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HOW DO ENTREPRENEURS HANDLE THE TENSION BETWEEN EXTRINSIC AND INTRINSIC MOTIVATION IN CREATIVE INDUSTRIES? (INTERACTIVE PAPER)

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HOW DO ENTREPRENEURS HANDLE THE TENSION BETWEEN EXTRINSIC AND INTRINSIC MOTIVATION IN CREATIVE INDUSTRIES?

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Principal Topic
The research focuses on how entrepreneurs address the tension between extrinsic and intrinsic motivations, that is between financial rewards on the one hand and self-achievement and personal goals on the other hand. To study this topic, we focus on entrepreneurs in creative industries (CI) for whom self-achievement aspirations appear as a strong motivation. Entrepreneurs in CI are managers and artists for whom lifestyle, personal happiness, the expression of one's own artistic skills, creative freedom and authenticity are more important than financial gain. These firms face a tension between the imperatives of economic activity and creation at two levels: (i) the creative person, (ii) the company and management level by balancing commercial imperatives and creative freedom. Our objective is to study how the tensions are handled at the individual entrepreneur and company levels by establishing relationships with the entrepreneur’s motivations.

Method
We collected and analyzed data on 25 Design Consultancies (with over 3 years of existence and more than 5 employees).

Results and Implications
The data revealed a diversity of motivations in founding the company. There were traditional entrepreneurial motivations such as market opportunity, or setting up complementary resources. However, there was no explicit reference to a financial motivation. At the same time, several lifestyle and creative motivations were highlighted. The tension was revealed through several paradoxes faced by the entrepreneurs. At the individual level, these paradoxes are related to the entrepreneur’s identity (creative / entrepreneur), lifestyle (freedom / company responsibility) and project (company supporting founder / founder supporting company). At the company level, they deal with the company project (creation driven / market driven), the success measures (awards and museums / sales and growth), and the financial objective (financial performance per se / to support creative freedom).

Based on this analysis, three configurations of creative companies emerged.
1. The small firm (with a creative freedom orientation) exists to support the founder's creativity.
2. The artistic and management motivations are balanced. The aspiration to financial performance enables creative freedom, leading to a growth ambition. Processes are set up for management, creativity and client interaction.
3. Creativity management driven company with a strong management identity, structured processes and organization. Both financial performance and client satisfaction are pursued. The firm has growth ambition.

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