

DEVELOPMENT OF ECONOMIC, POLITICAL AND ECOLOGICAL VALUES IN ENTREPRENEURS. STUDY FOCUSED ON FILMMAKERS

(РАЗВИТИЕ ЭКОНОМИЧЕСКИХ, ПОЛИТИЧЕСКИХ И ЭКОЛОГИЧЕСКИЕ ЦЕННОСТИ В Предпринимателям. Исследование было сфокусировано кинопродюсеры)

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Abstract: This research defines the essence of filmmakers as entrepreneurs and how they express their different values in their films. The types of values are defined aligned to film entrepreneurs. How film producers develop their economic values and how they benefit their Film Production Organizations and countries arise. How film entrepreneurs increase their political values within their companies and how power and leadership are key concepts in such virtues are analyzed. Finally, the importance of ecological values and how they are promoted by film business men and women in search of environmental sustainability is highlighted.

Ключевые слова: Предприниматели кино, кинобизнесе, экономические ценности, политические ценности, экологические ценности.

Резюме: Это исследование определяет сущность кинопродюсеров как предприниматели и как они проявляют свои разные значения в своих творениях. определены виды пленки ценных бумаг, направленных на предпринимателей. производители путь пленки развивать свои экономические ценности и как они приносят пользу их организации Motion Picture производства и возникает страны-производители. как предприниматели пленки увеличивают свои политические ценности в своих компаниях и между зрителями и как власть и лидерство являются ключевыми понятиями в такого рода добродетелей анализируется. И, наконец, важность экологических ценностей выделяется и каким образом они способствуют кинобизнеса в погоне за экологической устойчивости.

1. Introduction

Film producers (FP) are the people who start a film project with the mission to increase the wealth of their Film Production Organizations (FPO). In many cases are the same directors as major artists who play the role of producer. Entrepreneur is a person who starts a business with a certain goal¹. Some features that distinguish this type of filmmaker are: perseverance to perform an artistic and business task; the conviction to perform a certain work, vision to a short and a long term, this will lead to economic and artistic sustainability; the decision making and to facing new challenges in a highly competitive and rapidly evolving as is the entertainment industry market. The FP has to be charismatic and understand and properly implement the administrative cycle of production, i.e., able to plan, organize, integrate the right staff, direct and control in the context of audiovisual production.

The FP are ambitious in an economically and an artistically way. They seek to increase their wealth and economic values in general, but also to develop their aesthetic values through harmony as a key concept beauty or political values gaining power and leadership to influence their staff, among the

¹ Gámez, F. & J.L. Abreu (2007). *Valores que un emprendedor debe ejercer al crear una empresa*. (Daena: Internationa Journal of Good Conscience, Mexico, 2007),pp. 185-209.

spectators, society and even in the government. In a social context, where the increase of wealth should feel for the community or the use of power should be used for the benefit of the society, leads us to think the way of the business filmmaker (BF), as entrepreneurial leaders, reflecting their commitment, even with the environment.

It has used the concepts of entrepreneur and businessman synonymously; the reality is that there are some differences. In a context of FPO, BF is an individual who establishes and manages FPO in order to make profits and grow while the film entrepreneur (FE) is primarily characterized by showing behaviors and employing innovative management strategies. As shown, not all businessmen are entrepreneurs or vice versa, for purposes of this research, we will focus on those BF or producers, including directors, who are also entrepreneurs.

The entrepreneurial process within the FPO, in line with economic development, provides a number of opportunities to improve new FPO led by different types of producers, directors and film artists generally willing to work in and for our society². The FE should have a lot of beliefs, criteria and convictions which serve to understand each other and with society, also to give a sense of interdependence with others. This is what we call values³. This means that the values are crucial not because it has a value in itself but the fact that we consider them as important⁴. These criteria are that guide the behavior that affects different economic aspects, social, political, ecological, among others. In fact, when they are entrepreneurs and they reflect leadership, the society has certain expectations of them.

In the end, the FE should have a range of values to be developed for the common good; but also to satisfied their economic ambitions, political and in a contemporary context and for this study, ecological. The different values to be developed by a BF are⁵:

1. Theoretical value. –It will be a film producer who always seeks the truth within their FPO, as well as intellectual criticism within his films. He will be pleased to know about movies and stories, know why they should include special artistic elements and investigate the best way to make productions to attract viewers, influence in the society and become more efficient company.
2. Economic value. - It is precisely the main essence that keeps the BF. It manifests itself in the generation of material wealth for FPO, always putting honesty and social welfare. His films seek to increase box office revenues and reduce production costs.
3. Aesthetic value: Film director or the artist of the film reflects balance in a cognitive and in a sensitive way through his films, seeking armory or beauty. This value is intended to stimulate reflection among the viewing public.
4. Ethical Value. -Related to the correct action of producers, eliminating to do wrong actions in everyday life.
5. Social value. -Peace, respect, equality, fraternity, solidarity, dignity, cooperation, honesty, freedom, responsibility, tolerance, dialogue, love, service, justice, charity and sincerity are elements that constitute this type of value. The FE address these concepts in their films while put into practice both inside and outside their FPO.
6. Political Value -This value refers to the use of power and leadership for the benefit of society, primary characteristic of a FE. Arts, entertainment, FPO as companies and their productions as part of the media, contain this value inherent in their nature that gives them

² Gámez, F. & J.L. Abreu (2007). *Valores que un emprendedor debe ejercer al crear una empresa*. (Daena: International Journal of Good Conscience, Mexico, 2007), pp. 185-209.

³ Badii, M., A. Pazhkh, J. Abreu & R. Foroughbakhch (2004). *Fundamentos del método científico*. (Innovaciones de Negocios, México, 2004), pp. 89 – 107

⁴ Barbieri, J. (2008). *De qué hablamos cuando hablamos de valores*. (Consultorio Paidós, Argentina, 2008), p. 35

⁵ Almaguer, A., D. Lozano & G. Peña y Lillo. (2014). *El Sector Educativo como Solucionador de los Altos Niveles de Violencia en México*. (Daena: International Journal of Good Conscience, México, 2014), pp. 122 – 144.

power and allows to influences in the society. Much of the behavior or beliefs that the society reflects come from the art and media.

7. Religious Value: This value is related to the search for transcendence. The entrepreneur seeks to expand its business into new outlets, physical or virtual, beyond their country of origin. On the other hand, seeks permanence in time. The FPO gets its films reach several countries around the world, besides that transcend years.
8. Cultural Value: Through his films, the FE reflect the lifestyles of producing countries in addition to impregnate the love of country, national history, or any act that reflects civics and patriotism appropriate.
9. Ecological value: Today more than ever, companies and entrepreneurs have the mission of preserving the environment. Ecological values occur when the FPO make correct actions to the environment.
10. Educational value: It is the acquisition and transmission of the above values. As entrepreneurs, producers disseminate these values when they form the public about the beliefs and convictions that society must acquire in a theoretical, economic, political, ecological way.

2. *Essential Characteristics of the FE*

The FE is characterized by a number of elements that determine what they can generate. Tenacity, passion for film and businesses, tolerance for ambiguity, vision, confidence, flexibility and to break filmic paradigms are essential features in the nature of these types of entrepreneurs:

- a) Tenacity. In this feature perseverance, persistence, determination and delivery are included. It is important because film producers meet the steadily failure, especially when their films are not box office success. The main virtue is that they are able to recover material and psychically, to take on new challenges in the pursuit of commercial and artistic success being willing to fail again.
- b) Passion. Contrary to the popular belief, most FE are motivated by their passion, particularly on the greed for money and power, economic and political values respectively. They are passionate about their films or their position within a production; by artistic ideals they have in mind; for the opportunity to solve a problem during preproduction, production, postproduction and even distribution; meet entertainment needs with viewers; participate and make life easier, cheaper, convenient and fun for public life.
- c) Tolerance for ambiguity. This is a range of daring to take risks, is the ability to overcome fear and uncertainty to failure at the box office.
- d) Vision. It is a particular feature of the CBs, as they have the ability to see something as an opportunity and imagine such as others dare not. Entrepreneurs are curious, this leads to innovation and to identify untapped areas or certain need.
- e) Believe in themselves. Self-confidence is a key factor for any filmmaker not only as an artist but also as an entrepreneur. They should confidently and safely see that their project is something the world needs, is a story that must be told and that only they can do and provide.
- f) Flexibility. Surviving in the film business, as in the species depends on adaptation. Flexibility allows respond to changing market conditions and in their entertainment needs. It is acceptable to recognize that something is wrong and change it.
- g) Break the rules. Entrepreneurs have a combination of intelligence aggressively and are willing to take risky decisions.

According to the study of Baltar, F. & I. Brunet (2013), six entrepreneurs profiles were identified: those whose motivation is the solution of problems in the market or in society; inter entrepreneurs, migrants or foreigners who undertook a project based on the experience that

counted from their place of origin; entrepreneurs who have some innovative idea; and leaders who qualified based on their knowledge to develop a new project.⁶

For his part, Garcia del Junco J. et al (2007) found that among the factors of entrepreneurship in the FP were creativity, willpower because of the many hours spent at work, vanity by not regret anything made, efforts skill, a lot of confidence, wisdom to surround himself with the technical, artistic and business indicated staff, be friendly and outgoing, independent, daring, enthusiastic, spirit of sacrifice and have experienced some kind of dissatisfaction.⁷

Now, the main dividing line between FE necessity and one of opportunity, is the motivation for creating an FPO. Age, marital status, family and culture are components that also influence the degree of entrepreneurship of the filmmakers. For example, studies by Ronald, D. (2005)⁸ show that people who are around 28 years old thought about starting a new business or some kind of institution; while the average age of entrepreneurs was 39 years. Another interesting fact is thrown where it is seen that both men and women tended to trade-related, in this case film business. Women showed greater preference when it comes to craft manufacturing, on the other hand; men prefer specialized technical services, nearly doubling in percent women. On the other hand, the same study found the film preferences venture by people whose parents were entrepreneurs or some kind of FPO headed or particular artistic project.

3. *The Economic Values of FE*

Since ancient times it has given particular importance to the work of human beings and their ability to generates economic wealth. Entrepreneurs are people who have accepted the risk of failure to organize natural resources, human resources and capital (i.e., the facts physical elements by man, used to produce goods and services, also can refer to the money invested) in order to produce goods and services more efficiently. These entrepreneurs reap profits if successful, while workers also generate wealth, that to get a salary when they produce goods and services in a company. Finally, societies that produce more will have more economic value; this will be reflected in the Gross Domestic Product (GDP), mostly indicator used by countries.

This is probably the most important value that is given in US FPO while much of Latin American FPO, for example, do not give much weight, so they have not done their companies economically sustainable. Increase the wealth of the owners of the FPO leads to increased investment in future film projects and detonates economically healthy communities; but they need to understand that this is a value rather than complements the values that have a FE. On the other hand, producers, artists and FPO who think that money is not important for art are wrong. Entrepreneurs should reflect, just like the others, this value must be worked and developed in seeking to increase its virtues as leaders in an integral way.

Economics is the social science that studies the use of limited resources for getting the maximum satisfaction of unlimited material needs of society. With this definition, it is understood that, by nature, FE should desire to have more economic wealth; but, as resources are limited, it is necessary to work hard to obtain, or use fewer resources to produce the same or more than before filming.

The economic value takes this definition to orient themselves in the pursuit of economic and practical utility. Reference to a FE produces wealth and usefulness of his films to society, whether entertaining, stimulating reflection or appreciation and even educating. Economists use the term to refer to pleasure or satisfaction.

⁶ Baltar, F. & I. Brunet Icart (2013). *Estructura de oportunidades y comportamiento emprendedor: Empresarios argentinos en Cataluña, España*. (Migraciones Internacionales, España, 2013), pp.10 – 38.

⁷ García del Junco, J., P. Álvarez Martínez & R. Reyna Zaballa (2007). *Características del emprendedor de éxito en la creación de PYMES españolas*. (Estudios de Economía, España, 2007), pp. 1 – 26.

⁸ Ronald, D. (2005). *The learning processes, characteristics and behaviors of necessity entrepreneurs in northeast Brazil*. (ProQuest Dissertations and Theses. Estados Unidos, 2005), p. 121.

Countries quantify their wealth by the GDP, the money value of goods and services produced by a country during a given period⁹ (Wonnacott, P. & R. Wonnacott. 1997). Another most current indicator is the net economic welfare (NEW), which includes not only the domestic product, but follows the damage caused by economic activities (noise, pollution, time in traffic, etc.) and value added of activities performed through the market, and includes the value of leisure.

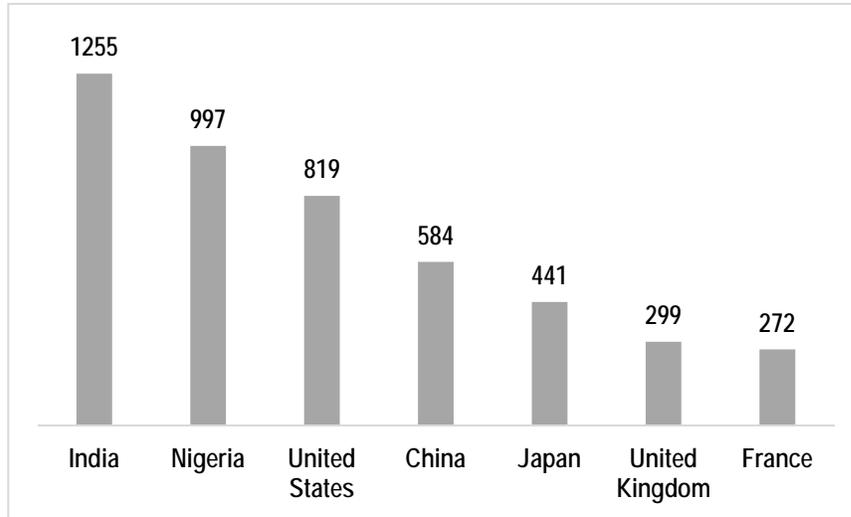


Figure 1. The seven countries that most films produced in 2014. Reflecting the economic values of the CPO entrepreneurs. **Source.** www.theglobaleconomy.com, UNESCO

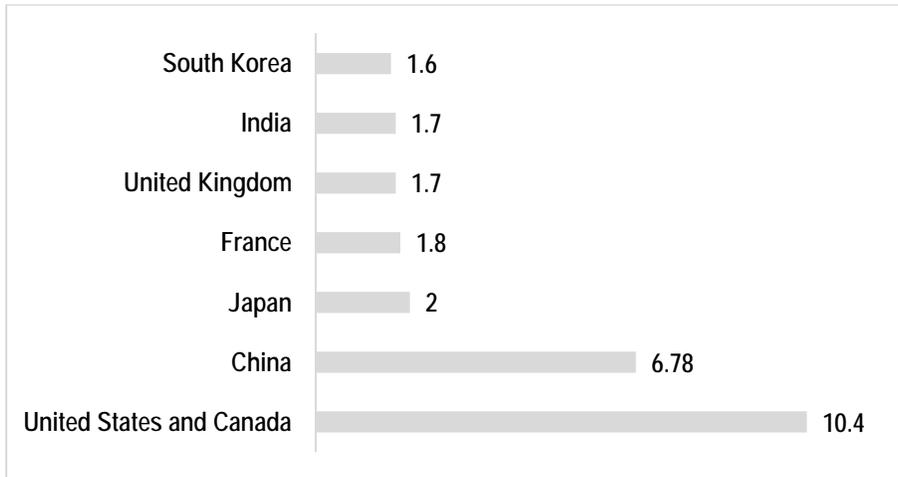


Figure 2. The seven countries that obtained more at the box office revenue in 2014. Reflecting economic values in film exhibitors entrepreneurs. **Source.** www.mpaa.org

To reflect the economic values of FE as well as those dedicated to the distribution and exhibition of films entrepreneurs, it has been selected the production of the FPO in the seven countries that most films released to the market (Figure 1) and the revenue they had, the exhibitors in the seven countries with the highest box office receipts (figure 2). It is appreciated that Indian entrepreneurs CPO films produced 1,255 films during 2014; Nigeria is second with 997; while the United States are positioned in the third with 819 (www.theglobaleconomy.com, UNESCO). In terms of box office, the US and

⁹ Wonnacott, P. & R. Wonnacott (1997). *Macroeconomía*. (McGraw-Hill, México, 1997), p 84.

Canada got together, 10.4 billion dollars; followed by China with 6.78 billion dollars and Japan third with two billion dollars (www.mpaa.org)¹⁰.

The reality is that the FE in each country doesn't produce the same. There are producers, directors and artists who earn more with their ideas and films than others, some work more and earn more, and others who work little and earn little. There FE probably work a few hours a day, but the work they do is very valuable and therefore reap huge profits, while other entrepreneurs have to allocate significant resources and long working hours for income to their FPO survive. In conclusion, in real life, there are economic entrepreneurs with more money and material wealth than others.

Some components that increase the economic values of the FE are efficient work, the creation of FPO or suppliers thereof, distributors and exhibitors, and savings; while some elements that harm: low entrepreneurial vision or waste.

4. Political values in FE

FE with high political values certainly seek to influence viewers, and among citizens. The main reason is to direct the opinion of others, and to have a desire to dominate.¹¹ The keyword of this type of value is power. Power is the ability for A (film producer) the influence of the behavior of B (public or employees) so that B (public or employees) to act according the wishes of A (film producer)¹². It is also defined as the ability of individuals or groups to induce or influence the opinions or actions of other individuals or groups¹³.

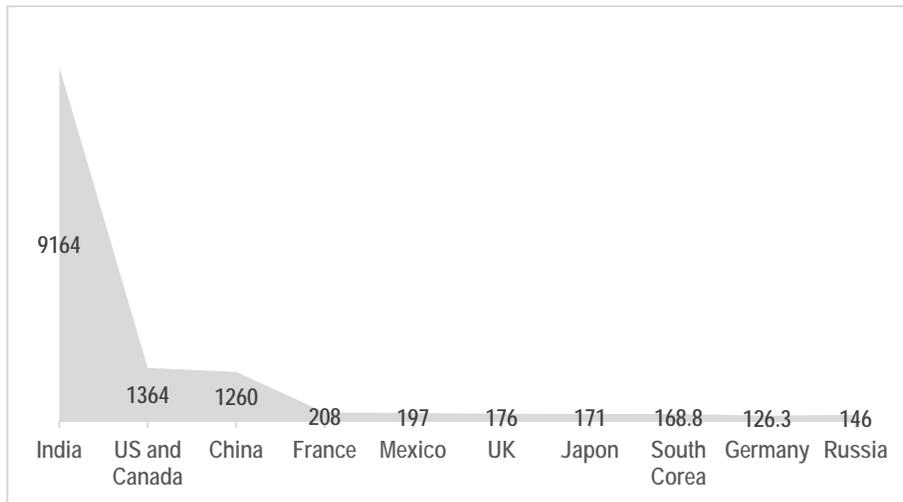


Figure 3. The 10 countries with the highest number of tickets sold in 2013. Reflecting the potential of FP to influence the public. Millions of viewers. **Source.** www.mpaa.org information.

For purposes of this study, we believe that this value is inherent in FE, as we define leadership as a process to influence people as spectators or as employees, so they want to act as the entrepreneur to achieve objectives.¹⁴ Leader filmmakers move people so that they feel motivated, without referring to do things out of obligation but because they want to. Power becomes, then, a tool that makes it easier for FE to achieve individual and group goals, either as entrepreneurs or as opinion leaders among the spectators. In Figure 3 we can see the potential that FP from different countries have to influence a large number of spectators.

¹⁰ Information of Motion Picture Association of American

¹¹ Badii, M., A. Guillén & J. Abreu (2006) *Perspectivas de valores con énfasis en valores ecológicos*. (Daena: International Journal of Good Conscience, México, 2006), pp. 89 – 97.

¹² Robbins, S. (1999). *Comportamiento organizacional*. (Prentice Hall, México, 1999), pp. 298.

¹³ Koontz, H. & H. Wehrich (2004) *Administración, una perspectiva global*. McGraw Hill, México, 2004), pp. 233

¹⁴ Bounds, G. & J. Woods (1999). *Supervisión*. (Soluciones Empresariales, México, 1999), pp. 111

4.1 Types of Power

Although the power itself represents a value or virtue, many people do not need to be a leader, there are even some who, knowing lacking leadership, join a leader so that he or she, move to others; but those people continue to hold the most power. This is a very unique feature among many filmmakers and artists, who find themselves unable to function as leaders, are supported by the first assistant director for this is the one that influences the team. It is worth mentioning that when the director, as FE wants to influence the public, will primarily through his work exhibited in displays. To understand what properly the concept of power is, we analyze each of its types¹⁵:

1.Coercive power. It is based on fear. Corresponds to FE that aims to influence others, to highlight the negative situations that will happen, if not done what he warns. It reflects punishment, frustration, restriction and control by force. In fact, this power is used widely, the government, through the police, military and legal resources. Directors and managers of FPO have coerced their employees, by economic resources: deductions for being late to the day of production, not attend or not meeting daily goals. It is probably the most recurrent type of power.

2.Reward power. It is contrary to coercive power, in this the FE makes the public or his production team make desired based on the ability to distribute rewards that others consider valuable. Do not do things generate negative results, is the basis of coercive power. Do things that will generate positive results, justify the power of reward. The FE gives these rewards to have the power in their hands, the rewards can be money to the production team to reach production targets and lockers; for the public, the rewards to be gained if the environment acts as it exposed in the film.

3.Legitimate power. It is most extensive than the others. It is the power that a filmmaker receives as a result of the position of women in the formal hierarchy of the FPO. Film directors or executive producers, are made of it by their position in the organization.

4.Power experts. It's the influence of the FE as a result of the experience, skills or knowledge. It occurs when jobs are highly specialized and therefore need someone who knows how to solve a production problem or find the right way to tell a story to impact on the public. Emmanuel Lubezki, with three consecutive academy award gains power from experience that has accumulated in his career as a cinematographer.

5.Reference power. This kind of power influences the possession of resources by individual or personal desirable characteristics. It develops admiration for someone. It has power over people by the desire to be like him or her and their charisma that is captured by people. In film, directors like Steven Spielberg, Quentin Tarantino or Stanley Kubrick have reference power.

It must be considered that to have power over others is necessary to have a dependency on the FE as possessor of power; i.e. the resource that counted, whether economic, artistic or intellectual, is essential.

On the other hand, some strategies employed by the FE to have power over their employees or public, needs certain tactics. It is a series of actions that trigger the FE with high political values to influence others:

- a) Argue. Somehow artists have power over others, mainly because of their abilities to reason. They do their films in a way that reflect viewers according to their wishes and agree with him or her. Proposed problems in movies and results for them, using logic and reason, allow viewers to believe and do what they present.
- b) Fraternity. The kindness and humility "disarms" to anyone. Friendship and goodwill are tools that allow others to do what the FE wants with power.

¹⁵ Robbins, S. (1999). *Comportamiento organizacional*. (Prentice Hall, México, 1999), pp. 298 - 300

- c) Coalition. Use the support and convictions of other leaders strengthens the influences that any FE wishes to pursue in others.
- d) Assertiveness. It refers to the importance of meeting the objectives and business goals; to do the production plans as they were planned; be clear on what is expressed is convenient.
- e) Authority superior. As in the coalition, only here they get the support of the executive producers, most renowned artists, politicians or opinion leaders with power, which further strengthens the power of the FE to get such support.
- f) Sanctions. They are to use coercive methods and reward; recommended to promote compliance with the objectives and desired goals. This one must be managed and widely exercised by entrepreneurs with authority, where broad application of justice is reflected among those around him.

Some elements to increase political values proposed below briefly:

4.1.1 *To be a leader of a group*

Politicians do not always inspire people to work with them, rather what leaders do. Leadership means to guide individuals and teams to change the way they perform. This change, usually, is cognitive and behavioral. Leadership is positively influence to others. But the FE has characteristics that make them have political virtues: they are ambitious, tenacious and proactive; transform their environment, they have self-confidence; They are intelligent, enthusiastic, humble and charismatic; moreover, much oriented groups, care for others and for the results.

Jim Collins, winner of the Distinguished Teacher Award at Stanford University, highlights five types of leaders being the leader level 5¹⁶, the excellence¹⁷:

1. Level 1 Individual Leader large capacity. Make a productive contribution to the CPO and art, by virtue of their talent, knowledge, skills and good habits in production.
2. Leader Level 2 Member of a team that makes a contribution. A FE that contributes its capabilities to achieve the objectives of the groups that makes up the FPO and works efficiently in it.
3. Leader competent level 3. Manager. Organizes the production team and resources, efficient search of predetermined objectives for each day of shooting or after the film has reached the lockers.
4. Leader efficient level 4. Leader. Crystallizes the commitment to vigorously seek a business or artistic vision, clear, and promotes the highest standards of performance.
5. Leader Executive Level 5. Level 5 is the FE building sustainable greatness through a paradoxical combination of personal humility and professional will.

4.1.2 *Sanction who has committed a fault*

When production plans are made, the FPO is transformed for the better. The FE as leaders punishes any member of the production that made a mistake. It allows amend what happened, strengthen justice and instructs offenders to avoid future damaging actions on the FPO. When criticism is given to society this political value is also fulfilled. It gives certainty to the production team, and sometimes the spectators, that action in violation will be punished, enabling confidence to the group or society. As an illustrative example we can refer the dismissal Charlie Sheen suffered from TV

¹⁶Collins, J. (2009). *Empresas que sobresalen*. (Editorial Norma, Colombia, 2009), p. 125.

¹⁷ Treviño, E., P. Villalpando, D. Lozano & J. Barragán (2011) *Recomendaciones de liderazgo para los dueños de PyME's Familiares Exportadoras y no Exportadoras en Nuevo León*.(Innovaciones de Negocios, Mexico, 2009),pp. 241 – 272.

series "Two and a Half Men." Chuck Lorre, executive producer of the FPO project manager sends a clear both the production team and the public message: drugs and administrative failures on schedules and disrespectful acts to the team are not allowed in this company. The result was four extra seasons work.

4.1.3 *Provide rewards*

In contrast, awards to whoever deserves, is a desirable element of political value for FE. Two types of rewards can be given:

1. **Intrinsic Rewards.** Include feelings have reached an achievement or even a self-realization. In this type of rewards is listed by the contribution that the person feels for participating in the common good.
2. **Extrinsic Rewards.** They are characterized by performance, recognition, status symbols and, of course, money. This kind of rewards are given when the guilds of directors, actors and writers give their awards to the best filmmakers; when the FPO provides incentives to artists for achieving certain revenue at the box office, or simply the long list of credits at the end of each film.

4.1.4 *Ambition*

Ambition is a desire to gain power, wealth, dignity and reputation. This quality has been considered negative throughout history, but it is important for a FE. The French philosopher and writer Voltaire (1694-1778) thought in contempt of ambition is one of the essential principles of happiness on earth. The Spanish writer Miguel de Cervantes Saavedra (1547-1616) said they rarely or never met with the ambition without harm to others.

On the other hand, some others have seen as a positive ambition. Irish novelist and playwright, Oscar Wilde (1854-1900) claimed that ambition is the last refuge of failure; and for the writer Marcus Fabius Quintilian (35-96), ambition is a vice, but can be a mother of virtue. In short, well targeted, with no intention of harming other members of the production or the public, ambition becomes a vital element for political value.

As shown in the definition of this concept, an ambitious FE ardently seeks power to positively influence others, and achieve objectives and personal or group goals, business, artistic and political. Alberto Fernandez (2012), University of Navarra in Spain, said: "When you think of ambition, we think that perhaps that person will win a lot of money and gives us envy or think it's a crazy or, worse, a thief. We think of what it will be rich and not what has merit. We do not think that if things go well, the entrepreneur (or ambitious) can reinvest their wealth, create jobs and create businesses "(www.unav.es).

4.1.5 *Be an expert in some area*

As seen before, experience also empowers at the FE. It is common for big players, producers or directors of the FPO have started filming with home video cameras and exposed his short film to his family, beyond anything all this gave him experience as Filmmaker. The expert power it relates to the influence FE as a result of their experience, possessing special skills or knowledge. The experience reflects wisdom and control of situations. It shows the ability and the knowledge to make the FPO a success.

The following steps can contribute to the FE to be a power expert:

1. **Project the image expert.** It is clear that, to be expert, the study provides much as achievements. It is only important to consider that should not be ostentatious at this point, rather act with discretion and humility always reflecting all the baggage of knowledge that has.
2. **Hang certificates, diplomas or awards in office.** If has worked hard to be an expert in any subject, is just show these achievements. Besides that people will see, it also will help to show it instated of just say it what have been done.

3. Maintain credibility. As they work hard to become an expert, it is necessary that the image will not disappear. The FE should not be involved in film projects that have little chance of success, nor should intervene in areas of production that do not handle perfectly.
4. Act with confidence even in the worst times. In an emergency situation, people panic; but the leader is always in control, stay calm and dictates what to do to others, projects tranquility to the group.
5. Be informed. Knowing what happens in the team, organizational and film environment in the country and, in general, worldwide, it can reason better and argue logically and convincingly, while an image of knowledgeable and expert reflected.
6. Know what the team's interests are. What interests the members, their strengths and weaknesses; it helps build better strategies for success.
7. Do not hurt the self-esteem of employees. The FE does not hurt those who do not know, but it's not condescending; rather it behaves like a master with them. To observe respect for what has been learned, and that always reflects wisdom to others.

4.1.6 *To be a reference*

The reference power is due to the possession of resources by the FE desirable or admired by other personal characteristics. This type of power is very typical of entrepreneurs in the art industry or sport. Entrepreneurs dedicated to fashion design are aided the most successful film and television actors to carry their clothes or jewelry and attract consumers. Many people take as a reference the clothing or accessories that a celebrity uses and use the same brands. They become a role model.

The personal image adviser, in business areas such as political and personal, Lola Garcia (2012), on its website lolagarcia.com, actually believes that almost everyone likes this kind of power, which improves positioning in a professional environment, particularly within the political environment. It helps not go unnoticed and be largely regarded by others. Kindness, respect, courtesy, time planning, help and support another people, among others, are actions that benefit in obtaining this understood element of political values.

4.1.7 *Motivating Others*

Human motivation is based on needs, and is defined as a broad range of impulses, desires, needs, desires and similar forces¹⁸. When a FE motivates others to achieve certain goals, it becomes necessary. Another definition could be an internal mental state that energizes, directs or maintains the behavior to achieve a goal¹⁹. Given this explanation, one FE is capable to inject energy to others, to the point that achieve their objectives and goals, acquires power and, therefore, political virtues. It is advisable to keep in mind that humans are motivated to do what is vital to them, so that injection of energy should be directed to fill a need, or rather, a perceived lack of something useful, required or desired. On the other hand, this need to act in a particular way can also be reflected to viewers through their productions.

Abraham Maslow determinate the needs of a person, and what are their motivators. These needs have been ordered according to their importance: physiological, safety, social, self-esteem and self-realization (Robbins, S.; 1999).

4.1.8 *Protection of Democracy*

The American politician Abraham Lincoln (1808 - 1865) defined democracy as government of the people, by the people and for the people; he thought that living in a democracy that citizens will be neither slaves nor masters. Pope of the Catholic Church John Paul II (1920 - 2005) asserted that democracy requires virtue, if you do not want to go against everything that seeks to defend and

¹⁸ Koontz, H. & H. Wehrich (2004) *Administración, una perspectiva global*. McGraw Hill, México, 2004), pp. 233

¹⁹ G. & J. Woods (1999). *Supervisión*. (Soluciones Empresariales, México, 1999), pp. 111

promote. For the Mexican poet Octavio Paz (1914 - 1998), through democracy a nation has a voice, eyes and arms. The FE guarantee protecting democracy values such as tolerance, pluralism to respect diversity, equality between genders, ages or religious creeds. Thus entrepreneurs in general safeguarding freedom and individual rights.

While in the FPO, and mainly in the production phase, the directors and the FP are facing problems related to multiple opinions and viewpoints that make it practically impossible to take all ideas. Without forgetting that the FPO works like any company departmentalization functions, all staff can provide feedback to their area director to turn this leads potentially feasible and desirable ideas implemented within the film. Thus, all members participate without any disruption and loss of power by producers and directors.

As for the public, the free market and freedom of expression allows viewers to choose the film they prefer and to comment or disagree about the ideas that expose the film's director.

4.1.9 Making decisions and resolve conflicts

Making decisions is difficult. There are FE troubled by their hesitations so much support in their area directors or first assistant director. For lack of security or experience, many do not make decisions, albeit a fundamental situation for the FPO and for increasing political values. The FE who do reflect who have the power in their hands.

Decision making is defined as the development of alternatives and the selection of a course of action to address problems or opportunities. There are two types of decisions:

1. Scheduled. Are those taken in familiar situations, according to various rules, procedures or guidelines. Such decisions give some power to the FE, although not significantly, since members of the production team know what to do or how to act under certain circumstances.
2. Unscheduled. They are those taken in new or ambiguous situations for which there are no rules or procedures. This is where the FE reflects security and power, as are those which, by generating greater risk, are more difficult to make. Returning to the example of Charlie Sheen, the FP reflects this type of value to fire him and hire the actor Ashton Kutcher.

The FE, for a successful decision-making, it is essential to recognize the problem or opportunity; then, gather information about the problem or opportunity and possible causes; it is recommended, if they want to support such decision making. Then they have to generate alternative courses of action and determine their impact on the intended objectives; to continue choosing the best course of action; once they have managed to put action into practice and evaluate results, improve decision making and facilitate future decisions by the learned experience.

4.1.10 Participate in politics

In his documentary *An Inconvenient Truth* (2006), Al Gore, former vice president of the United States and environmental activist, writes at the end of the film, and once the credits start to run, some phrases alluding to environmental care. There is one in particular that rather than to reflect on ecology, gives the key to why many society's things have not changed: "Vote for those who promise to attack this crisis (ecological). Write to Congress and demand it. If you do not revive an answer ... Postulate yourself to Congress".

One advantage of living in a democracy is that citizens can participate in politics. Join a political party, run for public office; helps FE have the power for the benefit of citizens. In the United States it is common to see an artist who engages in campaigns supporting any particular candidate or even have become governors.

Participate in the policy allows FE as BF or artists establish public policies for the benefit of FPO, the film industry, Art and spectators.

5. *Ecological Values in FE*

This sub-item is added in this study, because of the importance for any entrepreneur regardless of their area of interest, perform actions that are friendly and beneficial to the environment. Thus, it seeks to raise awareness among FE to develop actions within their FPO to preserve the environment.

Ecology is the science that studies the relationships of living beings with each other and with their environment; Part of sociology explores the relationship between human groups and their environment, both physical and social.

In a world that is being damaged by the impact of human activities, especially urban, industrial-including cinematographic, agricultural, military and technological, urges putting a value on ecological actions performed by FE aimed at improving the environment and avoid any activity that goes against nature. This way the ecological value was born, which refers to the act of defense and environmental protection.

The environmental crisis has preoccupied scientists, teachers, artists, politicians, businessmen and various sectors of society, and especially to entrepreneurs in general and FE in particular, who have to work, in order to reverse the ecological crisis. Movies that reflect the consequences that would be unleashed in the event of environmental disasters, documentaries showing the environmental situation of the planet or perform actions that FE towards the environment are examples of ecological values among filmmakers.

It is a reality that many members of society cause damage to the environment, lack of knowledge and understanding of nature, its principles and ways of working. Therefore, it is urgent that the FE produce films that allow their staff to encourage production and viewers interested in ecology, acting on behalf of its proper functioning, always convenient for humans and other living beings. Thus, an FE seeking the preservation of the environment, and specifically to take actions to preserve nature becomes more virtuous.

Within the basic principles of nature the structure and function of ecosystems are determined in order to identify and understand the mechanisms of stability and sustainability of the same²⁰:

1. Earth is a finite living system, balanced and sustainable. As was seen in the economic value of existing resources on earth they are limited. Although some are renewed, it is necessary to keep in mind that sometimes, consumption and pollution exceed the rate of regeneration of the Earth.
2. Earth consists of a physical and a biological subsystem. The physical part of the Earth consists of air, soil, chemical elements and compounds in which fundamental life processes occur: evaporation, precipitation, streams and air, radiation, among others. The biological subsystem is one with life and which processes occur: photosynthesis, respiration, decomposition of organic matter and competition between species.
3. Is the principle of limiting factor on Earth. It stipulates that the excess or shortage of any essential abiotic factor, prevent or limit the growth of a population of species in an ecosystem, even when other factors are at or near the optimum tolerance for this species. If the cold prevailing in a region, many species can't live there; in the opposite case, in hot places, animals like polar bears or penguins will face problems.
4. The Earth is open to the flow of energy system. The Sun is the main source of energy, and thanks to that it gives life on the planet.
5. The planet is a closed system with respect to the material flow system, where all matter is recycled and stored. In a practical sense, for Einstein, the energy was equal to matter. Just as energy moves from one state to another, so with the matter, it is recycled and conserved.
6. Alive by interacting with their environment maintain stability or homeostasis of the planet and favorable conditions for living beings. This principle is linked to the previous two. According to

²⁰ Alfaro, J., B. Limón, G. Martínez, G. Ramos, M. Reyes, J & Tijerina, G. (2007) *Ciencias del ambiente*. (Compañía Editorial, Mexico, 2007), pp 34 – 36.

"On the Origin of Species" Darwin, too insects reproduce because many of these serve as food for other animals, such as birds. The female lays many eggs to ensure the survival of the species; but, in turn, the consumption of such insects by the birds regulates the stability of the number of bugs. Later, the predator of the birds for example, humans, regulates the number thereof; while viruses and bacteria have the task of regulating the human species itself.

7. It is the principle of load capacity which defines the number of species (or number of individuals of a species) that can be supported indefinitely in a specific area. In 2007, a plague of locusts destroyed thousands of hectares in the Yucatan, Mexico. Heat and amount of food caused the gregarious, ie the reproduction of the locust is favored, causing them to get together in large, street and ravenous swarms that ended agricultural plantations in the region. When food was scarce, the famine was present among the swarms, killing these insects like grasshoppers. Thus nature compels species that are not passed their sustainable number or capacity in a specific area.

Now, it is pertinent to note that performing right actions and avoid incorrect with respect to ecology, is a task that spread the FE with ecological commitments. In the seventies, the first ecological movements occurred because science, business and political benefited the economic and industrial development, but neglected the environment. These entrepreneurs focused on curbing predatory activities, awareness towards the various sectors that without environmental care, any economic benefit is destined to disappear for future generations. The FE have a huge responsibility to address environmental issues in their productions or, in their FPO undertake actions that minimize pollution own film production, environmental activities generate.

The FE with wide ecological values awakes in others the desire of awareness that, in turn, encourage them to perform actions, general and specific, environmentally sustainable.

6. *Conclusion*

The FE are people starting film objectives in order to fulfill a mission within its FPO: increase the wealth of the owners. Administrative skills such as planning, organizing, integrate, manage and control are critical in the search for fulfilling those objectives. The characteristics and toughness, passion, tolerance, vision, confidence, flexibility and breaking rules are essential to form the definition of a FE.

Values are beliefs, criteria and convictions that give us a sense of interdependence. Theoretical, economic, aesthetic, ethical, social, political, religious, cultural, ecological and educational values have been raised by various researchers. In order to achieve values and virtues, comprehensive modern societies demand increases in FE, not forgetting some value.

In the present study, it was talked how to develop economic, political and ecological values of the FE. The first is oriented in the pursuit of economic and practical utility for the FE and for the FPO. Efficient work, entrepreneurship and savings are actions that increase or develop the economic values within the film industry. GDP is an excellence measurement that countries use to reflect production within its territory, which largely is developed by the actions carried out by entrepreneurs and FE in particular, together with its FPO and input that make these companies to GDP.

The FE seeks political values influence their production equipment or viewers and has a desire to dominate, which should always seek the benefit of society. The keywords in this value are power and leadership. Among the types of power are coercive, reward, legitimate, expert reference and which are the ways that the FE can conceptualize their power. Take the lead in a production, awards to its staff, develop a positive ambition aimed at increasing the number of films produced or artistic participation, increase their expertise in some area, direction, screenplay, cinematography, editing, among others, motivate others, make decisions, resolve conflicts that arise during any stage of production and political participation through lobbying, pressure or participation in campaigns are, among others, actions falling within the political values of the FE.

Finally, ecological values are those with which the FE have when they have as mission to preserve the environment. The main objective is to prevent actions that damage nature and repair the existing crisis. They are able to motivate others to join in these tasks. FE usually manifested in fiction films that address environmental issues and the consequences of a catastrophe, documentaries that show

the status of environmental contingencies, or taking action within their FPO to avoid any contamination.

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