it is more about creating something rather than making money.

Food Waste Man (3): "And that for me is one of the most amazing things and you meet the most amazing people because in this green environment, people tend to be nice; there is a difference."

Insurer (6): "It's sustainability, it is playing to the eco environment, it is I suppose people with a decent attitude."

Insurer (6): "So just because somebody doesn't have a solar geyser on their house it doesn't mean I don't want to deal with them; but I have also learned that money doesn't mean that I want to deal with you either."

Insurer (6): "So I think our work environment is a pleasant one."

Insurer (6): "But I think most people only get to that point when they have got legacy which has been going on for a long period of time and they know who they are dealing with and it is not like having to go and fight and scrap for business."

Light Provider (8): “Yeah, but I mean there are people that you will meet and they genuinely really do care... And it is such a pleasure dealing with them. It is such a pleasure.”

5.4.7 Vision

Three out of 10 ecopreneurs interviewed directly mentioned vision. The following are some of the quotes relating to this motivational driver:

Serial Ecopreneur (1): “...eventually you will get this, which is your kind of board level partnership where you can merge and create new industries, together rather than on its own.”

Serial Ecopreneur (1): “Ja, so I think values are important, but I think that there is a shift at the moment where in... our vision was always to create the world’s most beautiful company, not the world’s most profitable.”

Food Waste Man (3): “I could be a greeny, but it is not practical, because what is my vision? My vision is to divert from landfill, and we are talking to Secunda at the moment, so if I can get Secunda to recycle their food waste, I am fulfilling my mandate, aren’t I, and I don’t care that Sasol are not the most environmentally friendly company in the world. It is the same when I go to KFC, I think KFC sells shit, but what is my vision? I am diverting food from landfill, so whether that food is crap food doesn’t matter to me. So that is where values always comes in. We are practical, by doing this one thing it is better than doing nothing. So that is always our philosophy. I suppose that is when you talk about a guiding value, a guiding vision or an idea; I think I think of guiding ideas more than guiding values or visions. Our guiding idea is this diverting free waste from landfill, that is the idea that we have and so that dominates everything else.”

Property Developer (10): “So all I can do is take those steps you know, but I have always been visionary and I have never been lacking in the balls department.”

Property Developer (10): “And now that the sales are flying everyone is sitting there and going ‘oh yes, we are green developers...’ - which is okay but when you are a visionary and unfortunately that high up the tree, it is a lonely road, you hold on for dear life and the wind blows like crazy.”

Property Developer (10): “I don’t know if that ties up to values, but I have created something here where realistically on paper it worked, but in theory it had to be proved.”

5.4.8 Work-Related Motivators

This was the least observed motivator, with only one of the 10 ecopreneurs interviewed mentioning work-related motivators. However, this ecopreneur was quite opinionated on the matter. The following are some of the quotes relating to this motivational driver:

Food Waste Man (3): “So the first thing I am saying is I was “gatvol” of corporate life, I am going to do something different.”

Food Waste Man (3): “But I think the feeling was, is that, while you have all the responsibility for running an organization, your authority tends to dissipate all the time; as your business gets more successful, more and more people jump into the business, try and interfere, and at [at agency] the environment is terrible, absolutely a terrible environment.”

5.4.9 Differences Between Motivations of Ecopreneurs in South Africa and in New Zealand

The final part of research question one deals with the differences between ecopreneurs from South Africa and from New Zealand. As none of the ecopreneurs interviewed were asked about these differences, no data will be presented on this topic in this Chapter Five of the research project. Therefore please refer to Chapter Six, Table 2 and the discussion that follows, for further detail in this regard.

5.5 Research Question Two: Values

The second research question relates to values, specifically, “What is the impact of founders’ values on starting and running a green business?”

This motivational driver was also of great importance as seven out of 10 ecopreneurs interviewed mentioned values during their interviews. Below is a discussion and quotes from the participants relating to this motivational driver.

Participant one (Serial Ecopreneur) was the most vocal when it came to the issue of values. He was of the view that there was an erosion of values in business in South Africa, caused by auditing paradigm, with a renewed interest in ethics more recently due for instance to the King Codes. He also expressed a view that sustainability was seen as fashionable and in itself not sustainable without transformation of the organisational values ultimately leading to distrust in corporates. In his view, doing it right, meant doing business that was not harmful to the world and at the same time made money.

Serial Ecopreneur (1): “So basically I think most of our auditing paradigm has created a lack of values, and it is only now when we are starting to say in fact, with the King Commission and basically responsible consumers who are starting to emerge, and at the same time there is shareholder activism.”

Serial Ecopreneur (1): “And everyone has got avaricious, and we lost a lot of the ethics and values in the game of winning in business.”

Serial Ecopreneur (1): “And so half of sustainability is a load of crap, because if you don’t transform your values in your organization it is not real to sustainability, and people are starting to distrust corporates.”

Serial Ecopreneur (1): “So in one way I don’t think it is necessarily the values, I think there is an attraction to changing the world, this rebellious type of entrepreneur of doing things differently, and there are great stories around it.”

Serial Ecopreneur (1): “I don’t think it is necessarily that the deep values of entrepreneurs, I think it is more fashionable.”

Serial Ecopreneur (1): "Because they know you are doing good, they buy into your values so you become a trusted partner rather than a procurement number."

Serial Ecopreneur (1): "what they don't realize is that they actually have to change the values of an organization to be green, not just some of the processes"

Serial Ecopreneur (1): "how do we do a beautiful business that doesn't hurt the world but helps and you make money."

For participant two (Water Saver) green values were also very obviously implied and for him so obvious that it should be law to use solar panels. Whilst there was not further discussion of values, it became very clear that this ecopreneur had a deep passion for all things green and that he looked for that same passion and values in his employees.

Water Saver (2): "Ja, I do have green values, I mean we live in a country where we have mostly sunshine so you should be using solar panels, it should be law."

For the third participant (Food Waste Man), green values were also very obviously implied to him as he stated the two co-founders of this business, his wife and him, have always been green people, having recycled long before it became popular to do so and that the business had in fact grown out of their green values. He also went on to talk at some length about values, which to him meant ethics in the way that he did business and he believed they were not only lived but also enforced, for example in the guiding vision for their ecopreneurial venture, which he demonstrated very clearly in the quote under 5.4.7 (Vision) above. He also went on to explain how some of his erstwhile historically disadvantaged colleagues had very different values to him, being mostly driven by money and materialism. Honesty and Integrity also featured in this interview.

Food Waste Man (3): "I think it is an ethical thing, which is really important, we always have the need to behave ethically in whatever we do."

Food Waste Man (3): "And I think values, a goal, whatever it is, you sometimes get distracted from it, you always have to remind yourself of it."

Food Waste Man (3): "I don't think values of an organization are something that are just lived; they always have to be reinforced, or you have to remind yourself of them; because it is easy to lose your way in terms of that."

Food Waste Man (3): "Different value systems where you know, you know my black colleague, one of the guys that works here, he is a good friend of ours, and I said 'What do you want?' and he wanted a Mercedes Benz, a corner office, a nice title and that is his motivation. And I used to tease him about it, and say 'Vusi, what is all this shit, look, you drive a better car than I do!' because for me that is not really important, I am not a material person. And he goes 'you don't understand, we didn't have this stuff in the beginning, now we do, now we want it and now we can have it'.

Food Waste Man (3): "So you know the value, my belief has always been honesty, integrity and I think the integrity thing is important because it means you don't lie"

Food Waste Man (3): "So for us a vision is sort of like an ethical thing but it also keeps us in line about what our business strategy is to a large extent."

Food Waste Man (3): On the impact of Green Values on them starting their green business, "Well I think because we are green people and have been for a very long time."

Participant four (Journalist), whilst not the founder or owner of that business, had strong views on green values and clearly expressed them during the course of this interview. He also expressed admiration for the company headquarters, which was a green building.

Journalist (4): "And sustainable in the past, before we were talking about green, was making your profits, making money out of the business, and employing people."

Participant five (Bicycle Man) did not express any particular view on green values. He did state that his electric bicycle products he sold had a positive effect on the environment. For him values seem to relate more to making people happy (lifestyle) and doing good in the way he did his business and he also expressed some interest in helping lower income communities obtain independent transport.

Participant six (Insurer) stated that his mother as founder had clear green values long before it became popular or economical to do anything about them. He enthusiastically talked about various green initiatives his company was involved in like planting of trees to become carbon neutral and beyond and other projects for the protection and relocation of honey bees. He had also pioneered several green insurance policies, actuarially taking into account the economic benefits for instance of installing solar geysers as opposed to pure electric geysers. He also made it clear that they looked to employ likeminded green people and that the tree project for instance had a very positive effect on his employees, sparking a deeper green interest.

Insurer (6): "My mother [who founded the company 25 years ago] has always had the same approach; she has also been very close to the environment and things, but sustainability is only something that has become viable probably in this country in the last five years."

For participant seven (Carpenter), green values was all about responsibly and sustainably producing his double glazed windows from recyclable materials.

Carpenter (7): "Look I mean I have always tried to produce things which are friendly to the user and friendly to the environment once you can't use it anymore; that is why I have started a business like I did in Vienna."

Carpenter (7): "I think everyone is trying to change production processes, materials used, to get a level of eco-friendliness, because people pay attention to it"

Participant eight (Light Provider) had been in LED light manufacturing for eight years and before that was in finance and although he sold a very green product, he did not believe in making a big show of sustainability and environmental benefits on his company website, rather proving to his customers through case studies and financial modelling. He believed his products would speak their green credentials for themselves. He also expressed great interest in development of his employees and helping them start their own businesses with the waste produced from his manufacturing processes. He also had great admiration for people with true green values.

Light Provider (8): "Yeah, but I mean there are people that you will meet and they genuinely really do care; what is more important than the money is their integrity with

regards to how they deal, and are they meeting their own standard, not the SA standard, but their own standard of what they believe to be green.”

Light Provider (8): “I think in the green business integrity is key: I mean if you are saying, if you are putting it out there that it is based on green technology then you have to have that integrity, and try to adhere to that, and I think people will judge you on that: whereas I think in traditional business, as long as you haven’t broken any laws, you are probably okay.”

Light Provider (8): “So on some of our products we have been forced, if we are going to compete, to value engineer in a way that wouldn’t be my first prize.”

Participant nine (The Marketer) expressed a deep interest in all things moral and ethical talking for some length about values, ethics and morals in business and the pursuit of money and good and bad businesses. Please refer to paragraph 5.6 (Money) below for extensive quotations from that interview.

Participant 10 (Property Developer) did not express any particular views about values, green or other, other than technically expressing pride in his inventions of green, off-the-grid type housing, which is clearly very innovative.

5.6 Research Question Three: Money

The third research question relates to money, specifically, “To what extent are South African ecopreneurs motivated by money?”

This motivational driver was also of great importance as eight out of 10 ecopreneurs interviewed mentioned money during their interviews, either stating a position for or against the making of money as a motivational driver for ecopreneurial ventures, with some of the ecopreneurs expressing strong emotional comments regarding this driver. Below are some of the quotes relating to this motivational driver.

Serial Ecopreneur (1): “And in fact I think this whole concept of people talking about for profit or not for profit, I think we are moving into a phase where we can handle a lot more hybrid.”

Serial Ecopreneur (1): “Ja, basically from day one I had a philosophy around what I call ‘the bicycle wheel philosophy’. So half of our business is always about capital entrepreneurship, half is about social entrepreneurship. And it was really about how to balance social entrepreneurship and capital entrepreneurship”

Serial Ecopreneur (1): “in the business we had a separation around values, so we eventually had four shareholders and two of the shareholders said ‘no, we don’t want to go green and we don’t want to go social; profit is the only thing that counts’ and two of us as the original founders said ‘no, actually the culture and what we do is more meaningful for us’, and it has been very interesting because that has made more money than the guys that wanted profit and they have attracted the worst talent!”

Serial Ecopreneur (1): “So short term making money is great, but long term you can’t attract the best people.”

Serial Ecopreneur (1): “Ja, and the big thing is teaching people to make money but in what I call a guided capitalism”

Serial Ecopreneur (1): “Also what I have found is that it gives us, being involved in the social and the green agenda, gives us quicker access to thought leaders than to your business.”

Serial Ecopreneur (1): “So it is giving the name ‘green’ an exploitative name because the sales process is so wrong in it; the way people are selling and marketing... It is now based on future forces, so this is a future saving, which is possibly giving green businesses the worst name that they could, because they are selling inferior products for much more, based on the future value, which a lot of people aren’t realizing.”

Serial Ecopreneur (1): “So ja, I think with shareholder activism it is having a big effect, because the owners of capital are now saying actually we want to look at a whole lot of different perspectives on the success of a business, not just profit.”

Serial Ecopreneur (1): “And that is very interesting, because of that sell by date, Harvard’s mission statement was to teach people to make a decent profit, decently. And the guys who run the Harvard business school are saying ‘we forgot the second ‘decent’’. And everyone has got avaricious, and we lost a lot of the ethics and values in the game of winning in business. So I think there is a shift in capitalism into what I

would now call (and this is probably where the green entrepreneurs are going) is Gaia capitalism [combining capitalism and philanthropy”].

Serial Ecopreneur (1): “I mean affirmation about values and what can I do, and I still want to make enough money, I want to make... loads of money; I am not doing this because of the goodness of my heart, I am doing it because I think it is going to be a really good business - and it has proven to be already.”

The second participant (Water Saver), when asked, agreed that his business was both about making money and saving the environment.

Food Waste Man (3): “We are not doing this for free, and we never work for free. So if people come and see us for CSR projects we just say ‘no’.”

Journalist (4): “I think it is about in today’s world, changing current ways of doing things, or products, into going green; I think that is what people are doing, I think they want to go more green because it is a way of first sourcing their money and then to be better.”

Journalist (4): “realized that they need to start educating people more; that going green, even if it does cost you a little bit more - lighting is a great one to use because you spend slightly more on the light but it lasts up to 100 times longer - and in the end you are definitely saving money, it is an easy mathematical thing.”

Journalist (4): “And at the end of the day it does all go back to money, even at the end of the consumer.”

Journalist (4): “I think that is different for every person and you will speak to the guys who are very into... you know, the guys who are making a lot of money, or the guys that are very active, very.. you know, money driven. I think the guys who are salesmen, things like that, they all see the percentage of saving water, they all see it from that side. And then secondly comes the environment. Whereas someone who is more from a natural background perhaps, didn’t go and study an MBA or you know business economics or whatever; maybe he did like a tourism course, or someone who is more like not into the business world, might look at that and go ‘Hey, I am saving water!’ So it might actually go back to your ‘upgrowth’; someone is influenced either I think by ‘Do you want to make money in this world, or do you want to save the environment’.”

Journalist (4): “And that is why we shouldn’t be ante the big companies taking on green, because if a big company is doing green that is great, a company like BMW, the amount of money they are saving themselves, the impact they are having on the environment is more than what all the people in this room could do if they put LED lights in their house.”

Journalist (4): “And they are making so much money now and improving their technologies, and improving the masses that they can import and bring into cans, and paper and glass; they are making a huge, huge amount of money all of a sudden.”

The Bicycle Man (5) mentioned that he needs to make money out of his green business as he lost a lot of money in other ventures, so he needs this business to make money to sustain myself, so for him it is not just about doing good, it is also about paying the bills.

Insurer (6): “Guys which get involved in this are getting involved in it, ja, you will make money, but it is going to happen over 10/15/20 years, vs your general entrepreneur who wants to make money tomorrow – fast moving, and probably maybe fast burning out in the process as well.”

For the Carpenter (7) there was not discussion about money although it was implied that his business did make money. Clearly that was not an explicit motivator for him, suggesting it receives less priority than other motivators, although still present.

Light Provider (8): “And so that is then up to the authorities... which should be setting higher standards... if they really believe in sustainability... But if they don’t and it is left up to the market, it is always going to gravitate to the lowest common denominator and the cheapest product, the cheapest product that would just make that standard, just get to that three years, which is very sad to me. But we have two ranges, you know we have those clients who really believe in what we are doing and will pay for sustainability, and we have had to develop another range which is ... ja, for people who really just want to meet the benchmark of the minimum standard.”

Light Provider (8): “And now there is a lot more competition, but to be honest it is fly by nights, they have gone across to China and they are bringing in products on a hope and a prayer, but they don’t really understand what they are bringing across and

therefore it has had its toll on the market because people have tried but they have failed.”

Light Provider (8): “And it is those people, that it is just money for them; they have no interest whatsoever in whether they are actually passionate about what they are doing or really have an incentive to help with environmental elements.”

Light Provider (8): “It is absolutely measurable, anything that you are doing in terms of green, it has to be measurable otherwise it is actually not sustainable as a business model for businesses to earnestly look at this technology to not only save the environment but also to just improve the way they operate and be more effective at saving resources.”

Light Provider (8): “So you can see how you have both green companies in this environment but with completely conflicting business models that counteract the product totally, and the benefit to the client in the end.”

Marketer (9): “And money drives you to get this job because you have studied this and now you get that job and now you are trapped in that job for the rest of your life till you die... They don’t love what they do, they just do it for money.”

Marketer (9): “So it is a very strategic marketing, because if you get people enslaved on something that is bad, it is killing them, and you are making money out of it. So what the hell is beneficial for the environment or the economy? I would really raise the question and say ‘What is behind the business for that industry?’”

Marketer (9): “So that is just a mind-set and a worldview I believe, which has been created by something. And that is why I said, you realize who you are and you sense ‘oh, but I have a passion, I have got a desire to do something’ and you start following that. Then I think that is actually the step in the right direction to be free from the system. And I think that makes great leaders, and especially entrepreneurs. People who not just see a need – because we get those people also – who are there just to make money out of the masses and are doing it for the wrong reasons, directly and indirectly killing people in the process. The system is creating it, the money is a huge evil, but if our focus is not on money and not on the things we can get out of people”

Marketer (9): "But through the process, I think that is where the entrepreneurial spirit and looking at business opportunity, because you can be so passionate about something but there is no business element into that, to make it sustainable and profitable because you are not profitable for yourself but for a thing to sustain, for the whole thing to move forward and it will supply you also with an income to enable you to do what you are called to do, or what your passion is actually."

Marketer (9): "Because of laws and legislature and all of these things that is put in place for people to make money."

Marketer (9): "So no, it is not about the money, all the services, it is not about those things."

Property Developer (10): "Ja, it is just that you know I am at this stage quite proud of the fact that we are the market leaders when it comes to this kind of housing development, and I am quite keen to understand how I can make that pay and bring it forward obviously."

5.7 Research Question Four: Passion and Meaning

The fourth and final research question relates to passion and meaning, specifically, "What role does passion and meaning play in ecopreneurial motivation in South Africa?"

This motivational driver was of greatest importance as nine out of 10 ecopreneurs interviewed made comments relating to passion and meaning during their interviews. The following are some of the quotes relating to this motivational driver:

Serial Ecopreneur (1): "In Washington you don't even know your neighbours yet you can all buy Apples and you can all have all of these things but you have no other elements of being a whole person. In fact you may have the money but the money is only one hour of twelve. You have totally missed out on fulfilment and real wealth and vitality and living and all of the things that are there."

Serial Ecopreneur (1): "So if you want to attract the best people you need to have something that is worthwhile of one's endeavour, when money is the by-product and

not the focus, and I think the minute it becomes the focus you lose the gift of any kind of deeper meaning.”

Serial Ecopreneur (1): “So I think there is a shift in capitalism into what I would now call (and this is probably where the green entrepreneurs are going) is Gaia capitalism”.

Water Saver (2): “So I have a lot of passion for it, it is not just a job... Ja, a passion for saving water because we are not going to have any; our kids aren’t going to have any.”

Water Saver (2): “I think I have a bit of passion for it because it does... how can I say, it does, you know what I mean, it is something that is going to affect us all, it is not just like fixing a motor vehicle, it is going to be ongoing and it is going to affect everybody.”

Water Saver (2): “Ja, I mean somebody selling this product has to have a passion for it... You can see basically like some hardware stores, if there is a salesman behind the counter, if he is not really interested he is just not going to sell your product.”

Food Waste Man (3): “Ja, one tends to always think of the traditional glass, paper, plastics - all these traditional recyclables, but food waste is the major, major issue in any environment.”

Food Waste Man (3): “They pay us, we make a good margin on it, we are making a good margin on this business, the environment benefits as well and I have never been in business where every partner in this transaction of the value chain, and it is one value chain, rather than just being sold on - actually benefits.”

Journalist (4): “Ja, I have come across, I deal with a lot of green companies and I have come across people that are - and you can see it straight away - if they are really passionate about their product and the environment, so they are pushing the environment, they want you to buy the product because they are so passionate about saving the environment. And then you get other people and you can see that they clearly have a product that is green but they are really marketing it to you as ‘you need to buy this product’ - on the sales side of it, and I think you have got find a balance, because no company can run unless you have a sustainable business.”

The Bicycle Man (5) was extremely enthusiastic about his electrical bicycle products and his enthusiasm was infectious. He mentioned that he particularly liked the electric

bicycles because they are fun and they make people smile and at the same time they help the environment.

Insurer (6): "So we don't want to be everything to everybody; I am happy to be good at what I do and be the best to a niche market."

Carpenter (7): "... I come from Austria, we have been there 25 years ago, at that step to change our throw-away society and don't care what is coming out of it. And in SA, or Southern Africa at the moment has hit that spot where people actually think about what they are doing. And that is also why all these things can be looked at... Time is right, in business there is a mind change happening and we are trying to supply to the demand."

Light Provider (8): "So I can design a product that will last ten years, no problem, I mean we have to add extra components to the power supply, no problem - ten years, that is what I would want to design from a sustainability point of view."

Marketer (9): "So we need to wake up and think for ourselves and start looking at what is going on around us and being back to responsible - and I think it is back to education also, and I think that is what motivates us to use media to educate people, share information, so that they can think for themselves and move in a better direction for themselves and the environment."

Marketer (9): "Because if you like who you are, okay I am a human being, I am living here in SA in Cape Town or in Joburg, and oh this is what I am, and I think within that there are certain passions in you, like a passion to maybe do good, or you have a liking in the environment or something."

Marketer (9): "I think that system, that worldview, that structure, that which society has created, is really, really bad, because it just pushes people in a direction to be sheep in a system and the system manipulates it and through the media manipulates it and that is why we have so many consumers, so many followers, so many people that just follow the conventional way of doing things, thinking in the conventional way, thinking the normal way, going to eat McDonalds and KFC and fast foods and just normal way of life."

Marketer (9): "I really believe that if we speak green, in this section I have various accent boxes or categories and stuff I am doing, but in this area I have seen thousands of films and I always had a passion for the environment, for clean energy and stuff."

Marketer (9): "So for me personally I have seen these films and it has transformed my life and it has opened a whole new world, especially in the environmental and green, clean green energy and then wellness and nutrition, and I know I have a responsibility to share it with people, to add value to their lives, to give them a quality life."

Marketer (9): "But if you change the environment and you give the right information I think the truth sets people free; when you share the correct, understandable logical information that is making human sense, people can choose for themselves, and if you give them the correct information they can make informed decisions."

Marketer (9): "And I think the power of media; if there wasn't a film made on fuel we wouldn't have sat here today perhaps - you know it is like somebody, an entrepreneur, has spent 11 years of his life after turning his anger into inspiring and bringing hope and bringing people solutions to a greener future - rather than because his mother got cancer from the oil and that then fuels hatred towards the oil companies globally."

Marketer (9): "...most people don't have dreams, most people, young people don't have a future because they don't dream, they don't have any passion, they don't have a desire to become something or to do something."

Marketer (9): "I think personally, not living for yourself, and to do something good, and changing the environment and society and culture and by that directly changing people, because you can't just change people otherwise it is manipulation and control and we know there are some systems that work that way! But if you change the environment and you give the right information I think the truth sets people free; when you share the correct, understandable logical information that is making human sense, people can choose for themselves, and if you give them the correct information they can make informed decisions."

Marketer (9): You need to find your role in this and excel in that and live out the purpose and passion in life and on earth.

Marketer (9): “So when your work, and your passion aligns you will have complete satisfaction because you will do what you like to do but it will bring an income also and you will make you sustainable, you can live from it. And I think that is where people need to be otherwise they will be always frustrated and irritated and trapped. Because they are not living out their dream, they are not living out their passion.”

Marketer (9): “So the stewardship, what do we have, how do we steward it, not just for our own sake – and I think that is the opposite also from the Kingdom of Darkness maybe and from darkness – they are doing it for themselves, destroying it, just making profit.”

Property Developer (10): “I would like to know that in a way I sleep a lot better knowing that I am offering products to people that have a zero carbon footprint, and my nature is that I am the kind of guy that does things properly.”

5.8 Conclusion to Chapter Five

This chapter presented the data that emerged from the depth interviews of 10 South African ecopreneurs. The next chapter will discuss the findings in relation to previous research on motivational drivers of ecopreneurs.

6 CHAPTER SIX: DISCUSSION OF RESULTS

6.1 Introduction

The previous chapter presented the results from the research process, in which four research questions were asked through interviews with ten ecopreneurs in South African green companies. This chapter will discuss the findings in relation to previous research done on the motivational drivers of ecopreneurs in New Zealand, a study that has to some extent, been replicated in South Africa and extended to include values and differences from other entrepreneurs in accordance with some of the further questions suggested by researchers Kirkwood and Walton (2010).

The findings of Kirkwood and Walton (2010) were broadly supported by the data in this research project, but some drivers emerged as more important in South Africa than in New Zealand. Additionally, more drivers were found in total, providing further contrast with the Kirkwood and Walton study. The results were concurrent with the literature on many levels, yet contradictory in some areas, while also bringing to the surface entirely new findings. First a table will illustrate where the data overlapped and departed from previous research and then each of the research questions will be discussed separately below.

6.2 Discussion of Research Question One: Motivation

6.2.1 Introduction

Research Question One is concerned with what motivates people in South Africa to become ecopreneurs and how that differs from ecopreneurs in New Zealand.

6.2.2 Differences Between Motivations of Ecopreneurs in South Africa and in New Zealand

As mentioned in Chapter Five, this research project identified ten main motivational drivers for the ten ecopreneurs interviewed.

As can be seen in Figure 6.1, being Table II of the New Zealand study (Kirkwood and Walton, 2010), which this research project is based on, the researchers identified five main drivers, which represented six out of 14 (43%) and seven out of 14 (50%) of the ecopreneurial case studies in that research project.

Figure 6.1: Primary Motivators for each case company (New Zealand)

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Total
Be own boss			✓	✓	✓	✓			✓			✓			6
Gap in market	✓		✓		✓	✓	✓	✓	✓						7
Passion	✓			✓	✓				✓	✓		✓			6
Make a living	✓	✓	✓				✓				✓		✓	✓	7
Green values	✓	✓	✓				✓	✓					✓	✓	7

(Source: Kirkwood and Walton, 2010, p215)

Although the four main motivational drivers found in this study, Passion and Meaning (90%), Identifying a gap in the market (80%), Values (70%) and Money (70%), are the same as four of the main motivational drivers found by Kirkwood and Walton (2010) in New Zealand, the incidences of these drivers are much higher than the 43% and 50% found in the New Zealand study.

Furthermore, a further three drivers, Disruption and Change, Independence (being your own boss) and Family-related motivators, were also found to be prevalent and were mentioned in 40% of the ecopreneurs interviewed.

Therefore, as seen in Table 1 in Chapter Five above, among the South African ecopreneurs interviewed there is greater prevalence of the top four motivational drivers than in the New Zealand study by Kirkwood and Walton (2010), while three additional, important motivational drivers were also found.

Please refer to Table 6.1 below for a more detailed comparison between South African and New Zealand ecopreneurs, compared to other Entrepreneurs. These findings will be further discussed below, following the same order based on the research questions as the findings presented in Chapter 5,.

Table 6.1: Comparison of Findings with the Extant Entrepreneurship Literature

Motivator	Ecopreneurs in this Study	Prior studies of Ecopreneurs	Prior studies of Entrepreneurs
(Green) Values	<p>There must be a better way</p> <p>Sustainability</p> <p>Educating others</p> <p>Caring for the environment</p> <p>Fashionable to be green</p> <p>Vision around beautiful company rather than most profitable</p> <p>Doing good = trusted partner</p> <p>Behave ethically</p> <p>Non-materialistic</p> <p>Integrity and honesty</p> <p>Meeting own green standards</p>	<p>There must be a better way; Sustainability; Educating others (Kirkwood & Walton, 2010)</p> <p>Ecopreneurs have distinct green values from other entrepreneurs (Thomson & Scott, 2010)</p> <p>Changes in societal values influence ecopreneurship (Anderson, 1998)</p> <p>Environmental leaders Peterson (2011)</p> <p>Value challenges over time (Kearins & Collins, 2011)</p> <p>Personal values plays major role in evolution of business, especially reputation and exclusivity (Holt, 2012)</p> <p>Value tensions Parrish (2010)</p> <p>Values are key to ecopreneurial ventures (Levinsohn & Brundin, 2011) (Shepherd & Patzelt, 2011) (Schlange, 2006b)</p> <p>New integration of personal and business values (Allen & Malin, 2008)</p>	<p>Values in general Cato et al. (2008)</p> <p>Quality of life (Marcketti et al., 2006)</p> <p>Deeply entrenched founder values and difficulty to maintain values once founders leave (Choi & Gray, 2008) (Hockerts & Wüstenhagen, 2010)</p>
Gap in market	<p>Observe a gap in the market</p> <p>See the need for a product or service</p> <p>Creating a demand for a product or service</p> <p>See a growing market</p> <p>New platform for discussion</p> <p>Use green alternatives for existing products and services</p> <p>Servicing previously underserved markets</p> <p>Changes in regulations</p>	<p>Observe a gap in market; See the need for a product or service (user-based); See a growing market (Kirkwood & Walton, 2010)</p> <p>Environmental legislation helped ecopreneurs identify gaps in the market (Dixon & Clifford, 2007)</p> <p>Confluence of circumstances create gaps in the market (Isaak, 2005)</p>	<p>Opportunity recognition (Hakim, 1989)</p> <p>New Zealand is very open to entrepreneurship (Frederick & Chittock, 2006)</p> <p>South African entrepreneurs are generally bad at identifying gaps in the market (Google Public Data – Perceived Opportunities, 2012)</p> <p>South Africa has low levels of Total early-stage Entrepreneurial Activity (Google Public Data – Total early-stage Entrepreneurial Activity, 2012)</p>
Money	<p>Make a living</p> <p>Make money</p> <p>Hybrid organisations becoming more common (money and environment)</p> <p>Organisational culture more important than money</p> <p>Short term focus on money vs long term attracting the best people</p> <p>Guided capitalism (teach people to make money)</p> <p>Social & Green Agenda = quick access to thought leaders</p> <p>Avariciousness / winning in business = loss of ethics</p> <p>Exploiting green by overcharging for inferior products based on future savings</p> <p>Shareholder activism leading to measures other than profit</p> <p>Never work for free – this not CSR</p> <p>Green business as a source of new funding</p> <p>Going green saves money in the long run</p> <p>Money driven focus on green savings</p> <p>Environment driven focus on environmental benefits</p> <p>Big companies doing green can create more value to the environment than individuals and smaller companies</p> <p>Big money in green business</p> <p>It all goes back to money</p> <p>Poor standards lead to poor products for the sake of making money</p> <p>Over focus on making money by selling inferior products creates a loss of trust in green</p> <p>Anything done in green must be measurable to be sustainable</p> <p>Conflicting business models (money vs environment)</p> <p>Need to make enough money for a green business to be sustainable</p> <p>Want to make lots of money out of going green</p> <p>Laws are created for unscrupulous people to make money at the cost of the environment</p> <p>What is behind a business that enslaves people and destroys the environment to make money?</p> <p>Bad business kills people to make money</p> <p>Just doing a job to make money kills passion and dreams</p>	<p>Make a living; Provide for family (Kirkwood & Walton, 2010)</p> <p>Differing levels of economic interest among ecopreneurs (Thomson & Scott, 2011)</p> <p>Low economic motivation represents a new type of sustainable capitalism (Gibbs, 2006)</p> <p>Low levels of economic motivation (Schlange, 2006b) (Allen & Malin, 2008)</p>	<p>Profit/wealth generation (DeMartino and Barbato, 2003)</p> <p>Pursuit of money as an only object leads to a loss of enjoyment of life ultimately Rechebacher (2008)</p> <p>Money does not guarantee happiness, social relationships do (Diener & Seligman, 2004)</p> <p>Money is a low motivator among female entrepreneurs in South Africa (McLelland et al., 2005)</p> <p>Money is not an inherent motivator, entrepreneurial identity is (Murnieks & Mosakowski, 2007)</p>
Independence	<p>Be own boss</p> <p>Creating employment rather than being employed</p> <p>Not able to be a good employee</p> <p>Building a business in order to leave employment</p> <p>Not interested in traditional career</p>	<p>Be own boss; Do something for self, or as a couple (Kirkwood & Walton, 2010)</p>	<p>Desire independence and autonomy (often from a job) (Carter et al., 2003; DeMartino and Barbato, 2003)</p>

Motivator	Ecopreneurs in this Study	Prior studies of Ecopreneurs	Prior studies of Entrepreneurs
	<p>Not being trapped in an invested career Need fulfilment and vitality as real wealth, not money If focus only on money then lose the gift of any kind of deeper meaning Squandering the earth's resources in pursuit of profit is evil</p>		
Passion and Meaning	<p>Passion for the environment Passion for their product or service Meaning in what they do "Bicycle wheel philosophy" one business for profit, one for social or environmental reasons Must love what you do Need fulfilment and vitality as real wealth, not money Doing something worthwhile attracts the best people Gaia capitalism – combining capitalism and philanthropy Passion for saving water otherwise children won't have any The environment affects everybody Salesman without passion for your product won't sell any Green business makes good money and benefits the environment, everyone wins People really passionate about the environment push the environmental benefits, not the savings Fun products, making people smile Share environmental information in the media so that people can decide for themselves Live out the purpose and passion of your life on earth Aligning your work and your passion leads to fulfilment, making you as an individual sustainable Conventional thinking is bad Responsibility to share environmental truths Turning hatred into something useful The truth sets people free Need to steward the earth's resources responsibly not just for our own sake Products and services with zero carbon footprint Lack of love for your work due to jobs and education being driven by money instead of passion leads to a lack of a meaningful existence</p>	<p>Passion for the environment; Passion for their product or service (Kirkwood & Walton, 2010)</p> <p>Passion as a motivator for ecopreneurs (Boyd et al. 2008; Kirkwood & Walton, 2010; Thompson & Scott, 2010; Phillips, 2011; Shepherd & Patzelt, 2011)</p> <p>Ecopreneurs personal passion influence their ventures heavily (Schaltegger)</p> <p>Balanced view of performance (Dixon & Clifford, 2007)</p> <p>Passion and identity come together with ecopreneurship (Taylor & Walley, 2003)</p>	<p>Passion for business (de Bruin and Lewis, 2005, in a study on green entrepreneurs)</p> <p>Lack of specific literature on passion among entrepreneurs Meaning and following identity and passion creates positive feeling and success Conceptual Model of the Experience of Entrepreneurial Passion Dominant Identity theory (Cardon et al., 2009)</p> <p>Doing something meaningful is key to all entrepreneurs (Kawasaki, 2004)</p> <p>Maslow's rectified hierarchy of needs has self-transcendence at the top (Maslow, 1943; Koltko-Rivera, 2006)</p>
Family-related motivators	<p>Lifestyle defining the business Lifestyle related products Happy world for children's sake Keep business small to provide only for the family</p>	<p>Lifestyle; Copreneurs making joint decisions; Provide for family (Kirkwood & Walton, 2010)</p>	<p>Work-family balance (Kirkwood and Tootell, 2008)</p> <p>Flexibility with childcare (Kirkwood and Tootell, 2008)</p> <p>Male Entrepreneurs want to provide for their family, women want to survive (Mitchell, 2004)</p> <p>Once entrepreneurs have families and especially children, women become more family orientated, males stay the same (DeMartino and Barbato, 2003)</p>
Work-related motivators	<p>Dissatisfaction with corporate life Dissipation of authority as business becomes more successful</p>	<p>Work-related motivators are not prevalent among ecopreneurs in New Zealand (Kirkwood & Walton, 2010)</p>	<p>Job/career dissatisfaction (DeMartino and Barbato, 2003)</p> <p>Dissatisfaction with a boss (Kirkwood, 2004)</p> <p>Difficulty finding employment (Hakim, 1988; Hakim, 1989)</p> <p>Redundancy (Borooh et al., 1997)</p> <p>Work-related motivators are push related motivators (Segal, 2005)</p> <p>Many South African males become entrepreneurs due to job dissatisfaction (Mitchell, 2004)</p>
Disruption and change	<p>Doing unreasonable things Creative surges & change makers Merge and create new industries Re-thinking and re-challenging entire value chains</p>	<p>Ecopreneurship as a catalyst for economic and social change (Isaak, 1998, 2002; Schlange, 2006b)</p> <p>New Zealand green industry is mature (Kirkwood & Walton, 2010; De Bruin & Lewis, 2005; Coyle and Fairweather, 2005)</p> <p>Most ecopreneurs are not fanatical, they are in fact quite practical (Schlange, 2006b)</p>	<p>Creative Destruction (Schumpeter, 1934)</p> <p>Industry Life Cycle model (Levitt, 1965; Polli, 1969; Golder & Tellis, 2004)</p> <p>People fear change (Schwartz & Rock, 2006)</p>
Vision	<p>Guiding vision rather than ethics Confidence to realise vision</p>	<p>Ecopreneurs force their environmental visions on the world (Beveridge & Guy, 2005)</p> <p>Ecopreneurs have a green vision and are environmental activists (Phillips, 2011)</p>	<p>Fulfilling a personal vision is key to the general population of entrepreneurs (Carter et al., 2003)</p> <p>Entrepreneurs all have vision (Cato et al., 2008)</p>

Motivator	Ecopreneurs in this Study	Prior studies of Ecopreneurs	Prior studies of Entrepreneurs
		<p>Ecopreneurs have a green vision but are practical about it, not activists (Schlange, 2006b; Schauch, 2009; Dixon & Clifford, 2007)</p> <p>Ecopreneurs all have vision, but it is for environmental sustainability (Cato et al., 2008)</p> <p>There are four types of ecopreneur and only one type have green vision (Taylor & Walley, 2005) (Allen & Malin, 2008)</p> <p>Vision together with entrepreneurial orientation are the key motivational drivers for ecopreneurs (Spence et al., 2005; Linnanen, 2002)</p>	
Dealing with pleasant people	<p>People tend to be nice in the green environment</p> <p>People with a decent attitude</p> <p>Pleasant work environment</p> <p>Pleasure dealing with people who genuinely care</p> <p>Calmer, more stable people</p>	It is pleasant dealing with Ecopreneurs and their customers (Dixon & Clifford, 2007; Phillips, 2011)	<p>Nice guys don't always finish last. Nice entrepreneurs can also be very successful Hall (2001)</p> <p>Entrepreneurs can have great joy out of being nice and serving others (Rechelbacher, 2008)</p>

Adapted from the table in Kirkwood & Walton (2010), which in itself was an adaptation of Cato et al.'s (2008) comparison of associative entrepreneurs and concepts around entrepreneurship

6.2.3 Identifying a Gap in the Market

The first participant (Serial Ecopreneur) was very emotive when it came to identifying gaps in the market and he had some very interesting insights, particularly around the size of the opportunities, the way the general population of entrepreneurs and consumers are not seeing these opportunities, around the way that he participates in the growth agendas of his clients and especially around the way that all the sustainability and environmental expos and conferences worldwide are creating new platforms for growth and collaboration.

The second participant (The Water Saver) had an interesting view given that he had recognised the need for water conservation long before the green movement became popular in recent years and his innovation and business has been growing incrementally ever since.

The third participant (The Food Waste Man) had professional training as a strategist and he used consulting type language. Nevertheless, he could appreciate that what he was doing related to a need no one was aware of or currently serviced.

The fourth participant (The Journalist) had particularly strong views about the size of the green opportunity as can be seen from the quotes below. This was also the general perception of exhibitors and attendees at the Sustainability Expo where many of these interviews took place, i.e. that the tide was changing, with the green movement and

related products and services gaining momentum and about to go mainstream in the next year or two.

The point raised by participant 5 (Bicycle Man) related to the availability of funding to make use of this gap in the lower income market. Lack of availability of funding is a point often raised by other entrepreneurs, and in this case ecopreneurs overlap.

Participants six and eight did not expressly mention this motivator, the most likely explanation for this probably being that they have both been in business for a long time already, 25 years and eight years respectively, and therefore no longer thought about pursuing a gap as their businesses are more mature.

Similar to those in New Zealand, ecopreneurs in South Africa also demonstrated the ability to identify gaps in the market, this being one of the most common motivators in this study. However, as demonstrated in Chapter 2 (Literature Review), according to Global Entrepreneurship Monitor 2011 South Africa (Simrie et al., 2012), South African entrepreneurs are not traditionally very adept at spotting opportunities, while entrepreneurs in New Zealand are. So these ecopreneurs are unique as it has a high incidence here.

It appears there may be particular factors unique to ecopreneurs in South Africa that make them particularly skilled at spotting opportunities, or it may simply be the nature of the green movement, being something new still in the early lifecycle stages (Levitt, 1965; Polli, 1969; Golder & Tellis, 2004). This observation suggests that this particular driver is associated with the type of industry, product or service, as well as it falls in its lifecycle.

Another point relates to the maturity of the green ventures operated by the participants. Most of the participants had only been in green businesses for about two years, with the exception of participants two (Water Saver), six (Insurer) and eight (Light Provider). There may be a correlation between the maturity of the ecopreneurial ventures and the ability to identify a gap in the market. Therefore, the greater maturity of the green industry in New Zealand as discussed in 2.4.3 above, may explain the higher level of focus on identifying new opportunities. That said, Participant one (Serial Ecopreneur) has been in business for many years and still starts new ventures on a regular basis.

Perhaps the more accurate position is in line with the Entrepreneurial Passion model by Cardon et al. (2009), set out in Figure 2.9 above, in terms of which entrepreneurs have dominant identities either as developers, founders or, as with most of the participants in this study, especially Participant one (Serial Ecopreneur), inventors who are exceedingly good at identifying gaps in the market.

6.2.4 Family-Related Motivators

Five out of 10 ecopreneurs interviewed mentioned family-related motivators. The majority focused on lifestyle-related factors, partly supporting the findings of Kirkwood and Walton (2010).

There was not any evidence of providing for the family or work family balance, however as there were only males in this study, by implication it supports the research done by Mitchell (2004), which shows that it is mostly female entrepreneurs who focus more on family-related motivators, as found in research completed outside of South Africa as well (DeMartino & Barbato, 2003;).

Furthermore, based on the comments from participants three (Food Waste Man) and four (Journalist) regarding their businesses perhaps not being big enough for each respondent and his wife, it is possible that there may be some inherent limitations in these type of ethics based businesses, i.e. that it may be hard to grow it bigger than just feeding the family.

6.2.5 Disruption and Change

Four out of 10 ecopreneurs interviewed mentioned disruption and change. Whilst the general Entrepreneurship literature suggests other Entrepreneurs also wish to change industries, this driver was not present in the New Zealand study (Kirkwood and Walton, 2010). This may be because New Zealand has a more mature green economy (De Bruin & Lewis, 2005; Coyle and Fairweather, 2005; Kirkwood and Walton, 2010) and they are therefore incrementally innovating rather than disrupting as they are further along the industry life cycle curve (Levitt, 1965; Polli, 1969; Golder & Tellis, 2004).

The first participant had a fairly radical view about change, stating that change requires entrepreneurs to be unreasonable, something that is watered down through rules, regulation and through conformance with societal expectations. This suggests an alternative position from government intervention mentioned under paragraph 2.4.3 (Identifying a gap in the market), where governmental involvement was seen as a

positive catalyst for opportunity and growth in the context of green legislation (Dixon & Clifford, 2007). This contradiction may need further exploration in terms of further research.

The first participant also suggested that many ecopreneurs are not interested in making money primarily, but rather in creating change as an end in itself, even taking it as far as completely disrupting entire industries and looking at new ways of collaborating. This point ties in with the radical nature of ecopreneurs found in the Schlange (2006b) case study in Switzerland.

Furthermore, a general theme ran through the interviews that for many of these ecopreneurs it was about their particular green cause more so than about the money or any of the other motivators. They all used their businesses to achieve a particular end. Whilst this trait may be present in other types of entrepreneurs like Richard Branson, from Virgin fame through his Gaia Capitalism (Lovelock, 2000; Smith & Boye, 2010), this seems to be particularly applicable in one form or another to all of these ecopreneurs and may be one of the defining characteristics of an Ecopreneur; doing what they do for a cause, more than anything else.

Participant two (Water Saver) had a fairly radical and emotive view of the dangers of water shortages in the future, again providing touch points with the fanatical green entrepreneurs encountered by Schlange (2006b).

Participant four (Journalist) was of the view that the changes in the green movement have gained momentum to such an extent over the past four years that many companies are now going green.

Participant five (Bicycle Man) raised the issue of emotional fear around change, a concern that has received attention in the leadership literature of Schwartz and Rock (2006).

Participant nine (Marketer) raised the interesting point of view that this fear of change is a world view, held by most and that entrepreneurs have to overcome this world view through determination and deliberate non-conformance, thereby agreeing with Schwartz & Rock (2006) on how to go about changing people's behaviour and the culture of an organisation.

6.2.6 Independence

As mentioned in Chapter Five, with only four out of 10 (40%) of ecopreneurs interviewed in this study, in South Africa this motivational driver seems far less important than the other four motivational drivers of passion and meaning (90%), identifying a gap in the market (80%), values (70%) and money (70%).

However, compared to the 43% (six out of 14) in New Zealand study (Kirkwood & Walton, 2010), this motivational driver, labelled 'being your own boss', seems to be of relatively universal importance in South Africa, as compared to New Zealand.

This motivational driver is of fairly high importance in the general entrepreneurship literature (Carter et al., 2003; Cato et al. 2008), and in the ecopreneurship literature, especially regarding green values (Linnanen, 2002; Beveridge and Guy, 2005; Spence et al., 2005; Taylor and Walley, 2005), Schlange, 2006b; Dixon and Clifford, 2007; Allen & Malin, 2008; Schauch, 2009; Levinsohn & Brundin, 2011; Phillips, 2011) which suggests that although important to ecopreneurs, factors other than the traditional entrepreneurship factors play a role with ecopreneurship.

Something that emerged from Participant one's (Serial Ecopreneur) interview was the need not only to be independent through not working for anyone else, but also to create employment for others. There is of course an inherent contradiction here as employees are by definition not independent, so what Participant one wants for himself is different to what he wants for others, as noble as the creation of jobs may be.

Another contradiction relates to Participant one (Serial Ecopreneur), who appears to have Cardon et al. (2009)'s Inventor Identity as discussed in 6.2.5 (Disruption and Change), yet his drive to create employment is more consistent with the Founder Identity who is concerned with Human Capital. It may be that something else is at work here; perhaps this ecopreneur's need to do something meaningful such as employing others (Taylor & Walley, 2003; Kawasaki, 2004; Cardon et al., 2009) and also his need for his business ventures to reflect his passion (Schaltegger, 2002).

Participants three (Food Waste Man) and eight (Light Provider) took a somewhat different approach by assisting and supporting their agents and their employers to build up their own businesses in order to be independent. Participant three did so it seems both for altruistic reasons and because he did not like managing others, i.e. independence not only from an employer (up the chain of command), but also

independence from employees (down the chain of command) (Carter et al., 2003; Mitchell, 2004; Cato, 2008).

Participant eight seem to be motivated mostly by altruistic reasons and so as not to waste those input materials that he could not sell himself, again relating to passion and meaning (Carter et al., 2003; Taylor & Walley, 2004).

Participants three (Food Waste Man) and five (Bicycle Man) seemed to have a fairly relaxed attitude to employment, not displaying the fears of failure or unemployment present in the general population (Scwartz & Rock, 2006). This is in contradiction with Participant three who stated numerous work-related motivators (discussed further below) for leaving formal employment and opening his ecopreneurial venture.

Participant nine (Marketer) provocatively took independence much further, likening employment to slavery and entrapment, therefore focusing on the negative aspects of dependence rather than the positive attributes of independence as most of the others ecopreneurs interviewed did. At the root of this dependence participant nine placed money and worldview.

In conclusion the data in this research project supported the literature discussed above, confirming that independence is a key motivator for ecopreneurs also in South Africa.

6.2.7 Dealing with Pleasant People

Three out of 10 ecopreneurs interviewed directly mentioned that they enjoyed being in green businesses as they dealt with pleasant people. As this was the minority of ecopreneurs, the study was not conclusive in this regard, although some comments warrant further discussion.

Participant three (Food Waste Man) was quite emotive about this point and seemed somewhat surprised, but quite pleased by his own observation. Participant six (Insurer) was much more matter-of-fact about it, making it quite clear that he chooses only to deal with decent people, but also recognising that this may be a luxury not everyone could afford. Certainly this ecopreneur came across as someone who chooses his clients as carefully as he chose the services he was prepared to sell. These comments support the findings of Dixon and Clifford (2007) and Phillips (2011) in the UK where their participants also made similar observations.

The preference for doing business with ‘decent’ people was an underlying theme among most of the ecopreneurs during the interviews, even if not explicitly expressed. Perhaps it is not just about green types of business, but also about green types of customer and the perception that they are more agreeable to deal with, suggesting it is possible to be a ‘nice’ businessperson and succeed when in green business, supporting a position held by Hall (2001).

6.2.8 Vision

Only three out of ten ecopreneurs interviewed directly mentioned Vision, although all of the participants demonstrated exceptional insight into their industries and saw how they could introduce radically innovative green products and services when no one else was doing the same thing. This practical application of insight by implication demonstrates great vision. As an example, Participant One (Serial Ecopreneur) clearly expressed his ideas for creating and merging new industries.

Participant three (Food Waste Man) had a strong guiding vision toward processing food waste, which provided the strategic direction in his business, a phenomenon which is also supported by the research of Schauch (2009) who similarly found such strong guiding visions among respondents.

It generally requires greater emotional intelligence (EQ) and more mature business people to have vision. Given that most of the ecopreneurs interviewed were middle aged or older and on to their second or further careers in their green ventures, it may be that they find themselves on the highest level of Maslow’s updated hierarchy of needs; the level of self-transcendence, the motivational step beyond self-actualisation (Koltko-Rivera, 2006).

Participant 10 (Property Developer) created his business idea on paper but had to prove in practice that it could work, showing both courage and conviction, something in itself which is not unique to ecopreneurs, but common to the entire family of entrepreneurs (Cato et al., 2008).

Furthermore, the attitude expressed by Participant 10 (Property Developer) of wanting to be recognised in the future as the pioneer of this type of green construction, when

everyone else thought it was impossible, was also found by Schlange (2006b) in many of the ecopreneurs interviewed in their study in Switzerland.

Something that was noticeably absent was the strong green vision mentioned in a number of case studies (Schlange, 2006b; Dixon & Clifford, 2007; Schauch, 2009; Phillips, 2011). One of the possible explanations for this is the Green Entrepreneur Typology mentioned in terms of Figure 2.8 above (Taylor & Walley, 2005), which provides for four types of ecopreneurs depending on their economic and sustainability orientation. It may be that there were no true Visionary Champions present in the sample of this study. Unfortunately due to the small size of the sample and the qualitative research methods followed the results cannot be generalised to the general population of Ecopreneurs in South Africa, but nevertheless it suggests that South African ecopreneurs, like their counterparts in Switzerland (Schlange, 2006b) may not be as evangelistic about the environment as their counterparts in the First World (Taylor & Walley, 2005; Cato et al., 2008).

6.2.9 Work-Related Motivators

Only participant three (Food Waste Man) mentioned work-related motivators and whilst he was very vocal about this point, he was only one of the 10 ecopreneurs interviewed, therefore indicating that this particular motivator was not of great importance to South African ecopreneurs.

This position is in sharp contrast with the conclusions reached by Kirkwood and Walton (2010) as work-related motivators were found to be of particular importance to ecopreneurs in New Zealand, as well as amongst the general population of entrepreneurs in New Zealand (Kirkwood, 2004) and in South Africa (Mitchell, 2004).

6.2.10 Conclusion to Research Question One: Motivation

With only one of the 10 ecopreneurs interviewed mentioning push factors (e.g. work-related motivators) and with all the other motivators being pull factors, the conclusion is that the South African ecopreneurs in this study did not enter green businesses as a result of push factors like oppressive work environments, but rather because of pull factors like identifying gaps in the market and passion for their venture. This finding concurs with Kirkwood and Walton (2010), who also found overwhelming evidence in support of pull factors.

This is good news for South African ecopreneurs and also entrepreneurs wishing to enter the green industry as entrepreneurs entering business due to pull factors tend to be more successful (Kirkwood & Walton, 2010).

Furthermore, this finding helps to inform government policy as they will have to create pull factors through creating opportunities by way of changes in legislation rather than forcing businesses to become green, an approach that has been met with criticism from others (Ras & Vermeulen, 2009).

This study further helps policy makers to understand which pull factors to employ to stimulate ecopreneurship, specifically creating gaps in the market, providing for disruption and change and allowing those with a vision for a green future to have access to ecopreneurial opportunities.

6.3 Discussion of Research Question Two: Values

6.3.1 Introduction

Research Question two is concerned with the impact of founders' values on starting and running a green business.

In this research project, all of the participants were the founders of their ecopreneurial ventures, with the exception of participant four (Journalist) who was an employee and participant six (Insurer) who was the current owner and the son of the founder.

6.3.2 Discussion of Results

Values and ethics in general emerged as very important to the majority of the ecopreneurs in this study, but not all, which confirms the ecopreneurship literature on values (Schlange, 2006b; Allen & Malin, 2008; Kirkwood & Walton, 2010; Levinsohn & Brundin, 2011; Shepherd & Patzelt, 2011; Holt 2012).

Participant 10 (Property Developer), did not consider values as playing a role in his green business. Rather he considered his green business as a vehicle for generating profits, hopefully starting a new wave of green construction and benefitting from his early mover advantage while at the same time doing something beneficial for the environment.

Likewise, participant eight (Light Provider) made mention of unscrupulous ecopreneurs who are motivated purely by money and dump substandard products on the South African market, thereby creating a bad name for green industry.

In previous ecopreneurial studies, green values in New Zealand (Kirkwood and Walton, 2010) and distinct ecological values in the UK (Thomson and Scott, 2010) were found to be the factors distinguishing ecopreneurs from other entrepreneurs.

In this research project green values were on the whole not discussed at length or in depth by the participants in these interviews, although in many instances underlying green values were implied. It may be that green values are not as apparent in South African ecopreneurial ventures as a motivator as they appear to be in New Zealand or in the UK.

In contrast, other values like ethics, honesty and integrity and the desire to improve the world were discussed at length, suggesting that it is not green values as such that is the distinguishing factor for ecopreneurs, but rather values in general. The fact that their ventures are green, is ancillary to the ethical methods by which these ecopreneurs conduct their business. These findings support the conclusions of Thomson and Scott (2010) in the UK, rather than those of Kirkwood and Walton (2010) in New Zealand, in that ecopreneurs in South Africa have a desire to improve the world, as well as the ability to see green as a competitive advantage.

This raises the issue of whether all green ventures can be seen as ecopreneurial and whether all green ventures are beneficial to the environment, especially if there are no green values present, but rather the pure pursuit of profits as with other mainstream entrepreneurs. According to Schlange (2006b), the main motivational drivers of ecopreneurs may be based on ethics and on social considerations, which is more aligned with the findings in this study.

This point overlaps with other ethically driven business types such as social enterprises and sustainability enterprises (Choi & Gray, 2008) and it may be useful to conduct further research in this field in South Africa.

6.3.3 Conclusion to Research Question Two : Values

This research project supports the findings of Kirkwood and Walton (2010) that ecopreneurial motivation goes much wider than exploiting niche environmental

markets, but that ecopreneurs in South Africa instead represent a whole new way of doing business in a responsible and sustainable manner.

This research project also supports the findings of Schlange (2006a) in Switzerland who concluded that since the external environment is the same for ecopreneurs as for all other entrepreneurs, the real difference lies in the internal mindset of the ecopreneur.

Values and ethics in general both emerged as very important to all of the ecopreneurs in this study, potentially indicating a drive to the return of ethics in business.

6.4 Research Question Three: Money

6.4.1 Introduction

Research Question Three is concerned with the extent to which South African ecopreneurs are motivated by money. Eight out of ten of the respondents interviewed were found to be specifically motivated by money and the remaining two by implication.

6.4.2 Discussion of Results

The first participant (Serial Ecopreneur) had an interesting view, suggesting that it is time to blur the lines between pure economic businesses and those who pursue other purposes such as social and/or environmental objectives as well. This view ties in with his bicycle wheel philosophy; that is, for every he economically focused business he started, he also established one social or environmental business, always keeping his different objectives in balance. For him it was not about Corporate Social Responsibility (Charity) but rather about sustainability.

This ecopreneur felt so serious about his pursuit of non-profit related businesses that he eventually had to separate from two of his partners who only wanted to pursue profits and nothing else. Interestingly his “mixed” businesses performed better over time and he attributes their success to attracting better quality people.

Interestingly this ecopreneur raised a point around doing good socially and environmentally, allowed his organisation to easily gain access to and make use of important people in their industries.

This ecopreneur was also very critical about those ecopreneurs for whom it is all about making money and he raised an interesting point that they are in the end doing more harm than good.

Another interesting point that he raised relates to who is driving the environmental agenda and in his case he was of the view that the most important stakeholders are the shareholders or owners of companies, which would be particularly relevant to large companies with multiple shareholders.

The principle expressed in Harvard's mission statement that is important to "make decent profit decently" is worth noting, especially in the light of the change in thought leadership by influential business authors such as Michael Porter, who is starting to promote sustainable business practices and shared value creation (Porter & Kramer, 2011).

A central theme running through the interviews with these ecopreneurs was that they all had an interest in making money, although not their highest priority and only sufficient amounts of money to make a living. For none of them it was about charity, supporting previous research finding that ecopreneurs generally had lower economic motivation than other types of entrepreneurs (Gibbs, 2006; Schlange, 2006b; Allen & Malin, 2008; Kirkwood & Walton, 2010).

However, for almost all of the ecopreneurs who participated in this study it was about something more than just making money, suggesting that this may be the distinguishing factor when it comes to South African ecopreneurs versus other entrepreneurs and that this 'something' is about the environment and about ethics and values.

This conclusion would be supported by general entrepreneurship research on South Africa (McClelland, 2005) and also by Schlange (2006b) who found in Switzerland the main characteristic of ecopreneurs was an environmental business vision. These findings are also supported by Thomson & Scott (2011) who found that ecopreneurs have differing levels of monetary motivations.

The third participant (Food Waste Man) made it crystal clear that it is not about charity for him, he always charges for what he does, although what he does is good.

For the fourth participant (Journalist) he felt ecopreneurship was first about making money and secondly about helping the environment, both from an ecopreneurial perspective and from the end user or customer's perspective. He felt it was either/or but not together.

Interestingly, the first participant (Serial Ecopreneur) had a contrasting view about the customer's perspective since he believed it was harmful to the environmental cause to prioritise monetary savings above the environment. In his mind that business model invariably led to selling inferior products and long-term harm to the environmental movement.

Another interesting point made by participant four (Journalist) was that he felt big companies going green was ultimately far more effective than the green movement being led by ecopreneurs with smaller companies, simply due to the economies of scale.

Another point emerging strongly from both participant four (Journalist) and participant six (Insurer) was that having an environmental focus in the past did not lead to making much money, but that this has changed dramatically in recent years with green becoming big and profitable business, lending support to the conclusions reached by Dixon and Clifford (2007) that a confluence of circumstances through changes in legislation and social values led to green businesses becoming profitable in the United Kingdom.

For participant five (Bicycle Man) it was very simple, he was in a business doing good and that had to make money to sustain himself. Making money was not optional, it was his livelihood. The same principle seemed to hold true for all of the other ecopreneurs interviewed. In another example although there was no direct discussion about money with participant seven (Carpenter), he did emphasise that he has an established and thriving business, implying that money is important to him, if not his primary objective.

Participant six (Insurer) was in an established business and was clearly making money out of it although he never stressed that as a primary motivator. Instead he chose to focus on the time-period within which money is made, stating the opinion that traditional entrepreneurs want to make money in the short term, while true ecopreneurs are willing to wait for their money, which will be made in the long term. A long-term

focus may be another key difference between ecopreneurs and other entrepreneurs, both in South Africa and elsewhere; further research may be needed on this topic.

For participant eight (Light Provider) there was a great deal of discussion about money, which probably relates to his background in the financial industry. There was a lot of judgement from him regarding others simply making money out of green businesses and doing harm to the industry. Therefore, it is not good enough that entrepreneurs sell green products or services; if they only do it 'for the money' their practices can have negative consequences for both the industry and the environment. It does therefore matter why people start green businesses, as the results can be very different depending on the underlying motivation.

Again by implication, it was a given for this ecopreneur that a business had to make money, although again it was about more than that. For his business specifically, a key goal is to train people from the previously declining textile industry in the Western Cape and reskill them as solderers to work in this company but also to help these people earn extra money through selling his discarded components in their own time.

Participant eight also offered some interesting "real world" comments around having to produce a second range of products for those customers who were simply aware of being eligible for the Eskom rebate with no actual passion for buying the best products for the environment, again supporting the research done by Schlange (2006b) in Switzerland where ecopreneurs also took a very practical approach to green business, rather than being evangelistic about it.

Participant nine (Marketer) was scathing about money as a motivational driver for entrepreneurs. The points he raised described money as a form of entrapment, forcing people to do things that are not good for them or for their consumers, in some instances even comparable with tobacco companies who are killing people in the name of profit. He considers those interested only in making money as 'bad' and those not very interested in money as 'good'. However, he also explained that the type of business and its products and services ultimately were 'good' or 'bad' depending on what they did to or for their consumers.

These type of radical anti-money views support authors like Diener and Seligman (2004) and Rechebacher (2008) who argue that the pursuit of profits are harmful to the wellbeing of people and the planet.

With the advent of the King codes and especially King III it has made sustainability and sustainability reporting more mainstream (King, 2009). As an example, the constitutionally entrenched principle of Black Economic Empowerment in South Africa has matured over the years, first from narrow based empowerment now to broad based empowerment. Therefore sustainability and environmental goals may very well travel the same route, maturing over time, especially as it receives mainstream acceptance, as supported by legislation and compliance structures (King, 2009). Companies therefore are likely first to be pushed into environmental protection and greening through legislation and in time, as it becomes the norm, it will no longer be necessary to force compliance; companies will simply not be able to compete unless they are also green (King, 2009).

Therefore if one uses the industry lifecycle curve (Levitt, 1965; Polli, 1969; Golder & Tellis, 2004) we could plot BEE higher up along the curve and protection of the environment lower, predicting further growth and maturation over time. At present companies are starting to make money out of green, with more money to follow.

Whilst participant nine (Marketer) made many strong and emotive comments about money, the clear point that came through from his interview is that the human race has lost sight of why we are on this planet and that every person had a duty to themselves to do those things that gives meaning to their existence, to fulfil their destiny, a view that is supported by Diener & Seligman (2004).

For participant nine (Marketer), running businesses that disseminate environmental truths amongst the misinformation spread by big companies, was central to his purpose as an ecopreneur. He also mentioned conspiracy theories around why this misinformation is being spread and how doing so, together with legislation, benefits a select group that pursue only money as their end goal. Ultimately for him the problem with money as the main driver is that it has created a system that traps people and keeps them from fulfilling their true destiny; it blinds them to the needs of their neighbours and the environment in which they live.

This point was also supported by participant eight (Light Provider) who believed that due to weak standards and an immature market in South Africa, a lot of companies are dumping their inferior LED products there. The same may very well be true for other

products, be they green or otherwise, speaking to the question of what the real agendas are.

Participant 10 (Property Developer) made it clear that he was in this ecopreneurial venture to make money out of it and that the product he sells happens to be green.

6.4.3 Conclusion to Research Question Three: Money

Research Question Three was concerned with the extent to which South African ecopreneurs are motivated by money.

All of the participants made it clear, either directly or indirectly, that they were in their particular ecopreneurial venture(s) as a means to earn money, to sustain themselves and their families. However, their level of priority around making money varied from one to the other with most of them not being greatly motivated by money.

Therefore the ecopreneurs interviewed were generally not primarily money-driven, although all agree one must be able to make a living and therefore they also somewhat support the findings of Thomson and Scott (2010) in the United Kingdom that ecopreneurs may be disinterested in economic success.

Money was not the most important motivator for any of the participants, with the exception of participant 10, although all of the respondents made it clear that their business was not charity and that they intended to turn a profit. It appeared their green businesses allowed them a vehicle for doing business in a way they were comfortable with, i.e. doing good, changing the world, expressing their passion, disrupting and changing and using gaps in the market.

Therefore, the data answered the research question and in conclusion, Ecopreneurs represent a type of entrepreneur that pursue both money and environmental goals through their businesses.

6.5 Research Question Four: Passion and Meaning

6.5.1 Introduction

Research Question Four is concerned with the role that passion and meaning play in ecopreneurial motivation in South Africa.

This motivational driver was of greatest importance in this study, as nine out of 10 ecopreneurs interviewed made comments relating to passion and meaning during their interviews, supporting the ecopreneurship literature where passion has been noted as a motivational driver in many of the related studies to date (Boyd et al. 2008; Kirkwood & Walton, 2010; Thompson & Scott, 2010; Phillips, 2011; Shepherd & Patzelt, 2011).

6.5.2 Discussion of Results

The first participant (Serial Ecopreneur) made very powerful and thought-provoking comments around being a 'whole person' and how the pursuit of money instead of the pursuit of meaning and passion leads to an empty life. By moving away from money as the only focus one gains the gift of deeper meaning and by doing something worthwhile one not only benefits personally, but one also attracts the best people. Ultimately this ecopreneur is saying that everyone pursues deeper meaning and people can recognise it when they see one is busy with it.

This position is supported by Cardon et al. (2009) who concluded that entrepreneurs who pursue their passion in their business ventures will find doing so deeply meaningful and positive, especially as it will confirm their identities, which will help them to see their ventures through and ultimately achieve their goals, for instance environmental goals for ecopreneurs (Thomson & Scott, 2010).

Participant one (Serial Ecopreneur) offers a solution to the quandary of money versus meaning by promoting Gaia Capitalism (Lovelock, 2000; Smith & Boye, 2010), which combines capitalism and environmental goals, or as discussed in 6.3.2 above, his bicycle wheel philosophy of balancing one economic business with another environmental or social business. This approach may help to overcome the inherent conflict in business models that Kirkwood and Walton (2010) and others refer to, where tension exists between making money and pursuing environmental goals; an inherent problem with ecopreneurial business models (Parrish, 2010; Holt, 2012).

Participant two's (Water Saver) passion for water and the conservation thereof was totally captivating. He knew so much about his business and about the statistics around the water shortage, etc. Not only did he display this passion through his interaction, but he recognised it in himself and he also recognised it as a requirement for selling his products and services.

Participant three (Food Waste Man), likewise displayed a great passion and understanding for his products and services, which was somewhat infectious and he made the additional point that to sell his type of products and services it was key that his employees and agents are also passionate about saving water. For this ecopreneur it seems an integral part of his business model to be passionate about it.

Participant four (Journalist) made an interesting point in that for him he can see when someone is passionate about the environment as opposed to money by the focus they display on the environmental aspects rather than the savings aspects.

For participant five (Bicycle Man) he chose to be pursue an ecopreneurial business that provided joy to him in his life as people tended to remember their childhood bicycle experiences when they used his electrical bicycle products. Having been a professional musician all his life he made it clear that he needed to pursue a business that he both believed in and that brought him joy.

Participant six (Insurer) actively turned business away if he did not like the people he dealt with, despite the money he could make out of it. For him he needed to find meaning in what he did, otherwise he did not want to do it. This ties into the motivational factor of dealing with pleasant people, discussed under point 5.4.6 and 6.2.7 above, therefore that it is pleasant to work with other green, like-minded people, both in the supply chain and as customers and consumers, ultimately making for a more pleasant work environment and ability to express true passion for the environment.

Participant seven (Carpenter), was the only one not to talk about passion and not to visibly display high levels of enthusiasm in the same way that the other ecopreneurs did. At the same time he is also originally from Austria and he says they were at the same point were South Africa is now with regard to the environment, 25 years ago already. It may be that there is a greater level of maturity in his approach as he comes from a country where they are further along the green industry life cycle curve

discussed under 6.2.5 (Disruption and Change) in the context of the more mature New Zealand green industry.

Participant eight (Light Provider) was very technical in his approach, not liking to talk about softer issues like motivation, but he showed a deep understanding and passion for solving his customers' environmental and energy related problems.

Participant nine (Marketer) made several points relating to the need to expose the truth in the environmental space and determining what is really going on behind business; who drives the agenda, controlled by a small group of people intent only on making money. In contrast, Ecopreneurs and sustainability is all about a drive to get back to the truth, fuelled by an explosion of information available on the internet, leading to a return to passion and to meaning in life and meaning in business.

From participant nine (Marketer) it would appear that when people no longer focus on money as their sole cause, they start finding meaning in their lives. Meaning relates to spirituality, often ignored in business, which provides for a whole new ethically driven era in business. In this research project, all of the ecopreneurs interviewed had other educational and business backgrounds and turned to green business to find meaning in their lives.

It would appear that the types of gaps that the interviewed ecopreneurs see in the market are more about a cause than about a business. Therefore it seems that ecopreneurial ventures allow their owners and founders to pursue their environmental causes, in the process aligning their passions, their personal interests, their personal values and their business ambitions, ultimately leading to experiencing increased quality of life as found by Marcketti et al. (2006) in a study of lifestyle entrepreneurs.

This supports the research done by Cardon et al. (2009) who found that entrepreneurs who pursue their passion in their business ventures have deeper, more meaningful and positive experiences especially as it confirm their identities, which ultimately help them to see their ventures through and achieve their goals.

One of the shortcomings of this research project was the lack of diversity in the research sample. Unfortunately only white males, mostly in a more mature age group, were available to be interviewed, leading to the conclusion that ecopreneurs in South Africa are predominantly white males in a more mature age group. It would have been

helpful to have perspectives also from other entrepreneurial women and men across age and race ranges, especially as Mitchell (2004) in a study of male and female entrepreneurs in South Africa, found distinct differences between their entrepreneurial motivations, as discussed in more detail in 2.4.7 (Family-related motivators) above, indicating men had a greater need for making a difference through their business ventures than women did.

The predominantly mature, white male profile of the ecopreneurs in this study ties into Maslow's hierarchy (Koltko-Revera, 2006) as discussed above in that ecopreneurs have moved past self-actualisation into self-transcendence and that this typically only happens once people are of a certain age and achieve particular levels of experience and financial security.

Another related point is the one made by participant three (Food Waste Man) under 5.3 and 6.3 (Values) who spoke of his black colleagues as being very materialistic in the post-apartheid era in South Africa.

6.5.3 Conclusion to Research Question Four: Passion

For almost all of the ecopreneurs interviewed, finding passion and meaning in what they do was one of their key motivators. This contrasts sharply with countries like New Zealand where Kirkwood and Walton (2010) found although passion was important, it was no more important than four other motivating factors. A possible reason for this difference is that South Africa's green industry is still relatively early in its product life cycle (Golder & Tellis, 2004) and that the motivators at this point will be more emotive. This also explains why Values feature so highly among South African ecopreneurs. Further research may be needed on this point.

6.6 Conclusion to Chapter Six

With only one of the 10 ecopreneurs interviewed mentioning push factors (e.g. work-related motivators) and with all the other motivators being pull factors, the conclusion is that people do not enter green business as a result of push factors, such as oppressive work environments, but rather because of pull factors like identifying gaps in the market and passion for their venture. This finding concurs with Kirkwood and Walton (2010), who also found overwhelming evidence in support of pull factors.

However, this research project goes further than the findings in Kirkwood and Walton (2010) in that ecopreneurs in South Africa not only exploit niche environmental markets, but instead represent a whole new way of doing business in a responsible and sustainable manner.

Furthermore, this research project also supports the findings of Schlange (2006a) in Switzerland, that because the external environment is the same for ecopreneurs as it is for all other entrepreneurs, the real difference lies in the internal mind set of the ecopreneur.

All of the participants made it clear, either directly or indirectly that they were in their particular ecopreneurial venture(s) as a means to earn money, to sustain themselves and their families. However, their level of priority around making money varied from one to the other with most of them not being greatly motivated by money.

Therefore the ecopreneurs interviewed were generally not money driven, although all agreed that they must be able to make a living, which therefore also supports the findings of Thomson and Scott (2010) in the United Kingdom that ecopreneurs may be disinterested in economic success. For these South African ecopreneurs however, it was more likely that their green businesses allowed them a vehicle to do business in a way they were comfortable with, i.e. doing good, changing the world, expressing their passion, disrupting and changing and using gaps in the market.

For almost all of the ecopreneurs interviewed, finding passion and meaning in what they do was one of their key motivators. This contrasts sharply with countries like New Zealand where Kirkwood and Walton (2010) found that although passion was important, it was no more important than four other motivating factors. A possible

reason for this difference is that South Africa's green industry is still relatively early in its product life cycle (Golder & Tellis, 2004).

In conclusion, the research confirmed much of the literature on ecopreneurs and expanded on it, with the conclusion being that the South African ecopreneurs interviewed in this study are primarily motivated by pull factors, specifically passion and meaning, as well as identifying a gap in the market for their green product or service, with a strong underpinning of values and ethics. Less important, but still playing a role in the motivation of these ecopreneurs was driving change through disruption, having independence in their work environment and family-related motivators. Finally, some of the ecopreneurs were also motivated by the appeal of dealing with pleasant people, vision for their green ventures and only one ecopreneur was influenced by the work-related push factor of being unhappy in his formal employment.

This chapter discussed the findings in this research project in relation to previous research done on motivational drivers of ecopreneurs that was initiated by Kirkwood and Walton (2011) in New Zealand, a study which has to some extent been replicated in South Africa and extended to include values and differences with other entrepreneurs in accordance with some of the further research questions suggested by the researchers.

The next chapter will briefly look at the background to this particular research problem and the objectives that were set at the start of this research project, before summarising the main findings, outlining some recommendations to business, considering the limitations of the research and the implications for future research and finally providing a conclusion to the research report.

7 CHAPTER SEVEN: CONCLUSION

7.1 Introduction

The previous chapter discussed the research findings in the context of existing literature on motivational drivers of ecopreneurs in South Africa. This chapter will briefly look at the background to this particular research problem and the objectives that were set at the start of this research project, before summarising the main findings, outlining some recommendations to business, considering the limitations of the research and the implications for future research and finally providing a conclusion to the research report.

7.2 Research Background and Objectives

Ecopreneurs are a particular type of ethically based entrepreneur that pursue both economic and environmental goals in their business ventures (Schaltegger, 2002).

Due to heavy reliance on coal fired electricity generation in South Africa and the resultant carbon emissions contributing to global warming, South Africa has committed to pursuing a lower carbon economy (National Planning Commission 2011).

The South African government is in a position to stimulate ecopreneurship through the levers it holds including legislation and taxation, provided that it understands what motivates ecopreneurs in order for them to appropriately incentivise ecopreneurs (Isaak, 2005).

The objective of this research report, therefore, was to explore the motivational drivers of South African ecopreneurs and how these may differ from other countries, like the Kirkwood and Walton (2010) case study in New Zealand, which this research project was based on and extended.

Broadly speaking similar motivational drivers were found to those in New Zealand (Kirkwood and Walton, 2010) although the South African ecopreneurs who were interviewed, tended to be more emotionally orientated for instance passion and values were of particular importance to South African ecopreneurs.

Identifying gaps in green business also featured heavily, which is similar to New Zealand ecopreneurs, but interestingly in sharp contrast to the general population of entrepreneurs in South Africa.

7.3 Findings

7.3.1 Research Question One: What motivates people in South Africa to become ecopreneurs and how does that differ from ecopreneurs in New Zealand?

This research project found that South African ecopreneurs were motivated by the drivers mentioned below, with the most important being mentioned first:

- 1) Passion
- 2) Identifying a gap in the market
- 3) Values and ethics, including green values
- 4) Money
- 5) Family-related motivators
- 6) Disruption and changes
- 7) Independence
- 8) Dealing with pleasant people

Many of these motivators may be present in other entrepreneurs in South Africa (Mitchell, 2004), however it is priority grouping of these motivators that made these ecopreneurs unique from other types of entrepreneurs in South Africa.

What stood out particularly from this group of ecopreneurs was their ability to identify gaps in the market, especially as it is different from the general population of South African entrepreneurs (Simrie et al., 2012).

7.3.2 Research Question Two: What is the impact of founding ecopreneurial values on their green businesses?

Values: Previous research has labelled Ecopreneurs as environmental activists (Phillips, 2011), but that was not found in this study.

Understanding this interaction with the people of this planet is key to the Ecopreneurs thinking and often they use their business ventures as a platform for social change,

uplifting poorer communities, providing employment to the otherwise unemployed, providing a cleaner and healthier environment to live in, (Dixon & Clifford, 2007).

7.3.3 Research Question Three: To what extent are South African ecopreneurs motivated by money?

The ecopreneurs interviewed are not Social Entrepreneurs in the true sense of the word. For them making money is still very much core to what they do. The difference between them and other types of entrepreneurs is that it is not the sole purpose of their existence and they wish to make money in a responsible and sustainable manner. It is because of this lack of drive for profit that Ecopreneurship may represent a new type of capitalism and may be sustainable in the long run.

7.3.4 Research Question Four: What role does passion and meaning play in Ecopreneurial motivation in South Africa?

The ecopreneurs interviewed displayed an all-pervasive attitude and passion to their cause, which apply to all of the processes, people and products in their business ventures. They tended to employ people who share this same passion and belief in their business. They also lead from the top with infectious energy and ultimate belief in this cause. It is this energy and ultimate conviction that they share with other Entrepreneurs, but which they apply for good beyond profit.

Part of passion is the need for meaning, which is a central motivator shared by these ecopreneurs. For them it is about people in society and their natural environment as well as making money. People should be able to make a living while being in harmony with their environment and the people around them. Ecopreneurship therefore suggests a business model where these ideals can peacefully co-exist.

7.3.5 Conclusion to Findings

Based on the results in Chapter Five and the discussion of the results in Chapter Six this research can conclude that the differentiation between South African Ecopreneurs and other forms of entrepreneurs is the presence of a cluster of motives, containing most of the motives listed above, with an overarching desire to fulfil their environmental passion based on gaps they identified in the green market, backed by solid values and ethics and a need to still make a living out of their green ventures.

7.4 New Model for South African Ecopreneurial Motives

On the basis of the results relating to research questions two (Values) and three (Money), we propose the following matrix in figure 7.1, which may prove to be helpful in identifying the motives of ecopreneurs and also the resulting consequences of their particular motivation and therefore the way they are likely to run their ecopreneurial ventures.

Figure 7.1: Ecopreneurial Motivational Model

Ethics and Values	High	Radical Ecopreneur	Star Ecopreneur
	Low	Ineffective Ecopreneur	Exploitative Ecopreneur
		Low	High
Desire to make Money			

Radical Ecopreneurs have a low desire for economic benefit, but have strong values. Although they may be very effective in achieving their environmental goals, they may risk their long-term sustainability due to their low economic benefit focus. An example a participant in this study that shows slight tendencies of this type of ecopreneur is participant two (Water Saver), who is so passionate about his goal to help others save water, his business may not be sustainable in the long run.

Exploitative Ecopreneurs have a strong focus on economic benefit and a low focus on values. Whilst their businesses sell green products or services and indirectly have a benefit to the environment, for them it is primarily about money. These ecopreneurs risk damaging the industry by selling inferior products or services and giving green a bad reputation. An example of this type of ecopreneur mentioned in this study would be the “fly-by-night” green entrepreneurs mentioned by participant eight (Light Provider) who dump inferior green goods on the South African market. A positive example is participant ten (Property Developer) who is so passionate about the quality of his products and about making money that his business does not risk the industry.

Ineffective Ecopreneurs have businesses with a low focus on values and on economic benefit. Whilst they may sell green products, they do so ineffectively and ultimately are unsustainable for themselves and for the industry.

Star Ecopreneurs hit that magical sweet spot where they have a strong focus both on values and on economic benefit and they have the best potential of high performance businesses, transforming their industries. An example of this type of ecopreneur in this study would be participant one (Serial Ecopreneur).

Depending on which quadrant ecopreneurs fall in, the way that they run their green business may be very different and how it interacts with stakeholders may be very different. This was demonstrated clearly by the comments made by participant eight (Light Provider) under 5.6 (Research Question Three: Money) when it came to unscrupulous green entrepreneurs doing damage to the industry due to their absolute pursuit of money and the lack of regulation in this industry.

7.5 Recommendations to Stakeholders

In Chapter Two Total early-stage Entrepreneurial Activity (TEA) was discussed showing an increase in TEA in South Africa in 2011 and 2012 (Google Public Data – TEA, 2012). In the Global Entrepreneurship Monitor Report 2011 for South Africa, Simrie et al. (2012) attribute the increases in TEA to the Soccer World Cup that was hosted in 2011 and express their concern at the ability to sustain and increase the rise in TEA. Therefore the recommendation following the research conducted in this research project would be for the South African Government to create a regulatory environment, which is favourable for Ecopreneurs, as it could help significantly to stimulate more Total early-stage Entrepreneurial Activity (TEA).

Based on recommendations made by Isaak (2005), the South African government is in a position of power to influence ecopreneurs through stimulating green technology development and deployment in South Africa, introducing environmental taxation, changing public procurement policy to incorporate environmentally friendly goods and services and through passing environmentally friendly laws and regulations.

If the South African Government want to stimulate entrepreneurship and job creation they would do well to select industries in their early growth stages like the green

industry as it would lead to identification of gaps and ultimately that will stimulate more entrepreneurial activity.

Examples of government already stimulating ecopreneurial growth through is through the environmentally friendly legislation that was passed through the recent coming into force on the 10th of November 2011 of the new energy building standards regulations (SANS 10400-XA: 2011 “Energy usage in buildings”; Laubscher, 2011; Hankinson & Breytenbach, 2012) and in the future possibly carbon taxation as envisaged by the National Development Plan Vision for 2030 (National Planning Commission 2011).

7.6 Recommendations for Future Research

Ecopreneurship is a growing area of academic interest (Schauch, 2009). Although some research has already been done as outlined in Chapter Two, further research is needed to explore the existence and nature of Ecopreneurship in the context of the unique challenges and circumstances, especially in the South African environment.

Case studies are needed to explore Ecopreneurs in action in South Africa, as well as doing further research into the factors that may be of benefit to Ecopreneurs in South Africa.

Specifically the following areas of further research should be explored:

7.6.1 Ecopreneurial Motivational Model

It would be beneficial to undertake quantitative research to test the model proposed in Figure 7.1 in order to be able to generalise the findings to the general population of ecopreneurs.

7.6.2 Construction Industry Case-Studies

As this research did not reveal many ecopreneurial ventures that have been around for a long time and changed founders or owners, one can conclude that South Africa is still far behind other countries like New Zealand when it comes to ecopreneurial ventures. This is in sharp contrast for instance to the Australian green building environment, which is far advanced (Green Building Council of Australia, 2012) compared to South Africa (Green Building Council of South Africa). Participant 10 (Property Developer)

managed to see this trend on visiting Australia and he anticipated a similar change in the South African construction industry and accordingly built his ecopreneurial venture on this idea, thereby precipitating the change to green in the South African construction industry. It may be worthwhile doing further case studies in other industries in order to predict what will happen in South Africa.

7.6.3 Diversity

One of the shortcomings of this research project was the lack of diversity in the research sample. Unfortunately only white males, mostly in a more mature age group were found to be interviewed. It would have been helpful to have perspectives also from women and men of other races engaged in ecopreneurial ventures, especially as the current South African entrepreneurship literature suggests differences in entrepreneurial motivation between men and women (Mitchell, 2004).

7.6.4 Ecopreneurial Left and Right Brain Orientation and Job Creation

Some of the results suggest there may be a correlation between left- and right-brain oriented ecopreneurs and the extent to which they create jobs. Those who hire many employees may differ in their motivators for starting a green business from those who only grow enough to hire their spouse and helpers. This may be similar to the distinction of soft and hard structural issues found by Taylor and Walley (2005) and emotional motivators found by Shepherd and Patzelt (2011). Further research would help to develop this theory.

7.6.5 Identification of Gaps

Why do ecopreneurs spot gaps so much easier than the rest of the entrepreneurs in South Africa (Simrie et al., 2012)? It would be useful to do further research to understand why this is and what the implications thereof are.

7.6.6 Ethically Motivated Entrepreneurs

Ecopreneurs are a sub-category of other ethically motivated types of entrepreneurs such as social entrepreneurs and since there is a general lack of literature on these types of entrepreneurs in South Africa, it may be advisable to do further research on a broader range of ethically motivated businesses in South Africa.

7.6.7 Dealing with Pleasant People

It would appear that this theme has surfaced several times in previous research mentioned in Chapter Two, but that it has never been the subject of ecopreneurial research. In this study this theme also emerged, although it was not specifically researched. Accordingly it may be worthwhile investigating this further in future research, both in South Africa and elsewhere.

7.6.8 Meaning in Business

Very little research has been done around the correlation between associative types of entrepreneurs, like ecopreneurs, social entrepreneurs and sustainability entrepreneurs, and their search for meaning in business and life, especially around South African ventures. Therefore it would be useful to research the correlation between ecopreneurship and the need to find meaning in business ventures

7.6.9 Long-Term Focus

A focus on the longer term may be another key difference between ecopreneurs and other entrepreneurs, both in South Africa and elsewhere and further research may be needed on this topic.

7.6.10 Green Industry Lifecycle

Further research would be useful to compare South Africa's green industry to other countries in order to predict what may happen in the future in South Africa. This will help business and government to understand which products and services and which business models succeeded elsewhere, for instance in Europe, New Zealand and Australia and therefore help nascent ecopreneurs avoid the same mistakes in South Africa and leapfrog this industry life cycle (Golder & Tellis, 2004), focusing on the most sustainable products and services.

7.7 Management Implications

South African ecopreneurs interviewed in this study have shown their ability to identify gaps in the market for green products and services and they have successfully converted these opportunities into economically viable businesses, sustaining themselves and their dependents and employees and at the same time doing good, environmentally.

This ability to identify gaps in the market is not common to the general population of entrepreneurs in South Africa (Simrie et al., 2011). As suggested by Hart and Milstein (1999), green industry is turning out to be a great business opportunity, also for South Africans.

Given that South Africa is far behind other countries when it comes to environmental businesses when comparing this study for instance to the one done by Kirkwood and Walton (2010), South African ecopreneurs would do well to research green products and services and green business models that have done well in those more developed green markets.

By identifying these green business opportunities nascent ecopreneurs can leapfrog the mistakes made in those countries and enter into green ventures with increased chances of environmental and economic success.

7.8 Conclusion to Research Project

Ecopreneurs have different levels of motivation when it comes to values and money and depending on the levels of these two motivators the way that their business is run and the effectiveness thereof both environmentally and economically may be very different.

Ecopreneurs are also members of the new ethically based group of Entrepreneurs, such as social entrepreneurs and sustainability entrepreneurs who should similarly be incentivised to achieve their objectives in order to increase employment, decrease poverty, improve education and generally create a society in which we all want to live in, together, in harmony with our community and our environment.

Entrepreneurs in general can make anything work due to their inherent ability to create and to innovate and to be flexible regardless of the circumstances. Ecopreneurs are members of the Entrepreneur family and given the right incentives and regulatory framework to thrive in, they may very well hold the key to achieving the South African Government's target of a low carbon economy by 2030 and at the same time stimulating employment to the benefit of the people of South Africa.

APPENDICES

Appendix One: Letter of consent

I am a Full Time Entrepreneurship MBA Student at the Gordon Institute of Business Science (GIBS), conducting research on the Motivational drivers of Ecopreneurs in South Africa, and am trying to find out more about what motivated you to become an Ecopreneur, the impact your green values had on starting and running your Ecopreneurial venture(s) and if and how you, as an Ecopreneur, believe you may be different to other Entrepreneurs.

Our interview is expected to last about an hour, and will help us understand what motivates Ecopreneurs in South Africa.

Your participation is voluntary and you can withdraw at any time without penalty.

I confirm that your anonymity will be maintained throughout this research and the publication of the dissertation and any articles that may follow thereafter. Your anonymity will be guaranteed by not recording your name or any identifiers in the digital audio recording of our interview or in the transcriptions thereof.

I also confirm that the digital audio recording of our interview and the transcriptions thereof will be kept confidential. During the writing of my dissertation I will ensure such confidentiality by restricting access to this data to as few people as possible and specifically only to those who are under legal obligation to keep such data confidential and by destroying the data thereafter and only keeping one copy in the GIBS archives.

If you have any concerns, please contact me or my supervisor. Our details are provided below.

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Signature of participant: _____ Date: _____

Signature of researcher: _____ Date: _____

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