

Creative entrepreneurs' perception of entrepreneurial motivation: a valuable insight for creative business incubators when supporting creative entrepreneurs' cooperation with other industries

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ABSTRACT

The paper introduces a valuable insight for creative business incubators when it comes to supporting creative entrepreneurs' cooperation with other industries and investigates the research question: "What role does the creative entrepreneur's perception of entrepreneurial motivation play in creative entrepreneurs' cooperation with other industries?" The paper finds that creative entrepreneurs may be more motivated by intrinsic motivation and entrepreneurs in other industries by extrinsic motivation and this may lead to a communication gap between creative and other entrepreneurs, which affects their cooperation.

Keywords:

Creative Entrepreneur

Entrepreneurial motivation

Communication gap

Creative Industries

Introduction

The creative industries sector is a dynamic and influential field that has a substantial impact across its own sector. The previous research suggests that creative industries hold the key to economic evolution and stimulate innovation in the economy in general (Potts & Cunningham, 2008; Bakhshi et al, 2008). Florida (2014) goes one step further and suggests that economy nowadays is fundamentally a creative economy, which has been resonated by the idea of creative industries being a new source of Schumpeterian creative destruction, which in essence means destroying old economic structures and creating new ones (Potts & Cunningham 2008; Shane 2003).

Also, creativity itself has gained more and more attention and is being increasingly valued in the economic environment. Florida (2008 & 2014) sees human creativity as the main resource of the new creative economy, which, among other things, also impacts personal decision-making when people choose where to work and live in. Hence, it can be said that creativity influences the development of the cities. Similar findings have been provided by Audretsch and Belitski (2013), who emphasize the value of creativity through positively testing their hypothesis that creativity is a source for entrepreneurial opportunities and also agree that the diverse cultural and creative environment it creates in cities impacts their development and growth in a positive manner. Therefore, creativity and creative industries influence and impact our lives in various ways.

However, since the field is relatively young important contributions are needed in order to help the field to develop. According to the UNCTAD Creative Economy Report (2010), the creative economy is not precisely the same as the rest of the economy, and according to the Mapping of Nordic Creative and Cultural Industries: Financial Environment report (2015), creative industries are not as monolithic as capacity oriented industries, but have a multitude of dimensions because they also create social, cultural and sustainable development value in addition to economic value. Also, the field stimulates to combine different resources of technology, arts, business, and culture (ibid.) and therefore, *it is crucial that creative companies are able to communicate with other industries outside of the creative domain as well.*

Hence, the paper introduces an important insight for creative business incubators when it comes to supporting creative entrepreneurs' cooperation with

other industries and investigates the following research question: What role does creative entrepreneurs' perception of the entrepreneurial motivation play when it comes to their cooperation with businesses operating outside the creative industries?

In order to answer this research question, (1) the relevant literature to look deeper into the motivation of the creative entrepreneur will be analyzed, aiming at determining if and how it differs from entrepreneurs operating outside the creative industries field, (2) the conditions that have to be met for a creative person to be motivated in order to carry out entrepreneurial activities will be researched, and (3) the questions of how entrepreneurial motivation may be contributing to the communication gap between creative and other entrepreneurs, and how this may hinder creative entrepreneurs cooperation with entrepreneurs from other industries, will be further discussed.

The paper is divided into five sections. After the introduction, the first section analyses the literature related to the research topic. The second section explains the research design. The third section presents the results of the empirical analysis divided into five subsections: (1) motivation to execute entrepreneurial opportunity; (2) communication between creative entrepreneurs and entrepreneurs from other industries – the communication gap; (3) creative business incubators perception of the communication gap; (4) challenges for creative entrepreneurs, and (5) creative business incubators support for creative entrepreneurs. The fourth section discusses the research findings and the last one provides concluding remarks related to the research question and the potential implications of the findings for academic debate as well as for creative business incubators.

Theoretical perspective: creatives' entrepreneurial motivation and communication gap

UK Government's Department for Culture, Media and Sport (DCMS) defines creative industries as "those industries which have their origin in individual creativity, skill, and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property" (2001: 4). An entrepreneur is an alert individual who discovers an opportunity in which resources can be recombined with the aim of gaining potential profit. After discovering such opportunity, the entrepreneur starts to develop ideas on how to pursue it, which includes product or service development

“WHEN IT COMES TO CREATIVE ENTREPRENEURS, THE QUESTION OF WHAT MOTIVATES A PERSON TO ENGAGE IN ENTREPRENEURIAL ACTIVITY AND EXPLOIT THE ENTREPRENEURIAL OPPORTUNITIES IS INTRINSICALLY RELATED TO THE QUESTION OF WHAT MOTIVATES A PERSON'S CREATIVITY BECAUSE WITHOUT THE LAST ONE ALSO THE FIRST ONE CANNOT EXIST”

for offering it to customers (Shane, 2003: 10). In this paper, the creative entrepreneur is considered one who uses the *scarce resources of individual creativity, skills, and talent to develop and produce goods and services* (Chaston & Sadler-Smith, 2012). Entrepreneurs operating within other than creative industries (e.g. agriculture, energy, finance, etc.) are in this paper referred to as other entrepreneurs. The paper does not restrict which industries other entrepreneurs are operating in, as long as by definition it is not creative industries.

The paper aims to contribute to enhancing the field of creative entrepreneurship by creating a deeper understanding of creative entrepreneurs and research deeper into the communication gap between creative and other entrepreneurs to give an important insight for creative business incubators when it comes to supporting creative entrepreneurs' cooperation with other industries. In the term communication gap, communication represents various communication processes between creative and other entrepreneurs, taking place in everyday working situations, generally with an aim to cooperate together. Therefore, the paper analyzes possible motivational differences for becoming an entrepreneur between creative and other entrepreneurs through intrinsic and extrinsic motivation (Collins and Amabile, 1999) and shows how these two topics – entrepreneurship and motivation – are connected with the gap between “art and business” (Eikhof & Haunschild, 2006) and how it may contribute to the communication gap between creative and other entrepreneurs, hence, affecting cooperation between creative and other entrepreneurs.

Creative entrepreneur's entrepreneurial motivation

Psychological factors that influence the decision to exploit entrepreneurial opportunities include personality and motives (Shane 2003: 97), meaning that people with certain aspects of personality and

motivation tend to act differently from others who find themselves to be in the exact same situation. They may have exactly the same skills, information, and opportunity cost but people with certain motivations will exploit entrepreneurial opportunities that others will not. This puts great emphasis on the relevance of motivation. Furthermore, intrinsic motivation is also closely linked to one's perceived self-efficacy, which also plays a role in making the decision of whether to engage in entrepreneurship or not (Wadeson, 2006).

As defined earlier, the distinctive character for the creative entrepreneur, which separates her from other entrepreneurs, is that the scarce resources used to develop and produce goods and services are individual creativity, skills, and talent (Chaston and Sadler-Smith, 2012). Furthermore, the person possessing and executing these scarce resources is the entrepreneur herself or is a relevant part of the main managing force of the enterprise. Therefore, creativity and creative activity are some of the most crucial factors for the creative business to operate successfully. This allows concluding that *the motivation for exploiting the entrepreneurial opportunity as well as the motivation for creativity are interchangeable crucial factors for the creative business to be successful.*

Therefore, a distinction between creative entrepreneurs and other businesses emerges. When it comes to creative entrepreneurs, the question of what motivates a person to engage in entrepreneurial activity and exploit the entrepreneurial opportunities is intrinsically related to and intertwined with *the question of what motivates a person's creativity because without the last one also the first one cannot exist.* Therefore, to create a deeper understanding of a creative entrepreneur it is important to also focus on the question of what motivates a person's creativity and review the literature about motivation and creativity, especially about intrinsic and extrinsic motivation.

According to Collins and Amabile (1999), there is a vast amount of empirical evidence that creative production requires a high level of motivation because

the process is rather demanding and therefore needs good stamina. But the important question regarding this paper is what kind of motivation drives creativity? Through different research periods in time, scholars have suggested various answers to this question.

First, theories about the nature of the motivation that enhances creativity derived from psychodynamic tradition and suggested, for example, that creative behavior is a way to reduce tension created by other unacceptable desires (Collins and Amabile, 1999). Here Freud (1908 & 1915, cited in Collins & Amabile 1999) suggested that creative activity allows a person to work through some conflict, which was echoed by some other researchers (Fairbairn, 1938; Sharpe 1930 & 1950; Stokes 1963; all cited in Collins & Amabile 1999), suggesting that creativity may be motivated by the needs to channel and resolve aggressive and destructive impulses.

In contrast, other researchers have suggested that creativity gives means to fulfill more positive needs. For example, it may be driven by a healthy desire to master various aspects of a person's life. According to Gedo (1983, cited in Collins & Amabile 1999), the aspect that a person desires to master in her life might be the environment she finds herself to be in. Furthermore, according to Cangelosi and Schaefer (1992), creativity may be driven by the need to master one's own self-understanding, personal control and emotional regulation, meaning working with oneself.

In 1962, Crutchfield drew a greater distinction between ego-involved and task-involved motives (Collins and Amabile, 1999) and researched them

further. His theory suggests that ego-involved or extrinsic motivation is rather driven by the wish to achieve the end result for receiving the possible reward for it. On the contrary, task-involved or intrinsic motivation is about engaging in the creative process and enjoying it without thinking about the possible rewards waiting when one finds a creative solution for the task.

In 1983, Collins and Amabile proposed definitions for intrinsic and extrinsic motivations, also building on Crutchfield's findings. They defined intrinsic motivation as the "motivation to engage in an activity primarily for its own sake, because the individual perceives the activity as interesting, involving, satisfying or personally challenging; it is marked by a focus on the challenge and the enjoyment of the work itself" (Collins & Amabile, 1999 : 299). In contrast, the extrinsic motivation is the one "to engage in activity primarily in order to meet some goal external to the work itself, such as attaining an expected reward, winning a competition or meeting some requirement; it is marked by a focus on external reward, external recognition and external direction of one's work" (ibid. : 299-300).

Therefore, intrinsic motivation is the motivation to do something for its own sake, to engage in an activity purely for the activity itself, because it is interesting and enjoyable (Wadeson, 2006; Abuhamdeh and Csikszentmihalyi, 2009). On the other hand, extrinsic motivation represents a motivation to engage in an activity in pursuit of a reward one desires (Abuhamdeh & Csikszentmihalyi, 2009) (figure 1).



FIGURE 1. INTRINSIC AND EXTRINSIC MOTIVATION

Source: Author's own elaboration, based on Collins & Amabile (1999).

Communication gap and cooperation between creative and other entrepreneurs

Based on the literature, it can be assumed that creative entrepreneurs are more motivated by intrinsic motives when engaging in entrepreneurial activities because it enables them to enjoy the process of producing new creative solutions instead of doing something merely to gain an external reward. They are motivated by the satisfaction of their pursuits (Collins & Amabile, 1999; Florida, 2011) and creative persons are more motivated by the creation process itself than engaging in it merely due to monetary rewards (HKU, 2010; Carsrud & Brännback, 2011; Küttim et al, 2011). According to Hernandez-Acosta (2012 : 32) "creating and sharing arts is the artist's main factor motivating their ventures".

Moreover, it is also suggested that other entrepreneurs are rather motivated by external motives when creating a company because their engagement is rather motivated by external rewards, for example earning profit (Abuhamdeh & Csikszentmihalyi, 2009; Carsrud & Brännback, 2011).

Based on these assumptions, the model that will be proposed now proves the fact that, because creative entrepreneurs tend to be more motivated by intrinsic motives and other entrepreneurs by external ones, this may lead to a communication gap between creative and other entrepreneurs (figure 2).

Based on this proposed model, it can be assumed that creative people see the contradiction between what motivates them and what they believe should motivate them as entrepreneurs, and they believe this makes them not as good and valid entrepreneurs as others are (Küttim et al, 2011). According to Schumpeter (1934 through Shane, 2003) the traditional reason for starting a company – the entrepreneurial goal – is considered to be economic and that the entrepreneur does things for economic gain (Carsrud & Brännback, 2011). But if creative entrepreneurs are intrinsically motivated, they do not praise the extrinsic reward – the economic gain – but rather focus on the challenge and the enjoyment of the work itself (Collins & Amabile 1999; Florida, 2011).

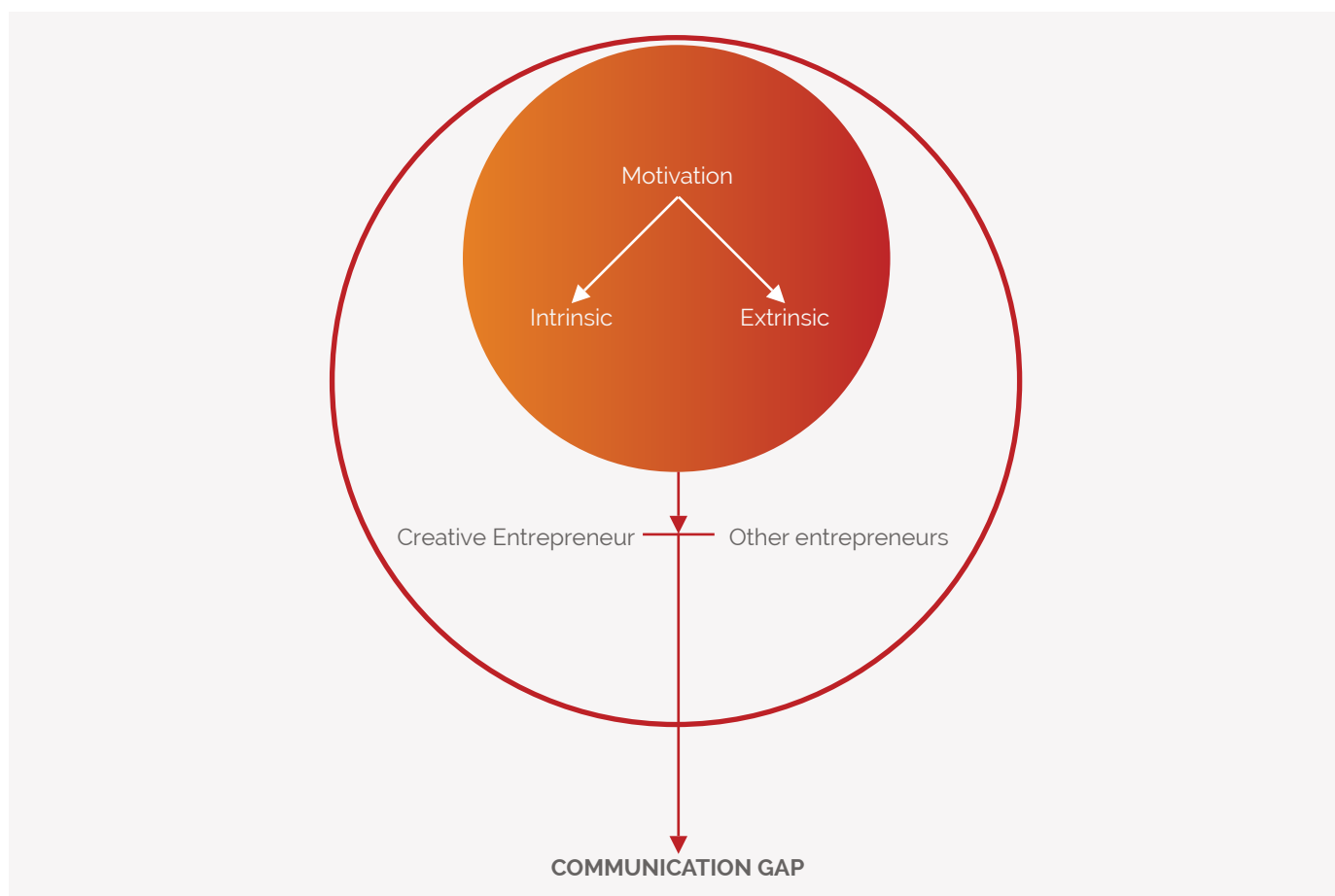


FIGURE 2. A MODEL FOR COMMUNICATION GAP BETWEEN CREATIVE ENTREPRENEURS AND OTHER ENTREPRENEURS

Source: Author's own elaboration.

This contradiction may lead creative entrepreneurs to believe that they are not fully part of the traditional entrepreneurial domain (figure 3), which often tends to value extrinsic rewards. Furthermore, the issue of potential differences in motivation (intrinsic and extrinsic) may also influence other entrepreneurs to believe that they and creative entrepreneurs are not part of the same traditional entrepreneurial domain. This may happen due to the fact that to other entrepreneurs, the creative ones may seem to be ignited by other drivers than obtaining the economic gain and this creates confusion, which feeds to disturbing smooth cooperation between the two. This all contributes to generating communication gaps between creative and other entrepreneurs, which may hinder their cooperation. Hernandez-Acosta (2012) agrees that some creative entrepreneurs may feel dissatisfaction with other industries, which is caused by bad previous experiences.

It may be argued that it does not really matter whether the difference between the motivation of creative and other entrepreneurs is truly in existence or is only perceived by the involved parties. In both cases, nevertheless, it still influences the perception of them not being part of the one and the same entrepreneurial domain. It affects building relationships between creative and other entrepreneurs and to some extent, it prevents them from networking with each other, which can be harmful to their cooperation.

Both creative and other entrepreneurs are actually part of the same entrepreneurial domain and should cooperate. For example, enhanced cooperation between the two would give creative enterprises an opportunity to raise their capital through investments from other sectors or exploit competences in technology or manufacturing for developing their products and services. On the other hand, other enterprises will get a chance to enrich their competitive advantages through creative solutions provided by creative entrepreneurs. There are gains for both parties when they engage in frequent cooperation (Tscherning & Boxenbaum, 2011).

The role of creative business incubators

The perception of belonging to the same entrepreneurial domain can be influenced by creative business incubators because their aim is to support creative entrepreneurs. One way of contributing to achieving this goal is to facilitate the cooperation between creative and other entrepreneurs. They can help creatives to build connections that lead to beneficial cooperation with other industries.

Firstly, creative business incubators can operate as a mentor or coach for creative entrepreneurs and help them see that other entrepreneurs belong to the same entrepreneurial domain with them. Secondly, they can provide common ground for creative and other entrepreneurs to meet and exchange experience

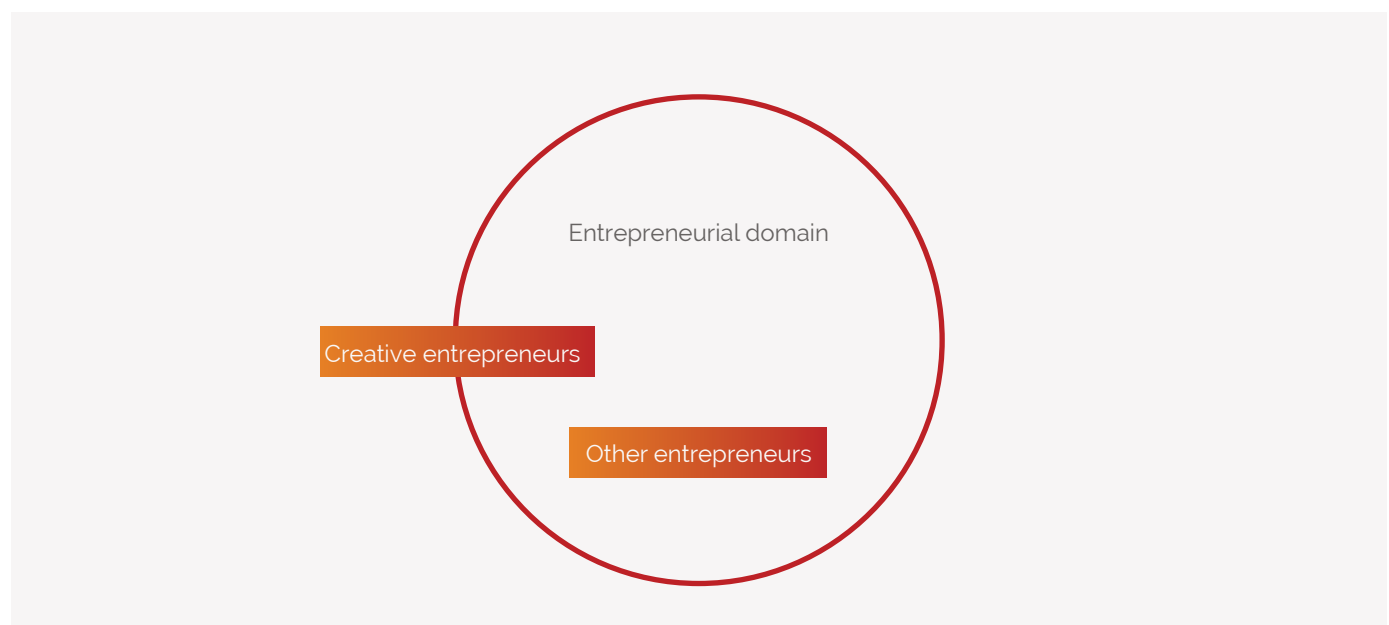


FIGURE 3. ENTREPRENEURS' POSSIBLE PERCEPTION ABOUT BELONGING TO THE SAME TRADITIONAL ENTREPRENEURIAL DOMAIN

Source: Author's own elaboration.

and knowledge to learn more about the other party.

To be successful in this facilitator role, it is crucial that the creative business incubators understand both parties really well and provide the most effective solutions for creative entrepreneurs. Therefore, understanding the possible difference in entrepreneurial motivation is very important to avoid unnecessary conflicts in the process.

In the following sections, the paper presents the findings of how creative entrepreneurs perceive the issue of the communication gap and its relation to the difference in motivation. The paper also presents findings of how creative business incubators perceive the same topic and what are their suggestions regarding the communication gap.

Research design and methodology

The paper uses a qualitative research methodology to research and analyze the topic. Data were collected about two different research objects (1) creative entrepreneurs, and (2) creative business incubators to provide a deeper understanding about the communication gap between creative and other entrepreneurs, as well as to understand how creative business incubators can support creative entrepreneurs better. Creative business incubators often support creative entrepreneurs in finding partners, customers, and investors, who may often be from industries other than creative ones. Therefore, creative business incubators have the means to observe and furthermore enhance the cooperation between creative and other entrepreneurs.

The aim of this paper is not to make any statistical conclusions, but to focus on creating a

new understanding of the phenomenon. Therefore, the purposive sampling technique was chosen to select creative entrepreneurs and creative business incubators to perform in-depth semi-structured interviews with them.

The sample of creative entrepreneurs consists of six creative entrepreneurs located in Estonia and four creative business incubators located in Estonia, Finland, and Sweden. Altogether, ten separate interviews were conducted with four different creative business incubators (2 interviews in Finland, 2 in Sweden, 6 in Estonia) and six interviews with creative entrepreneurs from different fields (table 1).

The topics with creative entrepreneurs included (1) the similarities and differences between creative and other entrepreneurs, according to the respondent's own experience; (2) what motivated the respondent to become a creative entrepreneur and according to respondent's experience, what the differences in motivation between creative and other entrepreneurs are to become and operate as entrepreneurs; (3) addressing the issue of communication gap from various angles – through communication between creative and other entrepreneurs and also through how creative and other entrepreneurs perceive each other (are they part of the same entrepreneurial domain?) – based on respondent's experience; (4) challenges when it comes to being a creative entrepreneur.

The topics with creative business incubators included (1) general differences between creative and other entrepreneurs; (2) what motivates creative entrepreneurs to become and operate as an entrepreneur as well as what are the differences in motivation between creative and other entrepreneurs to become and operate as entrepreneurs – and

Creative Entrepreneurs
Handmade and designed wooden spectacles
Handmade and designed leather bags and accessories
Event marketing
Fashion design brand
Design agency
Graphic design

TABLE 1. CREATIVE ENTREPRENEURS INCLUDED IN THE STUDY ACCORDING TO THEIR FIELD

Source: Author's own elaboration.

respondents perception of it; (3) addressing the issue of communication gap from various angles – through communication between creative and other entrepreneurs and also through how creative and other entrepreneurs perceive each other (are they part of the same entrepreneurial domain); (4) challenges when it comes to working and supporting creative entrepreneurs.

There were differences in the quality of answers received through interviews but still, all of them had valuable information and gave tools to analyze the phenomenon. The data collected was organized and then categorized. The paper uses a deductive approach and therefore the categories for analyzing the data derived from the theoretical framework. Exact categories with labels and explanations can be found in table 2.

After labeling the categories, in this paper, the organized data have been worked through, and

relevant information has been grouped, according to the categories into meaningful units of data, which consist of coherent phrases and sentences from interviews delivering understanding and explanations about the research topic. For example:

Of course, it's also about doing your own thing independently. You can have your own view and create and live your dream. That's the thing that motivates (Creative business incubator 1, Finland).

Finally, these meaningful units of data were distributed under five formed categories. Some categories received more units of data and some others, less. Because the focus was mainly on the communication gap and motivation for executing the entrepreneurial opportunity, categories dealing with these topics got the biggest number of units of data (Table 3).

Category	Explanation
(1) Motivation	The motivation for entrepreneurs to execute entrepreneurial opportunity (to become and be an entrepreneur).
(2) Communication gap	Creative entrepreneur's perception of the communication between creative and other entrepreneurs.
(3) Creative business incubators perception of the communication gap	How evident is the communication gap when supporting creative entrepreneurs?
(4) Challenges for creative entrepreneurs	The challenges creative entrepreneurs face.
(5) Creative business incubators support for creative entrepreneurs	The challenges they face when working with creative entrepreneurs.

TABLE 2. CATEGORIES FOR ANALYZING COLLECTED DATA

Source: Author's own elaboration.

Category	Number of meaningful units of data under the category
(1) Motivation	46
(2) Communication gap	12
(3) Creative business incubators perception of the communication gap	22
(4) Challenges for creative entrepreneurs	17
(5) Creative business incubators support for creative entrepreneurs	15

TABLE 3. CATEGORIES AND THE NUMBER OF MEANINGFUL UNITS OF DATA

Source: Author's own elaboration.

Empirical analysis

Motivation to execute entrepreneurial opportunity

When it comes to motivation to execute entrepreneurial opportunity, respondents overwhelmingly reported that creative entrepreneurs are driven by intrinsic motives – passion for the creative field they are operating in and wish to execute their creative drive to produce what they adore and at the same time earn money with it.

Trying to do what they [creative entrepreneurs] love and earn some money with that (Creative business incubator 1, Finland).

For creative entrepreneurs, the charm of entrepreneurship lies in the fact that they can do what they love and do it the way they like it and if this also brings profits and etc. then it is merely an added bonus (Entrepreneur 6, Estonia).

The thing that motivated the most was to be able to do something that is directly connected to my specialty (Entrepreneur 4, Estonia).

It was also discussed by most respondents that often the motivation for other entrepreneurs is external, meaning the profits and other monetary rewards. Other entrepreneurs often want to be certain before executing entrepreneurial opportunity, how fast they will earn a profit or they can sell their company for a big amount of money. It was also stressed by some respondents that creative entrepreneurs are not eager to sell their companies and do not give up despite involving a slower growth pace and smaller numbers in turnover.

Creative entrepreneur is often focused on her creation, other entrepreneurs on profit (Creative business incubator 2, Estonia).

Other entrepreneurs aim towards economic success and profit more than creative entrepreneurs (Entrepreneur 6, Estonia).

Self-fulfillment is cherished but the field is more important [to creative entrepreneurs] (Entrepreneur 5, Estonia).

Cooperation between creative and other entrepreneurs and the communication gap

When it comes to creative entrepreneurs' perception of the communication between creative and other entrepreneurs, the discussion is dependent on the creative entrepreneur's experience, which always varies.

Nevertheless, almost every creative entrepreneur mentioned that even if they had not experienced communication gaps themselves, they had heard of it from others' experience or perceived that there is a certain prejudice about creative entrepreneurs.

Creative entrepreneurs may feel the same way that they don't have much in common with other entrepreneurs (Entrepreneur 6, Estonia).

It's possible that creative entrepreneurs are not always taken seriously – the attitude "what this artistic soul knows about doing business?", "let him potter around alone there, we here are doing business" (Entrepreneur 6, Estonia).

The main difference is that some do something real and others are selling so to say air (Entrepreneur 3, Estonia).

Some perceived prejudice about other entrepreneurs was also mentioned, mainly connected to their perhaps disproportional wish to earn money and profits. Also, when describing other entrepreneurs, there were indications from respondents that they are not as creative as them, and this was seen as something rather negative.

Creative entrepreneurs are more hippie-like and other entrepreneurs do whatever it takes to earn the profit (Entrepreneur 2, Estonia).

One entrepreneur argued that other entrepreneurs respect creative entrepreneurs when the latter ones are successful – well established creative entrepreneurs are seen as equal partners, but when the creative company is not particularly successful, then other entrepreneurs may perceive themselves as more superior and be critically minded when it comes to creative entrepreneurs.

It was also discussed that the quality of every communication situation depends on the people engaged in it and whether they manage to find a common language, meaning it is subjective. In addition, it seems that, when the cooperation between creative

and other entrepreneurs increases, then also both parties start to see the one another as an equal partner.

The more other entrepreneurs have cooperated with creative entrepreneurs, the more they take each other as equal partners (Entrepreneur 3, Estonia).

I don't believe that whether the communication works or not is dependent on the field. I believe that everything comes down to how well people click with each other (Entrepreneur 5, Estonia).

Creative business incubators perception of the communication gap

Respondents argued that creative and other entrepreneurs see themselves as different and that the communication between the two could be better.

It depends on the person but usually they speak a bit different language. Cooperation usually is possible (Creative business incubator 1, Estonia).

Creative entrepreneurs see themselves a bit different from other entrepreneurs. Creative entrepreneurs see themselves as entrepreneurs, but other entrepreneurs have prejudice about them (Creative business incubator 5 and 6, Estonia).

According to respondents' experience, the reasons for this are:

- Difference in motivation
Many other entrepreneurs are much more motivated by the money, turnovers and the beauty of the deal than creative entrepreneurs are. For a creative entrepreneur, the idea and the company are much more important – when the idea and the company are not suitable, then

there is no real passion to do things only for the money, or it has to be a huge amount of money (Creative business incubator 1, Estonia).

I believe that they [creative and other entrepreneurs] see each other as different. The reason is a different purpose for engaging in entrepreneurship (Creative business incubator 4, Estonia).

- Perception of the other party
Other entrepreneurs may see creative entrepreneurs a bit bohemians, perhaps not sticking to the schedule, not so serious entrepreneurs. And, the other way around, creative entrepreneurs may see other entrepreneurs rather as people who only do it for the money (Creative business incubator 2, Estonia).

Other entrepreneurs often think that cooperation with creative entrepreneurs is very time-consuming ("creative entrepreneurs can't follow the schedule") and it costs a lot (but creative entrepreneurs' work shouldn't cost very little) (Creative business incubator 2, Estonia).

Two respondents also argued that sometimes creative entrepreneurs see or want to see themselves different from other entrepreneurs, even when this is not really the case.

Many times, creative entrepreneurs would like to see themselves different (not that business-oriented, more about passion, personal view, etc.) but for me, as a coach/trainer, there are not so many differences (Creative business incubator 1, Finland).

"THE MAIN CHALLENGES FOR CREATIVE ENTREPRENEURS DISCUSSED BY RESPONDENTS INCLUDE CONCERNS ABOUT ACQUIRING AND MANAGING FINANCES, FINDING THE RIGHT EMPLOYEES, THE COMPANY'S GROWTH, RISK MANAGEMENT, SELF-DISCIPLINE AND DELEGATING TASKS TO OTHER TEAM MEMBERS"

My feeling is that the creative people want to see more differences between the mentioned groups than what there really are in the practice (Creative business incubator 2, Finland).

It was also mentioned that cooperation between creative and other entrepreneurs is getting better and that the entrepreneurs themselves are finding ways for communication. Though the prejudices among creative and other entrepreneurs about each other may be present, there are also signs that other entrepreneurs start to appreciate creative entrepreneurs.

It's getting better [communication and cooperation between creative and other entrepreneurs] (Creative business incubator 4, Estonia).

It depends on the particular entrepreneur. If an entrepreneur can establish good contact with another entrepreneur (creative or other), is trustworthy, provides high-quality work and keeps his promises, then usually the cooperation should be good (Creative business incubator 3, Estonia).

Cooperation is rather intensifying, it's the time of transformation (Creative business incubator 5 and 6, Estonia).

Challenges for creative entrepreneurs

The main challenges for creative entrepreneurs discussed by respondents include concerns about acquiring and managing finances, finding the right employees, the company's growth, risk management, self-discipline and delegating tasks to other team members.

It was also argued how important it is to find good ideas and later to execute them because without the latter even a good idea loses its value. In this case, the importance of education and training to always keep developing creativity and skills was mentioned. In addition, the need for business education for being able to face and overcome challenges related to finances and numbers was mentioned as well.

Numbers can be challenging for creative people (Entrepreneur 1, Estonia).

Creative business incubators support for creative entrepreneurs

Many respondents mentioned that creative entrepreneurs might often be very resolute and decisive when it comes to their business idea. They are not very eager to compromise and also to create a business-oriented point of view. Therefore, the need for understanding what motivates them was mentioned.

Creative entrepreneurs might feel strongly that they know nothing about business, they are not doing their work for money or they are not willing to compromise (Creative business incubator 1, Finland).

How to get a creative entrepreneur to act more like a businessperson, where you have to document your business models and calculate the profitability of different strategies? (Creative business incubator 2, Finland).

Empathy, understanding their motivation (Creative business incubator 1, Sweden).

It was also mentioned that creative entrepreneurs may be more sensitive and therefore creative business incubators need to pay more attention when being critical or when encouraging creative entrepreneurs to proceed.

In addition, the financing, the company's growth and understanding the competition situation on the market were mentioned as issues that creative entrepreneurs may need support with.

Discussion

Findings from this empirical research show that differences in motivation between creative and other entrepreneurs to exploit entrepreneurial opportunities are perceived. Also, it is evident that creative and other entrepreneurs may see each other differently and this may lead to the communication gap between them that may hinder their cooperation. The findings allow assuming that creative entrepreneurs are more often motivated by intrinsic motives, like passion for the creative field and employment of one's creative skills. Also, it was often argued that other entrepreneurs are rather motivated by extrinsic motives, like profits and turnover. This links with the discussions in the paper's theory chapter.

Findings from this paper also align with previous studies arguing that creative persons are more motivated by the creation process itself than engaging in it, merely due to monetary rewards and that other entrepreneurs are rather motivated by external motives when creating a company because their engagement is rather motivated by external rewards, for example earning the profit (Abuhamdeh & Csikszentmihalyi, 2009; HKU, 2010; Carsrud & Brännback, 2011; Küttim et al, 2011).

Based on current findings, it is not possible to determine to what extent these differences – motivation, and perception of belonging to the same entrepreneurial domain – are really present in everyday life or only perceived to be present by the involved parties. Nevertheless, in both cases (present or perceived) these differences may affect the communication processes between creative and other entrepreneurs, because the perception of them not being part of the one and same entrepreneurial domain is present and therefore affects communication between them, hence creating a communication gap. This, however, affects their cooperation.

It is not possible to conclude that motivation to exploit the entrepreneurial opportunity is the only difference affecting the creative entrepreneurs' perception about other entrepreneurs and vice versa, nor their perception about not being fully part of the same entrepreneurial domain. Nevertheless, the links and alignment between the difference in motivations and reasons affecting the perceptions about the other party were often argued (figure 4).

It was discussed that the cooperation between creative and other entrepreneurs could be better. The reason for the lack of cooperation may be due to not seeing each other as fully part of the same entrepreneurial domain because there are differences in entrepreneurial motivations. This enables to conclude that even if the difference in motivation for exploiting the entrepreneurial opportunity is not the only factor affecting the cooperation between creative and other entrepreneurs, it still affects it and is therefore important to be acknowledged creative business incubators.

It is also discussed that the situation regarding creative and other entrepreneurs' cooperation is changing and that the quality of it depends on people who engage in the cooperation process and whether or not they manage to find a common language. This shows that the cooperation process between creative and other entrepreneurs can be enhanced as well through the external support provided by creative business incubators that are supporting creative entrepreneurs.

In the next section, a suggestion for what to consider a starting point to bridge the communication gap between creative and other entrepreneurs is proposed, as well as how this can be implemented by the creative business incubators when supporting creative entrepreneurs' cooperation with other industries.

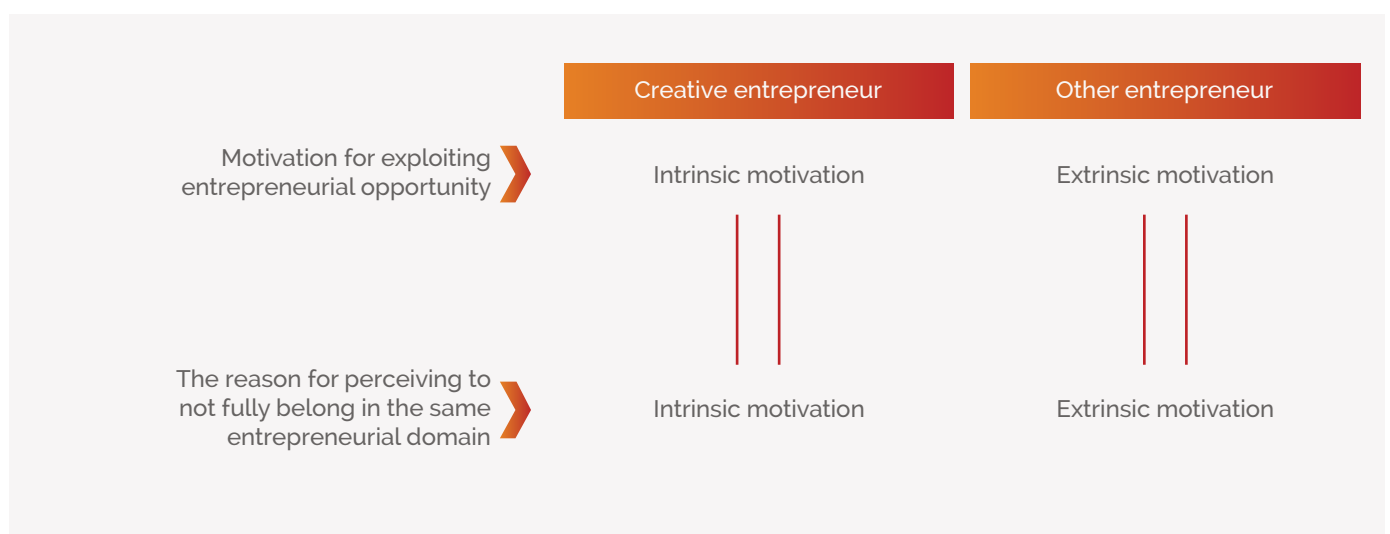


FIGURE 4. AN ALIGNMENT BETWEEN THE DIFFERENCE IN MOTIVATION FOR EXPLOITING THE ENTREPRENEURIAL OPPORTUNITY AND THE REASON FOR PERCEIVING TO NOT FULLY BELONG IN THE SAME ENTREPRENEURIAL DOMAIN

Source: Author's own elaboration.

Conclusions

Findings from this paper show that for supporting creative entrepreneurs better, it is important to understand their entrepreneurial motivation, as this may differ from what motivates other entrepreneurs to execute the entrepreneurial opportunity. Creative entrepreneurs may be more motivated by intrinsic motivation, while others, by extrinsic motivation. This may lead to a communication gap between creative and other entrepreneurs, which affects their cooperation. Understanding creative entrepreneurs' motivation better is important for creative business incubators, in order to be able to support them when it comes to cooperation with other industries.

Based on findings from this paper, future research could also gather empirical data from other entrepreneurs to determine how they perceive cooperation with creative entrepreneurs, which would help see whether it differs from creative entrepreneurs' perception or not. In addition, it would also be good to research further on what are the other aspects, besides possible motivational differences between creative and other entrepreneurs, when executing entrepreneurial opportunities, which may affect the cooperation between them.

Recommendations for creative business incubators

As the first step for creative business incubators – when it comes to bridging the communication gap between creative and other entrepreneurs and enhancing their cooperation – it would be important to start with the concept of “value creation”. For bridging unlike sides, it is firstly necessary to find a common denominator, accepted by both parties – creative and other entrepreneurs. This is proposed to be “value creation” since the concept is intrinsic for both parties. It is being used and understood, though with some alterations in everyday use, by creative as well as other entrepreneurs.

From one side, entrepreneurs identify opportunities that at first are not apparent and evident to other people and therefore, they often face the task of persuading others – especially customers and employees – that the opportunity they have discovered is valuable (Shane, 2003: 97). This creates the need to clearly explain the value the entrepreneur is creating to all relevant stakeholders. Moreover, value creation is used for measuring financial performance in addition

to using data offered by accounting (Trifan and Suciu, 2015). Therefore, the concepts of “value” and “value creation” are substantial parts in the entrepreneurial language.

Also providing some new value through their creations, no matter if it is critical towards society or some processes or targeted towards public or merely towards the creative person themselves (self-expression), the concept is known and important for the creative individuals and therefore also for the creative individuals who decide to exploit the entrepreneurial opportunity they have discovered due to their skills, talent, and creativity. For example, a necessary condition for artwork's existence is the artistic expression because it contributes to the setting of the value share of an artwork (Florian, 2015).

Therefore, beginning to bridge the communication gap between creative and other entrepreneurs by creating some common ground for both through the concept of “value creation” may prove to be vital. Researching this phenomenon through different theoretical perspectives, based on value creation approaches, could be a basis for future research.

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