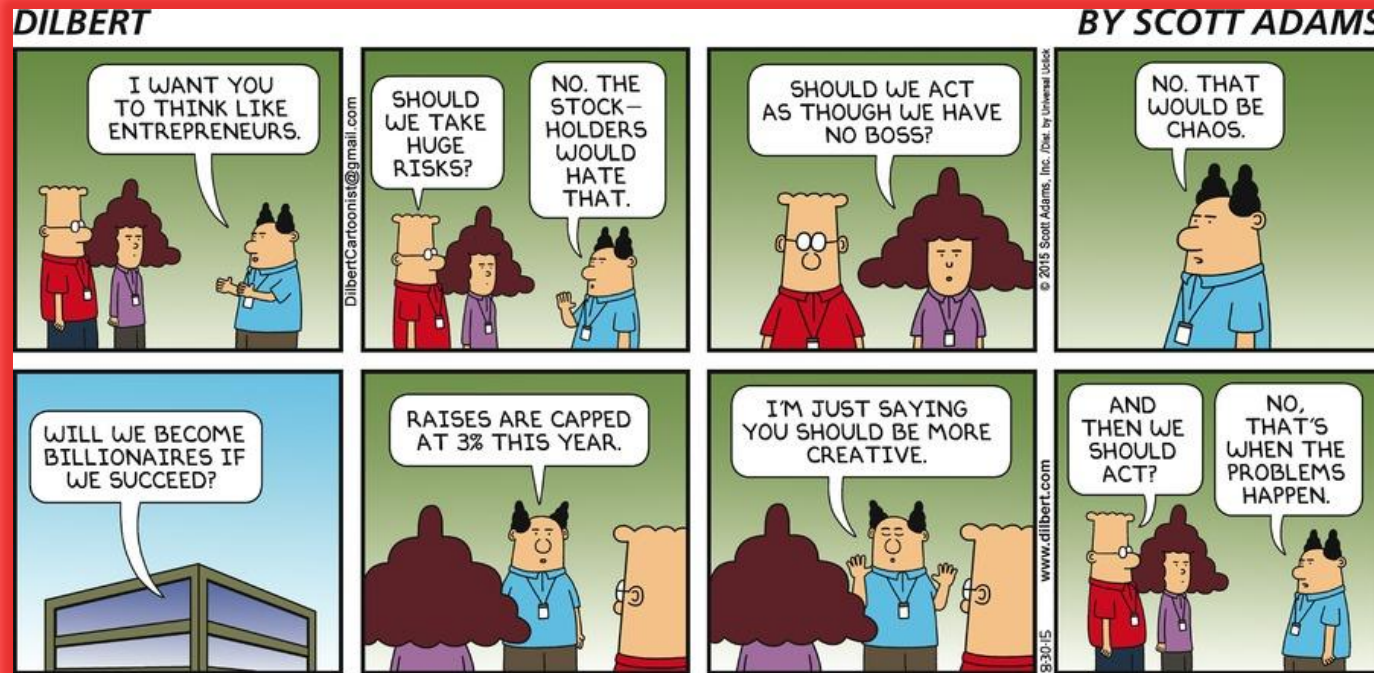


Our Strategy Race: Leg 8 – From Itajaí to Newport

Corporate Entrepreneurship

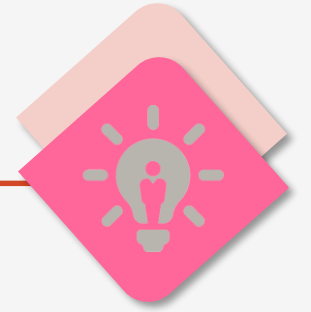


→ Leg 8. From Itajaí to Newport

OUTLINE Leg 8. Strategy Corporate Renewal



→ Leg 8. From Itajaí to Newport



Corporate Entrepreneurship

Corporate Entrepreneurship

- Corporate Entrepreneurship or Intrapreneurship is not a unique recipe for growth.
- It has several ways to be formulated and executed.
- I have found several authors which have their own interpretation on how to do intrapreneurship. And there is still no one definition agreed by the experts.
- We don't have all the time to cover the different interpretations of "intrapreneurship" given our time limitations of sailing in our way to Newport.
- Nevertheless, let me share one integral framework which has given me an interesting overview of the philosophy of intrapreneurship. In addition, it is the most "simple" definition of corporate entrepreneurship I have found.

"Corporate entrepreneurship can be defined as the effort of promoting innovation from an **internal organizational perspective**, through:

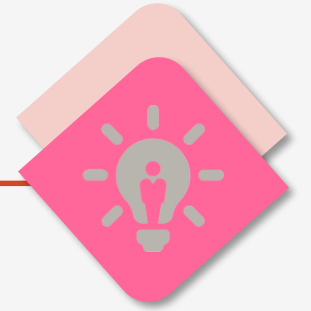
- The assessment of potential new opportunities,
- The alignment of resources,
- The exploitation and commercialization of those opportunities" *(McFadzean, O'Loughlin, Shaw – 2005).

It is important to realize that corporate entrepreneurship can be used interchangeably with the term intrapreneurship.

* Source: "Corporate entrepreneurship and innovation part 1: the missing link"
Elspeth McFadzean, Andrew O'Loughlin and Elizabeth Shaw



→ Leg 8. From Itajaí to Newport



Corporate Entrepreneurship

Corporate Entrepreneurship or Intrapreneurship

There is extensive literature about corporate entrepreneurship or intrapreneurship, I would like to show you the most relevant information about this topic....

The Four Schools of Thought on Corporate Entrepreneurship

- This school of thought argues that new business ventures need to be managed separately from the mainstream business, or they will not survive long enough, neither deliver benefits to the sponsors.

Corporate
Venturing



- This approach focuses on the individual employee propensity to act in an entrepreneurial way..
- A team inside the company that develops a new business (SME) embedded in the parent organization.

Intrapreneurship



- This school states that large firms can and should adapt to ever changing environments. This adaptation happens by changing the firm's culture and organization systems.

Entrepreneurial
Transformation



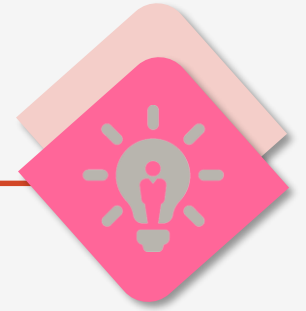
- This school of thought operates at the firm level focusing on the structural changes that made to encourage entrepreneurial behavior. Using market techniques as spin-offs and corporate venture capital.

Bringing the
market inside



Source: "The Paradox of Entrepreneurship" by Julian Birkinshaw, London Business School. Professor of Strategy and Entrepreneurship

→ Leg 8. From Itajaí to Newport



Corporate Entrepreneurship

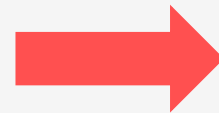
Corporate Entrepreneurship

We will focus in the school of Intrapreneurship or Corporate Entrepreneurship

Within this school, [Robert C. Wolcott](#) and [Michael J. Lippitz](#) from MIT have established 4 models of doing Intrapreneurship.

- This approach focuses on the individual employee propensity to act in an entrepreneurial way..
- A team inside the company that develops a new business (SME) embedded in the parent organization.

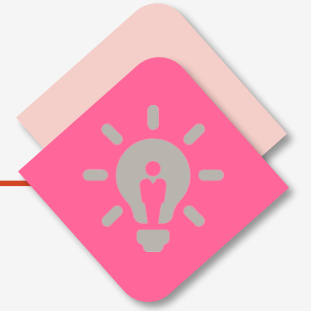
Intrapreneurship



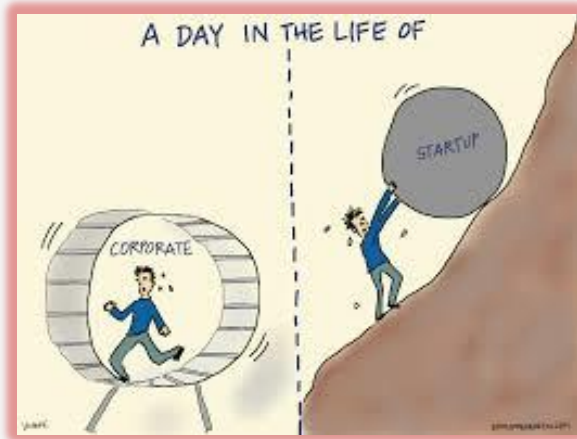
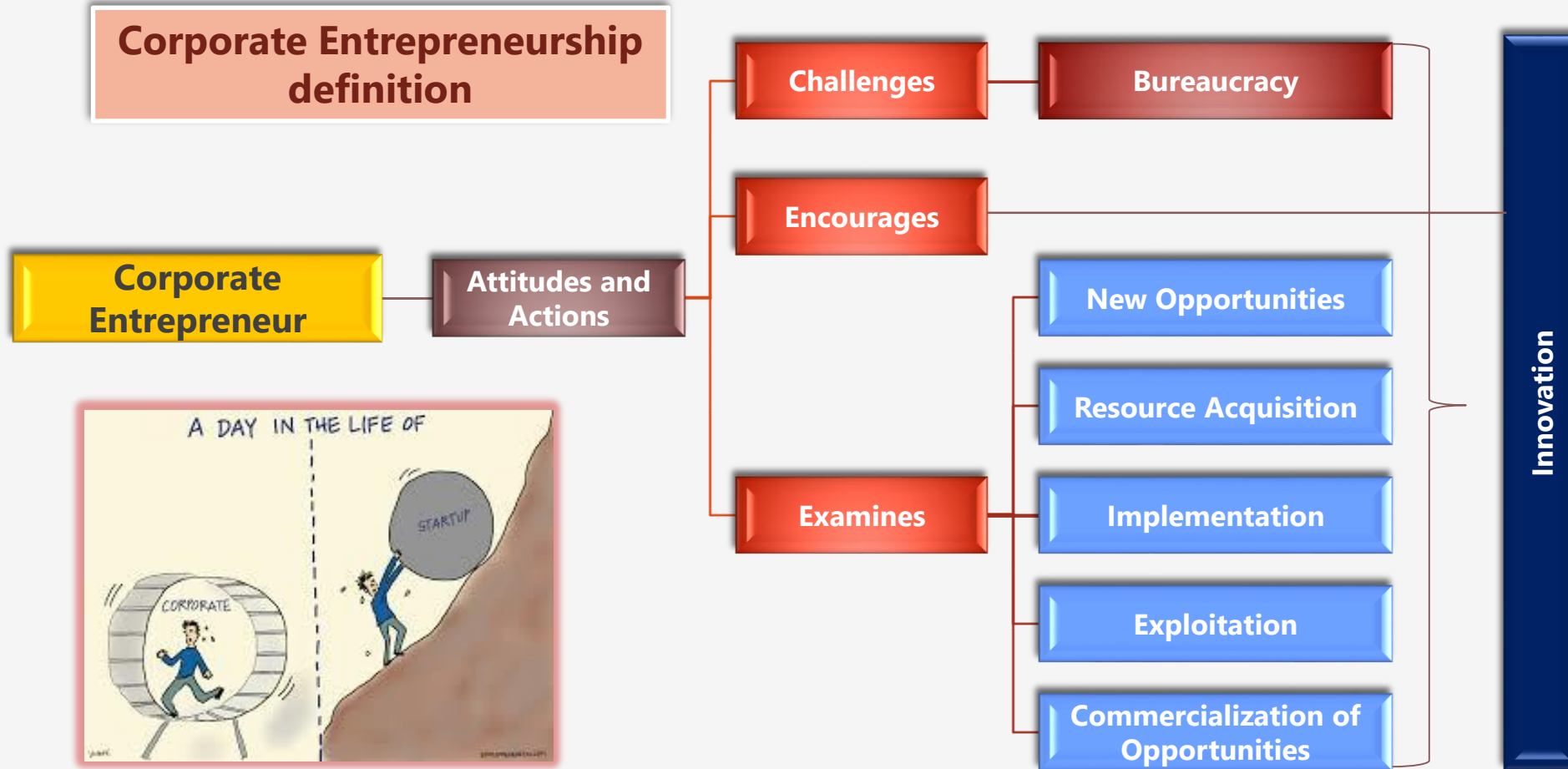
The Four Models of Corporate Entrepreneurship
2007. Robert C. Wolcott and Michael J. Lippitz



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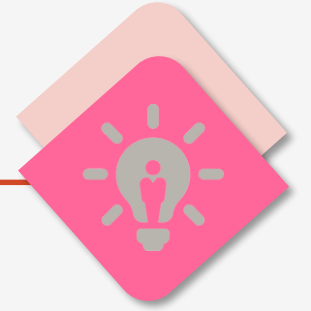
Corporate Entrepreneurship



* Source: "Corporate entrepreneurship and innovation part 1: the missing link"
Elspeth McFadzean,
Andrew O'Loughlin and
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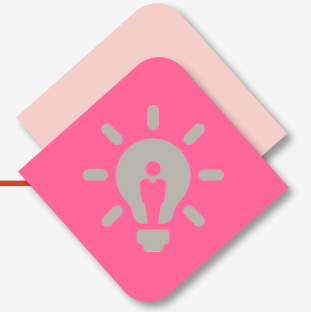
Corporate Entrepreneurship

Corporate Entrepreneurship

- **Corporate entrepreneurship** can be defined as the effort of promoting innovation in an uncertain environment.
- **Innovation** is the process that provides added value and novelty to the organization and its suppliers and customers through the development of new procedures, solutions, products and services as well as new methods of commercialization and sales.
- Within this process the principal **roles of the corporate entrepreneur** are to challenge bureaucracy, encourage innovation and to assess new opportunities, to align and exploit resources and to move the innovation process forward.



→ Leg 8. From Itajaí to Newport



Corporate Entrepreneurship

Corporate Entrepreneurship



Corporate Entrepreneurship without an awe "meaning" is like wasting 100 years of human development.

Thank you!

