On the Factors Influencing New Ventures’ Blended Values

Giones, Ferran; Ungerer, Christina; Baltes, Guido

Publication date: 2017

Document version
Other version

Document license
Unspecified

Citation for published version (APA):

Terms of use
This work is brought to you by the University of Southern Denmark through the SDU Research Portal. Unless otherwise specified it has been shared according to the terms for self-archiving. If no other license is stated, these terms apply:

• You may download this work for personal use only.
• You may not further distribute the material or use it for any profit-making activity or commercial gain
• You may freely distribute the URL identifying this open access version

If you believe that this document breaches copyright please contact us providing details and we will investigate your claim. Please direct all enquiries to puresupport@bib.sdu.dk
On the Factors Influencing New Ventures’ Blended Values

Ferran Giones, Christina Ungerer, Guido Baltes
University of Southern Denmark, Alsmoen 2, 6400 Sønderborg, Denmark
fgiones@mci.sdu.dk
HTWG Konstanz, Brauggergasse 55, 78462 Konstanz, Germany,
Christina.Ungerer@htwg-konstanz.de
HTWG Konstanz, Brauggergasse 55, 78462 Konstanz, Germany,
guido.baltes@cetim.org

Abstract

What drives entrepreneurial action to create a lasting impact? The creation of new ventures that aim at having an impact beyond their financial performance face additional challenges: achieving economic sustainability and at the same time addressing social or environmental issues (Dean & McMullen 2007). These so-called hybrid organizations try to be congruent with their blended values, despite being under external pressure in the process of maturing the new venture (Mcmullen & Warnick 2016). This research explores not only the initial motivations of the entrepreneur as potential influence on the ventures’ blended values, but also the source of finance.

A dataset of 4,125 early-stage ventures (Entrepreneurship Database Program; Emory University) has been explored to gain insights into how entrepreneurs’ motives and external financing sources could influence on the impact dimensions being addressed. Social motives were found to go along with social impact targets. The results seem to support a resource dependence perspective (Drees & Heugens 2013): the more early-stage ventures rely on philanthropic support as an external funding source, the stronger they appear oriented towards social or environmental impact dimensions – thus they may have been willing to adapt their initial goals to match with different donors’ expectations. In the case of social impact ambitions, increasing profit margin targets and venture age have a negative effect on the prevalence of blended values. The research results hold implications for entrepreneurs and institutions interested in promoting new ventures with blended values.

Keywords: venture creation, hybrid organizations, blended values, social impact, environmental impact, entrepreneurship.
References:


SocialEnterpriseGoizueta, 2016. *The Entrepreneurship Database Program at Emory University*, Atlanta, US.

