

# Intrapreneurship: Unleashing the Power of Creativity and Innovation

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## ABSTRACT

*We live in a dynamic and complex global business environment which requires entrepreneurial thinking and active actions in organizations to secure viability. Companies in dynamic environments have to deal efficiently with operational tasks in businesses and at the same time achieve innovation in existing and new business with a medium to long term focus on building a work culture which promotes equal-opportunities for all "Intrapreneurship". Intrapreneurship helps in churning of ideas which is necessary to come up with solutions in an ever-changing world. This requires flexibility and adaptability to be able to use the opportunities and threats arising from changes in the business environment. This research work tries to clarify the role of intrapreneurship and develops the design concept for holistic intrapreneurship. Further, it tries to explain and tries to study there follows a synoptic illustration of the successful intrapreneurs. How important is the role of intrapreneurs in a dynamic business environment. In this process, the idea is that holistic and economic thinking together with management oriented theoretical concepts form a fruitful basis for the examination of intrapreneurship.*

**Keywords:** *Intrapreneurs, Opportunities, Innovation, Entrepreneurship, Business Environment.*

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## INTRODUCTION

Today Innovators are easily attracted to companies that are known for free spirit of innovation and intrapreneurship and every business needs leaders who are innovators and project drivers. Employees want to work for an organization that not only pays good money but also enhances their economic potential. Intrapreneurship defines the individuals within an organization that have entrepreneurial traits. They are known by their innovative ideas that bring positive change in the business. They are business-minded and focused towards their organizational growth and always try to improve the processes of the business to achieve success. In recent decades, entrepreneurial thinking and action has also been examined more and more at a micro level within the scope of the organization.

To foster an intrapreneurial culture, it is vital for the leaders to create space for free thinking, experimentation, and utilizing time and invest in cost, in the quest for new solutions. The foremost requirement for the intrapreneurial culture is democratization of business

information. Funding employee initiatives quickly and adequately is a basic requirement of an intrapreneurial company. In simple words, in order to win big, one has to risk big. It is also important to celebrate the Success of Intrapreneurs. Some leaders are tempted to not give credit publicly, to prevent rivals from poaching the best or having to pay more to retain them. Steve Jobs was a devotee of intrapreneurship and the fact that Apple has become the most valuable company in the world should be enough evidence for others.

The global business environment, require holistic thinking and collective learning, an international orientation, as well as making the most of cultural differences if the viability of an organization is to be secure. To develop an intrapreneurial environment in an organization ,one that fosters risk-taking and innovation, they gain invisible ways. Employees feel enthusiastic and motivated when people believe they are not only given a real opportunity to think, try and transform but will be rewarded for it. Intrapreneurial environment boost the team spirit of the employees to become more industrious, consistent, content and efficient towards their organizational goal. Continuous support should be provided by the organization to promote the intrapreneurial thinking among the employees. It cannot be developed in overnight. When group of people start thinking rather than forced, that's when the culture is born.

Further, intrapreneurship is like a speedboat, not a battleship which need to be followed by the organization's. Growing an idea from paper to prototype will be easier with an established organization resources. It will become more dynamic, flexible and innovative. In the today's workforce with changing preferences, aspirations and way of working, it is imperative for the organizations to encourage intrapreneurship. Intrapreneurs become a company's executive leaders over a time. They move business forward and rise to the top as they understand the business from all levels.

An organization should recognize and promote successful intrapreneurs so that the business can succeed and grow. To understand this concept clearly, this research will focus on all the factors which are important in order to build intrapreneur culture at the workplace for a successfully running a business.

## **LITERATURE REVIEW**

The research in the field of entrepreneurship in the last decade has increasingly focused on entrepreneurship within the boundaries of existing organizations. This subfield of

entrepreneurship research is known as “**Intrapreneurship**” or “corporate entrepreneurship”. The phenomenon is important for organizations as implementing it accelerates organizational growth, profitability and renewal as well as it helps secure the organizations survival in the business (Zahra, 1991).

However, all kinds share one common aspect, namely innovation. The use thereof —as a mechanism to redefine or rejuvenate the organization, its position within markets and industries, or the competitive arena in which the organization competes (Heinonen&Korvela, 2003), is also what forms the very core of intrapreneurship.

The research on intrapreneurship is divided into several main areas.

- 1) The intrapreneur as an individual, focusing on his characteristics as well as his recognition and support in the organization,
- 2) The creation of new ventures from within the organization, with focus on the different types of ventures and their positioning in the corporate structure,
- 3) The entrepreneurial organization, emphasizing its main characteristics (Antoncic&Hirsrich, 2003)

Intrapreneurship is to be understood as an individualistic process, in that the entrepreneurial actors strive for independence and experience deep satisfaction from achieving of innovation. These innovations create imbalances in the markets. Generating permanent innovations can be identified as a role of intrapreneurship, and at the level of the total economy, can be considered as a lever for the process of creative destruction as described by Schumpeter (1950:134-142).

In this way, it is not so much the existing products, markets and technologies that determine the competitive situation, but much more that the (potential) new competitors, new products, new organization and technology types threaten existing business and structures. In particular, this development-oriented view (Schumpeter 2006:103-180) of the innovation system as a view that is complementary to a static approach<sup>43</sup>, where there is a focus on creating efficiency, enables a fundamental awareness of the role of entrepreneurship.

Intrapreneurship is all about encouraging their inner skills and making employees to think, dream, act, and create as though they were entrepreneurs themselves. When you empower people to think and act as entrepreneurs within a business or organization then an employee comes up with an excellent idea and also seeks a powerful new way to move the business forward.

Below are the summarized Successful Stories of Intrapreneurs which have inspired lot of business organization and have pave the way for the creation of special type of Intrapreneur work culture model.

<b>Company</b>	<b>Idea</b>
<b>Google</b>	Gmail was developed by intrapreneur Paul Buchheit, who worked on this project for four years till its launch on April1,2004.
<b>Sony</b>	PlayStation is intrapreneur Ken Kutaragi's brainchild, who wanted to make a better version of the Nintendo console.
<b>3M</b>	Post-it Notes: Art Fry in 1974. Not publically launched until 1979.
<b>Amazon</b>	Amazon Drones: In October 2013, Daniel Buchmueller software Development Engineer) officially cofounded Amazon Prime Air with Gur Kimchi(Vice president). Kimchi said," The culture here allows you to be creative without being constrained by what's possible." Buchmueller said," What started as an idea over coffee with Gur turned into real, full blown Amazon project that made its debut in March 2017."
<b>SUN MICROSYSTEMS</b>	Patrick Naughton, a developer, almost left Sun in 1995 because he believed they were missing out on the fast-growing PC consumer market. He was convinced to stay and help Sun set up a group dedicated to the consumer market. This is where group member, James Gosling, created an elegant object-oriented programming language called Oak, which was later renamed Java.
<b>FACEBOOK-‘ LIKES’</b>	Liking a post or photograph on Facebook is as familiar to modern culture as reading a book was to a generation decades ago. But this wasn't the brainchild of a late night idea generation session by Mark Zuckerberg and co; it came from their celebrated 'hack-a-thons', where coders and engineers are given a

	<p>platform to create and develop ideas.</p> <p>So next time you click the Like button on your Facebook page, remember its origins. It came about because the social network embraced a culture of intrapreneurship... and has been reaping the benefits ever since.</p>
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## OBJECTIVES

1. To study the traits of Intrapreneurship.
2. To understand the essentials in developing an Intrapreneurial culture.
3. To analyze the obstacles faced by Intrapreneurs in the organization.
4. To recommend the way forward in fostering the Intrapreneurial culture.

## RESEARCH METHODOLOGY

Developing an Intrapreneurial culture in an organization is a good initiative taken by the business organizations . For the research study purpose secondary data has been heavily used to express and focus to enlighten the changes adopted to develop intrapreneurial culture in an organization. It is based on secondary data , which is obtained from various internet articles , published journals and magazines.

## THE GREAT TRAITS OF INTRAPRENEURS

- **Proactive :**On the organizational level this attribute is characterized as frame-breaking innovation (Stopford et al., 1994), which however is limited by the authors in the sense that for them proactiveness is not necessarily to be regarded as being the first mover in an industry.
- **Aspirations:** The second attribute chosen is of aspirations beyond current capability. In other words it is —the goal of progress and continuous improvement by finding better combinations of resource. (Stopford et al., 1994, p.523) Paraphrasing Hamel and Prahalad (1989) the authors claim that this attribute is of major importance for organizations seeking to be industry leaders as well as to enact a frame-breaking change
- **Team-orientation:** It is depicted as the third attribute, stressing the role of building teams within organizations in order to support internal innovativeness. Even though being an important part of the entrepreneurial organization, the authors hint towards potential downsides of this attribute, namely too much teamwork which according to Janis (1982) might stifle innovation.
- **Resolve Dilemmas:** The capability to resolve dilemmas is named as the fourth attribute the various types of corporate entrepreneurship have in common. In this case, the authors

specifically point towards organizations in a renewing process that solve previously insurmountable challenges through creatively resolving internal dilemmas.

- **Quick Learners :** The last attribute mentioned is learning capability. In this case the authors argue that it is both important to the entrepreneurial concepts of renewal as well as frame-breaking, as it lifts potential limitations from the organization, enabling it to remain innovative and productive.

Trait	Intrapreneurial Type	Key Attributes
<i>Imagination</i>	Innovator	Originality, inspiration, love, transformation
<i>Intuition</i>	New designer/Enabler	Evolution, development, symbiosis, connection
<i>Authority</i>	Leader	Direction, responsibility, structure, control
<i>Will</i>	Entrepreneur	Achievement, opportunity, risk-taking, power
<i>Sociability</i>	Animateur	Informality, shared values, community, culture
<i>Energy</i>	Adventurer	Movement, work, health, activity
<i>Flexibility</i>	Change agent	Adaptability, expressiveness, curiosity, intelligence

An innovator for instance would show the trait of imagination and according to Lessem's Intrapreneurship Scale this individual would have attributes such as originality, inspiration or the will for transformation.

## KEY TO SUCCESS

In a rapidly changing and uncertain business environment , the organizations have woken up to the urgency of doing things differently, 40 percent of 500 plus corporate executives asked in 2017 stated they were investing in and increasing their internal innovation activities. But, what does it actually take to unlock innovation in an organization? The answer : be prepared to let go.

Innovation units and MBAs do not hold a monopoly on good ideas. Employees from back offices to board rooms are becoming an increasingly important source of innovation. These innovators are known as 'intrapreneurs' . They are also driving innovation to deliver 'shared value' – with benefits to both business and society.

1. Intrapreneurs bring a valuable skill set to business. They are systems thinkers and spot opportunities for new business in unlikely places.

2. They also break silos- looking across the business as well as outside to find potential collaborators to bring their ideas to life.
3. They have healthy impatience and create a constructive discomfort for business as they push to get to market and test ideas, learn, pivot and scale.
4. To implement change faster than their competitors and win more business, executives need to embrace intrapreneurship. They need to encourage the employees in order the long term goals of the organization.
5. In era of Artificial intelligent one must prepare its workforce to renew its skills in order to take competitive advantage.

## **BARRIERS IN THE PATHWAY**

The intrapreneur successfully manages these barriers to convert a promising idea into a sustainable innovation.

- ❖ Enhanced dynamics and multifaceted local-global diversity in business areas
- ❖ Emergence of two distinct business ecosystems- the physical world and cyberspace
- ❖ Increasing pace of multi-dimensional changes within the organization as well as in the external ecosystem
- ❖ Mobile, technology & information empowered customers with anytime, anywhere as well as shopping options
- ❖ Increasing global sourcing of talent with location free employment options.
- ❖ Changing nature of competition- with the emergence of startups, ecommerce and globalization , business units face many known and unknown competitors located in different parts of the world.
- ❖ Social media empowerment of customers and company stakeholders.

## **RECOMMENDATIONS**

These recommendations need to be operationalized within the cultural, political and social realities of an organization. These recommendations deal with acquiring or implementing at technological solutions, which can help bolster intrapreneurship but only if a solid foundation.

- It is vital for any organization to be serious about innovation and intrapreneurship to take then time to design a process to leverage ideas. This process should need to be

simple to encourage participation , transparent to motivate contribution and track the ideas and embedded within the work practices and systems of the organization

- Organizations that want to harness the power of intrapreneurship need to democratize the art and science of running experiments within them.
- Organization need to advocates who can develop and amplify their ideas. Idea advocates serve as champions for ideas. They are given formal authority and resources to work on ideas with their colleagues. Champion the value of idea advocates and organization disruptors.
- Ideas are killed due to our hunches. SoIt should be incentive frugal experimentation on ideas. Employees should have the capacity to conduct experiments frugally and the ability to develop prototypes on ideas that can be evaluated for fitness towards meeting objectives.
- Organizations love to brag about the success stories of being innovative. Organizations are advised to communicate the non-successful intrapreneurship efforts to bolster courage in risk taking and to demonstrate that the efforts around developing ideas is worth it, even if it does not meet its original target. The learning that one develops through the the process is worth sharing, so that others do not make mistakes.
- Like any other process, the performance of the intrapreneurship process need to be measured, evaluated, improved and optimize. This require organization commitment in designing a process and then constantly seeking ways to make it better.

## **CONCLUSION**

Today's business environment demands intrapreneurship and innovation from companies, embedded in a holistic management approach. Innovation cuts across the spectrum, from incremental to radically transformative. Many companies are now setting up ring-fenced social innovation incubators to promote innovative ideas of the employees. Therefore, leaders have to ensure that the failure of some intrapreneurial projects does not kill the organizations appetite. However, to improve the tolerance for failure , a company must insulate the core organization and operations from the outcomes of the experimental projects.

Therefore,an entrepreneurial organizations can develop internal incubators system to encourage and support emerging entrepreneurial activities in the organization. Funding of



employee initiatives quickly and adequately is a basic requirement of an intrapreneurial organization.

Holistic intrapreneurship requires learning by the actors, the teams and the whole organization and enables the necessary proactive, dynamic and creative adaptation to changes in the global environment, in particular by the realization of entrepreneurial opportunities and the processing of threats. Thereby, efficiency and flexibility must be strived for in existing businesses and new business and innovations must be developed in synergy with the external environment. In Simple words we can say that “To win big, one has to risk big.” and for big results Intrapreneurship is the nacent way. Intrapreneurs are key drivers of growth in small & large companies .

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