Painting Inside the Lines
- The Intrapreneurial Dilemma

Master's Thesis 30 credits
Program: Master's Program in
Business and Management
Specialization: International Business

Department of Business Studies
Uppsala University
Spring Semester of 2022

Date of Submission: 2022-06-01

Clara Ramshage
Rebecka Riendeau

Supervisor: Lena Zander

1. Background ... 4
1.1. Problematization ... 5
1.2. Purpose and Research Question ... 5
2. Theory ... 7
2.1. Introduction to Intrapreneurship ... 7
2.1.2 Intrapreneurial Activities ... 8
2.1.2. Organizational Characteristics ... 9
2.1.3. Intrapreneurial Characteristics ... 12
2.2 Theoretical Summary and Framework ... 14
3. Methodology ... 15
3.1. Research Design ... 15
3.2. Data Collection Methods ... 15
3.3. Operational Indicators ... 16
3.4 Selecting Participants ... 17
3.5 Data Analysis ... 19
3.6 Evaluation of Methodological Choices ... 20
3.7 Methodological limitations ... 21
4. Empirical Findings ... 22
4.1 Background ... 22
4.2 Corporate Climate ... 22
4.3 Organizational Support ... 24
4.4 Rewards and Risk ... 27
4.5 Intraprenuerial Characteristics ... 30
5. Analysis and Discussion ... 33
5.1 Corporate Climate ... 33
5.2 Organizational Support ... 34
5.3 Rewards and Risk ... 35
5.4 Intrapreneurial Characteristics ... 37
5. Discussion ... 38
6. Concluding remarks ... 39
6.1. Theoretical and Practical Contribution ... 40
6.2. Limitations and Future Research ... 40
References ... 42
Appendix: Interview Guide ... 47

Acknowledgement

This thesis was written during the spring of 2022 by Clara Ramshage and Rebecka Riendeau as the final part of the Master's Program in International Business and Management at Uppsala University.

First, we would like to thank our supervisor, Lena Zander. Thank you for your guidance throughout the process, it has been truly enriching to work with you. We would also like to thank our seminar group for their engagement and advice throughout the research process.

Finally, we would like to take the opportunity to thank the interviewees for contributing by taking the time to share valuable insight and knowledge on the topic.

Clara Ramshage & Rebecka Riendeau
May 2022, Uppsala

Abstract

By focusing on the contradiction between stability and change, this thesis researched what factors impact intrapreneurship and how innovative organizations promote intrapreneurial activities. The aim is to gain an understanding of how innovative organizations foster intrapreneurship. The thesis is of a qualitative research design with an abductive approach. Data is collected in the form of nine semi-structured interviews with managers from different roles and industries. The interviewed managers were selected on the basis of two predetermined requirements. First, they represented companies identified as innovative and intrapreneurial by their respective organizational and financial structures, with business strategies focused on innovation. Second, the interviewees were identified as managers actively involved in managing strategic initiatives and intrapreneurial activities. The empirical findings confirmed that the relationship between large organizations and intrapreneurship is a difficult balancing act. This thesis provides findings that the corporate climate, organizational support, rewards and risk as well as intrapreneurial characteristics all impact intrapreneurial efforts. Ultimately, there is a need for organizations to balance organizational and intrapreneurial characteristics in order to foster innovation and solve the intrapreneurial dilemma. Consequently, the findings contribute valuable insight to the scattered field of intrapreneurship.

Key Words: Autonomy, Innovation, Incentives, Intrapreneurship, Long term vs. Short term opportunities

1. Background

Today’s business landscape is volatile, uncertain, complex, and ambiguous (VUCA). With digital transformation, things are moving faster every day and with that, companies are pressured to innovate continuously to stay relevant (Boyles, 2022). The outbreak of Covid-19 accelerated this paradigm shift, demanding everyone to turn digital in order to shape the next normal. During the transition, companies were forced to adapt to extraordinary circumstances to survive. Today, change seems constant and the ability to be receptive and tackle the VUCA environment is critical for organizational survival. One way to stay relevant and tackle change is through novelty creation - or in other words - innovation (Corbett, 2018).

The need for innovation has been the dominant narrative connected to business strategy for years (Corbett, 2018). In 2018, McKinsey reported that 84% of global executives believe that innovation is critical to business growth but that an alarming 94% of executives are dissatisfied with their organizations’ innovation performance. However, despite the fact that most companies realize that innovation is vital, they still lack when it comes to execution (McKinsey, 2018). These numbers indicate that innovation is not only a top priority - but also a top frustration for leaders today.

Entrepreneurial activities are vital for innovation, but difficult for organizations to manage (Anthony, Cobban, Nair and Painchaud, 2019). One explanation for that difficulty may be that the word ‘entrepreneurship’ is often misunderstood; many people immediately associate it with start-ups (Somers, 2018). However, Bill Aulet, professor at MIT, explains that entrepreneurship is a broader concept than that, it is “*...a mindset or spirit about the willingness to be different. It is about a skillset of not only willing to be different but being able to assemble assets and execute that to bring new and bold products to market*” (Aulet in Somers, 2018, p.1). By this definition, entrepreneurs do not have to be tied to start-ups, they can exist anywhere - even within large corporations.

Corporate entrepreneurs are often referred to as intrapreneurs. Intrapreneurs work with the existing resources and assets of a corporation to innovate and create new business opportunities. In return, the intrapreneur is given financial muscles and support from the organization's internal expertise - thus limiting many risk factors otherwise inevitable for individual entrepreneurs (Somers, 2018). Furthermore, the concept of intrapreneurship is seen by organizations as a “catch-all”-solution to foster innovation. It is promoted as a driving force to stimulate downstream creativity and has proved to be an effective approach to accelerate innovation (Bennett and Lemoine, 2018).

1.1. Problematization

Despite this “catch-all”-solution, intrapreneurial efforts are not always welcomed in established organizations (Somers, 2018). On the one hand, the financial muscle, network and resources that big corporations offer, help intrapreneurs to focus on the disruptive innovation process. On the other hand, rigid structures may risk slowing down the innovation process as hierarchy and bureaucracy tend to overpower initiatives created bottom-up (Deloitte 2015). In other words, the incremental process is often likely to precede the disruptive one. Teltrumbde (2006) points out that this is the dilemma of organizations - that the characteristics of organizations and intrapreneurs are not compatible; the organization wants stability and the intrapreneur wants change (Teltrumbde, 2006).

This puts corporations in a difficult situation, in which they need to balance process and rigid systems to prevent an overwhelming chaos of un-focused innovation, and meanwhile allow enough creative space for intrapreneurs to innovate (Sull, 2015). In other words, the coordination between autonomy and control is in a constant tug of war and corporations may thereby unintentionally hinder creativity. In essence, corporations need intrapreneurs to “think outside the box” and yet, paint within the lines of organizational hierarchies, processes and politics.

1.2. Purpose and Research Question

This thesis will explore the topic of intrapreneurship based on the notion that today’s dynamic and fast-moving business environment demands organizations to reinvent themselves to stay competitive. In an attempt to contribute valuable insight to the research field of intrapreneurship, the researchers seek to gain an understanding of how global innovative organizations handle the dilemma that the characteristics of large organizations and intrapreneurship are incompatible. To do so, this thesis will investigate what factors impact intrapreneurial activities and how innovative global organizations foster intrapreneurial efforts. Ultimately, the intention of this thesis is to discuss the following research questions:

- ***What factors impact intrapreneurial activities?***
- ***How do innovative global organizations foster intrapreneurship?***

2. Theory

The following chapter will present different definitions and understandings of intrapreneurship in an attempt to clarify the concept. To this end, the text will cover what factors impact the intrapreneurial and innovation process. Finally, the chapter will cover the characteristics and behaviors of intrapreneurs where a theoretical framework will be presented.

2.1. Introduction to Intrapreneurship

When discussing intrapreneurship in an increasingly unpredictable and complex world, it is essential to examine relevant research in the field. However, as research on intrapreneurship is scattered and inconsistently conceptualized (Covin and Lumpkin 2011; Kuratko et al. 2014; Sharma and Chrisman 1999; Stopford and Baden-Fuller 1994 in Glinyanova et, al. 2021). Intraprenuership's history remains a debate; some scholars argue that the concept has been researched for over three decades (Pinchot, 1985; Birkenshaw, 2003; Glinyanova, 2021) while others believe that the term relatively recently started getting academic attention (Buekens, 2014; Sindakis and Walter, 2015; Tinskey, 2021). What seems to confuse the matter is that intrapreneurship has been named and conceptualized differently throughout the years. Since it was first coined in 1978 (by Gifford- and Elizabeth Pinchot), terms such as intra-corporate entrepreneur, corporate entrepreneur, internal entrepreneur, administrative entrepreneur, globalprenuers, and more have surfaced (Drucker, 1985; Antoncic and Hisrich 2003; Kenney, 2010; Gundogdu, 2012). Looking at the definitions of these terms, there are clear overlaps in conceptualizations and research backgrounds (Drucker, 1985; Antoncic and Hisrich 2003; Kenney, 2010; Gundogdu, 2012). As an example, intrapreneurship is commonly defined as a process where an individual or group of individuals innovate to create new business within an established organization (Pinchot, 1985; Sharma and Chrisman, 1999; Antoncic and Hisrch, 2003). Similarly, corporate entrepreneurship is defined as a process where teams launch, foster, and create new business within established firms (Burgleman, 1983; Covin and Miles, 1999; Stopford and Baden-Fuller, 1994; Covin and Lumpkin, 2011). To deal with this problem, several authors have tried to clarify these definitions and conceptualizations (Hitt and Ireland, 2000; Birkenshaw, 2003; Glinyanova, 2021), and yet - confusion still exists. Despite that this 'dear child has many names', one thing that most scholars agree on is that Pinchot (1985) has been deemed the 'father of intrapreneurship' (Macrae, 1982; Birkenshaw, 2003; Antoncic and Hisrich 2003; Glinyanova, 2021). Pinchot (1985) defines *intrapreneurs* as "...those who take responsibility for creating an innovation of any kind within an organization" (p.13). This definition of intrapreneurs agrees with most scholars (Antonic and Hisrich, 2001; Birkenshaw, 2003; Halme, et. al, 2012), including Mirvis and Googins (2018) who define it as someone who acts like an entrepreneur but within established organizations. However, Teltumbde (2006) believes that intrapreneurs are more important than entrepreneurs. He argues that entrepreneurs may start businesses, but intrapreneurs are the ones who continuously reinvent them.

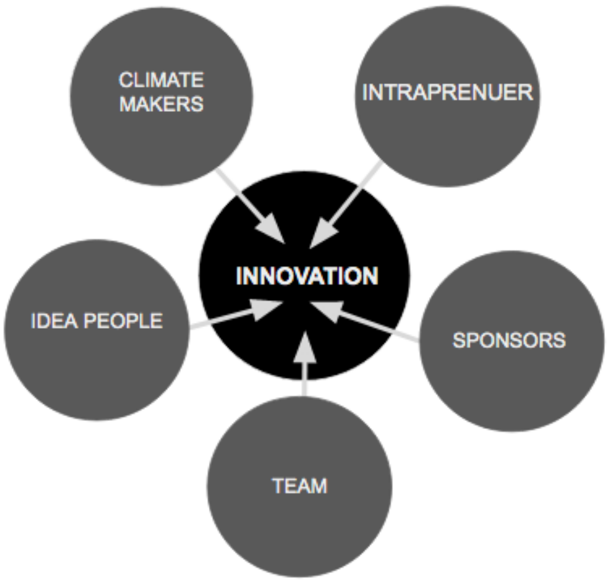
Another notion that most scholars agree on is that innovation lies at the heart of all entrepreneurial- and intrapreneurial activity (Pinchot, 1985; Hitt et al. 2001; Birkenshaw, 2003; Ireland et al. 2003, Mirvis and Googins, 2018; Glinyanova, 2021). An innovation process can be split into two parts: coming up with the idea and capitalizing on that same idea (Glinyanova, 2021). Another way that it has been described is through opportunity-seeking behaviors and advantage-seeking activities (Hitt et al. 2001; Ireland et al. 2003). Opportunity-seeking behaviors are described as coming up with novel ideas and identifying opportunities. Whereas advantage-seeking activities focus on exploiting such ideas and opportunities. Some authors believe that the intrapreneurial process only focuses on the opportunity-seeking behaviors (Ireland et al., 2003), whereas some view it as a combination of both opportunity- and advantage-seeking activities (Pinchot, 1985; Sharma and Chrisman, 1999; Antoncic and Hisrch, 2001). In other words, some scholars limit the intrapreneurial concept to the process of coming up with the idea, whilst some believe that it also involves bringing the idea from its inception to action (Pinchot, 1985; Sharma and Chrisman, 1999; Antoncic and Hisrch, 2001).

2.1.2 Intrapreneurial Activities

Two authors that support the latter view are Pinchot and Pellman (1999) who argue that it is intrapreneurs who turn ideas into action. In fact, they distinguish between people that come up with the idea and intrapreneurs. This is found within their framework "*The Crucial Roles in Innovation*" (Pinchot and Pellmann, 1999, p. 15). This framework shows that the innovation process is most efficient when 5 key players perform well: 1) idea people 2) intrapreneurs 3) intrapreneurial teams 4) sponsors and 5) climate makers (Figure 1). The "idea people" are important since they come up with many creative solutions, however, a good idea is not nearly enough. Instead, ideas need to be turned into action, which as mentioned - is where intrapreneurs come in. Pinchot and Pellman (1999) describe intrapreneurs as "dreamers who do" (p.16). In addition to this, the third key players - the intrapreneurial team - act as additional support and stay with the innovation process from start to launch. According to Pinchot and

Pellman (1999), these teams are vital to combat the challenges that intraprenuerial efforts are often met by. With a team behind the effort, the individuals can feel less alone and more supported. The fourth key players - sponsors - are vital to the process. Their mission is to protect the intrapreneurial- and innovation efforts from the 'corporate immune system' and organizational politics. The 'corporate immune system' refers to an organization's tendency to detect and resist any type of change, or anything that is not part of the status quo. And so, when an intrapreneur starts something new, the corporate immune system will naturally resist it. Therefore, the role of sponsors are vital to ensure to that intrapreneurial efforts are not rejected and instead, receive the right resources and permissions. In essence, sponsors act as lobbyists within the organization and have a lot of influence as they are often found in management positions. Therefore they help shape the corporate climate which leads to the fifth and final key player: climate makers. These climate makers are often found higher up the chain of command and are responsible for the organization's strategic direction. Therefor they can influence important aspects such as vision, culture, values and more. Overall, these climate makers are important to help promote an innovative environment where intrapreneurial activities can thrive.

Figure 1, showing The Crucial Roles in Innovation (Pinchot and Pellman, 1999)



2.1.2. Organizational Characteristics

Today, organizations understand that a corporate climate that fosters innovation requires a high degree of autonomy (Lifshitz-Assaf et. al, 2018). To encourage innovation, there needs to be enough space for creativity, experimentation and exploitation (Lumpkin and Dess, 1996). However, balancing autonomy and control is not that simple. Feldman (2007) suggests that to balance the dilemma of autonomy and control, management's control should resemble a switching station. In other words, managers should regulate priorities but not control the actual innovation process (Feldman, 2007). This idea can be connected to the work of Lifshitz-Assaf et. al (2018), who believe that managers can learn from hackathons organizers. They propose three strategies that managers can use to support the innovation process. These are setting the stage for 1) filling knowledge gaps, 2) experimentation, and 3) early feedback on new ideas. 'Setting the stage' means preparing and channeling resources and capabilities to help the innovator with the task at hand, but not actually directly managing nor intervening in the process. In essence, Lifshitz-Assaf et. al (2018) mean that managers should provide a high degree of autonomy in the innovation process but ensure that 1) the right initiatives are prioritized and 2) enough tools and resources are offered to support the initiative. All in all, Feldman (2007) and Lifshitz-Assaf et. al (2018) believe that managers can benefit from being more passive in an innovation process in order to provide enough creative space to innovate.

On the contrary, Burgleman (1983) found that top- and middle-level management need to be active in the innovation process. Although he notes that balance is needed in order to allow the innovator enough space to innovate, he believes that some control aspects are inevitable. Ultimately, he means that the support from managers is a balancing act (Burgleman, 1983). Agreeing with this, Gilbert and Sutherland (2013) argues that the coordination between autonomy and control is not a dilemma at all, but rather a paradox. This argument builds on the notion that one can not exist without the other; that managers need control and employees need freedom. Through his research, Gilbert and Sutherland (2013) found that direct control may work in the short-term, but will impact employee engagement negatively in the long run. While on the other hand, absolute autonomy will create confusion and chaos and thus, also result in disengagement.

To treat this paradox, Gilbert and Sutherland (2013) proposes that managers should use a certain level of control but meanwhile ensure that employees feel a sense of freedom. To do so, the author suggests that managers can apply indirect control mechanisms. Examples of such control mechanisms are direction, values, principles, incentives, and more. For example, organizational culture and values can create a wanted type of mindset amongst employees. E.g. an organization may have instilled a mindset that '*calculated risk-taking is ecnouraged but reckless risk-taking is not*', and with that in mind, managers do not need to get too involved in the risk-taking process and hence, can allow the employees to feel a sense of freedom (Gilbert and Sutherland, 2013). Ultimately, Gilbert and Sutherland (2013) argues that with indirect control, managers can monitor from a distance and thereby feel a level of control simultaneously as employees feel a level of freedom. In other words, autonomy and control can coexist in equilibrium. However, indirect control mechanisms such as direction, vision, values and incentives may seem clear in theory, but in reality, they are considerably more difficult to master.

Pinchot (1985) believes that the most challenging issue that managers face is to incentivize intrapreneurial activities and thereby, motivate intrapreneurs. A suggestion to combat this challenge is to create a system of 'intracapital': discretionary funds that the intrapreneurs can use as *rewards* for their efforts. Dombrowski et al. (2007) offer a similar suggestion to incentivise intrapreneurial behavior, which is to install an 'innovation account'. An innovation account is where employees can charge the time they spend on intrapreneurial activities. However, incentives do not only need to be of monetary value. Incentives can also come from appreciation and recognition, Halme et al. (2012) found that managers can help stimulate intrapreneurial behavior by recognizing and legitimizing innovative efforts through e.g. internal communications such as intranets, emails, in-house magazines, and more. They argue that such activities can stimulate an intrinsic motivation that utimaltey, allows the innovator to feel like he/she is adding value and doing something good. On the other hand, Dombrowski et al. (2007) recognize that managers need to be careful of what behaviors they reward. As an example, if only strong performance (e.g. sales targets) is rewarded, then risk-averse attitudes are prone to emerge.

The authors argue that to avoid risk-averse behaviors, managers need to not only encourage their employees to take risks, but also support them when decisions result in 'failure' (Dombrowski et al., 2007). However, Gomez-Haro et al., (2011) found that managers tend to tolerate risk when the corporate environment tolerates risks and mistakes. This need for organizational tolerance is also supported by Dombrowski et al. (2007) who argue that is is vital for intrapreneurs to feel comfortable disagreeing with their managers. Again, this all connects back to the idea that corporate climate is vital in an innovation process (Dombrowski et al. 2007; Gomez-Haro et al., 2011; Halme et al., 2012).

Furthermore, Pinchot and Pellman (1999) argue that managers need two things to create an effective innovation process: 1) a vision that is focused and can set the scene for intrapreneurial energy and direction, and 2) structures (or lack thereof) that allow intrapreneurs to achieve that vision. However, Pinchot and Pellman (1999) continue by saying that organizations should focus less on the innovation processes (the "how") and more on selecting the right people to innovate (the "who"). They recognize that although the organization's environment and managerial support is important, it is the competencies and characteristics of the individuals that will accomplish success. They quote "...I'd rather have a class A intrapreneur with a class B idea than a class A idea with a class B intrapreneur" (1999, p. 14). This agrees with Halme et. al (2012) who believe that to tackle obstacles that undermine intrapreneurial efforts (incentive structures, risk-propensity, uncertainty avoidance, short-term profit maximization, etc), key individuals with a 'mindset of resourcefulness' are needed. However, they also understand that to recognize which individuals possess the mindset of resourcefulness is a challenge (Halme et. al, 2012). This challenge, therefore, calls for an exploration of who these intraprenuers are and how they approach the intrarprenuerial process.

2.1.3. Intrapreneurial Characteristics

Pinchot (1985) views intrapreneurs as individuals who are ambitious, persistent, quick-learners, risk-takers and have undisputed integrity. In his work, he presents 10 commandments that intrapreneurs should follow (Figure 2). Commandment 1, 2 and 8 all emphasizes the importance of taking risks, and so, if an individual is uncomfortable with the uncertainty that risk inevitably brings, then the individual may not possess the characteristics needed to be an intraprenuer. Commandment 3 and 9 focus on the need for an individual to stay persistent and ambitious despite what obstacles they are met with, and ensure to walk that extra mile. Commandment 4, 5 and 10 focus on the importance of working with integrity and finding a team that can help support intraprenuerial efforts. Commandment 6 considers the corporate immune system and denotes the value of working separately from the rest of the organization. Pinchot (1985) means these commandments are cornerstones to intrapreneurial activity and behavior.

Figure 2, showing the 10 commandments (Pinchot, 1985)

THE INTRAPRENUER'S TEN COMMANDMENTS

1. Come to work each day willing to be fired
2. Circumvent orders aimed at stopping your dream
3. Do any job needed to make your project work, regardless of your job description
4. Find people to help you
5. Follow your intuition about the people you choose, and only with the best
6. Work underground as long as you can- publicity triggers the corporate immune mechanism
7. Never bet on a race unless you are running in it
8. Remeber it is easier to ask for forgiveness than for permission
9. Be true to your goals, but be realistic about the ways to achieve them
10. Honor your sponsors

(Pinchot, 1985, p.18)

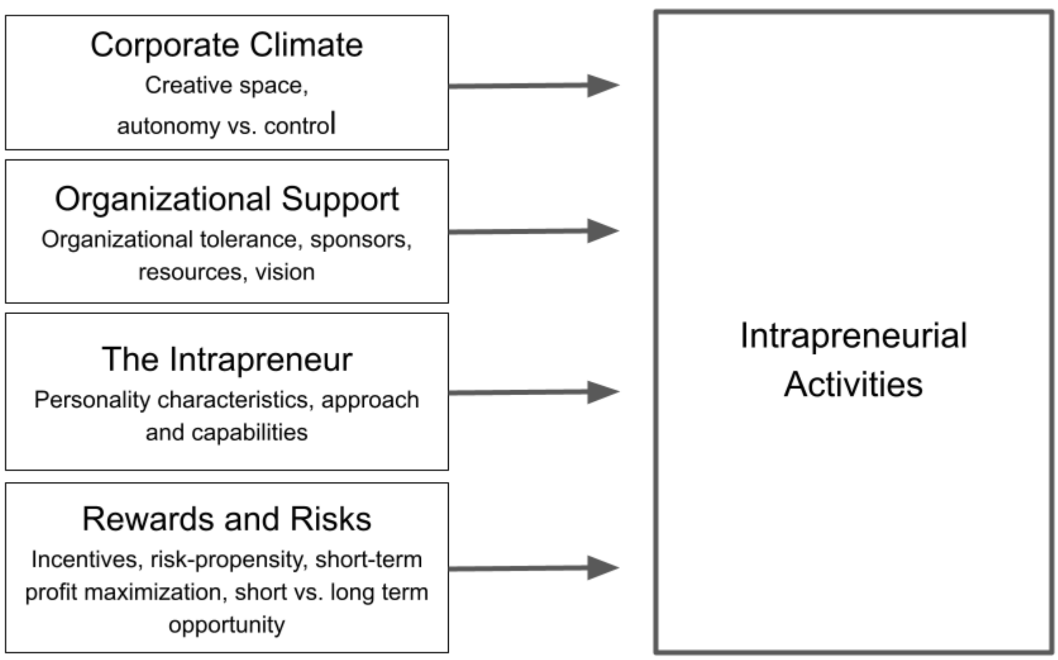
Building on this work, Pinchot together with Pellman (1999) outline what makes an intrapreneur successful. The first aspect they notice is how intrapreneurs tend to "daydream in detail" (p.21). Meaning that intrapreneurs often think of their best ideas during their spare time: when cooking, driving, watching television, and more. However, the key component is not just daydreaming, but rather the 'in detail'-part. Successful intrapreneurs outline the process of bringing their ideas into action; they visualize obstacles, resources, risks, and more. Pinchot and Pellman mention that if this type of detailed visualization does not interest the intrapreneur, then perhaps the idea itself is not encapsulating enough. They recommend intrapreneurs to not "... commit to an intrapreneurial idea unless it has a firm grip on your imagination" (Pinchot and Pellman 1999, p.21). This ties back to Pinchot's #9 commandment: be realistic about ways to achieve your goals (1985). This connects to another success factor: balancing reality with the dream (Pinchot and Pellman, 1999). To do this, they recommend that intrapreneurs begin with a moderate-risk challenge (Pinchot and Pellman, 1999).

Furthermore, Tinskey (2021) compares the characteristics of intrapreneurs with entrepreneurs. He identifies many similarities between the two; he finds that both are creative, ambitious, persistent, and overall good leaders (Tinskey, 2021). The difference, Tinskey argues (2021), has less to do with personality and more with the context in which they operate in. The intrapreneur has relatively more job security, predictable income, and access to resources. On the other hand, the entrepreneur has a higher level of responsibility, autonomy, and freedom. The entrepreneur takes on more risk, but with that also receives more upsides with a higher return on investment (ROI). For the intrapreneur, most rewards go to the company, and hence, incentives become an important part of intrapreneurship.

2.2 Theoretical Summary and Framework

For this thesis, intrapreneurship (and its synonyms) will deploy the definition by Pinchot (1985) and his followers: that intrapreneurship denotes the idea that individuals or groups of individuals can stay within large corporations and still act in entrepreneurial manners. The thesis will use Pinchot and Pellman's innovation framework (1999) and hence, accept the idea that intrapreneurship is not limited to coming up with an innovative idea, but also how it goes from idea to action through opportunity and advantage-seeking activities (Pinchot, 1985; Sharma and Chrisman, 1999; Antoncic and Hisrch, 2001). By conceptualizing intrapreneurship in accordance with Pinchot, (1985), Sharma and Chrisman (1999) and Antoncic and Hisrch (2001) this thesis will draw on research presented on different innovation processes (Pinchot and Pellmann, 1999; Lumpkin and Dess, 1996; Glinyanova, 2021). Furthermore, this thesis will use the work of Burgelman, (1983); Lumpkin and Dess, (1996), Lifshitz-Assaf et. al, (2018), Feldman (2007) to discuss the dilemma of autonomy and control. Furthermore, the thesis will draw on the work by of Pinchot's (1985) 10 commandments for intraprenurs and Tinskey (2021) findings on intraprenuerial characteristics. The presented previous research has been summarized in the following theoretical framework:

Figure 3 Model of Theoretical Framework



3. Methodology

The following chapter will present the methods used to conduct the study, for which an outline of the research and its suitability for answering the research question is argued. The chapter will examine the chosen research design, data collection process, and ultimately the analysis of data. In the following sections, the researchers will describe and evaluate these methodological considerations in detail to justify our choices. Lastly, the concerns regarding the reliability and validity of the study and its potential limitations will be discussed.

3.1. Research Design

With the aim to get a deeper understanding of how intrapreneurship is fostered in innovative global organizations, a qualitative approach allows the study to focus on the subjective experience of managers. The qualitative study is chosen as it enables insights into underlying reasonings by the interviewed managers to gain a nuanced understanding of the empirical data through in-depth interviews. By emphasizing the meaning of words rather than quantification (Bryman and Bell, 2011), the qualitative study aims to provide a contextual understanding of a studied phenomenon. Focusing on experiences from the standpoint of the interviewee, the design captures the relationship between the theoretical framework and the research question (Hammarberg and Kirkman, 2016). The study will interpret the perspectives of the managers through the systematic combination of the theoretical framework and the empirical materials in the analysis of data. Hence, the abductive approach is well suited given the research objective. Being centered on understanding experiences, processes, and meanings assigned to phenomenons (Kalof, Dan and Dietz, 2008), qualitative research is arguably suitable for the purpose of the study and the nature of the research question.

3.2. Data Collection Methods

Describing qualitative data as an ‘attractive nuisance’, Miles (1979, cited in Bryman and Bell, 2011) captures the difficulties of identifying analytical paths in extensive materials. By collecting qualitative data, the researchers aim to interpret the responses of the interviewed managers.

Nine interviews with managers from nine different innovative global organizations were conducted. The motivation was drawn from our interest in researching the perspective of the managers from different organizations rather than insights from several within the same. To avoid potential misunderstandings, all interviews were held in the native language of the interviewee which was either English or Swedish. The quotes presented in the empirical findings were translated from Swedish to English. The interviews were conducted through the digital video platform Zoom and ranged from around 30 to 45 minutes. While new technology has emerged, a more flexible approach to working methods and the perception of the place-space issue has occurred (Silverman, 2011). While working in different locations, this enabled the participation of both researchers during the interviews. Consequently, the participation of multiple interviewers is foreseeable to contribute to more of an informal atmosphere and a dynamic conversation (Bechhofer, Elliott, and McCrone, 1984, in Bryman and Bell, 2011).

The interview guide derived from the theoretical framework which outlined the themes that aimed to be examined in a semi-structured interview format. To capture the context and openness of every interview, the interview guide was not strictly followed and the questions were of an open-ended character to encourage the respondents to adjust the emphasis of the research (Bryman and Bell, 2011). Thereupon, the semi-structured design provided consistency while still leaving room for exploring potential leads depending on how the participant navigated the questions. The guideline followed the structure of four themes, where the very final part intentionally left room for additional discussions if requested by the participant. On a further note, all interviews were recorded to certify detailed attention to language (Bryman and Bell, 2011).

3.3. Operational Indicators

The innovation framework by Pinchot and Pellman (1999) and the presented research on intrapreneurship (Pinchot, 1985; Sharma and Chrisman, 1999; Antoncic and Hisrch, 2001; Glinyanova, 2021) outlined the basis for the interview guide. Three main themes were identified to capture the concepts as derived from the theoretical framework, namely Organizational Level, Individual Level, and the Managerial Role. Consequently, the interview guide aimed at covering the full picture with questions covering both the perspective of the organization, the individual level and the role of the manager through the design of formulations opening to the subjective reasoning of the respondent. The Table on operationalization can be found below, the interview guide can be found in Appendix.

Table 3.3.1. Operationalization

Theme	Operational definition	Source	Interview questions
Corporate Climate	The creative space and autonomy needed for entrepreneurial efforts to thrive	(Lumpkin and Dess, 1996) (Feldman, 2007) (Lifshitz-Assaf et. al, 2018) Gilbert and Sutherland (2013)	Questions 2 - 5
Organizational Support	Act as a support function by providing resources needed	Pinchot and Pellman (1999) Burgleman (1983)	Questions 6 - 11
The Intrapreneur	Important personality characteristics, working approach and capabilities	Pinchot (1985) Pinchot and Pellman (1999) Halme et. al (2012) Tinskey (2021)	Questions 12 - 16
Rewards and Risks	Incentives that motivate entrepreneurial efforts and risk connected to rewards	Pinchot (1985) Dombrowski et al. (2007) Halme et al. (2012) Gomez-Haro et al., (2011)	Questions 17 - 22

3.4 Selecting Participants

Since the study aims to understand how global innovative organizations foster intrapreneurship from the perspective of a manager, two predetermined requirements were necessary for selecting a sample of relevance for the research. First, it was crucial to select global companies that were identified as innovative and intrapreneurial. When searching for that sample, the researchers investigated and targeted companies with a business strategy focused on innovation according to their website and official materials. Furthermore, the researchers selected companies that did not call themselves “startups” or “entrepreneurial” as the researchers aimed at targeting those with the financial and organizational structure of an intrapreneurial, global company. Second, when searching for relevant managers within the targeted organizations, the researchers aimed to identify participants managing business strategies for intrapreneurship on a professional level. The selected respondents were identified as practitioners with managerial positions. Hence, the researchers aimed to identify participants who were actively involved in managing intrapreneurial activities. The justification of that requirement is to ensure that the managers are able to provide insights and answer the interview questions. Consequently, there were two requirements that were set when selecting the respondents for the study. First, they needed to be managers within organizations with innovation as a focus of their business strategy. Second, they should be actively involved in intrapreneurial activities from a managerial position within their selected company. Additionally, the managers were also asked to reflect on whether they consider their company as innovative as a way to understand their subjective judgment. All respondents and the name of their respective company were anonymized in the study. Upon request, the title of the C-Suite Executives were further anonymized. The information about the respondents is illustrated in the Table below.

Table 3.4.1 Description of respondents.

Respondent	**Role**	**Industry**	**Country of operations**
Manager A	C-Suite Executive	Retail	U.S.
Manager B	C-Suite Executive	Advanced Analytics	U.S.
Manager C	C-Suite Executive	Technological Consultancy	U.S.
Manager D	Head of Platform	Med-tech	U.S.
Manager E	Community and Growth Manager	Food-tech	Sweden
Manager F	Innovation Team Manager	Retail	Sweden
Manager G	Innovation Team Manager	Telecommunication	Sweden
Manager H	C-Suite Executive	Advanced Analytics	U.S.
Manager I	Head of Growth	Retail	Sweden

Given the explicit aim of the sampling group, the researchers undertook a purposive method, strategically assessing participants relevant to the research question (Chambliss and Schutt, 2016, Bryman and Bell 2011). Consequently, the sampling was based on the judgment of the researchers, considering the efficacy of the respondents in relation to the purpose of the study.

The relevance of purposive sampling is further motivated by the non-generalizing objective of the study (Bryman and Bell, 2011). Research on potential respondents was gathered through corporate websites, Linkedin, and the researchers' personal networks. To capture a scope of global corporations, the researchers aimed to incorporate representatives from both the Swedish and American markets through their international network. Lastly, it is worth mentioning that attributes such as gender, age, or years within the company were not taken into consideration during the selection process as it is not of relevance for examining the research question and purpose of the study.

3.5 Data Analysis

Due to its qualitative character, the conducted data is rich, which is why coding was a crucial phase of the research process. To fully capture and analyze the aspects in which a respondent is making meaning of a phrase or sentence, the complete account of interactions needed to be documented (Bryman and Bell 2011).

The recorded interviews were all transcribed verbatim to ensure the adequacy of the conversation. The analysis was conducted through a set of procedures whereby data was broken down, examined, compared, contextualized, and eventually categorized. This systematic approach to the data analysis was derived from category coding and thematic analysis of the transcripts to find patterns in the answers of the managers. After completion of the coding through transcription, the data was structured according to the four themes. These were categorized as “Corporate Climate,” identified as autonomy versus control and creative space. This was followed by the theme “Organizational Support,” coded as supportive corporate culture and resources, intrapreneurship centered task-force, support from manager, the importance of vision, and the importance of keeping employees separated. Developing on this, the third theme is “Rewards and Risks” which was coded as intrinsic motivation, acknowledgement and appreciation, financial incentives, reward connected to risk and short-term versus long-term as sub-themes. Lastly, the final theme is “Intrapreneurial Characteristics,” which was coded as innovative, curious, inspiring, and enjoying uncertainty as sub-themes. Since the study aimed to provide new research in the research field, the thematic approach seemed the most suitable given the purpose of the study.

3.6 Evaluation of Methodological Choices

As the quality of a study is conditioned on how it is carried out, the evaluation of it should be examined. In quantitative research, the concepts of validity and reliability are considered important for evaluating a study, whereas their relevance for qualitative studies has been questioned. Shedding light on alternative concepts, Lincoln and Guba (1985) and Guba and Loncoln (1994) advocate for *authenticity* and *trustworthiness*, of which the latter can be divided into four subsequent criteria, *credibility, transferability, dependability, and confirmability* as alternatives (Bryman and Bell 2011). Due to the questioning of the authenticity criteria as it is seen as provoking but not influential (Bryman and Bell 2011), the study will only be evaluated through its trustworthiness.

By using the technique of respondent validation (Bryman and Bell, 2011), the researchers sent the transcripts to the respondents to ensure that it reflects their experience and opinion as a way to strengthen the *credibility* of the study. Another crucial aspect of ensuring credibility requires the interview questionnaire to be well formulated and non-misleading to avoid underlying biases or misinterpretations. To that end, all interviews were conducted in the first language of the interviewee as a way to reduce the risk of misleading interpretations. The following criteria, *transferability*, applies to the applicability of the findings in other contexts (Bryman and Bell, 2011). Due to the limited sample size of the study, generalizability is inherently low and, neither is it something the researchers aspired for when designing the research. After all, the variety of respondents within different organizations and industries increased the transferability of the study to some extent. The third criterion, *dependability*, is ensured through the advice of Bryman and Bell (2011) to have thorough and accessible documentation of all phases when conducting the study. The researchers have carried out such dependability by constantly evaluating our research process and aspiring for transparency through detailed and systematic descriptions. Lastly, the criterion of *confirmability* refers to objectivism (Bryman and Bell, 2011), put into effect when the biases or values of the researchers do not impact the result of the study. With a thorough and transparent description of the working process, this study aimed at eliminating such potential implications. Having said that, the tendency of subjectivism can further be drawn to the design of the interview guide and the semi-structured interviews, which might be affected by what the researchers as researchers believe is relevant and therefore put an emphasis on.

3.7 Methodological limitations

The thesis has only taken the subjective, managerial perspective into consideration. The interviews were conducted with one representative from each of the selected organizations which might impose that the answers were influenced by personal, highly subjective biases. After all, the justification for the choice was that the researchers aimed at researching the perspective of the selected managers rather than providing insights from several managers or employees with other positions within the same company. After all, the reason for the chosen design was that the selected interviewees possess an extensive knowledge about the examined subject which is why their insights and role were of relevance to the study. Nonetheless, this narrow focus might imply that essential insights and perspectives from other employees were not taken into consideration. As proposed by the theory and previous research, the team and employees have a direct impact on the organization's ability to foster innovation which is why a broader approach and sampling has the potential to provide a different result than that of the study.

The interviewees may have been reluctant to share experiences or insights that are indicative of a negative character, due to their managerial position. On that note, it could be relevant to assume that the interviewees did not want to share too much information. As a way to limit that potential implication, both the managers and the companies they represented were anonymous. Despite the attempt to anonymize both the roles of the managers and the industries where they operated, there were some similarities. The geographical difference in the sampling was motivated by the practical selection of interviewees as the researchers possess a network in both Sweden and the U.S.. After all, the researchers do want to raise awareness that another approach could have produced different results.

4. Empirical Findings

The following chapter will present the empirical findings from the interviews. The text follows the structure of our four main themes which were derived from the analysis of the empirical materials. Initially, the theme of "Corporate Climate" is identified. Secondly, the theme of "Organizational Support" is examined followed by that of "Rewards and Risk". Finally, we are presenting the findings on the topic of "Intrapreneurial Characteristics".

4.1 Background

The notion of intrapreneurship is characteristic for the researched companies, although the perception of what it entails and how it is constructed seems to be more diversified. At the very beginning of the interview, the respondents were asked to reflect upon whether they perceived their global organization as innovative in an open-ended format. All respondents confirmed that they consider their global organization as innovative where the motivation among them was that innovation, product development, investments in R&D, thought leadership, digitalization, and receptiveness to change are core to the business strategy. All respondents expressed a belief in innovation as being critical to the development of their respective companies. Moreover, every interviewee validated their opinion with references to business cases, innovations, or market positioning.

"*The company is also always listed in the top ten most innovative companies in the world so by anyone else measure that is also true. Our company is associated with innovation for a reason. As a large, multinational corporation we are constantly developing and challenging not just our business portfolio but the industry. We are market leaders, we are thought leaders."*

- *Manager A, C-Suite Executive, Retail, U.S..*

4.2 Corporate Climate

When discussing the broader topic of corporate climate, the managers were asked to elaborate on the interplay between autonomy and control. The clear majority of the respondents discussed a strategy or leadership style based on the autonomy and accountability of the intrapreneur. Sharing her experience of working for a large multinational company within the retail industry in Sweden, Manager F referred to her approach as a trust-based, coaching leadership style as opposed to micro-management. Similarly, Manager G discussed how she believed that the best approach is to provide autonomy and avoid micro-managing. However, she also reflected on the difficulty of following that belief.

"I do believe that it is important to maintain a more hands-off approach and always try to avoid micro-managing, however, at one point one of my intrapreneurs raised this issue with me and expressed that she wanted even more space and asked if I could trust her initiatives. That is when I realized that even if I believe that I am providing autonomy, my employees may feel differently. From that point, I made sure to be hands-off and provide more autonomy"

- Manager G, Innovation Team Manager, Telecommunication, Sweden

A similar approach was identified in the answers of Manager B and Manager E where the latter elaborated on the connection between micro-management and detail orientation by focusing on the detail rather than the vision. On a similar note, Manager C reflected on his aspirations of being a "director of control" where his reduced involvement lead to organizational growth as it enabled the development of the employees. Manager C had worked for the company since its very beginning and talked about how his transfer from an operational to more of a strategic role reinforced the intrapreneurial efforts of the employees as it made them take on more responsibility. The distinction between supporting and controlling and the managerial impact was further discussed by Manager H, who emphasized the need for not just the line managers but the CEO to set a best practice.

"What enables change starts at the top, the leaders of a company should not just confirm but reinforce the impact. Leadership is important here and the CEO should be a catalyst for change, for visions. But it is also important to understand that being supportive doesn't necessarily mean being involved, the leaders of a company should set the strategic direction but the responsibility to implement it is shared among all employees."

-Manager H, C-Suite Executive, Advanced Analytics, U.S.

When sharing his experience of leading the product development for a company operating within the health-tech industry, Manager D discussed the implications of having employees that do not have the access or ability to capture the full context. This was explained through the experience of working with developers who didn't have all the necessary information to make priorities or take on tasks through a strategic approach. Manager D discussed how the complexity of the internal decision-making processes implied limited information sharing where the responsibility of the employees became more so dependent on their experience.

Developing on that, he discussed the importance of keeping them on track by giving them *some* room to explore ideas as a way to obtain their perspective on what direction to take. On the contrary, Manager E described culture and corporate strategy permeated by risk-taking, autonomy, and a "think outside the box"-mantra for all employees, at all levels. When discussing her experience in making a traditional product line innovative, she emphasized the importance of goal alignment.

"To do what is not at the core is the core of our organization. We are creating innovation in an industry that didn't allow for it, that valued the opposite. Everyone is not just challenged but encouraged to challenge the status quo. It doesn't matter who you are in the organization, this is about what you want to accomplish".

- *Manager E, Community and Growth Manager, Food-Tech, Sweden*

When concentrating on the higher-level discussion around the space for creativity to the more concrete value of it, the structure for the intrapreneurial activities was discussed with the managers. Three of the managers referred to a target of a 20% time allocation for innovation-related activities, something they all discussed as an aspiration rather than a set structure.

"*It is not like I am going to be innovative every Friday between 9 to 5, it doesn't work like that. An idea is nothing you can plan for, it comes to you when you are open to inspiration. I wish I could set a target for how much time or how many ideas I could produce but that is not how to be innovative."*

- *Manager C, C-Suite Executive, Technological Consultancy, U.S.*

4.3 Organizational Support

Despite a variety of experiences from different industries among the respondents, they were all consistent in their way of bringing up how intrapreneurial activities are seen as both a driving force and an outcome of a supportive corporate culture. Manager F expressed how intrinsic motivation drives intrapreneurial efforts, which she believed demonstrates a belief in an organization growing from internal initiatives. She discussed how the organization provides more resources and puts more effort into the initiatives of the employees than what is being communicated. She also resonated how that promotes not only the need but also the excitement of innovation.

”*I believe we are taking the lead on a lot of important initiatives that are not even being shown or branded which is something I didn't quite understand in the beginning but have learned to appreciate as it shows the motivation for why we as a company want to make an impact. And not just to make an impact for the sake of making an impact but for the pure excitement of it.”*

- *Manager F, Innovation Team Manager, Retail, Sweden*

Furthermore, Manager A described not only the benefit but the absolute necessity of creating an intrapreneurship-centered task force, an internal group function with the responsibility and accountability of delivering innovative ideas to the organization. These intrapreneurs need to be protected from the operations of the organization as neither the group nor its activities should be integrated into the core business processes. Aimed to be a small group with integrated resources stemming from a diversity of backgrounds and agendas, the intrapreneurs should be subject to a different type of system without the responsibility to deliver on a quarterly or annually basis.

“Many companies are stuck with ‘who can know our business better than us, we are in the business and we know all the nuances’ and that is why the intrapreneurs should operate separately from those who manage the core business. Because when you are in it you are stuck in the level of detail that often is important to break out of because otherwise, you don't see the forest for all the trees.”.

- *Manager A, C-Suite Executive, Retail, U.S.*

When discussing the organizational structures for internal assistance, the majority of the managers shared an experience of receiving support when needed, without any regard to the level of seniority of those involved. Manager E described how her manager really took the time to emphasize how her initiative and way of challenging current structures is a valuable contribution to the company and its development. After all, a distinction between being *supportive* and being *involved* is made by several of the managers, captured by Manager I when she shared her experience from the development process of an intrapreneurial effort.

“It can be difficult to draw the line between engagement and involvement. I had a manager who got too involved in one of my projects and started micro-managing not just me but the entire

team, it felt like she did not trust our ability. I know that her intent was to be supportive but this did not just impact the result but the whole initiative and process around it negatively.“

- *Manager I, Head of Growth, Retail, Sweden*

In the same way that all respondents shared an experience of receiving support in their intrapreneurial efforts, the discussions also shed light on some obstacles and challenges. One of the respondents, Manager B, discussed the importance of goal alignment and vision as a cause, and simultaneously an outcome, of the challenges that arise when working with people and processes. While working for a big data company in Silicon Valley, the manager pointed out the need to manage the complexity of the operational processes while simultaneously keeping the team aligned. She described how there is a constant competition for talents where the challenge is to balance the deliveries to the clients with keeping the team strong, challenged, and also satisfied. When resonating on the topic, she emphasized how every part of the process life cycle is interconnected why it is critical to have a clear strategy and goal alignment.

"*The ability of the manager to align all parts of a process, especially that of an innovative character, is not just beneficial but absolutely critical to the first and the last phase of the initiative.”*

- *Manager B, C-Suite Executive, Advanced Analytics, U.S.*

Focusing on the complexity of goal alignment, Manager D discussed the perceived difficulty of collaborating with other parts of the organization, thus causing goal misalignment The manager shared an experience of onboarding a new employee to an innovation project where the cross-functional divisions did not collaborate which impacted the initiative negatively. Instead of emphasizing the need for divisions to work together, the manager described the purpose of keeping different functions separated as a way of avoiding goal misalignment.

“I can not count the times that other divisions have tried to sort of get their fingerprints on parts of organizational processes that they should not be involved in. Usually, that does not lead to more creativity or a strengthened collaboration for innovation, it reduces the speed of development and that is the biggest risk to an intrapreneurial activity.”

- *Manager D, Head of Platform and Senior Product Manager, Med-Tech, U.S.*

Despite the many similarities in the experience among the respondents, the question of obstacles highlighted a discrepancy in the learning from it. Two of the respondents, Manager H and I explained how the obstacles caused internal friction which in itself strengthened the support of the colleagues as it reinforced collaboration**.** Manager I shared how a problematic process around the development of the product portfolio and the launch of a new product caused a lot of internal resistance as it was perceived as being "too different" from the core products. Even though she found it problematic to handle the friction and convince the reluctant managers and employees about the potential success of the product, she experienced how the process made her team even stronger as they constantly had to prove how they believed in what they created. She described how seeing her team convince not just each other but everyone else about what they wanted to achieve made her realize that the support was mutual. In opposition, the remaining interviewees shared their experiences of dealing with obstacles as a way to eliminate the friction caused by it rather than discussing the learnings gained through the support of others. Both Manager A, Manager D and Manager E resonated on how the resistance of other managers is the biggest difficulty when driving an intrapreneurial activity. They all shared experiences of being hindered in the effort or outcome as a direct result of their managers' inability to provide resources or support for an innovation process which had a negative impact.

4.4 Rewards and Risk

When discussing the rewards system from the standpoint of a larger, global company, Manager F described a strong entrepreneurial culture where everyone is driven to go out of their way because they want to. Agreeing with this, Manager G described how she and her employees' incentive comes from intrinsic motivation.

"I think the biggest motivation of all comes from within. Me and my team of intrapreneurs genuinely feel that innovating is fun because it provides value. We want to be a part of the change and create an impact that lasts, we want to feel that what we do has value, so, yeah, the motivation mainly comes intrinsically"

- *Manager G, Innovation Team Manager, Telecommunication, Sweden*

To add to this, Manager F indicated that a common aspiration among the employees is also to advance and grow within the organization. Here, she mentioned that support and resources for the exploration of ideas is important. Moreover, the manager described a culture aimed at social incentives in the form of acknowledgment and appreciation within the group instead of direct financial rewards.

The need to foster a system for not just support but also recognition is considered a critical factor according to the same manager. On a similar note, Manager E, Manager C, and Manager G described their organizations as non-financial rewards in the form of verbal acknowledgment. Manager E described how achievements that are considered to be out of the ordinary are discussed at weekly meetings and given not only recognition but also resources and mandate to execute on the idea. Manager C shared a similar description where bi-weekly standup meetings were held within the broader team with the aim to celebrate great success and embrace new thinking. However, Manager C also stressed the importance of not missing any efforts that should be highlighted. He mentioned that an employee was disappointed after a meeting because the accomplishment was not acknowledged. Furthermore, Manager G described how there are internal rewards that are given out in ceremonies and also communicated on intranets by executives, but that no financial incentives were set in place as of today.

"We do receive a lot of recognition internally, which is great. We even sometimes get nominated for external awards which is also very motivating. But there is no "dinner-for-two" or alike, no financial or concrete reward. Perhaps it would help to increase motivation, maybe create some gamification of it."

- *Manager G, Innovation Team Manager, Telecommunication, Sweden*

Adding to this, the remaining managers brought up the need and importance of a rewards system that promotes financial incentives. One of them, Manager B, explained how her and her colleagues' performance was tied to equity, which she found motivating. However, she also mentioned that a big motivation stems from making an impact. Adding to this, Manager D discussed that a year-end bonus and a 90-day salary reconsideration are used to incentivize intrapreneurial efforts. Furthermore, Manager D also gave a somewhat contradictory explanation emphasizing the fear of getting fired if not delivering on time as a "carrot hanging over his head", thus serving as a motivation for performance.

When shifting the discussion from rewards to risk and the potential friction that intrapreneurs face, the experiences differed. Manager F and E both discussed how their organizations considered any risk as a learning opportunity. With learning being the objective of taking risks, the organizations viewed any outcome of risk as positive. Manager F reflected on this notion and concluded seeing risks as a learning opportunity can be ascribed to the company's size and financial stability which allows for failure. By considering failure as an opportunity for learning, the managers did not feel challenged when taking on risks, but instead, encouraged to do so. In opposition of Managers F and E, Manager B shifted the focus and discussed the financial implications of risks. She believed that in any risk scenario the focus should be on accountability rather than a learning opportunity. To her, risk should provide a reward and therefore the outcome can not always be seen as positive.

"*I believe in taking on accountability when I am taking on a risk or project. I should deliver on the things that I can control and only take calculated risks, that is my job. "*

- *Manager B, C-Suite Executive, Advanced Analytics, U.S.*

When elaborating on the potential risk of getting fired, the same manager argued for how shareholders are actively observing and how that makes reputation both a critical cause and effect of the risk analysis.

When discussing rewards in relation to risk, the outline for strategic priorities became a focus for the conversation. When asked about how to distinguish between short-term and long-term priorities, all managers except one elaborated on the need to secure short-term deliveries while also having the long-term vision in mind as a way to manage risk. The managers discussed this strategic planning in terms of a non-avoidable and constant balance, further exemplified by Manager C when discussing his strategy for innovation-related activities and how a strict short-term focus can create a risk for the long-term survival of the organization.

"It is all about balance and building not only short-term deliveries but blocks for the future. If you do not have that north star then you are done as a company.".

- *Manager C, C-Suite Executive, Technological Consultancy, U.S.*

The one manager that did not focus on long-term objectives was Manager E, who instead, solely prioritized short-term opportunities. She explained the necessity of making decisions that are taking the current context into consideration where the unpredictable environment requires agility. By making references to the market disruptions caused by the pandemic, she resonated how the changing business landscape and customer demand make it problematic to be anything but flexible why there is a need to create opportunities quickly. Another perspective on this was provided by Manager A, who captured the importance of not only taking multiple priorities into consideration when outlining the strategic planning but challenging the strategy itself.

"Most companies should be looking to say; how do I disrupt my own business? Because if they do not do it, then someone else is going to. You do not have that thinking inside the business because there is a certain level of arrogance that comes with having the most profitable or the biggest business within an industry. Focusing on the short-term quick rewards but without paying attention to the long-term vision constitutes a big risk. What they need to do is to read the 50 last years of history about why most large companies do not exist today, that is because someone else disrupts their business."

- *Manager A, C-Suite Executive, Retail, U.S.*

4.5 Intraprenuerial Characteristics

All respondents believe that selecting the right team is an important part of the innovation process. When discussing the question of asking for forgiveness or permission, every interviewee shared an approach of committing to what they believe in. All managers are motivated by the notion of sticking to their strategies and beliefs even when being challenged. Another similarity could be identified in the discussion as the managers were not only consistent in their way of rather asking for forgiveness than permission, but also in applying that approach to situations outside of their managerial role. This was described by every interviewee as their "natural way of being" or "everyday mindset". When explaining and exemplifying, Manager H elaborated on the matter of consistency and the ability to come up and commit to an idea. He resonated on how performance but not timing can be controlled which makes courage important. The notion of an intrapreneur as being someone who can produce ideas is further discussed by Manager C as he explains not only the creation but the execution of it.

"But what we do is that we see a wave coming so we try to go with the wave versus fighting it. So it is a lot about scanning the marketplace and being intuned. For me, it is about picking the ideas and knowing how to execute them.".

- *Manager C, C-Suite Executive, Technological Consultancy, U.S.*

Manager A elaborated on how successful intrapreneurship requires a skill set that is difficult to articulate and in its widest form can be captured as a curiosity. According to the same manager, success is being framed and measured either in the form of an outcome with personal satisfaction or recognition of the organization.

"I think it depends on who is measuring what. There has to be personal satisfaction from the individual that we gave it a shot. The bigger piece is how the company values it, they must translate the language between the groups, not manage them."

- *Manager A, C-Suite Executive, Retail, U.S.*

Contrary to all other respondents, Manager F put a significant focus on the team rather than the self when discussing the key factors to intrapreneurial efforts where the ability to inspire and encourage others to be brave was described as a fundament characteristic. Manager F also described how the strategy for innovation is dependent on the capabilities of the employees, where she explained how tailoring the tasks to the respective employee is a central part of her leadership as she believed it encourages development. On a similar note, several respondents reflected on the notion that many of their employees' best ideas occur outside of work. Manager G described how one of her employees came up with his innovative idea while watching TV and how he came in to work ecstatic about it.

"*Although I try to encourage my employees to spend time reflecting on ideas during working hours, most good ideas come out of nowhere, and often when you least expect it. For example, the other day one of our intrapreneurs came into work excited about an idea that had popped into his head while watching his favorite show. He saw something in the show that sparked inspiration and capitalized on that spark.*"

- *Manager G, Innovation Team Manager, Telecommunication, Sweden*

Furthermore, Manager A emphasized and centered the discussion on the fundamental understanding of intrapreneurs as individuals enjoying uncertainty. This manager believed that to allow these intrapreneurs to thrive, they need to be surrounded by like-minded colleagues. Manager A emphasized that taking risks is an important characteristic of being an intrapreneur, and therefore intrapreneurs need to be surrounded by colleagues who understand precisely that. And so, according to him, a fundamental piece of the puzzle is to isolate intrapreneurs and protect them from other employees, otherwise, the organization may risk losing their intrapreneurs.

"*The people who end up in intrapreneurial roles enjoy uncertainty, their braines often think about the possibilities that might happen, they already have the data and have gone through the risk scenarios. That's how they normally think and manage information themselves, so when* *people try to stop them from taking risks, these kinds of people often get frustrated and leave, especially in larger corporations."*

- *Manager A, C-Suite Executive, Retail, U.S.*

Furthermore, when Manager I was asked about what she believed was key for an intrapreneurial effort, she reflected on the characteristics of intrapreneurs. According to her, one of the most important aspects of a successful innovation process is to select the right team. When asked to develop on this notion, she highlighted the need for individuals to be ambitious, bold, and have integrity.

"I think the most important thing is that the individual needs to enjoy uncertainty and want to work hard. If you feel uncomfortable with risk and uncertainty, you will probably not enjoy the process. You need to challenge the status quo and enjoy doing so. It is part of the process".

- *Manager I, Head of Growth, Retail, Sweden*

5. Analysis and Discussion

This chapter will first analyze the empirical findings based on the theoretical framework and then discuss the findings from the analysis.

5.1 Corporate Climate

According to the respondents, the corporate climate is important in order to foster intrapreneurial activities which agrees with previous research (Pinchot and Pellman, 1999; Dombrowski et al. 2007; Gomez-Haro et al., 2011; Halme et al., 2012). Most of the respondents believed that autonomy is vital in order to create such a climate, which aligns with previous research (Lifshitz-Assaf et. al, 2018). However, where responses diverged was on how the respondents viewed autonomy; some saw it as a trust-based and hands-off approach (Manager F and Manager G), while some saw it as being more strategic and less operational (Manager C). Either way, all respondents emphasized that it is important to avoid micromanagement and provide intrapreneurs with enough creative space to innovate. This, again, is supported by previous research (Feldman, 2007; Lifshitz-Assaf et. al, 2018). However, autonomy and control can co-exist in a contradictory relationship (Gilbert and Sutherland, 2013). Manager G mentioned that although she believes that autonomy is important and aspires to provide a lot of it, her employees may not always experience that. Although Manager G may have felt that her direct control mechanisms were suitable at the time, they clearly impacted the intrapreneur enough to express his/her frustration and request more space. However, the fact that Manager G’s employee was able to express his/her frustration points to an important aspect of the organization’s healthy corporate climate, that employees are able to disagree with their managers (Dombrowski et al., 2007).

Another response that can be connected back to previous research was provided by Manager H, who emphasized the need for C-Suite Executives to set best practices and be catalysts for change to enable line managers to follow suit. This can be viewed from the perspective of Pinchot and Pellman (1999) and the role of the *climate makers* that can be found in their framework “*The Crucial Roles in Innovation*”. Manager H also mentioned that leadership is responsible to set the right vision and strategic direction, which, again, connects back to the notion that climate makers need to structure the organization's vision, culture, values and more to create an innovative environment.

Furthermore, Manager C's description of how he aimed to be a "director of control" can be connected to the idea that managers should act as switching stations to balance the dilemma of autonomy and control (Feldman, 2007). This can also be tied back to the idea that managers need to ensure that initiatives are prioritized and enough resources are readily available to intrapreneurs (Lifshitz-Assaf et. al, 2018). On the contrary, Manager D's experience of his intrapreneurs not having access to the full context can be seen as problematic (Pinchot and Pellman, 1999; Lifshitz-Assaf et. al, 2018). Here, the organization needs to provide Manager D with the right capabilities to support his intrapreneurs, e.g. by improving the knowledge sharing practices that Manager D mentioned is a challenge. Here, again, the organization's support becomes an influential feature (Pinchot and Pellman, 1999; Lifshitz-Assaf et. al, 2018).

5.2 Organizational Support

To foster intrapreneurial activity, the repondants emphasize the need to not only start innovative projects, but to create systems that support individual efforts to innovate. However, the manifestation of that support differed from organization to organization. Manager F's approach of not always communicating innovative efforts can be tied to the idea of not triggering the corporate immune system (Pinchot and Pellman, 1999). This can also be connected to how Manager A managed his teams by keeping his intrapreneurs protected from the rest of the organization. Several aspects of this approach can be tied back to *The Crucial Roles in Innovation* framework (Pinchot and Pellman, 1999). First, Manager A recognized the importance of having a dedicated intrapreneurial team, rather than mixing regular business activities with intrapreneurial activities. Second, and perhaps more importantly, Manager A can be seen as both a Sponsor and a Climate Maker as he supports and protects the intrapreneurs from the rest of the organization. He said that he understands the value of keeping the intrapreneurial efforts separate to ensure that core business initiatives do not impact the innovative efforts negatively.

Another aspect about Manager A is the position that he is in; being a C-Suite Executive again connects back to the importance of his role as a Sponsor and Climate Maker (Pinchot and Pellman, 1999). As Pinchot and Pellman (1999) also recognize, these climate makers are important since they can set the organization's vision. The idea that vision is highly important to guide intrapreneurial efforts was further exemplified by

Managers B, D and E who all mentioned that goal alignment is vital. Manager B continued on this idea and stressed that the manager's responsibility to align different stakeholders of the process is crucial. This can be connected to Pinchot and Pellman's (1999) idea that managers need to formulate a focused vision to 'set the scene' for innovative direction, since without it, many obstacles will arise.

Zooming in on obstacles; the managers' different experiences regarding obstacles can be discussed from the perspective of Pinchot and Pellman (1999). Managers H and I's respective reflections on how the internal friction strengthened the team spirit can be viewed from Pinchot and Pellman's (1999) framework (Figure 1) and more specifically, from the 3rd key player '*intrapreneurial team*'. Manager I's experience of introducing a new product highlights not only how the corporate immune system can be triggered, but also how the intrapreneurial team is vital to keep it motivated. Here, Manager I's experience that the team grew stronger when met with friction from the organization supports Pinchot and Pellman's (1999) argument that the innovation process is heavily impacted by the entire team involved in the initiative.

However, this experience was not shared by all managers. Managers A, D and E's experience that managers reluctance to provide resources and support were damaging to the innovation process can be linked to Lifshitz-Assaf et. al's (2018) idea that it is up to the manager to 'set the scene' and channel resources. This can further be connected back to Pinchot and Pellman's (1999) framework and more specifically, the 4th key player: sponsors. In Manager A, D and E's scenarios, the intrapreneurial efforts were arguably hindered because there were no clear sponsors for the initiatives. With a sponsor active in the process, the organizational support could improve (Pinchot and Pellman, 1999).

5.3 Rewards and Risk

Almost all respondents believed that individual ambition should mainly come from intrinsic motivation and the urge to have an impact. Manager G's reflection on how the most impactful incentive derived from her ability to add value strengthens Halme et al. (2012) findings. Adding to this, Manager F's experience that the organization used social incentives to reward intrapreneurial activities can also be connected to Halme et al.'s (2012) findings that recognizing certain behaviors can motivate employees. Here, however, Manager C also emphasized the importance to not miss any accomplishment, which can be connected to

Dombrowski et al.'s (2007) argument that managers need to be cautious of what behavior they do and do not recognize. Additionally, Manager G's comment on how her organization uses awards to promote innovative efforts can also be connected to the findings of Halme et al's (2012).

Moreover, Manager G mentioned that there are no financial incentives within her organization. This is interesting to connect to Pinchot (1985) who believes that an intra-capital fund can be of value, and Dombrowski et al. (2007) who argue that an innovation account can motivate employees. In support of Pinchot (1985) and Dombrowski et al. (2007), Managers B and Manager D both emphasized that they are motivated by the fact that their performance is connected to financial rewards. However, as Dombrowski et al. (2007) stress, it is highly important that the right type of behavior is rewarded to ensure that unwanted behaviors do not arise. For example, Manager B, whose performance is tied to equity, may become risk-averse as she is rewarded by short-term results.

This also appears to be the case when looking at Manager B's reflection on risk. When she was asked about risk, she reflected on the financial implications that it brings and how her responsibility is to only take calculated risks. It is evident that Manager B is more risk-averse in juxtaposition to the other respondents, who saw risk-taking as learning opportunities.. However, an argument can also be made that Manager B's attitude towards risk is a reflection of the entire organization's attitude - a trickle down effect - rather than a result from her financial incentives. This can be connected to Gomez-Haro et al.'s, (2011) findings that employees tolerate risk when the overall organization tolerates risks. Looking at Manager B's response on how shareholders are always watching and there is always a risk of getting fired, which not only goes against Pinchot's (1985) 1st commandment to always come to work willing to be fired, but also speaks volumes about the environment she operates in. Based on her reflection, it seems that the organization has a low tolerance for risks and mistakes. Yet, another argument could be made that, perhaps, this is exactly the type of behavior that her organization wants.

However, this is somewhat alarming considering that short-term profit maximization can undermine intrapreneurial efforts (Halme et. al., 2012; Gilbert and Sutherland, 2013). Despite this, another manager also, surprisingly, emphasized a short-term focus (Manager E). In contrast to the discussed approaches of Manager B and E, Manager A believed that organizations fail because they tend to see the small picture and fail to focus on the long-term opportunities. He argued that it is a big risk to focus on the short-term opportunities because competitors can come in and disrupt the business which in itself constitues a long-term risk.

5.4 Intrapreneurial Characteristics

That all respondents believed that it is important to select the right employees for intrapreneurial efforts supports previous research (Pinchot and Pellman's, 1999; Halme et. al's, 2012). First, it can be connected to Halme et. al's (2012) findings regarding individual's 'mindset of resourcefulness', and additionally, Pinchot and Pellman's (1999) idea that organizations should focus on selecting the right people (or the "who" as they refer to it). Furthermore, most respondents' answers supported Pinchot's (1985) 8th commandment that "it is easier to ask for forgiveness than permission." Manager H also emphasized the importance of sticking to an idea - which again, can be connected to Pinchot's commandments (number 3, 7 and 9).

Furthermore, Manager A's belief that one of the most important characteristics to be a successful intrapreneur is curiosity can be tied back to Tinskey (2021) as well as Pinchot and Pellman's (1999) idea that intrapreneurs need to daydream in detail. This idea was also found in Manager G's response on how her employees' best ideas were often created outside work. Looking closer at Manager G's response, she also mentioned that her employee was not only inspired, but also "capitalized on that spark". This again refers back to the idea that employees with a 'mindset of resourcefulness' are important for intrapreneurial efforts (Halme et. al, 2012).

Moreover, Manager F's reflection on the need for the individual to be inspiring to the rest of the team can be connected to the idea that intrapreneurs are good leaders (Tinskey, 2021). Manager F also mentioned that intrapreneurs need to be brave, which, according to Pinchot (1985), is fundamental. Manager A's response, that enjoying uncertainty is needed, can also be found in Pinchot's (1985) work. Lastly, Manager I's view that intrapreneurs need to be ambitious, be bold, work hard, challenge the status quo and have integrity strengthens Pinchot's (1985) work.

5. Discussion

The analysis of the empirical data shows autonomy is vital for intraprenuerial efforts to thrive. However, an interesting aspect that surfaced in the analysis is that although managers may believe that they are providing autonomy, their employees can still feel micro-managed. So, when it comes to management style, there can be a mis-match between ideal and actual-self. This can be explained by the notion that providing autonomy in theory is clear, while in practice, it is more difficult. As the analysis shows, there are many more factors that play into the autonomy versus control-equation. Managers are not only troubled with the choice of providing autonomy or not, they also need to take factors such as resources, direction, values, incentives, individual preferences, characteristics, risks and more into consideration. And so, the amount of autonomy is not an absolute fact, but rather, a constant trade-off between priorities. Hence, autonomy and control should co-exist in conflict to ensure that one does not overpower the other; to ensure that they work in balance. Naturally, the balance between autonomy and control will occasionally be unevenly distrubutred and conflict may arise. However, with the right corporate climate, the friction that results from that conflict can be good, and at times may even strengthen the intraprenuerial effort. Therefore, as long as the corporate climate has a high tolarance for mistakes, risks, conflicts, disagreements and more, the balance between autonomy and control can co-exist and hence, intraprenuerial initatives can thrive.

Furthermore, the analysis also shows that managers' view on risks and short vs. long-term opportunities differed. Most managers believed that long-term opportunities and risk-taking are vital for the organization's long-term survival, but two managers emphasized a focus on short-term opportunities with a risk-averse attitude. These findings are not only surprising, but also concerning when compared to previous research (Pinchot, 1985; Halme et. al., 2012; Gilbert and Sutherland, 2013).

Finally, an another emerging finding that the analysis revealed was an interesting difference in financial vs. non-finanical incentives between the respondents from USA and Sweden. All managers from the US emphasized the importance of financial incentives while no managers in Sweden believed financial incentives to be vital to intraprenuerial motivation. Instead, the Swedish managers emphasized the need for intrinsic motivation and non-monetary incentives. Looking at previous research on the topic, the financial incentives are highlighted as important (Pinchot, 1985; Dombrowski et al., 2007). However, looking at the background of these sources (Pinchot, 1985; Dombrowski et al., 2007) they do not reflect a swedish perspective and hence, may therefore explain why the swedish views are not supported by theory. Despite this, all managers agreed that incentives and rewards in some shape or form are vital to intraprenuerial activity.

6. Concluding remarks

This chapter will present the conclusions of the study. In addition to that, the purpose of the thesis and its contribution to the theoretical field will be discussed. Then, practical and theoretical contributions as well as limitations will be presented. Finally, the chapter will conclude with suggestions for future research.

Considering the dilemma that the characteristics of large organizations and intrapreneurship are incompatible (Teltrumbde, 2006), the intention of this thesis was to investigate the relationship between the two. To do so, this thesis researched what factors impact intrapreneurship and how organizations promote intrapreneurial activities by discussing the research questions: 1) What factors impact intrapreneurial activities? 2) How do innovative global organizations foster intrapreneurship? Through previous literature and collected empirical data, this qualitative research has found evidence that the factors that impact intraprenuerial activities are corporate climate, organizational support, rewards and risk as well as intraprenuer's characteristics. By treating these factors, innovative organizations can foster intrapreneurship by focusing on balancing autonomy and control, non-financial and financial incentives, long-term opportunities and organizational tolerance for risks and mistakes.

Ultimately, to tackle the inevitable VUCA-environment of today's business landscape, large organizations have to continuously reinvent themselves to stay competitive. To ensure that, organizations need to do, think, and create things that have never been done, thought or created before. To that end, the constant friction between autonomy and control, and organizational and intraprenierial characteristics, are needed to balance one another. To foster intrapreneurial activities, the organization needs to leave the innovation process to the innovators but ensure that the right resources are allocated to the right initiatives. Nonetheless, to solve the intrapreneurial dilemma, the organization needs to provide the intrapreneur with enough freedom to paint outside the lines. Consequently, with the right balance, the relationship between large organizations and intrapreneurship is not a dilemma, but a work in tandem.

6.1. Theoretical and Practical Contribution

The thesis has contributed the research on intraprenurship by investigating what factors impact intraprenuership and how innovative global organizations foster intrapreneurial efforts. By developing an understanding of the contradictory characteristics of organizations and intrapreneurs, and the notion that autonomy and control should co-exist in conflict to ensure that one does not overpower the other, this thesis has generated a theoretical contribution to the scattered research on intrapreneurship.

Based on the empirical data, the findings show that corporate climate, organizational support, intraprenurial characteristics as well as rewards and risks all have a prominent impact on intraprenurial activities. The practical contribution provided by the thesis is that manager’s should not shy away from challenging intrapreneurs, but ensure that they have enough support around intrapreneurs to keep them motivated (sponsors, intraprenuerial team, incentives, etc). Moreover, insights on how the intrapreneurial dilemma is provided where the need to provide the right resources at the right time is essential for the managers. Ultimately, these contributions generate a better understanding on how to foster intraprenurial activities within innovative global organizations.

6.2. Limitations and Future Research

A theoretical limitation in this study is as mentioned the notion that most previous research does not reflect a Swedish perspective. In addition to this, the study is limited terms of its sample size and scope as it has researched the perspective of nine managers operating in different industries in Sweden and the U.S, which implies that it is less relevant to generalize the findings to a broader population and field. Moreover, it should be discussed that the type of intrapreneurial activity may have an impact on organizational support for the systems of both rewards and risk. However, the managers were encouraged to share specific examples, though not necessarily asked to provide specific information about the different contexts. By opening the discussion with more general considerations and reflections, there is a potential that some information was overlooked that could have impacted the result. Another limitation that concerns the scope of the study is the impact of culture. As culture plays an important role in organizational support, corporate climate and rewards and risk, the thesis could generate more valuable insight with the dimension of culture.

However, this could instead be a suggestion for further research; to examine if the cultural context has an impact on the fostering of intrapreneurship where the literature could be expanded to include cultural theories. For that research angle, it could be interesting to compare if specifically rewards and risk systems differ and also if there are cultural variances to the structures for organizational support. The suggested approaches could be examined by future scholars as a way to shed light on new findings and dimensions within the interesting topic of intrapreneurship. Furthermore, future research could investigate how innovative global organizations foster intrapreneurship through alternative approaches as a way to expand the research beyond the findings of this thesis. A proposed approach for this could be to investigate managers' ideal management style versus actual management style where the sampling could consist of both managers and employees.

References

Anthony, D., Cobban, P., Nair, R., and Painchaud, N (2019), *Breaking Down the Barriers to Innovation.* Available online: https://hbr.org/2019/11/breaking-down-the-barriers-to-innovation Accessed: 2022-05-03

Antoncic, B., & Hisrich, R. D. (2001). *Intrapreneurship: construct refinement and cross-cultural validation.* Journal of Business Venturing, 16(5), 495–527.

Antoncic, B., & Hisrich, R. D. (2003). *Clarifying the intrapreneurship concept.* Journal of Small Business and Enterprise Development, 10(1), 7–24.

Bennett, N and Lemoine, G. (2014). *What VUCA Really Means for You.* Available online: https://hbr.org/2014/01/what-vuca-really-means-for-you Accessed: 2022-05-012

Biggadike, R. (1979). *The risky business of diversification.* Harvard Business Review, 57(3), 103–111.

Birkenshaw, J., (2003). *The PARADOX of CORPORATE ENTREPRENEURSHIP.* Strategic Management Journal, Strategy and Business 2003 Vol 30 p 46-58

Boyles, M, (2022), *Innovation in Business: What is it and why is it´s so important.* Available online: https://online.hbs.edu/blog/post/importance-of-innovation-in-business Accessed: 2022-05-10

Bryman, Alan & Bell, Emma (2011). *Business research methods*. 3. ed. Oxford: Oxford University Press

Buekens, W., (2014). *Fostering Intrapreneurship: The Challenge for a New Game Leadership.* Procedia Economics and Finance, 16, pp.580-586.

Burgelman, R. A. (1983). *Corporate entrepreneurship and strategic management: insights from a processstudy.* Management Science, 29(12), 1349–1364.

Chambliss, D. F. & Schutt, R. K. (2016). *Making sense of the social world: methods of* *investigation*. Fifth edition. Los Angeles: SAGE

Corbett, A, (2018), *The Myth of the Intrapreneur.* Available online: https://hbr.org/2018/06/the-myth-of-the-intrapreneur Accessed: 2022-02-18

Covin, J. G., & Lumpkin, G. T. (2011). *Entrepreneurial orientation theory and research: reflections on a needed construct*. Entrepreneurship Theory and Practice, 35(5), 855–872.

Deloitte, (2015), *Five Insights into Intrapreneurship.* Available online: https://www2.deloitte.com/content/dam/Deloitte/de/Documents/technology/Intrapreneurship_Whitepaper_English.pdf Accessed: 2022-02-21

Dombrowski, C., Kim, J., Desouza, K., Braganza, A., Papagari, S., Baloh, P. and Jha, S., (2007). *Elements of innovative cultures*. Knowledge and Process Management, 14(3), pp.190-202.

Drucker, P. (1985). *Innovation and entrepreneurship.* New York: Harper & Row.

Ellis, R. J., & Taylor, N. T. (1987). *Specifying entrepreneurship.* In N. C. Churchill, J. A.

Feldman, S. (2007). The Broken Wheel: *The Inseparability of Autonomy and Control in Innovation Within Organizations.* Journal of Management Studies. 26. 83 - 102.

Gilbert, G. and Sutherland, M., 2013. *The paradox of managing autonomy and control: An exploratory study.* South African Journal of Business Management, 44(1), pp.1-14.

Glinyanova, M., Bouncken, R., Tiberius, V. & Cuenca Ballester, A., (2021). *Five decades of corporate entrepreneurship research: measuring and mapping the field.* International Entrepreneurship and Management Journal, 17(4), pp.1731-1757.

Gomez-Haro, S., Arago´n-Correa, J.A. and Co´rdon-Pozo, E. (2011), *"Differentiating the effects of the institutional environment on corporate entrepreneurship"*, Management Decision,Vol. 49 No. 10, pp. 1677-93

Gundogdu, M. (2012). *RE-THINKING ENTREPRENEURSHIP, INTRAPRENEURSHIP, AND INNOVATION: A MULTI-CONCEPT PERSPECTIVE.* EMAJ: Emerging Markets

Journal.

Hammarberg, K & M. Kirkman, S. Lacey, (2016), *Qualitative research methods: when to use them and how to judge them,* Human Reproduction, Volume 31, Issue 3

Halme, M., Lindeman, S., & Linna, P. (2012). *Innovation for inclusive business: intrapreneurial bricolage in multinational corporations.* Journal of Management Studies, 49(4), 743–784.

Hitt, M., & Ireland, R. (2000). *The intersection of entrepreneurship and strategic management research.* In D.L. Sexton & H. Landström (Eds.), The Blackwell handbook of entrepreneurship (pp. 45–63). Oxford: Blackwell Publishers Ltd..

Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). *A model of strategic entrepreneurship: the construct and its dimensions*. Journal of Management, 29(6), 963–989.

Jones, G. R., & Butler, J. E. (1992). *Managing internal corporate entrepreneurship: an agency theory perspective.* Journal of Management, 18(4), 733–749.

Kalof L, Dan A, Dietz T, (2008). *Essentials of social research.* London: Open University Press; 2008

Kenney, M., (2010), *Globalpreneurship: The need for a line of demarcation within corporate entrepreneurship research.* Journal of Business Studies Quarterly 1, no. 1, 1–9.

Kuratko, D. F., Covin, J. G., & Hornsby, J. S. (2014). *Why implementing corporate innovation is so difficult.* Business Horizons, 57(5), 647–655.

Lifshitz-Assaf, H., Lebovitz, S. and Zalmanson, L., (2018). *The Importance of Breaking Instead of Compressing Time in Accelerated Innovation: A Study of Makeathons' New Product Development Process.* SSRN Electronic Journal,.

Lumpkin, G. T., & Dess, G. G. (1996). *Clarifying the entrepreneurial orientation construct and linking it to performance*. Academy of Management Review, 21(1), 135–172.

McKinsey & Co, (2018), *Growth & Innovation*. Available online:

hhttps://www.mckinsey.com/business-functions/strategy-and-corporate-finance/how-we-help-clients/growth-and-innovation Accessed: 2022-02-20

Miller, D. (1983). *The correlates of entrepreneurship in three types of firms.* Management Science, 29(7), 770–791.

Mirvis, P. and Googins, B., (2018). *Engaging Employees as Social Innovators.* California Management Review, 60(4), pp.25-50.

Pinchot, G. and Pellman, R., (1999). *Intrapreneuring in action*. San Francisco: Berrett-Koehler Publishers.

Pinchot, G. (1985). *Intrapreneuring*. New York: Harper & Row.

Sharma, P., & Chrisman, J. J. (1999). *Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship.* Entrepreneurship Theory and Practice, 23(3), 11–28.

Silverman, D. (2016). *Qualitative research*. 4. ed. London: SAGE

Sindakis, S. and Walter, C., (2015). *The Entrepreneurial Rise in Southeast Asia: The Quadruple Helix Influence on Technological Innovation.* 1. ed. Basingstoke: Palgrave Macmillan

Somers, M. (2018). I*ntrapreneurship, explained.* Available online: https://mitsloan.mit.edu/ideas-made-to-matter/intrapreneurship-explained. Accessed: 2022-02-22

Stopford, J. M., & Baden-Fuller, C. W. (1994). *Creating corporate entrepreneurship.* Strategic Management Journal, 15(7), 521–536.

Sull, D. (2015), *The simple rules of disciplined innovation.* Available online:https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights /the-simple-rules-of-disciplined-innovation Accessed: 2022-02-19

Teltumbde, A. (2006) '*Entrepreneurs and Intrapreneurs in Corporations*', Vikalpa, 31(1), pp. 129–132.

Tinskey, M., (2021). *Would You Be Interested in a Corporate Start-Up?*. IEEE Potentials, 40(3), pp.41-47.

Appendix: Interview Guide

Introductory questions about the company and role (Question 1)

a. Can you please tell us about your role and responsibilities within the organization?

1. Corporate Climate (Question 2 - 7)
    a. Can you please describe the creative space?
        i. How much time would you say intrapreneurs have to spend on their idea on a weekly basis?
        ii. How much autonomy do you usually give the intrapreneur? On the other hand, what/how do you control the intrapreneurs activities?
    b. What do you consider as the key factors to a successful intrapreneurial effort?

2. Organizational Support (Question 8 - 11)
    a. Would you say that your company is innovative?
        i. Please develop, how and why?
    b. Have you ever been involved in an intrapreneurial activity? (big or small)
        i. Can you tell us about it?
        ii. What support did you get from the organization?
        iii. What obstacles did you meet from the organization?

3. The Intrapreneur (Question 12 - 15)
    a. What do you believe is key aspects for an successful intrapreneur?
        i. Characteristics? Personality? Working approach?
    b. How do you feel about the quote "it is easier to ask for forgiveness than permission?"
        i. Can you tell us about it?

4. Rewards and Risk (16 - 22)
    a. What are the incentives/rewards for intrapreneurs?
    b. What risks do intrapreneurs face? (challenging the status quo and more)

i. Has any friction ever resulted from an intrapreneurial activity?

c. How do you manage risk?

i. Can you tell us about a time when you managed risk?

d. How do you prioritize between short-term and long-term opportunities?

1. Can you give us an example when you have needed to prioritize between short-term and long-term opportunities?