

Civil society's influence on sustainable markets – an entrepreneurial approach

- **Civil society is an important actor to influence corporate strategies.**
- **The stakeholder approach is often used to describe the influence.**
- **Corporations react (mainly) by sustainable elements in their strategies and by communication.**
- **Production practices might be altered to fulfil public demands.**

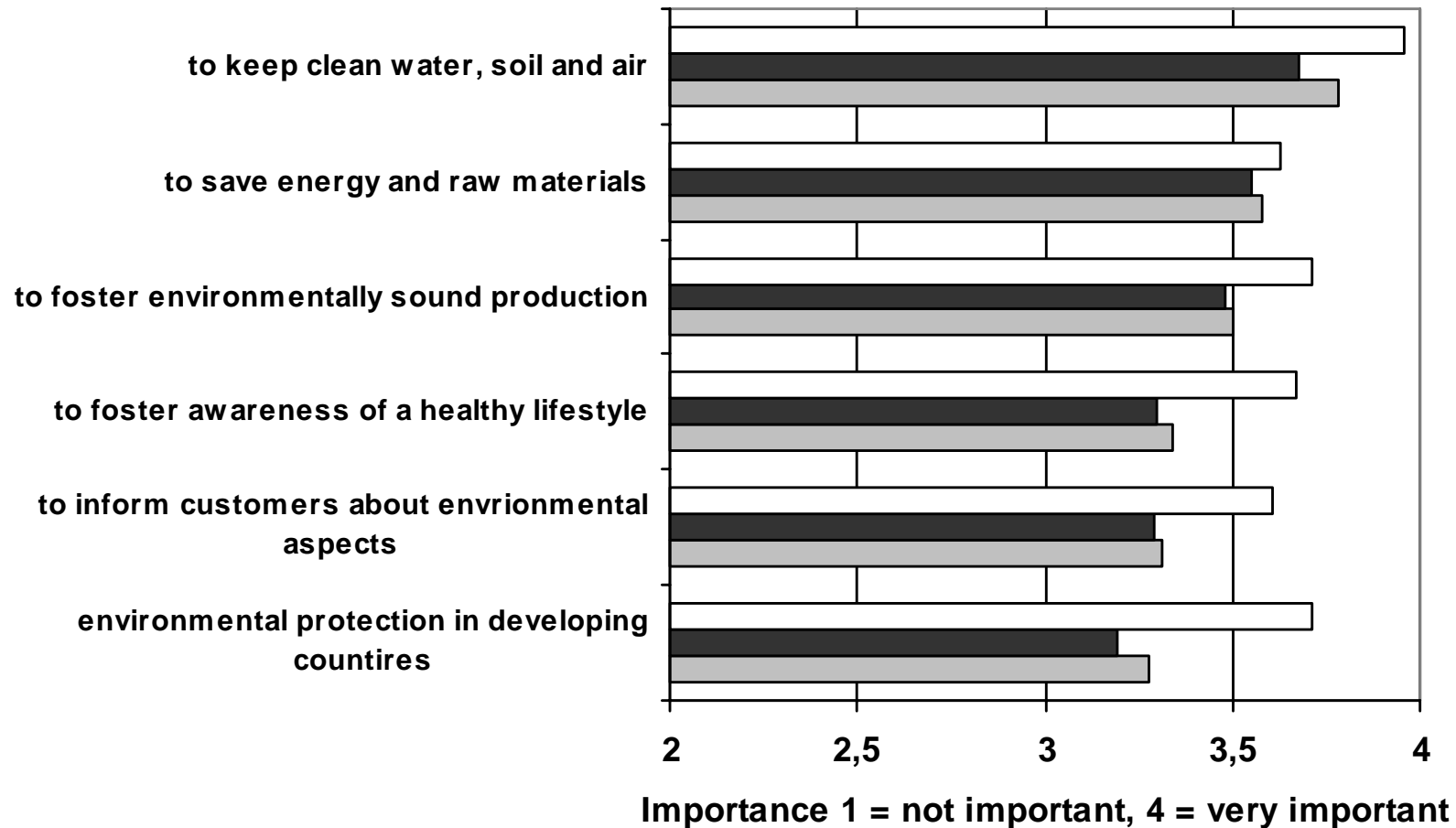
But:

- **Product strategy is of higher resistance against public demands
– as far as there is no pressure from the mainstream demand side.**
- **Innovative niche products fulfilling new needs of customers are often produced by innovative startups, e.g. green firms serving the organic food sector.**
- **The structure and motivation of green firms and their role in business will be discussed in this paper.**
- **We start with a look on an empiric research covering 50 startups in organic food.**

	USA	Northern Europe	Germa ny	Total
70th and before	1	4	1	6
80th	6	1	4	11
90th	7	10	12	29
2000 and later	--	2	2	4

Task	Very important	Important	Undecided	Less or Not important	No answer
To increase organic food consumption and farming I saw the need for products/production	24	12	3	10	1
I saw a business opportunity in rapidly growing green markets	16	18	4	11	1
I was already employed in that business and wanted to become independent	7	4	2	36	1
I was in personal trouble, e.g. unemployed	0	3	1	44	2

	1	2	3	4	5	
Profits are important to sustain the company	19	12	13	1	3	Personal profits are an important reward for me
High sales have a positive impact on society, and they are a personal success	22	9	14	0	3	Personal profits are an important reward for me



BMU 2000
 BMU 2002
 Green Entrepreneurs

Have you been involved in the environmental movement?	USA	Northern Europe	Germany	Total
Yes, Some time ago	5	7	7	19
Yes, still today	5	4	5	14
No	4	5	6	15
Total	14	16	18	48

	USA	Northern Europe	Germany	Total	Fruit&Veg Firms
Loss	4	1	2	7	2
Break-even	2	5	5	12	3
small profits	5	9	11	25	18
good profits	2	2	1	5	10
No answer	1			1	1

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