FOUNDERS 4 FUTURE

Start up with deep impact!
Preface

How can witty visionaries - Founders for Future - change the world positively with successful new companies? And why should they even do that? This booklet presents four important elements and a step-by-step model that show pragmatically how a "Lean Startup" with "Deep Impact" can become reality. Concise, practice-oriented and well-founded.

It is long overdue to replace destructive economic activity at the expense of people and the environment with a new type of good business. Good companies in the double sense of the word are not only entrepreneurially very good, but also measurably create good impact. They replace outdated business models, products and services in a profitable way and have great fun with it - knowing that their actions are significant and can change entire industries. Beyond simple economic business success factors! In this way they create a pull towards a new kind of entrepreneurship in serving people. They show a visible ethical footprint under their own steam and set new standards in a targeted manner.

This requires entrepreneurs with a renewed spirit right from the start: Founders for Future - who are integrated into a network of responsible people who systematically and consistently develop and pursue their visions. Lean Startup with Deep Impact provides the framework to do just that! When do you found your future - our common future as people - and leave a significant trace of positive effects?

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1 We need Founders for Future! ................................................................. 4
1.1 Facing the big challenges ................................................................. 4
1.2 Motivation from heart’s desire ............................................................ 6

2 Change for the better ........................................................................... 10
2.1 Transformation with meaning .............................................................. 10
2.2 Leave visible traces ............................................................................ 11
2.3 Growing together ............................................................................... 14

3 Realizing future-proof startups .......................................................... 16
3.1 Start slim and agile ............................................................................ 16
3.2 Generate new knowledge .................................................................... 17
3.3 Value individuality and experience ..................................................... 18

4 Deep Impact Lean Startup - to the point! ............................................. 22

The Impact 4 Entrepreneurship gGmbH .................................................. 24
The experience of an entrepreneur ......................................................... 25
a) Becoming an entrepreneur ................................................................. 25
b) Think humane .................................................................................... 27
c) Appreciation as an orientation framework ....................................... 29
d) Founders create our Future! ............................................................... 32

Literature ................................................................................................. 34
About the authors .................................................................................... 39
1 We need Founders for Future!

Our world faces great economic, ecological, cultural and social challenges, which can only be mastered by new and innovative action! Entrepreneurs are equally key to a healthy economy and to the ethical well-being of a society. (Miller and Collier 2010, p. 80) Sustainability, innovation and entrepreneurship are closely linked and together they are a key force on the road to achieving a responsible economy, (Leal-Millán et al. 2018, p. 3) which has to be based on new ethics of holistic corporate responsibility. To achieve this, entrepreneurship is necessary that replaces outdated and destructive business models and products and aims at the common good with new economic activities, that are a blessing for all.

Entrepreneurs are people who start businesses in the knowledge of risks and opportunities. They are often seen as a source of innovation - for new products, services and solutions. (Roberts and Lall 2019, p. 203) Entrepreneurship pursues change in the way how people and companies work and live. (Ripsas and Hentschel 2017, p. 61). Impact Entrepreneurship also pursues good effects in the sense of blessing people, the environment and every creature. This type of entrepreneurship is lived by founders who build and secure a sustainable future for all: Founders for Future!

The current challenges facing humanity require nothing less than a paradigm shift - towards entrepreneurship that, in the original spirit of the social market economy, unfolds entrepreneurial freedom “in responsibility before God and man”. Just as the preamble to the German Basic Law puts it! In order to promote this, we have developed an easy-to-use model for such future designers based on a mixture of practical entrepreneurial experience and applied academic knowledge: Deep Impact Lean Startup (DILS). Test it!

1.1 Facing the big challenges

How many degrees Celsius would the earth most probably warm up by 2050 if all companies worldwide were to produce according to the DAX 30 model? Around 4.94 °C! With a range among the companies considered from 1.26 °C up to 11.23 °C. (Schulzki-Haddouti 2019) The earth would simply be ruined and human life as a whole threatened. A Frankfurt startup calculates this eye-opening climate indicator ”X-Degree-Compatibility” (XDC) in a robust relational model. It expresses, on the basis of recognized scientific data, by how much degree the earth would warm up by 2050 if the business conduct of the company under consideration were
adopted by all companies worldwide. (right. based on science UG 2019) The consequences of such global warming would be devastating - in many areas of human life worldwide! Similar considerations could also be made along all challenges of the world community around a sustainable global society. The results would be equally frightening and open our eyes to the fact that business as usual is no longer compatible with the goal of a dignified and secure future for all mankind.

Countless supply chains and production methods in most industries are still fraught with human rights violations, environmental degradation, cheating and corruption. This can be proven by the judgements of established sustainability rating companies. In the past year alone, the number of controversies across all topics and industries has increased dramatically: for example, in the reports of ISS oekom by more than 40 percent! Environmental controversies (e.g. environmental pollution and ignorance of climate change) still accounted for the smallest share with almost 20 per cent, followed by corruption (e.g. bribery, anti-competitive behavior and money laundering) with around 24 per cent and labor law controversies (e.g. slave/forced labor, child labor, worst working conditions and discrimination) with 27 per cent and the sad leader of human rights violations including the disregard of consumer rights with almost 30 per cent. (Niewierra, Dieter - ISS ESG - Institutional Shareholder Services Inc. 2019, 7 ff.) In addition, there are new products, services and marketing activities that do not really serve people - but merely maximize earnings without sufficient consideration of other factors.

A sufficient transformation of established listed companies by their own means for the necessary changes seems theoretically possible - but not practically! Profitable functioning business models that have integrated bad and destructive management as a matter of course are difficult to change. If the political framework conditions do not create a regulatory compulsion to change, such companies will remain in their old business models, since capital owners generally show little interest in high-risk innovations on a large scale. No board of directors will ever radically turn the entire business model and business conduct upside down - at least not without risking their own career. Real change in sufficient time to meet the current challenges of humanity therefore requires compelling new thinking and radically sustainable action in new companies. Companies that operate sustainably right from the start! It is no less necessary than a completely new spirit - an attitude that purposefully and innovatively replaces bad with good, and at the same time takes new paths in a convincingly consistent manner for the benefit of all
involved. We need new ways of doing business, which generate profound positive effects beyond monetary success but accompanied by monetary success so that we see completely restructured markets.

1.2 Motivation from heart’s desire

People with this attitude are founders for future and they start companies that are committed to disruption with the aim to successfully and at the same time profitably generate positive effects. This "disruptive impact" has its motivational starting point deep inside a person who has a heart's desire for the realization of good. This heart's desire leads the person to a deep search for personal calling and the individual purpose that is to be recognized and formulated. Combined with the experiences, strengths and individual passion for taking influence in a certain context (e.g. economic sector, social units, regions, cultures, research fields, ...) this creates inner strength for the entrepreneurial venture. Before the classic “set vision” for startups, there is the personal development step “get vision” to clarify the question which deeply anchored entrepreneurial activities make sense for the individual entrepreneur in the long run.

Financial success is a strong extrinsic driver of entrepreneurial activity that can help people to develop innovation and imagination. At the same time, however, beyond the pursuit of financial success, people have a passion for further activities and goals, which can result in enthusiasm and tenacity in pursuing these goals. In addition, motivation is fed by individual values and can be extremely strong if it is rooted deep in the held worldview of the entrepreneur. The intrinsic motivation that results from an individual passion and the extrinsic driver of financial success can at best be complementary and mutually reinforcing. (Shepherd and Patzelt 2018, p. 264) However, it is not always advantageous when high motivation and resulting convinced persistence can be observed in an entrepreneurial context: deep and non-modifiable convictions can also be dramatic for startup projects, if under all circumstances or for too long or without modifications a startup project that does not function economically is maintained. (Shepherd and Patzelt 2018, p. 266). Optimal is therefore an intrinsic motivation, which on the one hand is extremely strong and can promote "self-empowerment" of the founder, but at the same time remains reasonably modifiable regarding the options of realizing the calling. This is particularly the case when the vocation gives rise to a mandate to exert positive influence in a specific context: If normatively undesirable practice or normatively inadequately implemented business conduct that has negative consequences is to be stopped. When a new, different practice with a beneficial effect is to be developed in a specific economic or social area. When disruption and
transformation are the objectives that are not tied to a single specific business model. For entrepreneurs, there is then hardly any danger of blind adherence to options that prove to be economically unsustainable in the startup process. The scope of options for the entrepreneurial implementation of the personal calling then remains broad enough, diverse and allows for high degrees of innovation with great variation possibilities.

The deep impact lean startup (DILS) approach integrates findings from empowerment research, which are discussed in the literature above all for the empowerment of employees in their working role. From our point of view, the human being is responsible for successful and good stewardship, as the person responsible for people, animals and the environment. It is an approach that incorporates shareholder value and stakeholder orientation and ultimately combines them in the holistic approach of stewardship. This mission of actively shaping stewardship forms the self-image of founders who feel called to exert positive influence. Empowerment results from the perception that one is responsible for a specific task and is strongly value-driven. The authority to act has to be experienced, going together with the perception of having the necessary knowledge and wisdom, (Blanchard et al. 2001) in combination with the ability to recognize options for deep upheavals (Mutius 2017, p. 8). Targeted disruption is on the founders agenda - not negatively understood as the risk and danger of an ongoing destructive change in a company's environment, (Borell 2015, 11 f.) but positively understood as an opportunity for positive change (Reinhardt 2014, p. 3). A positive change that does not simply happen unplanned and acts as a threat to an existing enterprise, that is designed as a responsive organization (Borell 2015, p. 13), but a transformation that actively raises a radical process of change in the value-driven individual behavior of people to a collective action level of a market (Reinhardt 2014, p. 5) and actively supported to create long-term positive change on a grand scale. If disruptive innovation is indeed unique, it can hardly be stopped in a functioning competitive market. (Heinemann 2018, p. 308) Especially when, from Schumpeter's perspective, small and medium-sized enterprises are seen as highly competitive players who have to demonstrate a high level of innovation dynamics because of their small size. (Yigitcanlar and Inkinen 2019, p. 15).

If disruption is regarded as something to be welcomed, which is actively generated by intrinsic motivation in order to break constricting chains and reject unethical economic activity to replace it with something better, it goes hand in hand with positive feelings of happiness beyond pecuniary considerations. Disruption can then be understood as a real delight when founders, through their entrepreneurial activities, consider the decline of environmentally destructive or inhumane business practices, while at the same time successfully generating positive effects
and growing well-being as game changers. This is what the terms "bliss" and "blessing" describe best. In combination with "disruption" these terms characterize the striving for the realization of such visions: "Blissruption" stands for the vision of public welfare-oriented disruption, aiming at improvement in the sense of sustainable and ethically sound prosperity, producing happiness and purpose in the blissruptors heart.

A blissruptive vision ignites intrinsic empowerment, integrates individual spirituality and a renewed spirit that calls people to a purposeful task and motivates them. People are not only simply called to be entrepreneurs, but above all to create meaningful added value and change in the public interest, also in non-economic categories. The motivation to act is acquired by clarifying the own purpose, since motivation is strongly influenced by its emotional roots (Gorman 2004, 143 ff.) and an essential force to get into action. (Gorman 2007). Intrinsic motivation has a different effect than extrinsic motivation, since motivation resulting from within is associated with an individual and often not interchangeable or externally inducible justification. (Mill yard 2018, 23 ff.) Motivation based on an external desire combined with an internal desire can act as an amplifier. (Fowler 2014) In this respect, internal desire together with external desire, which is mentally anchored, is a strong motivation combination and ensures high significance. Self-perceived and experienced competence as a result of passion for a specific context, within which founders can move professionally versed and experienced, as well as self-determination and influence complete the four pillars of psychological empowerment (Spreitzer 1995, 1443 ff.) which the DILS approach works with. (Schermuly 2019, 49 ff. and the literature mentioned there) The meaning of one's own activity and goals is deeply rooted psychologically when the personal values of the founder are congruent with the values that are relevant to the implementation of the calling. Activities within this framework are experienced as rewarding and meaningful. The entrepreneurial self-image contains the power to exert influence through the execution of an important task, the rational reflection of the vocation and, as an expression of high self-determination, the freedom to choose the implementation options in the form of entrepreneurial activities. Personal calling is full of passion and corresponds to an entrepreneurial spirit that helps to take decisions under risk actively - self-determined but reflected. Entrepreneurship integrates these and other qualities (see for example (Margrave 2014, 69 ff.)) and promotes proactive action like empowerment explained above (Schermuly 2019, 57 f.).

Startup projects first of all require the clarification of the calling of the founders and thus the motivation to transform a certain area in order to maintain the sense of entrepreneurial commit-
ment in depth in the long term. This deep rootedness beyond pecuniary interests ensures intrinsic motivation on the one hand and protects people from overwhelming self-doubt on the other hand if a startup project is not successful immediately. The failure of a startup project can happen and must not result in broad demotivation, because otherwise no further startup attempts could be made, or psychosocial health could be damaged. Vocation and calling are not simply limited to being an entrepreneur in itself, but entrepreneurship and the startup project are ONE option and ONE attempt to make an impact happen and to strive for blissruptive change.

The deep rootedness of the founding motivation as an element for the implementation of one's own vocation requires clarification with professional coaching and mentoring. This can be done in advance, but also simultaneously with the development of the transformative impact approach, product or service development and business model development. Independent of this, the personal vocation and value-oriented convictions are essential elements, since in the so-called elevator pitch convincing answers can be given by deep impact founders: On the one hand the description of the business model in its shortest form and on the other hand, the motivation behind it for blissruptive change, which is communicated as part of the own calling. These entrepreneurs have intrinsic empowerment in the form of a strongly anchored vocation with clear meaning and purpose. Both together ensure the long-term pursuit of goals, create attractiveness as a charismatic leader and are characteristic for intrinsically motivated Founders for Future, which generate profound sustainable change.
2 Change for the better

Shaping society positively in all areas in terms of sustainability is an important basis and at the same time one of the greatest challenges for the successful implementation of the pressing sustainable development goals of the United Nations. (Nakicenovic et al. 2018, p. 35) Targeted transformation in this direction is an imperative to ensure the long-term survival of humanity. An aim of entrepreneurial activity is offering new products and services. (Ripsas and Hentschel 2017, p. 61) The new products and services favor a transformation of the dominant questionable business practice and have a demonstrably positive impact on society and the economy. Transformational entrepreneurship has a strong future orientation that shapes society. Pure social enterprises in their respective forms, do not focus on financial performance, but on the social outcome. Entrepreneurs with multiple objectives based on an individual vocation strive for equally intensive social or ecological as well as positive economic effects.

2.1 Transformation with meaning

Founders for Future, in their own innovative way, combine the strengths of high profitable growth with the positive effects of an entrepreneurial approach that focuses on sustainability. They specifically generate positive social and other impact. In addition to a personal calling with specific values (see also exemplary Bolsinger 2019b) and knowledge in sustainability topics, there is also an understanding necessary for a growth path with know-how about the essential economic growth drivers such as customer groups, sales areas, product/service design, corporate culture and target markets necessary. (Cohan 2019, p. 23) With this know-how entrepreneurs become able to shape transformation in a large, effective and self-reinforcing way on a global scale in the best case. Whole industries can be changed permanently when outdated business models, which harm people and the environment or which are based on corruption, are destroyed by founders transforming damage highly profitable into blessings with their new business practices. Profitability and growth in this case guarantee that unsustainable and damaging competitors will then be forced to change their own business model. (Zeyen and Beckmann 2019, S. 76) Especially in the areas of smart cities, digitization, sustainable production and consumption patterns, decarbonization and energy production, food, biosphere and water, demography and human capacity development and security, transformation efforts are necessary in order to achieve the sustainability goals of the United Nations and to ensure human life worth living on our planet. (Nakicenovic et al. 2018, 12 f.) These areas include massive and
lucrative business model options for innovative startups with the will to transformation and disruption and they are equally meaningful to people with different worldviews and value-systems.

Purpose as orientation to ultimately desirable goals is an energy provider and motivation driver (Fink and Moeller 2018, p. 23) Purpose and meaning thus have two core facets which, in combination with passion, strongly promote individual performance and create a focus. (Fink and Moeller 2018, 31 ff.) The psychological-emotional facet produced by meaning has already been explained above with the effects of intrinsic motivation. The fact-related facet of meaning provides an ultimate answer to the question of "Why should something be done or changed" and thus provides orientation as a signpost for clear direction. (Fink and Moeller 2018, p. 25) Experience has shown that many discussions about the meaning of various activities or ethical aims are stopped, when the question of the final justification or the final reason is asked, although an intensive concatenation of statements of meaning is provided beforehand. At the point of the metaphysical logic of justification often stands speechlessness. This is due either to a weakly pronounced philosophical or theological ability to speak - for example, to the fact that in this respect no reflection or even personal positioning has yet taken place - or to the fact that these elements are assigned to the realm of the private, about which one does not like to talk. **Founders for Future have a resilient final justification that adds depth to purpose and meaning** and that is a motivating strength.

Personal calling enables founders to see the world from a perspective beyond economic factors and thus to recognize a sense of second order. This sense of second order refers to specific situations into which the founders feel called in order to change them positively. This sense of second order is very much in line with the normative framework of liberal societies and the sustainability efforts at the level of the United Nations. The implementation of the UN Charter of Human Rights with human dignity at the center and the anthropocentric Agenda 2030 with the Sustainable Development Goals are current examples of this.

### 2.2 Leave visible traces

Above all, there are approaches for the integration of measurable effects of entrepreneurial action in the sense of Sustainable Development Goals that are easy to understand and implement immediately for small and medium-sized enterprises as well as startups. (Bolsinger 2018a, 10 ff.) The necessary business model perspective for such purpose-oriented entrepreneurship is
holistic, so that value creation must be thought through, operationalized and measured in monetary as well as other ways in the desired effects (impact). (Zeyen and Beckmann 2019, p. 131)

Right from the start, founders for future have to answer the question: "Which measurable traces should, and will our startup leave behind?" A proven approach to doing this comes from the OECD and was originally developed to measure the effectiveness of development cooperation programs. Impact is understood there as positive and negative, primary and secondary long-term effects, that are caused directly or indirectly, intentionally or unintentionally. (OECD 2002, P. 24) Founders for future have deliberately intended positive impacts in their meaning and these can be professionally investigated via the chain of effects used by the OECD: Input is transformed into output through corresponding activities (e.g. products and services), which is reflected in measurable results, which ultimately together produce the desired effects. (Zeyen and Beckmann 2019, p. 158) In order to keep an eye on this impact chain, special steps in the company's development are necessary, which ideally are carried out with accompanying external reflection. For this purpose, there is a proven procedure that can help Founders for Future to pursue the Sustainable Development Goals (SDG) (Bolsinger 2018c):

The shaping of the corporate culture with the anchoring of responsibility in the corporate ethos is the basis for all further steps. This is done based on a set of values derived from the vision of the founders, which must be actively managed. Contemporary value management as the foundation of all sustainability in corporate management and all credible sustainability management considers visible and invisible factors of people and organizations. Embedded in the basic understanding of questions of meaning of the actors, it is an ongoing value-related task to identify, manage and further develop a unique value portfolio that optimally connects and supports strategy. Purpose-driven value management succeeds if a practice-oriented value management cycle in the startup specifically addresses this value portfolio, designs it and keeps it up-to-date. (Bolsinger 2018b) If the business model is based on an understanding of responsibility that goes beyond isolated earnings figures, there is a corporate ethos that also enables credible differentiation in the sustainability area in the long term.

Based on this foundation and possibly on additional sustainability know-how, a potential analysis is carried out for the core business of the startup. The analysis prepares a meaningful selection of options with which the company can operate competitively in the long term. It would be presumptuous to believe that every company could or even had to make the maximum contribution for every SDG. Strategic corporate development together with sustainability experts requires a professional analysis of the core question: How can or could our company contribute
to the realization of the specific sustainability goal? At the same time, care must be taken to
identify and discuss entrepreneurial actions that may run counter to individual SDGs in order
to consider avoidance strategies and/or compensation options from the outset. All the important
profitable activities along the value chain from all relevant corporate activities in the core busi-
ness must be included in the potential analysis.

Subsequently, the possible sustainability options are prioritized against the background of ma-
teriality for the business model. Which priorities are to be set depends on the value contribution
to the company and to the achievement of the sustainability goals. The optimum that can be
achieved here lies in a profitable business activity that promotes one or more sustainability
goals without running counter to other sustainability goals. In this context, a new way of think-
ing beyond monetary variables is required, so that high innovation potential usually becomes
visible at this point in the process. The interim result of this step answers the question: How
can good business be realized? The meaning of "good" here includes all corporate impacts in
the sense of a holistic corporate responsibility.

A fixation of target values is necessary in order to set up an appropriate controlling and report-
ing system. Accordingly, suitable indicators must be selected and fixed as to how the impact of
the startup can be mapped visibly and measurably. Although the current international standards
represent a quality signal, it is acceptable to first use auxiliary data variables for the company
that are easy to collect, which at least make it possible to assess the direction of effect. Then
there have to be developed metrics for measuring the actual changes over time, which allow a
long-term view to be taken at market level and in comparison with possible competitors. Based
on relative goals such as maintaining, expanding or reducing the status quo, clear parameters
must be defined. The size of these variables indicates the seriousness with which they can be
credibly communicated.

The implementation of target achievement and reporting ideally take place without additional
organizational structures and in classic business function areas (corporate planning and devel-
opment, controlling, etc.). If a management information system already exists, the sustainability
control parameters must be integrated into it. If a performance-related remuneration system
already exists, sustainability aspects must also be considered. On the one hand, this cultivates
sustainability holistically and is taken for granted in the company right from the start; on the
other hand, a separation (e.g. in the form of separate sustainability officers) would be counter-
productive, since the most profitable achievement of sustainability goals represents the core
purpose of the company. Founders for Future retain these issues as a key differentiating feature at the CEO level and, if necessary, make use of a multi-stakeholder advisory board that brings in specialist expertise and makes high market dynamics more controllable. The resulting reporting forms the basis for inclusion in an integrated corporate responsibility report, which presents monetary performance indicators integrated with sustainability performance from the outset and illustrates the positive effects of corporate performance based on real-life examples.

2.3 Growing together

Founders for Future face a high dynamic and at the same time need a home for their beliefs and a sense of belonging to a community that values and reinforces their visions. A target-oriented training and incubation program for such projects must therefore include not only background knowledge of the business segment and the relevant sector for the specific project, as well as sustainability know-how, but also support in the personal and character development of the founders and the ongoing adaptation of the training program to corresponding developments in the market environment, as well as reflection on the respective personality structure. (Maas et al. 2019, p. 11) In addition to business management competencies, competencies are also required to deal with unexpected change, ethical ideas and strategic vision building. (Jones and Maas 2019, p. 111) Specialist content must go hand in hand with further training to understand the entrepreneur's vocation and with exchange with others. At the same time, it must be taken into account that the ability to learn is not only conveyed with regard to the way in which objectives are pursued (single-loop learning), but also that the entrepreneurial objectives and assumptions remain changeable (double-loop learning) if essential conditions for the venture change. (Zeyen and Beckmann 2019, 210 ff.) It can be observed that startup support tends to be more successful if cooperation with other entrepreneurs takes place and the founders do not work for themselves or even alone. (Roberts and Lall 2019, p. 130) Mentors who introduce entrepreneurs into their networks, share domain-specific knowledge and experience and help to overcome challenges are an essential factor of startup support. (Roberts and Lall 2019, p. 126) and can have a positive influence on the ability to learn.

In order to trigger meaningful disruptive innovations and to grow not only personally but also entrepreneurially, four further necessary business conditions must be fulfilled in addition (Paetz 2014, xiii ff.): Real market options must exist or be created - at best in the form of existing customers' needs. Unique new solutions must be developed to satisfy these needs. The unique solutions must be significantly more effective and cost-efficient than any other solution on the
market. The solutions found in this way must be consistently implemented by the new company, for which we make recommendations how to do this lean in the following chapter. If these solutions represent not only a technological leap forward of an existing industry, but also a completely new approach in the combination of production factors or the type of satisfaction of needs - for example also in the form of changed customer behavior such as digital self-research on medical questions instead of a direct visit to the doctor (Einav 2019, p. 36) - there is a particularly high chance of ending old business practices that are harmful to the common good as quickly as possible (Fox and Golenhofen 2019, 15 ff.) and to replace them with good new solutions in a profitable way.
3 Realizing future-proof startups

First-hand entrepreneurial know-how, professionalism, enthusiasm and inspiration in the truest sense of the word are the most important drivers for promoting entrepreneurship with "Deep Impact". While enthusiasm and inspiration must first be received as inner gifts, entrepreneurial thinking and professionalism can be learned. (Maurya 2018, p. 222).

3.1 Start slim and agile

Business startups are often set up on the basis of a business plan, without considering or even depicting deep-seated motives for setting up a business. Sometimes the company or the business idea alone is brought so far into the foreground that the people who are driving the startup project appear more and more interchangeable. In our opinion, this is a big mistake, because people with their basic motivation and a discovered and sharpened vocation are the most important factor for creative action in the sense of successful business startups. When convinced people with professional competence in a certain field feel called upon to influence this world for the better with their ideas, the most important basis for meaningful entrepreneurship is laid together with professional support. It is therefore far from advisable to prepare for a startup on the basis of a business plan and to develop business models only on the basis of theoretical considerations. Even if a business plan for going to the bank, for investors or for applying for subsidies is still relevant, it remains only a plan. The plan should not be prepared out of normative pressure (Becker 2017, p. 100) but out of necessity. The preparation goes hand in hand with the knowledge that the business plan remains a theoretical construct on the basis of data relating to the past, which often contains little room for change dynamics and whose detailed elaboration can take a great deal of time. Time that may be used even more effectively and efficiently in direct product and service development on the market. (Ripsas and Hentschel 2017, p. 62) It is therefore advisable to enter the race with a strongly reduced business plan and to develop it further only if necessary - if the calling and striving for transformation to blissruption are sufficiently clear and sharpened.

In the reduced business plan, the rough basic strategy has to be explained on which the business model that shall be developed is based. For this basis it is then necessary to define a clever framework within which the basic strategy can change emergent and success-oriented within a defined time frame: At the same time, the lean startup approach integrates the innovation-driven and customer-oriented development of products/services with an associated business model.
During product/service development, the way in which the business model is structured and adapted is continuously reviewed so that the market-oriented probability of success with the relevant products and services is as high as possible. (Eckert 2017, p. 7)

In an iterative trial-and-error learning process, the business model and the products and services are concretized on the basis of self-developed assumptions about existing customer needs. At the beginning, unchecked assumptions - similar to the validation of hypotheses in a scientific research process - are systematically tested and verified or falsified and rejected. (Ripsas and Hentschel 2017, p. 62) In the best case scenario, this minimizes the risk of failure and at the same time achieves a comparatively high speed on the way to market maturity. At the beginning it is therefore necessary to understand and describe needs and then to develop approaches for satisfying them together with potential customers. (Eckert 2017, p. 8) Based on this, reduced prototypes are developed to the most necessary features - so-called “minimum viable products” (Ries 2018, p. 5). These reduced prototypes contain only the most important features that have to be completed later in the development process. Thus, in an iterative approach of testing, evaluation and adaptation, it can be tested and further developed whether and in what form the respective characteristics should be a meaningful and promising part of the final offer for market entry after the prototype phase. This approach is not only limited to product/service features, but is also used to design the operative business model, for example by exploring and iteratively evaluating all relevant business issues relating to sales, marketing, price setting, supply chain and logistics, etc. (Eckert 2017, p. 9) It is open to the personal taste which scientifically sound business model development approach is chosen. In practice, the established business model canvas with nine building blocks (key partners, key activities, key resources, value creation portfolio, customer relationships, distribution channels, customer segments, costs, revenues) is very popular (Osterwalder and Pigneur 2011, 20 ff.) (Osterwalder and Pigneur 2010, 16 ff.) and facilitates possibilities for easy exchange with other founders and potential partners. Equally recommendable is the business model poster based on the business model canvas. (Rusniak 2014, 127 ff.) An additional competitive component, a strategic component, a detailed value proposition and an overview of success factors are part of it. (Rusniak 2014, p. 127)

3.2 **Generate new knowledge**

The startup concept starts with a vision and ideas for an innovative blissruptive business model with its products and services. These ideas are expressed in a conglomerate of detailed assumptions. In order to check the assumptions, market experiments are designed and carried out, the
results of which lead directly to a further development and refinement of the business model (Ripsas and Hentschel 2017, p. 64) – even with the possibility that the originally intended business model cannot be realized at all and can be completely rethought! The process therefore begins with ideas and is based on faith for the original vision. Founders believe that something will work as imagined and engage in an experiment that can verify and secure their faith. They strive to transform their faith into factual knowledge through step-by-step experimentation, which enables the realization of what is believed. They learn through practical doing and experience! By doing something, the experience with what is believed grows and the certainty about chances of success and functioning implementation options grows. Two-stage negative knowledge plays a major role in the process: Knowledge that is not yet available, but that can be produced and acquired through experimental procedures. (Aßländer 2011, p. 128).

Competition arises where different players want to produce knowledge in the same area in order to be faster on the market than others. There is no generally accepted time at which knowledge and certainty can grow into absolute security and a guarantee of market success. It therefore remains a faith step to speak of the right time of taking real market opportunities – a faith step validated by experience and high probability. Knowledge as true and justified belief in an assertion or fact has three prerequisites: the real truth of the assertion, the belief in the correctness of the assertion, and a justification of that belief. (Boltin and Bolsinger 2019, p. 7) The Lean Startup concept is extremely advantageous when it comes to transforming beliefs justified by professional and market-related competence into knowledge through a discovery process. Above all because it limits the investment costs on the way to knowledge to the bare essentials. By testing only the minimum assumptions required, it can be called a highly efficient process. (Ripsas and Hentschel 2017, p. 68) In the epilogue to his classic, Ries describes avoiding inefficient waste during development as top priority for lean startups. (Ries 2017, 235 ff.)

3.3 Value individuality and experience

In the academic world, as in the founding scene, there is discussion about which founding approach is the most promising. Which way is the best, most efficient, fastest, most innovative...? "one-size fits all entrepreneurial startup-activity solutions are ubiquitous."(Honey and hop 2016, p. 102) There are plenty of approaches on the startup market. These are often praised as the only correct approach for successful founding. In the process, decisive elements of deeply rooted disruptive impact startups are often pushed into the background: man himself and the dominant spirit in the founding project. There is no empirical evidence that a certain approach
would lead to a successful startup! The connections between formal planning and corporate success are also extremely diverse and are discussed controversially. (Becker 2017, p. 91) Thus, it is probably less important which specific path or planning approach is chosen for the venture, but rather **who** follows the path chosen by himself in his own way, when it comes to distinguishing successful startups from unsuccessful ones. (Honey and Hop 2016, p. 103) While in one case a business plan can be an important building block in the learning process, in another case it can be completely superfluous and almost a waste of time. Customized support on the way to the startup requires the consideration of personal and cultural circumstances as well as the context of the foundation, (Honey and Hop 2016, p. 103) an individual adaptation of training modules (Roberts and Lall 2019, p. 122) and, in our opinion, also the consideration of the intellectual climate and spirit of the team with which the startup walks its first steps. Particularly in the case of projects based on personal vocation and calling, it is essential to take into account the individuality of the persons being called and a clearly defined understanding of the vocations when choosing a path to starting the company. In this respect, acceptance of emergence and its professional handling are important aspects for blissruptive impact startups.

Transformation processes, innovations and creative startup action cannot be completely planned ex ante and then just processed. Strategies can also emerge without formal prior and complete formulation. (Ripsas and Hentschel 2017, p. 60) Rather, it requires an ongoing exchange of experience with other entrepreneurs and flexible processes as well as the individual confrontation with unexpected and unintended consequences of decisions made in the startup process. The Latin *emergo* means to emerge, to rise up (For statements on emergence see the literature in Bolsinger 2006, 130 ff.). Emergence shows that from a set of elements during a self-organization process a new structure can emerge that cannot be explained solely by the elements themselves. The whole then becomes much more than the sum of its parts. Emergence is made possible by continuous discourse on the meaningfulness and legitimacy of the dominant, organizational reality. This is facilitated by explicitly allowing reflection in community and by individuals in the founding process. Emergence supports the process of emergence. Just as the emergence of something new becomes possible, a process of dissolution can also begin if actions are no longer based on shared constructions of reality. This is accompanied by the disintegration of interactions in the social system: self-organizing structures that have become obsolete can spontaneously disintegrate again. For this reason, it is not important to have a standardized procedure model that has supposedly been tried and tested perfectly for all founders, which needs to be completed in its entirety. Deviations are always possible in the startup
process up to the complete new start of the enterprise with adjustments that are in line with the founders changing vision of change. There lies strength in this openness and the focus on people and their integration, since the interaction of the megatrends digitization, sustainability focus and globalization in ever faster cycles creates unprecedented business models and ideas in people's minds. These can never be completely planned ex ante, since they are initially based on assumptions and the real facts can only become visible step by step. (Ripsas and Hentschel 2017, p. 61) The steps and puzzle pieces presented here therefore remain a proposal for what we believe to be a target-oriented approach that can work: having people in mind and at the same time minimize costs for all parties involved. These steps are not the wisdom of last resort, but rather compressed empirical knowledge from entrepreneurial and academic environments in order to enter into the adventure of sustainable entrepreneurial shaping of a good future for mankind.

The Lean Startup procedure shown here is a business management method for implementing Hayek's economic idea of the market as a self-organizing discovery process in practice. The differentiation from strongly planned founding approaches is based on the basic organizational patterns that Hayek implements with regard to social order (Bolsinger 2006, 121 ff.), not being able to plan everything to perfection as a human being (Hayek 1980, p. 30). This also applies to the implementation of a business plan that is based on historical data and does not initially provide for the business model to be adapted quickly in line with market reactions. (Ripsas and Hentschel 2017, p. 65) Customer-oriented innovation development on product and service level with agile methods in the paradigm of Lean Thinking is therefore at the center of Lean Startup business model development. Four core elements critical to success work together symbiotically to achieve this goal (Eckert 2017, 10 et seq.), which have to be systematically promoted in startup support:

- Early partnership with customers and their integration into the circular (further) development of solutions with the objective of consistently striving for customer-oriented differentiation right up to disruption from the start. (Striving for Disruptive Partnership)

- Iterative constructivist approach using agile methods and continuous hypothesis formation and hypothesis testing in the sense of Popper's critical rationalism. (Popper 1935) with the objective of finding one of the fastest possible ways to a demonstrably functioning solution. (High Speed Practical Learning)
• Resource-conscious approach at all times by reducing or eliminating activities that do not add value or result in impact, with the aim of simultaneously proceeding as efficiently and sufficiently as possible in the learning and development phase. (Simplifying focus)

• Integrated view of the overall project by combining product and service development and business model development with the objective of having a functioning business logic for market entry when the offer is ready for roll-out into the market. (Holistic Project Development)

Lean thinking and iterative approaches are equally applicable to blissruptive impact issues. What leads to the achievement of measurable sustainability indicators? Here, too, assumptions have to be made in advance which need to be validated and which, like customer reactions, have an influence on the overall solution. Therefore, several gears mesh directly into each other, which can only move together in a target-oriented manner.
4 Deep Impact Lean Startup - to the point!

DILS shows a way how a blissruptive vision can be realized in a well-founded entrepreneurial way as simple as possible. The approach is primarily aimed at inspired and inspiring Founders for Future, who want to establish meaningful entrepreneurship with good effects and contribute their own experiences. We call on all designers of a good future for mankind to realize sustainability-related business models with deeply rooted intrinsic motivation and to combine them with their own ideological imprint in a meaningful way. In short, the presented approach provides a practicable understanding of connections on the way to one's own company as a meaningful instrument of positive and sustainable change:

The Deep Impact Lean-Startup approach combines a vocation-oriented development of products and services with a targeted transformation effect and impact in the sense of sustainability objectives and the creation of a real sustainable business model. The pragmatically practice-oriented approach is action- and learn-oriented in order to develop marketable and profitable solutions that develop the desired transformation effects permanently and scalable without the need of donations or high public funding, since they possess their own earning power and competitive strength due to market demand. The special feature of DILS lies in the simultaneous and iterative circular work in the four areas of vision development and vocation, impact planning and transformation, product/service development and business model development to be brought to a synergetic fit with the goal of meeting the needs of the founder as a human being, meeting the requirements of sustainable management and generating market-driven products and services with functioning business models. Through an iterative approach of developing, trying, measuring and evaluating as well as target-oriented adjustments and modifications in all areas, the holistic DILS approach can lead to solutions that combine all four areas harmoniously and coherently. A major challenge in the DILS approach is on the one hand the reduction to the bare essentials in product, business model and transformation impact development, while at the same time using the inner depth of vision development as a complementary validation process to gain emotional certainty about the right next steps.

The DILS-way is comparable to a path that is sketched out, but which is not yet completely visible. Only the beginning of the path lies before us in sufficient clarity – the rest is in the fog. It is only during the hike, during the actual steps, that the path can be experienced and becomes visible piece by piece. The fog disappears as we move forward. To walk the path is to experience it. The willingness to start arises from the emotional certainty that the path is prepared and
that it really only needs to be walked. Founders for Future are and remain permanently on their personal path as pioneers. They let themselves be called, shaped and changed and reflect on this together with other entrepreneurs and professional coaching as well as experienced mentors. DILS therefore requires intellectual depth, since it is not only about innovative product development with a functioning business model alone. At the same time the desired and measurable transformation effects have to be generated, which result from the calling of the founders and the associated multi-criteria objectives. In addition to the economic logic of the business and the knowledge of the finiteness of the available financial resources to develop an overall solution, the passion and deep anchoring of the desire for transformation as well as the understanding of specific transformation mechanisms are equally necessary.

Founders for Future see themselves as a formative part of society, because in the long term, profitability can only be strengthened by social and ecological responsibility. This closes the circle of our enthusiasm for a new holistic entrepreneurial ethics of responsibility. (Bolsinger 2019a), which we mentioned at the beginning of this booklet: Good will in the form of deeply and personally anchored virtue ethics leads through good action in the form of actively exercised duty ethics to good consequences as measurable positive impact. For Founders for Future, it is a self-evident truth, that the own ethical footprint cannot be big enough...
The Impact 4 Entrepreneurship gGmbH

The people of Impact 4 Entrepreneurship gGmbH (I4E) are committed to value-oriented and sustainable entrepreneurship in practice, teaching and research.

We combine methodological competence based on lean startup with impact entrepreneurship, thereby achieving sustainable entrepreneurial impact, empowering high net worth individuals through Christian values and ethics and making I4E entrepreneurs successful through experienced mentors. I4E has a broad network of expertise that combines practice (successful entrepreneurs, mentors, companies, startup coaches and accelerators) and theory (academics and university think tanks) to bring values and ethics to life in business.

We train ambitious impact entrepreneurs who want to successfully establish impact startups and make a contribution to the United Nations’ Agenda 2030 with their company. The goal of Impact 4 Entrepreneurship gGmbH is to combine profitability and positive impact in one business model and thus realize an alternative standard for entrepreneurship.

www.impact4entrepreneurship.de
The experience of an entrepreneur

a) Becoming an entrepreneur

Should I give up my consulting job for the job of a board member as co-founder of a startup, which in theory had worldwide growth potential? At the beginning, I felt a personal uneasiness: entering a small IT company. There was potential for scaling - the core competence of the company was to create and migrate databases. Oracle, Microsoft and SAP determined the "daily business". In the meantime I had learnt to positively counter digitalization. It wasn't a threat, it was an opportunity. Otherwise, I thought, the prosperity of the future will only be generated in Asia and North America. Not here in Europe, and therefore perhaps not where digitization and responsibility form a particularly fruitful link.

We can all observe how startups create new business and life models. The communication technology revolutionized by the internet has fundamental positive and negative consequences for business practice. On the positive side, internet-based collaboration makes new products and solutions for age-old problems possible: Costs are reduced, new transparency is created and people worldwide are brought together. As a result, consumers and stakeholders can now exert much more effective pressure on global companies and draw attention to questionable practices. For example, disregard for human rights and lack of environmental protection or child labour in economically less developed parts of the world. This also reduces the cost disadvantages of those companies that have always endeavored to act responsibly but have so far hardly been able to compete with competitors acting differently in terms of price. Competition with good business practices can pick up speed. The negative aspect of this is that today we live in a world of immediate consumer satisfaction and information overload. In this world, the supposedly urgent threatens to displace the important. Each message becomes a priority when an immediate response is expected. We don't seem to have time for well-prepared and thought-out decisions on complex issues anymore. Important decisions, too, are increasingly threatening to inflate without an appropriate balancing process and with too little consultation.

The company we started at that time had many growth problems, especially in terms of capital and experts needed in the database business. But hardly anyone asked questions about the foundation and values of the entire company. A big problem was that the banks did not understand our business model and did not want to give us credit. How can a company expand internationally if it lacks the necessary capital? If you realize that a business model has a chance of success,
you should do everything you can to ensure that this success is achieved. We had two options: either to generate sustainable growth from the cash flow or to find an investor and thus lose power and shares in the company. Leaders are often thrown back on their own experiences when it comes to exploring new paths, as there is usually less time to make decisions. But we did not have this experience either with regard to equity capital or with regard to state subsidies. At this stage I realized that it was becoming increasingly important to live personal values and beliefs.

Startups and entrepreneurs are called upon to develop a catalogue of values for customers, goods, services and processes that points the way - they are called upon to provide orientation. Entrepreneurs are creative - they actively create the future. In order for the economy to be able to achieve its very objective of promoting the common good, it must be ordered by principles based on honesty, loyalty, freedom and creativity. It is not always easy to reconcile conviction and economic reality. There are some obstacles to overcome: work overload at the expense of the family and personal life, an unhealthy striving for power that eventually turns to one's own disadvantage, and the abuse of economic power to make even greater profits. Many managers who do not see their actions as a service to people and society compensate the lack of meaning in their lives with an unhealthy pursuit of wealth, power and prestige. In the worst case they lose themselves to goals, which in reality are no goals at all for a meaningful life. Leading means predominantly communicating. As a manager or board member, I have to communicate both the goals and the way to achieve them, as well as the meaning of the company and the cultural surrounding. Anyone who cannot communicate his goals and understands values merely as a marketing instrument should not start a company or become a manager! For if the only driving force for business or the further development of a technology is profit maximization, the pursuit of prosperity or power something is not right in our lives.

In our company we could register meanwhile first successes: The capital market rewarded the potential of our IT stock corporation and we were able to significantly increase our equity. In addition, our efforts to obtain subsidies were successful after intensive years. We received a seven-figure amount in the form of lost grants. This laid the financial foundations for the forthcoming expansion. One day an investment banker from an American money house surprised us with the statement that we have such a "sexy story" and that we should go "public". The company had achieved a stage victory, the IPO was being prepared and the company was listed on the stock exchange.
My next stop finally took me to the other side of the capital market: I was appointed to the management board of a venture capital company, a change from a capital taker to a donor. But a missing link was still slumbering within me: My personal weak point was the aspects such as influence, financial success and status symbols, which triggered appreciation and recognition in me. I lacked inner identity and meaning that are independent of external factors...

We can only make our next technological revolutions meaningful and valuable if we know a way to a meaningful life. In Silicon Valley, the motto is that everything that is technically possible is also done. People in the Valley believe in the constant self-optimization. People in the Valley think in broad outlines. What excites me is the entrepreneurial creativity and innovative strength with which things are created there - but also in other places - that promise great benefits. I wish for more of this for Europe. The latest rapid advances cover the entire spectrum, from the simple algorithmic intelligence needed to defeat a chess master to the beginnings of thinking machines. Artificial intelligence (AI) and machine learning are already making headlines every day and that's just the tip of the iceberg. If you look at where the major venture capitalists and funds are investing, artificial intelligence has already become a top priority not only in California, but especially in China. Almost every major information and communication technology company has already launched various initiatives in the field of human-machine convergence. Not only Alphabet, Facebook and Amazon are busy buying up large and small AI and robotics companies. They are clearly aware that the future does not only belong to big data, mobility and the linking of all life contexts. Every process, every object and every machine is to be equipped with functional intelligence in the future, even if the social and emotional characteristics of human intelligence are still lacking.

b) Think humane

Machines have no independent ethics and produce side effects - similar to the unreflect power of money. But the real question we have to ask ourselves is whether and how we can really remain human in a world that is quickly threatening to become a kind of global machine. Not every algorithm and technological logic chain corresponds meaningfully with human systems of ethics, values and human assumptions. Globalization and disruptive technologies have taken relations between peoples and between individuals to a new level. This leads to strong cultural changes. In business, we are particularly confronted with two cultural developments in our social environment: the increasing individualization, especially in the western world, and the stronger disintegration of family ties. In the context of a revived utility thinking in the economy,
whole population groups are encouraged to concentrate on the question “What do I get out of it?” Without considering the impact on others! Rights seem far more important than duties. Sacrifice for a higher good is rarely considered. These attitudes motivate top managers to want to have an ever greater part of the added value for themselves, encourage employees to think in terms of their expectations and nourish consumers' desire for immediate satisfaction of their needs. Certainly, there is no doubt that globalization, improved communication and the development of financial markets can have positive effects on the human community. Adequate consideration of short-term financial developments can also be positive if it remains one aspect - but not the only one - of decision-making. However, all these tendencies must be oriented towards universal ethical principles and embedded in a framework of working institutions. Without such permanent embedding, social trends can become harmful for holistic and human development. Also due to the demographic change in our working world. Work has become a central aspect of human self-worth. This trend is set to increase. In the years ahead we will therefore be faced with a tremendous change in structure and values, which represent a major challenge for society.

In order to meet this challenge well, we are all challenged to implement and practice a humane and future-oriented ethic today. Politicians must do much more to promote digital competence and value competence in schools and universities beyond a consumptionism reduced to personal benefits. Startups and companies need to do much more to prepare their employees for the digital age. Today, success is only possible if you are part of a global network that includes customers, business partners, universities, startups and the competitors. Today, those companies are successful that adapt best to the rapidly changing conditions without abandoning their identity, their entrepreneurial soul, their values. It would help us to assess the situation not only from a technological and economic point of view, but also to analyze the problems and structures deep into the underlying ethics. At first glance, an ethical compass may appear to be an unfamiliar frame of reference for value-based decisions. Unfortunately, this indicator is often suspected of being abstract or academic and far removed from life. But I have experienced that it makes sense to orient oneself to ethical theorems and to actively expose oneself to their influence.

It is the responsibility of all of us, as well as our shared responsibility, to tackle the necessary social change and actively shape it in a humane manner. In a globalized economy, the responsibility of the entrepreneur is more acute and urgent than ever before. This succeeds with the
discovery of one's own self-image and a changed attitude, from which only our changed personal behavior can result. In this context new thinking beyond monetary dimensions becomes possible. Personally, I am grateful that this serious struggle for the right orientation in life and business according to ethical standards can actually succeed as an essential credibility factor for corporate sustainability in startups. In a long process of personal change, I was able to discover for myself that without personality development, no meaningful organizational development and meaningful leadership is feasible. All startups and thus the people involved have the potential to achieve results based on sustainable changes in human behavior in order to change themselves, the company and even society. In order for this to be possible, managers of a startup in particular need a holistic view of people. The strain on employees, the increasing complexity of work and the need for constant availability in many startups mean that managers must ensure that there are opportunities for recreation in the private sphere, that people can switch off, that they have the right not to be reachable and that they have so-called petrol stations in the private sphere. In many startups, however, these requirements are more utopian than a natural part of life. But ethics only becomes tangible in action! Appreciation and respect can be seen in dealing with each other - a culture of life and the common good of the other requires common good to be kept in mind as a matter of course. The creation of a lived culture of esteem in startups is more possible today than ever before. In the age of globalization, digitalization and striving for sustainability, we must develop new ideas and concepts, what is important in economic contexts as well as in personal life, and what unites us as startup actors. In order to gain orientation together, the will to question one's own ideas and convictions is needed again and again.

c) Appreciation as an orientation framework

The management of the company as well as the advisory board, the investors and necessary mentors must convey to the individual the feeling that the fight for resources and the achievement of goals is not about an object relationship in which people are driven. On the contrary - people must experience that they are important, that they receive attention - because they ARE important! The employee in the startup who experiences a lack of significance will become more and more alienated from the company and look for new, different challenges. A culture of honor and appreciation requires the rediscovery of the human and awareness of values and sometimes a new start in a completely different life. Together we aim to help each other in the information age to understand our own identity and to accompany and shape social change processes in a decisive and value-oriented way.
We have reached a turning point and are witnessing a challenging social transformation: digitization, automation, virtualization and robotization. Trends that are global, in all areas of society and politics, but above all in the business world. Technological developments will increase rapidly in the next decade and we are moving towards a world that will have five to six billion Internet users and probably up to 100 billion connected devices in the internet of things, such as sensors, wearables, intelligent wristbands, glasses and trackers. Undoubtedly, machines of all kinds - both software and hardware, especially artificial intelligence - will play a greater role in the future, and increasingly intelligent machines will increasingly influence our way of life. In our world there is no lack of knowledge, methods, models and values. What is decisive, however, is what orientation people find in the company, whether and through which values what effect is achieved and how we shape and live life meaningfully. In an environment where efficiency and success at all costs seem to be in the foreground, where in the business world, especially in expanding startups, money, power and one's own advantage are at stake, where recognition, success and honor take precedence over the well-being of one's neighbor, there is a lack of orientation towards the really great and effective meaning of life. On the one hand, global knowledge is growing worldwide, human intelligence is being expanded by artificial intelligence, and the Internet of Things is allowing us humans to interact meaningfully with technologies. On the other hand, there is still the question: Where do we get our orientation and understanding of what makes people in the startup world tick, motivates them and creates sustainable, meaningful entrepreneurial will and action?

Company founders experience a new complexity of living together, an increasing uncertainty and one asks about the sense and purpose of one's own actions as well as the personal purpose of life. Sense creates performance, but neither can be prescribed. Management and employees must be intrinsically motivated, say yes to the purpose of their company, to the vision and the goals they want to achieve and which are relevant in their own lives. The different stakeholders in the context of the company must internally say yes to sustainable living so that their daily behavior, based on their inner beliefs and values, is consistent with the company's success and they know how to achieve it together. This leads to greater commitment, higher performance and ultimately better business results. The increasingly complex task of managers is to understand the meaning of the work itself and to communicate it. Why is what done? The working environment of the individual employee is considered in a larger context. Finding and communicating meaning thus becomes a central element of orientation and the resulting motivation.
Defining and exemplifying these guidelines is a management responsibility, but of course it is also the duty of each individual employee to fulfil them.

Decisive for every startup is work that is fun and makes sense. Changed managers therefore have the primary task of constantly asking themselves what needs to be done differently and how, so that their work makes sense for employees and is even more fun and enjoyable. This cannot be prescribed par ordre du mufti, not even from the point of view of a shareholder group or advisory board, it requires the intrinsic motivation to give each and every employee the freedom and room for maneuver to help shape and participate. This is not easy and the startup requires a high degree of transparency and a working culture of appreciation at all levels of the company. Employees who do not feel valued in their work do not activate their potential. Managers have to understand that there are actually only a few basic conditions that have to be conveyed daily in personal interaction: meaning, joy and fun, room for maneuver, transparency and appreciation, even in life-threatening times of startups. If the individual employee recognizes the meaning in what he or she does, this results in loyalty to the company. When recruiting new staff, it is therefore essential to ensure that internal convictions are communicated with the company's sense of purpose and that the appropriate motivation of employees is valued.

In the discourse on the perception of social responsibility by business enterprises, there is agreement that this is a challenging undertaking. The assumptions therefore result from the fact that complex sustainability concepts must be adapted to the respective company contexts but also to personal life, that companies must take into account the requirements of their shareholders and that the implementation of values should be prioritized, even at the expense of short-term profitability. People are looking for orientation and framework conditions, for a reduction of complexity in order to live happier and to develop their own abilities and live them out. How can a startup as well as its founders be successful in the market from an economic point of view, act ecologically and socially sustainable at the same time and how can management and employees live their personal ambitions? Are these competing goals? What methods or mindsets do we need to set up a company in order to build and run it sustainably and profitably? Consultants and management gurus try to motivate us in seminars and appeal to employees to behave better, to adhere to values and to act sustainably. But neither appeals nor superficial motivations help to experience a valuable life. Cui bono? Nobody.

The homo sapiens of the 21st century must learn again what is important in economic life in order to resist the demands and pressures that rob him of energy, courage and his own identity.
In particular, but not only for startups, this is an ambivalence conflict. Even small and medium-sized enterprises (SMEs), due to their scarcity of resources, often need to make particularly effective use of existing resources and there is little time to ask questions about the personal and collective why. Startups want to and must take the requirements of their shareholders into account, as double-digit returns are often expected for the growth capital employed. For a startup that wants to survive economically on the market and at the same time operate profitably, ecologically and socially sustainably, these are sometimes competing goals that are a necessity that must be accepted. Not least because of this, it's time for a new way of seeing and starting new ventures.

When startups today talk about how they want to act in a value-conscious way in their economic and ethical behavior, i.e. in the way they manufacture a product, advise people, provide a service, manage staff, invest or earn money or how they deal with business partners, then this requires a perception in the metaconcept of what constitutes their identity as a person, founder and entrepreneur. But what happens to our traditional values and lived convictions in uncertain times of a startup, in which orders are also caused by technological disruption, break away or financial and even existential crises occur in the company or in personal life? The culture of appreciation of the individual and the resulting team spirit form the decisive basis for corporate life and work and thus become a guarantor for excellence in performance and success. The core thesis of this book is therefore: A value-oriented life leads to sustainable management when individuals have found their identity and vocation. Let us see the future as an opportunity and shape it in a respectful manner within the framework of sustainability and people-centered ethics! If we value man as what he is and appreciate his identity, we will be able to give him what he deserves. At the same time, we can accept as a gift what others are for us in life. Appreciation and respectability in an entrepreneurial context generate life-giving and life-promoting relationships. The key to this lies in the recognition that people are not vicarious agents that management can dispose of because they are paid, but that people are valued in their respective identities and developed accordingly. The resulting ecosystem of relationships is characterized by mutual respect and esteem.

**d) Founders create our Future!**

Even if we can theoretically describe a new kind of entrepreneurship in our words as above, it is still the people themselves, the entrepreneurs, who redefine entrepreneurship through their actions and their self-image. (Miller and Collier 2010, p. 88) DILS combines the four views...
presented on an overall project with the aim of promoting development and growth equally on a personal, sustainability and economic level, so that the founders themselves can define their entrepreneurship in a new and holistic way. It becomes clear that our thinking about society and economy, especially entrepreneurship, requires a fundamental renewal, which must be defined and lived conceptually and structurally. A changed generation of entrepreneurs with a new DNA whose core values need to be learned will change our society and economy: Founders create our Future! It is the value-oriented companies and startups that propagate new sustainable patterns of thought and action. Especially the actors of new startups are predestined to practice new thinking, working and living as Founders for Future even before they are founded. From an economic point of view, this changed lifestyle challenges and empowers everyone in the startup company. The founding figure thus exercises leadership that releases creativity and resources, creates a new way of working together and sets a new framework for how life and work are rethought. This offensive process requires an education of the respective personality. Therefore, there is a need for educational support that takes both technical progress and rapid growth as factors into account and trains people and their maxims of action for the demands of the present and future. This is what we want to do together with you!
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About the authors

Bernd Hanheiser began his entrepreneurial career in his early twenties. In addition to his studies he successfully built up a company with more than 260 sales representatives, which he sold. He founded an international IT company for which he procured several million euros of venture capital and subsidies, so that it could go public. Bernd has held various board positions and is now CEO and principal shareholder of the DIT Digital Innovation Technology Group. As managing partner of a non-profit company, he founds, accompanies and scales value-based companies.

Bernd is a charismatic leader and founder with a high level of professionalism and communication skills. He knows how to develop people and businesses with integrity and ethics. Not only his business success and his flair for great potential, but above all his grounding and a solid ethical foundation serve him as a compass and motor for the development of people and companies. He supports young founders as an angel investor and mentor and is also involved in philanthropy.

Bernd and Harald are united by their commitment to help creating a new generation of ambitious companies whose business models make the world a better place for all by contributing to the global community's sustainability agenda. Together with other successful entrepreneurs and scientists, they are setting up an academy for impact startups, which will lay a value-oriented and ethical foundation in addition to lean startups and agile methods.

Prof. Dr. Harald Bolsinger, is an expert for sustainable management and value management. The business ethicist gained extensive practical experience in independent management consulting in the IT environment, in corporate customer service and sales in the banking sector, and as a business promoter for an independent city. After training as a banker, he studied economics in Augsburg (Bac. oec.) and then business administration and sociology at the Friedrich-Alexander-University Erlangen-Nuremberg, graduating with a Dipl.-Kfm. degree and a supplementary certificate in sociology. There he was awarded a doctorate (Dr. rer. pol.) for the development of a practice-oriented model for cooperative customer process innovations in medium-sized companies. He taught at the chair of economic & development policy in Nuremberg for four years and holds the Chair of business ethics and economics at the FHWS in Würzburg since 2012.

There he was involved in a large university development project, worked as vice dean of the faculty of economics and subsequently as dean, where he intensively promoted didactically
meaningful digitization for competence building. At this faculty, the business ethicist serves with research and lectures on business ethics, ethical reasoning, CSR and sustainability and is active in the areas of digitization, entrepreneurship, organizational development & leadership with values.

The author of the foreword, Dr. Thomas Middelhoff, was a member of the Bertelsmann AG executive board from 1994 to 2002, of which he was chairman from 1998 to 2002. In 2003, he joined the London-based private equity investment company Investcorp and returned to Germany in 2005, where he was initially appointed chairman of the supervisory board of KarstadtQuelle AG in an emergency situation and in May 2005 became chairman of the executive board of the company in order to save the company, which was later renamed Arcandor AG. Since 2007, Dr. Thomas Middelhoff has also been chairman of the Thomas Cook Group, which under his leadership developed into the world's second largest tourism company and in which Arcandor held the majority of shares. At the height of the financial crisis, Dr. Thomas Middelhoff was replaced as CEO in March 2009. His successor Gerhard Eick filed for insolvency of Arcandor AG in June. In November 2014, Thomas Middelhoff was sentenced to three years imprisonment by the Essen regional court for breach of trust amounting to € 485,000 and tax evasion amounting to € 22,500 and was arrested immediately after the sentence was pronounced in the courtroom before the eyes of his family. After his appeal for revision was rejected, he was sentenced to prison in the Bielefeld prison and at his own request worked at the von Bodelschwingschen Stiftungen Bethel as a temporary worker with disabled people. Today Thomas Middelhoff is active as an author and speaker. In addition, he is available to startup companies with his experience.