

# The BEcompany – a Business without Owners

In Part 1 you saw why classical companies with shareholders and family bosses or state ownership are structurally flawed. Here comes the alternative: the BEcompany (BEC), a company that belongs to no one and still works brilliantly.

A real example illustrates the idea. The Swabian natural cosmetics manufacturer **Wala** („**Dr. Hauschka**“) transferred its ownership rights to a foundation in 1987. Since then, there have been no private shareholders, only a supervisory board that appoints and monitors the executive board. Profits remain inside the company and in a charitable foundation for medical research.

The BEcompany takes this idea one step further. It does not need a foundation at all. It is ownerless from day one. It belongs only to itself, just like a human being who does not belong to anyone else.

## How the BEC works

The BEC must remain financially healthy and generate profits, but these profits do not flow to investors. They go

- to **employees** as a share of the company's success
- into **investments** that secure the future and sustainability

To prevent people from benefiting at the expense of others, the supervisory board decides on the profit quota and its distribution. If profits exceed a reasonable level an excess profit tax (tba) applies so **fairness outranks greed**.

# Who controls the BEC?

Unlike in the capitalist market system, the supervisory board is not filled with owners. It is made up of representatives of society. **Which stakeholder groups are included?**

- management and industry experts
- financial experts
- employees
- local residents
- NGOs including climate and social organisations
- consumer representatives
- citizens selected by lot

No one is bound by capital interests or party discipline. Decisions arise from shifting majorities. Dynamic, plural, democratic.

## A new style of leadership

The BEC needs another type of executive. Not bonus-chasers but purpose-driven leaders. People who measure success by social value, not stock prices. Leadership here means responsibility instead of return, public value instead of shareholder value.

*BEC companies need managers who focus on their social impact—not the stock price.*

## A market without dogma

The BEC exists in a **cooperative economy**. Competition remains but not as an ideology. Coopetition replaces competition mania: cooperation where it saves resources and competition where it drives innovation.

An independent competition authority similar to a scientifically expanded antitrust agency defines how many BECs per sector make sense. **Example:**

- infrastructure sectors such as fiber networks need only a few providers because cooperation is more efficient
- innovation sectors such as pharmaceuticals benefit from multiple specialised players

## More than big companies

The BEconomy is built on diversity. Alongside BECs exist

- **cooperatives** for example in housing or energy
- **regional alliances** between farmers and consumers
- **sharing models on a non profit basis** for digital platforms for example car sharing or temporary housing

This keeps the economy locally embedded, socially legitimised and digitally connected.

### Your TEC Learnings:

- The BEconomics Company (BEC) belongs to itself. Profits flow to employees and into investments.
- The supervisory board represents society, not owners.
- BECs are complemented by cooperatives and sharing models.