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Exploring Organizational Change through an Understanding of Intrapreneurship

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College of Management and Technology

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Raj Sampath

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Walden University
2017

Abstract

Exploring Organizational Change through an Understanding of Intrapreneurship

by

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MS, Georgia State University, 1999

BBA, Georgia State University, 1995

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

August 2017

Abstract

Organizations need to constantly innovate to be relevant in a highly competitive market. *Intrapreneurship*, defined as entrepreneurship within the organization, is one method to bring about this constant innovation. The purpose of this study was to explore intrapreneurship, through a multiple case study, to gain a better understanding of which business strategies can foster successful intrapreneurship initiatives. The theories of Pinchot and Porter on intrapreneurship and organizational competitiveness formed the theoretical lens for this study. The sample for this study consisted of 5 business leaders in Atlanta, Georgia who had demonstrated intrapreneurship in their organization by encouraging their employees to pursue this method of innovation. Interviews took place with the leaders, and their collected narratives were analyzed for recurring themes. Additional pertinent financial data analysis was included for triangulation purposes. Emergent themes included the need for transformational leadership, the need for innovation at all levels of the organization, acceptance of failure and risk, facilitating empowerment, the beneficial link between intrapreneurship and operations management, recognition and rewards for employees expressing their creativity, company culture versus multicultural employees, and the need for creativity and competitiveness. These findings could bring about social change for employees through employee engagement and self-satisfaction. Employees have an opportunity to express their creativity through intrapreneurship initiatives.

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Dedication

I dedicate this doctoral study to my late father, Dr. P.I. Sampath for setting the example of obtaining a doctorate and inspiring me to do the same. To my mother Rama Sampath, who made sure I completed my doctoral study on time, and my sister, Sheila Sampath for her advice. Finally, to my daughter Chitra Sampath for her great encouragement and honest feedback throughout this journey, from beginning to end.

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Chapter 1: Introduction to the Study

Innovation is the ability to generate new and novel ideas for products and services (Schumpeter, 1939). Innovation allows the organization to deal with the increasing uncertainty in the world (Fixson & Read, 2012). For organizations to remain relevant and successful, they must pursue a program of innovation (Kuratko, Hornsby, & Covin, 2014). This innovation should be a continuous process and be implemented as corporate entrepreneurship (Kuratko et al., 2014). Corporate entrepreneurship is innovation pursued within a midsize to large organization, and it is defined as intrapreneurship (Morris, Kuratko, & Covin 2008; Pinchot, 1985). The conditions for innovation, in an organization, vary based on the industry environment (Cavazos, Patel, & Wales, 2012). Three environments characterize the environment's ability to accept change (Cavazos et al., 2012). In this study, I focused on small to midsize organizations narrowed by industry environment. The munificent industry environment is conducive to innovation and the forgiving of mistakes (Cavazos et al., 2012). The munificent environment, that small and midsize organizations exist in, was the focus of this study.

In the corporate entrepreneurship process, the employees pursue their creative ideas for the organization (Kuratko et al., 2008). In 2013, most corporate entrepreneurship initiatives fail (Castellion & Markham, 2013). This study was necessary to explore what initiatives could be successful, in implementing corporate entrepreneurship. Corporate entrepreneurship and intrapreneurship are key to organizational survival in a highly competitive market. There were two key implications to this study. The first one was that management leaders and scholars will have useful

information on how to implement intrapreneurship business strategies successfully. The second key implication was one that allows for much needed social change in the workplace. This social change occurs when employees have the ability to pursue their creative ideas in the workplace (Maslow, 2000). This creative pursuit subsequently brings about personal satisfaction, since the employees do not feel stifled in the workplace (Maslow, 2000).

The first section of this chapter covers the background for this study, which is the established theory of innovation. The next section discusses the need for implementing corporate entrepreneurship and the current failure rate of these initiatives. Next, I will explain the purpose of the study along with the research question that will drive this multiple case study, along with the leadership theory that will form the theoretical basis of this study. Presented next, is methodology of this qualitative study then listed are key definitions. Finally, explained are the scope, limitations, and significance of this research study.

Background of the Study

Schumpeter (1983) described economic development as a historical progression driven by innovation. Schumpeter argued that in order to achieve profits an organization must innovate. Schumpeter and Śledzik (2013) divided innovation into five types; These five types are the launch of a new product, application of new methods, the creation of new market, the acquisition of new raw materials, and the creation or destruction of an industry structure (Śledzik, 2013). In the development of a new product, or commodity, productions costs would be minimized (Schumpeter, 1939). This minimum cost is equal

to the selling price, which eliminates profits (Schumpeter, 1939). This loss of profits then brings the inadaptability of the system to balance itself economically, in check (Schumpeter, 1939). Yet this balance is not for long, since the activities of the entrepreneurs bring instability to the system through the introduction of new innovative commodities (Schumpeter, 1939). The result of this instability is that the equilibrium between costs and selling price is disturbed so profits are once again generated (Schumpeter, 1939). Thus, entrepreneurial activity brings about innovation and profits for the organization (Schumpeter, 1939).

Schumpeter's theories established the foundation of research in entrepreneurship (McDonald, Gan, Fraser, Oke, & Anderson, 2015).). In addition, researchers agree on the importance of this continuous innovation, as hinted by Schumpeter, to compete effectively in the 21st century global markets (Corbett, Covin, O'Connor, & Tucci, 2013; Kuratko et al., 2014). Corporations such as Apple, 3M, and Google know the importance of maintaining an entrepreneurial spirit in their organization (Kuratko et al., 2014). Porter (2007) explained that each industry has a unique structure that defines the competitive forces in that sector of industry. Porter (2007) further explained that on the surface, each industry is different in terms of the entrepreneurial behavior they require for competition, but on a deeper level, they all fit into the five forces model. The five forces are the rivalry among competitors, threat of new entrants, threat of substitutes, the bargaining power of customers, and the bargaining power of the suppliers (Porter, 1980, 2007).

Researchers have measured the readiness of an organization to take upon this entrepreneurial spirit within five dimensions (Kuratko et al., 2014). The first dimension

encompasses top management support (Kuratko et al., 2014). Support from top management facilitates the successful completion of innovative ideas (Corbett et al., 2013; Hornsby, Kuratko, Holt, & Wales, 2013; Kuratko et al., 2014). In addition, support from each management level is essential for this successful pursuance of corporate entrepreneurship (Kuratko et al., 2014). The second dimension is work discretion, which involves the ability to tolerate a certain level of failure and allow decision making without too much oversight (Hornsby et al., 2013; Kuratko et al., 2014). The third dimension is the reinforcement and rewards an employee receives at an organization for bringing forth innovative products and services (Kuratko et al., 2014). Employees pursue entrepreneurship within the corporation to the extent in which they feel rewarded and recognized for their efforts (Kuratko et al., 2014). The fourth dimension is time availability (Kuratko et al., 2014). Employees will work on innovative products and services if they are allowed time in their work schedule to pursue these activities (Kuratko et al., 2014). Finally, the fifth dimension is organizational boundaries in which information can flow freely within and outside the organization (Kuratko et al., 2014). The Corporate Entrepreneurship Assessment Instrument (CEAI) is one empirical tool that determines if an organization has the necessary resources both financial and human for this innovation against these five dimensions (Hornsby et al., 2013; Kuratko et al., 2014).

Investigation of corporate entrepreneurship, or intrapreneurship, has mainly been quantitative in nature (McDonald et al., 2015). Researchers have employed various methods, but the majority of these methods and their outcomes have been of a quantitative nature (McDonald et al., 2015). In addition, the data collection has taken the

form of self-report surveys, which have then been quantitatively analyzed (Kuratko et al., 2014). Organizations constantly face two key challenges. The first challenge is to remain competitive in an ever-changing worldwide market (Shepherd, Haynie, & Patzelt, 2013). The volatility of the market is due to rapid advance of technology and globalization (Sedighadeli & Kachouie, 2013). The second challenge is to overcome bureaucratic processes that can render an organization unable to adapt to this market flux (Farrell, & Morris, 2013).

Promoting entrepreneurial activity (corporate entrepreneurship) within an organization can overcome these two key challenges (Zahra, Randerson, & Fayolle, 2013). Yet, most of these corporate entrepreneurship initiatives in the form of innovations and new product development fail (Castellion & Markham, 2013; Heidenreich & Spieth, 2013). Measured in terms of not meeting the business objectives of the organization versus time (Castellion & Markham, 2013) defines the failure of the innovation.

Problem Statement

Researchers have found that 50% to 90% of company innovations offerings fail (Castellion & Markham, 2013; Heidenreich & Spieth, 2013). In addition, there is a 40% failure rate on new product development projects (Castellion & Markham, 2013). This study looked at the general problem of how to infuse the organization with a successful intrapreneurial strategy. Researchers who have investigated this phenomenon have mainly been quantitative in nature (Kuratko et al., 2014). These quantitative studies have assessed the readiness for an organization to execute corporate entrepreneurship, but the studies have not assessed how to achieve successful implementation within the

organization (Kuratko et al., 2014; Morris et al., 2008). This study explored organizational change by understanding intrapreneurship in midsize organizations through multiple case studies. I was able to expose what key business-level strategies leaders can initiate to facilitate successful intrapreneurship, resulting in potential innovative products, services, and process.

Purpose of the Study

The purpose of this qualitative study was to understand successful intrapreneurship strategies. Gaining a better understanding of these initiatives of corporate entrepreneurship, could help reverse the trend of the high failure rate of essential corporate entrepreneurship programs. This study employed a multiple case study design to understand specifically what strategies pursued in an organization to promote an entrepreneurial spirit. The central idea studied helped understand what initiative implemented in the organization brought about successful corporate entrepreneurship programs. Interviewed in this study were the head of small to midsize enterprises (SMEs) that want to implement corporate entrepreneurship initiatives. These interviews revealed the key ingredients for implementing corporate entrepreneurship programs. Corporate entrepreneurship is as the action of employees pursuing new novel ideas within the organization without leaving the organization to pursue it on their own.

Research Question

The focus of the study addressed the following research question:

What business-level strategies could business leaders use to implement intrapreneurship initiatives successfully, which could then result in the successful innovative products, services, and process?

The semistructured interview questions (See Appendix E) helped gain an understanding of the corporate entrepreneurship phenomenon and the entrepreneurial behavior in the organization in general:

Theoretical Foundation

Pinchot's (1985) seminal presentation of corporate entrepreneurship as intrapreneurship, and Porter's (1980) conceptual model on how competitive forces shape strategy frames this study. In addition, based on the current research based on Pinchot (1985) and Porter (1980), I explored the phenomenon of corporate entrepreneurship with leaders of midsize organizations.

Pinchot (1985) introduced, in his seminal work, the idea of an intrapreneur. The intrapreneur stays within the organization to pursue their idea, whereas the entrepreneur leaves the organization or creates a new organization to pursue their ideas. The intrapreneur is foremost a dreamer in an organization (Pinchot, 1985). The intrapreneur harness the innovation process that brings forth ideas into a profitable reality (Pinchot, 1985). It is important to retain these dreamers in the organization otherwise, they will be a victim of the deadwood syndrome (Pinchot, 1985). The deadwood syndrome is a condition of the organization in which the intrapreneurs, leave, since they are not encouraged by the organization to pursue their ideas (Pinchot, 1985). The result is the company members who are not intrapreneurs (Pinchot, 1985). If the intrapreneurs leave

the organization then the organization will take a long time to bring ideas to fruition and realize a profit. Thus, the intrapreneur is critical to an organization remaining competitive (Pinchot, 1985; Van der Sijde, Veenker, & Daring, 2013). Competition is essential to the survival of an organization (Dobbs, 2014; Porter, 1980).

Porter's (1980) five forces model set forth the idea that these key forces establish the structure of any industry, as well as, set the rules of competition and subsequent profitability (Dobbs, 2014; Porter, 1980). Porter's five forces include the following: threats posed by the competition, buyers yielding a large amount of power, powerful suppliers, new entrants and substitute products (Dobbs, 2014; Porter, 1980). These ideas are still relevant with management scholars that display interest in the application of the five forces model in strategic planning by an organization (Dobbs, 2014; Roy, 2009). As a result, there exists a connection between the five forces model and the development of strategies to combat competition (Porter, 1980; Roy, 2009). In Chapter 2, I further examine Pinchot (1985) and Porter (1980) and how they influence corporate entrepreneurship strategies.

Nature of the Study

This qualitative study took the form of a multiple case study that consisted of interviews with organizational leaders. These leaders were chief executive officers (CEOs) and presidents of small to midsize organizations. I did not use ethnography, grounded theory, narrative, or phenomenology, since the multiple case study design was to gather the richness of thought from multiple organizations and sources. I used multiple sources of information, which ensured triangulation of data. The data, collected

came from management and nonmanagement staff of the participating organizations in Atlanta, Georgia and Charlotte, North Carolina. In addition to triangulation, persistent engagement and member checking allowed for increased credibility of this study (Houghton, Casey, Shaw, & Murphy, 2013). The quality and richness of the semistructured interviews guaranteed transferability of this study (Houghton et al., 2013). Thus, improving understanding by using this robust qualitative approach of corporate entrepreneurship and its successful implementation.

A quantitative approach was not appropriate for this study. The reason is there have been numerous quantitative studies, based on manager, self-report studies, and they only show the readiness of an organization to execute corporate entrepreneurship (Kuratko et al., 2014). They do not show how to go about implementing this type of entrepreneurship (Kuratko et al., 2014). Thus, these self-reported studies do not give a true understanding of how and when to implement particular business-level strategies. The qualitative approach is used in the study of intrapreneurship is the ability for the researcher to obtain rich data (Tasavori, 2012). Rich data allows the researcher to delve deeper into the phenomenon of intrapreneurship (Tasavori, 2012).

Multiple case studies are the most effective way to obtain rich data. A multiple case study ensured data saturation by interviewing leaders of at seven midsize organizations. The interviews were semistructured. Each interview will constitute a case. This interview format was used in order to provide a general framework to the conversation; but flexible enough to explore these strategies in depth. The collected strategies came from multiple interviews across the organization and analyzed for themes

and concepts. Thus, this qualitative study brought forth valuable information on what strategies can bring about successful corporate entrepreneurship in an organization.

Definitions

Corporate entrepreneurship: Corporate entrepreneurship is cultivated within mid to large size organizations (Kuratko et al., 2014; Morris et al., 2008). This type of entrepreneurship generates new ideas, products, and services that reenergize the innovative spirit of the organization (Morris et al., 2008). Some related terms are corporate venturing and intrapreneurship (Morris et al., 2008).

Creativity: Creativity is the ability to create new and innovative products and ideas (Baas, Nijstad, Boot, & De Dreu, 2016). It is essential to pursuing entrepreneurship (Timmons & Spinelli, 2009).

Entrepreneurship: Entrepreneurship is the activity by which individuals generate new products and services and, thus, upset the equilibrium in the profit equation, and allow for the generation of greater profits (Schumpeter, 1939).

Innovation: Innovation is the process of generating new products and services that upset the equilibrium of normal commodities. (Schumpeter, 1939). Traditional innovation involves the development of new products and services within departments of the traditional organization (Schumpeter, 1939).

Multicultural employees: Multicultural employees have assimilated two or more cultures and are working in the current culture (Fitzsimmons, 2013).

Operations management: Operations management (OM) is concerned with the effective management of the processes that produce good and delivers services to their

customers (Subramanian & Ramanathan, 2012). OM has evolved from scientific management to production management (Subramanian & Ramanathan, 2012).

Strategy: A strategy is a plan used to accomplish a goal or solution to a problem and it can shape the organizational structure of a firm (McAlister, Srinivasan, Jindal, & Cannella, 2016).

Assumptions

In my study, the first assumption was the leader and the management team can foster an entrepreneurial spirit in the organization. An organization, which fosters an environment where risks taken and failure accepted is in the pursuance of innovative products and services, has created an entrepreneurial spirit. Nonmanagement employees are able to pursue entrepreneurial activities when given the opportunity by management. Another assumption of this study assumes there is an expectation that employees presumably have the creative capacity to generate new ideas, products, and services if they are not stifled due to the leader. I assumed that the creative talent of the nonmanagement employees can generate novel ideas that render into products or services that financially benefit the organization. In addition, some might believe that employees will not pursue their ideas outside of the organization. Finally, there is a connection between employees engaged in the innovative process and their overall well-being and happiness.

These basic assumptions are evident since, interviews only took place with the leaders of the organization as to how they can implement successful corporate entrepreneurship initiatives. Interviews did not take place with the nonmanagement

employees. Generated by the interplay between management and the nonmanagement employees, these assumptions are necessary for corporate entrepreneurship as discussed by Morris et al. (2008).

Corporate entrepreneurship is possible in any midsize to larger organizations and not in a small business. Finally, corporate entrepreneurship can flourish in any type of industry. So, data collection took place with different types of midsize organizations for data collection purposes.

Scope and Delimitations

The specific focus of the research problem sought to understand what types of strategies used by leaders could successfully implement corporate entrepreneurship in their organization. The reason for this focus is to have an innovative and entrepreneurial spirit in an organization it is essential for it to survive in the nature of the world economy that exists today (Kuratko et al, 2014). By definition, corporate entrepreneurship exists in midsize to larger organizations, which were used for the study. More specifically, I used midsize organizations for data collection and interviews since this data collection effort is more manageable for one researcher with limited time and resources. The boundaries of this study were limited to midsize organizations. The results of this study could be transferable to other midsize organizations in any industry; however, transferability is left up to the reader to decide (Marshall & Rossman, 2016; Porte, 2013).

Limitations

Organizational leaders' interviews and financial data collected continued until no new themes emerged. This interview and analysis process ensured data saturation. In

addition, since only midsize organizations participated, there may be some transferability issues to larger organizations; however, transferability leaves the reader to decide as discussed by Marshall and Rossman (2015).

The bias of the researcher needs careful consideration in this study. I have been an advocate of creativity, innovation, entrepreneurship for some time, based on life experiences and research interests. This viewpoint may limit the findings of my study that do not match the theories and prior research of corporate entrepreneurship. It may also affect the dependability of the study.

Significance of the Study

This study is unique since it answered the how and why of this corporate entrepreneurship phenomenon. This study generated useful information for management leaders who are thinking of implementing these corporate entrepreneurship initiatives. Another benefit of this study is that the leaders will gain an understanding of how to implement this entrepreneurial spirit in their organization without losing employees to pursue their ideas outside of the organization. Leaders can thus motivate their employees to stay and pursue their innovative idea for the mutual benefit to the employee and organization. So, true job satisfaction and full engagement achievement has potential (See Appendix A).

The current research in corporate entrepreneurship has focused on self-report surveys by key management leaders (Kuratko et al., 2014). This study established a framework for research into the successful initiatives of corporate entrepreneurship. This framework accomplished study based on interviews of organizational leaders who have

successfully implemented corporate entrepreneurship initiatives in their company. This study could then lead to similar ones in various industry sectors. Research, based on this study, can also aid investigations of corporate entrepreneurship initiatives by the size of the organization.

In order for one to achieve a balanced life one must have the opportunity to express their creativity (Torrance, 1969, 1995). Maslow (1964, 2000) further elaborated on the necessity of an individual to express their creativity, by linking it to self-actualization (Maslow, 1964). Self-actualization is at the top of the hierarchy of needs, and characterized by expressing one's creativity (Maslow, 1964). This research can bring about social change for the employees of an organization which is successfully implementing corporate entrepreneurship. Employees in an organization that pursues corporate entrepreneurship can use their creative abilities to bring forth innovative products and services (Kuratko et al., 2014).

Summary and Transition

Scholars, over the years, have studied the interplay between organizational effectiveness and the ever-changing markets (Schumpeter, 1983). Organizations need to pursue innovation in order to succeed in market place (Zahra et al., 2013). Corporate entrepreneurship is one effective way of implementing innovation in the organization (Zahra et al., 2013). Corporate entrepreneurship allows the members of the organization to pursue their ideas for new and novel products and services for the benefit of the organization (Zahra et al., 2013). Employees allowed to pursue innovation are able to derive satisfaction in their work (Lee, Chen, Tsui, & Yu, 2014).

Unfortunately, despite the urgency and benefits of corporate entrepreneurship, most initiatives fail (Castellion & Markham, 2013; Heidenreich & Spieth, 2013). Moreover, researchers that have investigated this phenomenon have used self-report surveys by management leaders (Kuratko et al., 2014). These studies have mainly been quantitative in nature (Kuratko et al., 2014). These quantitative studies have assessed the readiness for an organization to execute corporate entrepreneurship, but the studies have not assessed how to achieve successful implementation within the organization (Kuratko et al., 2014; Morris et al., 2008). This study filled this gap by exploring this issue by conducting a qualitative multiple case study. This study should bring forth initiatives that could be successful in implementing corporate entrepreneurship in an organization. By adhering to the guidelines of a multiple case study, the results should be transferable to any midsize to large organization in any industry. This study can then be useful to management leaders, in an organization, as well as management scholars. Finally, this study can bring about social change to the employees of these midsize to large organizations by allowing them to express their creativity.

The following literature review will now establish the theoretical framework for this study. This review covered the leadership theories that are essential for implementing corporate entrepreneurship. I then covered studies related to my focus. Finally, I analyzed the supporting and contradictory theories of corporate entrepreneurship.

Chapter 2: Literature Review

The purpose of this qualitative study is to explore the phenomenon of corporate entrepreneurship in order to understand how to pursue entrepreneurial initiatives within the organization successfully, and possibly curtail the high failure rates of these programs (Castellion & Markham, 2013; Heidenreich & Spieth, 2013). These programs are critical for an organization to adapt and remain competitive amidst a constantly changing business environment (Zahra et al., 2013). First, the literature search strategy is presented. This strategy explains the sourcing for this literature review. The next section is on the theoretical foundation of this study, which is Pinchot's (1985) seminal work on intrapreneurship and Porter's (1980) five forces model of competition. Next, the concept of corporate entrepreneurship, which originally known as, intrapreneurship, is discussed (Rekha, Ramesh, & Bharathi, 2014). The entrepreneurial mind delineated next since this phenomenon revolves around the entrepreneur in any organization. Highlighted in the next section of this literature review, one finds the antecedents of corporate entrepreneurship. The failure rates of corporate entrepreneurship can be found in the following section where the multicultural perspectives on this phenomenon are exposed. Finally, framed in this study within the terms of the related studies of this phenomenon.

Literature Search Strategy

The conducted searches for literature reviews occurred from December 2014 to February 2016. Thoreau Multi-Database Search was the primary database used for the research. This database searches multiple library databases located at the Walden University Library. The other databases used were Business Source Complete,

ABI/INFORM Complete, Sage Premier, and PyscINFO. Other conducted searches include Google Scholar, accessed through the Walden University Library. Zotero, a software program managed and organized the sources found and used in the literature review.

Search terms that were used in the literature search strategy were; *Corporate entrepreneurship* with 45,100 results, *Corporate entrepreneurship failure rate* with 17,100 results, *company turnaround and corporate entrepreneurship* with 11,200 results, *failure rates of corporate entrepreneurship initiatives* with 797,000 results, *corporate entrepreneurship multicultural* with 13,700 results, *operations management and corporate venturing* 16,700, *operations management and innovation* with 109,000, *examples of successful corporate entrepreneurship* with 483,000 results, rates AND failure AND corporate and entrepreneurship with 11 results. Finally, a search on *Corporate entrepreneurship AND study* was conducted with 221 results. These were the literature search terms used in this review (See Appendix B).

The seminal research used dates from 1964 to 2000 and the works of Maslow (1964, 2000) for the link between higher order needs and the expression of one's creativity. Pinchot (1985) and Porter (1980) referenced their discussion on intrapreneurship and competition, respectively, used as the theoretical foundation of this study.

Theoretical Foundation

Montgomery and Porter (1991) explained that strategy is a conscious and deliberate effort, by management, to develop a plan to give their organization its

competitive edge. Strategy development is also an iterative process (Montgomery & Porter, 1991). This process begins with an assessment of where the organization is currently and where the organization plans to go considering its competition. The organizations that develop similar products or services pose the greatest threat.

Accountability must exist for in the strategy building process. An organization already has some level of competitiveness, or they would not be in business. Thus, strategy building will begin from this point of an original competitive advantage.

Competition is not necessarily a negative aspect of business (Porter, 1991). Competition, instead, is a natural manifestation of an industry, as driven by the economics of the industry. The economics of the industry is comprised of the competitive forces that govern the industry. This constitutes the five forces model of Porter (1980). Organizations jockeying for an advantage over others is at the core of these competitive forces. In addition, the organization has to contend with the entrants of new competitors, and the threats of substitute products and services. The organization also has to negotiate the bargaining power of the suppliers and customers. The key to developing a strategy to negotiate this competitive environment successfully is to find its niche. This niche is a key advantage point in which the organization can defend itself successfully from these competitive forces and influence the direction of these forces. The strategists of the organization can then develop a plan of action that takes these aspects of the competitive forces and their niche in this industry into account. This strategy includes positioning the organization to best defend itself against these competitive forces and influence these forces through strategic moves. In addition, a key to this strategy development is to

position the organization to anticipate the shifts in the underlying competitive forces and successfully hurdle these forces.

Vranceanu (2014) explained a different approach to understanding competition. In his description, competition is a process versus a state that results from the process (Vranceanu, 2014). With this understanding of competition, one can understand how the entrepreneur fits into this model for competition. In this model of competition, the entrepreneur can harness the full potential of the market to generate profits for the organization. These organizational profits come to fruition through the efforts of the entrepreneur in generating new products and services. Currently organizations are adapting their structures to breed these entrepreneurs from external ones, which leave the company, to internal entrepreneurs. These internal entrepreneurs are the intrapreneurs. In addition, these types of organizations are intelligent ones that facilitate internal entrepreneurs (Vranceanu, 2014). The organizations that are successful in breeding these internal entrepreneurs are able to remain profitable in a highly competitive environment (Pinchot & Pinchot, 1993; Vranceanu, 2014). This development of internal entrepreneurs, allows the forces of the free market to thrive within the organization. The internal entrepreneurs facilitate the organization to raise capital for new innovative projects. Entrepreneurial activity within the organization presents itself initially in Pinchot's (1985) seminal research.

Pinchot (1985) stressed the importance of the intrapreneur in keeping the organization profitable and relevant. The entrepreneur that stays within the organization, or intrapreneur, brings about organizational renewal through risk taking and innovation

(Van der Sijde, Veenker, & Daring, 2013). Intrapreneurship takes place on two levels, the individual level and the organizational level. Management support is critical to the success of any intrapreneurship program, both on the individual and organizational level. Management support takes the form of encouragement and rewards. Thus, the upper management must continually encourage and facilitate intrapreneurship. Intrapreneurship is a management tool. This management tool assists in bringing about profitability for the organization, strategic renewal, supporting innovation, and gaining future revenue sources.

Pinchot (1985) presented the 10 freedom factors that if in place in an organization, will provide the freedom the intrapreneur needs in pursuing their idea in an organization. The first factor is self-selection, in which the intrapreneurs appoint themselves to the innovation project at hand (Nugent & Lambert, 1994; Pinchot, 1985). They also receive the approval of the organizational leaders for the self-appointment. This is necessary within an organization for promoting intrapreneurship (Nugent & Lambert, 1994; Pinchot, 1985). The second freedom factor encompasses the idea that the innovation project should not be handed off to the next in line but to the originator of the project (Pinchot, 1985). The third freedom factor allows the doer of the project to make the decisions and not someone up the management chain (Pinchot, 1985). The fourth freedom factor allows for the resources of both time and money to be available so a new innovative idea can come to fruition (Pinchot, 1985). The organization must be willing to take the risk for the resources to be available for either the success or failure of the innovation project (Abdel Aziz & Rizkallah, 2015; Çetin, Şeşen, & Basım, 2014;

Rizkallah, 2015). The fifth freedom factor allows the intrapreneur to make numerous less expensive attempts at success versus a big project that must be successful; otherwise, there will be a loss to the organization (Pinchot, 1985). The idea is to take smaller risks versus one large risk in which the organization may not be able to recover from quickly (Abdel Aziz et al., 2015; Cetin et al., 2014). For the success of the intrapreneur, the organization should thus, be willing to tolerate the risk that new innovative projects entail (Abdel Aziz et al., 2015; Cetin et al., 2014). This is the sixth freedom factor (Pinchot, 1985). The seventh freedom factor for the intrapreneur is the ability to work in an organization that is not only willing to take the risk but for the duration of the project. The organization should be willing to stick with the idea and make it work (Rizkallah, 2015). The organization should have the patience the intrapreneurs need for success (Abdel Aziz et al., 2015; Cetin et al., 2014). The organization should allow the freedom devoid of turf battles; this compromises the eighth freedom factor (Pinchot, 1985). The intrapreneur should not be part of turf battles, but the generation of new ideas (Rizkallah, 2015). The ninth freedom factor should allow the intrapreneur be part of a fully independent cross-functional team in an organization to pursue the innovative idea (Pinchot, 1985). Finally, the 10th freedom factor should allow the intrapreneur to use financial resources from other departments and outside vendors (Pinchot, 1985).

Corporate Entrepreneurship

Corporate entrepreneurship is also known as intrapreneurship (Rajshekhar, Javalgi, Hall, Cavusgil, 2014; Rekha et al., 2014). Intrapreneurship encompasses the act of pursuing novel ideas for innovative products and services (Rekha et al., 2014). This

action entails taking the necessary risks and change processes to bring this innovation about efficiently (Ramos-Rodríguez, Medina-Garrido, & Ruiz-Navarro, 2012; Rekha et al., 2014). The successful implementation of intrapreneurship is challenging, but if executed correctly, it can leverage a company's creative talent for organizational success (Lekmat & Chelliah, 2014; Rekha et al., 2014). Pursuing intrapreneurship is key to a company's success and survival (Lekmat & Chelliah, 2014; Rekha et al., 2014). The organization's commitment to perpetuating innovation as a strategy can lead to the success of the organization (Kuratko et al., 2014). The perpetuation of innovation involves a companywide directive that develops the structures and facilities to foster this entrepreneurial spirit in which the results become the antecedents for continual perpetuation (Kuratko et al., 2014). This spirit fostered through various models of intrapreneurship is evident (Wolcott & Lippitz, 2007).

Models of Corporate Entrepreneurship

Not all corporate entrepreneurship initiatives work for all companies (Wolcott & Lippitz, 2007). Researchers have identified two dimensions of initiatives that management pursues (Karacaoglu, Bayrakdaroglu, & San, 2013; Wolcott & Lippitz, 2007). The first dimension is organizational ownership (Wolcott & Lippitz, 2007). This dimension addresses the issue of who in the organization is responsible for new business and innovation that corporate entrepreneurship generates (García-Morales, Bolívar-Ramos, & Martín-Rojas, 2014; Heavey & Simsek, 2013; Karacaoglu et al., 2013). The second dimension is resource authority or how money is appropriated for new business (Wolcott & Lippitz, 2007). These two dimensions generate a four-by-four matrix of four

different models in which to pursue corporate entrepreneurship (Wolcott & Lippitz, 2007). The four models are the opportunist, the enabler, the advocate, and the producer (Wolcott & Lippitz, 2007). These types of models represent a distinct way of pursuing corporate entrepreneurship (Carroll, 2014; Karacaoglu et al., 2013; Wolcott & Lippitz, 2007).

The opportunist model identifies that all companies begin as opportunists (Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). This opportunism occurs since there is no clear ownership or allocation of resources (Garcia et al., 2014; Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). In this environment, corporate entrepreneurship begins within the organization (Garcia et al., 2014; 2013; Wolcott & Lippitz, 2007). The success of these programs is based on the efforts of the people who work on their ideas despite all obstacles within the organization (Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). This model only works where there is a diverse management structure where multiple managers are open to support the corporate entrepreneurship program (Wolcott & Lippitz, 2007). The organization is also open to a culture of innovation that is trusting of its employees. If this trust is not in place in the organization, then the opportunity for corporate entrepreneurship will not exist. This model is not suited for organizations that eventually develop into more structured ones as dictated by the leader. In this case, one of the other three models may apply (Wolcott & Lippitz, 2007). The enabler model describes the organization in which employees pursue innovative ideas given adequate support from management (Wolcott & Lippitz, 2007). The active support from the organizational leaders provides a clear path and guidelines for the entrepreneurially

mindful employees. This path applies to the recruitment and retention of these types of employees. In an organization in which funding is not an issue the advocate model is established (Wolcott & Lippitz, 2007). Established is a core group with minimum funding to pursue entrepreneurial projects. In this model, the organization allows these budgets for innovation to exist and coordinates the innovative projects with the established business units. Finally, the producer model supports corporate entrepreneurship with dedicated funds and active leadership with its employees (Heavey & Simsek, 2013; Wolcott & Lippitz, 2007). This model takes type of leadership takes the form of developing the entrepreneurial potential in its employees (Heavey & Simsek, 2013; Wolcott & Lippitz, 2007). The producer model also protects the entrepreneur within the organization from politics in the form of control over business units (Wolcott & Lippitz, 2007). In an effort to mitigate these negative, political influences the leaders' interdepartmental collaboration across the various business units (Heavey & Simsek, 2013; Wolcott & Lippitz, 2007).

In the opportunist model, project champions lead the efforts of corporate entrepreneurship (Wolcott & Lippitz, 2007). They see to the successful completion of innovative projects. If they do not act then these projects will not begin nor or get completed. The other three models, the enabler, advocate, and producer model manage their entrepreneurial efforts in different ways (Wolcott & Lippitz, 2007). The enabler model facilitates the project teams to meet the strategic goals of the organization (Wolcott & Lippitz, 2007). The entrepreneurs in the corporation are supported by these types of models (Carroll, 2014; Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). The

strategic goals of the organization in terms of entrepreneurial projects are met in the advocate model by a transformation of business units (Wolcott & Lippitz, 2007). These transformed business units support the corporate entrepreneurship programs (Wolcott et al., 2007). The producer model exploits disruptive technologies to achieve the organizations goals (Wolcott et al., 2007). In terms of the essential functions of corporate entrepreneurship, in the enabler model, funding and executive attention is given to the business leaders of the entrepreneurial projects (Wolcott & Lippitz, 2007). The efforts of the business units in the advocate model are supported by coaching and direction for the units (Heavey & Simsek, 2013; Wolcott & Lippitz, 2007). Organizations that pursue the producer model pursue a complete formal process of conceiving the ideas, funding, and scaling of the entrepreneurial projects (Wolcott & Lippitz, 2007).

In the three models, antecedents to success of the projects vary (Wolcott & Lippitz, 2007). The enabler model develops a culture of innovation (Wolcott & Lippitz, 2007). They also allow project teams flexibility to continue the innovative efforts. The executives of the organization are also involved in the funding of the corporate entrepreneurship programs (Heavey & Simsek, 2013; Wolcott & Lippitz, 2007). The enabler model proceeds the success of their projects with their expertise in running business units (Wolcott & Lippitz, 2007). This comes to fruition with significant collaborative team support (Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). The senior leaders are also visible and promote the efforts of the projects (Heavey & Simsek, 2013; Wolcott & Lippitz, 2007). This type of hands-on leadership with major decision authority is characteristic of the producer model (Wolcott & Lippitz, 2007). There are

key challenges in pursuing corporate entrepreneurship through these three models (Wolcott & Lippitz, 2007). In the enabler model, a key challenge is finding and satisfying the project leaders (Wolcott & Lippitz, 2007). The business unit pressure of reaching short-term goals is an issue with the advocate model (Wolcott & Lippitz, 2007). Finally, in the producer model, the leadership succession can prove to be a point of contention (Wolcott & Lippitz, 2007). These models are dependent on the mind of the entrepreneur (Timmons & Spinelli, 2009). I stopped reviewing here. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at Chapter 3.

Antecedents to Corporate Entrepreneurship

A key antecedent to intrapreneurship is revising the key goals of an organization (Lekmat & Chelliah, 2014; Rekha et al., 2014). This revision coupled with extensive feedback and reward system can bring about the necessary environment for intrapreneurship to thrive (Rekha et al., 2014). There are key internal and external factors that affect intrapreneurship. These factors are creativity, risk-taking ability and innovation (Rekha et al., 2014). Intrapreneurship comes from novel ideas that generated from the creativity of the workforce (Rekha et al., 2014). Another key factor is the ability of the entrepreneurs in the organization to take the necessary risk to bring the innovative product or service to fruition (Rekha et al., 2014). Risk taking then is a key internal factor of the entrepreneur in the organization where one has to work with in the given time constraints and financial resources (Kuratko et al., 2014; Rekha et al., 2014).

Key external factors that support intrapreneurship are the organizational support and the support of the leadership team within the organization (Kuratko et al., 2014; Rekha et al., 2014). The management can create an environment of creativity and innovation through a flexible schedule in which there is time to pursue creative ideas in the workplace. This organizational structure can then be highly conducive to the promotion of creative ideas that intrapreneurship rests on (Kuratko et al., 2014; Rekha et al., 2014). Another key external factor for intrapreneurship is pursuance on an organizational level of a reward system for employees who bring forth creative products and services (Kuratko et al., 2014; Rekha et al., 2014). In addition, a specific promotional system for these entrepreneurs is key to successful intrapreneurship programs (Rekha et al., 2014).

The entrepreneurial spirit creates an organization where these initiatives are part of the overarching plan of the organization (Kuratko et al., 2014; Lekmat & Chelliah, 2014). The strategies of the organization should encompass entrepreneurial activities. These activities will ensure that an organization is an entrepreneurial organization. Researchers view innovation at the core of corporate entrepreneurship, but overall there is a general lack of agreement on the antecedents of this phenomenon (Lekmat & Chelliah, 2014). The exact internal factors that promote corporate entrepreneurship are unclear (Lekmat & Chelliah, 2014). Some identified key factors that establish the readiness of an organization for corporate entrepreneurship, but the disagreement still exists (Lekmat & Chelliah, 2014). A key factor that drives this type of entrepreneurship is at the intersection of operations management (OM) and entrepreneurship (Lekmat &

Chelliah, 2014). In this area, the research is scarce, but a multidisciplinary approach can shed light into the antecedents of this entrepreneurship. This research, on OM and entrepreneurship, can also provide returns on the financial investment of corporate entrepreneurship, normally defined as the key consequence of successful corporate entrepreneurship activities (Lekmat & Chelliah, 2014).

There are, however, controllable aspects of the organization that can promote an entrepreneurial spirit throughout the organization (Kuratko et al., 2014). These conditions in the internal environment take into account the risks associated with employees pursuing new ideas (Kuratko et al., 2014). These risks are calculated and worked into the budget of the organization (Kuratko et al., 2014). This budget is to allow for challenging the status quo of the organization's culture, in terms of pursuing unproven practices and organizational resistance (Kuratko et al., 2014). The organization that cultivates the entrepreneurial spirit of their employees sees the result of this investment as product launches and offerings (Castellion & Markham, 2013; Heidenreich & Spieth, 2013; Kuratko et al., 2014). Researchers agree on this internal culture, that fosters corporate entrepreneurship, and a supporting environment for innovation (Kuratko et al., 2014).

The Corporate Entrepreneurship Assessment Instrument (CEAI) is the widely accepted instrument that measures the readiness of an organization to pursue corporate entrepreneurship (Kuratko et al., 2014; Lekmat & Chelliah, 2014). The tool rest on the premise that there are five factors that promotes an entrepreneurial spirit in an organization. These factors shed light on the antecedents of successful corporate entrepreneurship. The five factors are top management support, work discretion and

autonomy, rewards and reinforcement, time availability, and finally organization boundaries (Kuratko et al., 2014; Lekmat & Chelliah, 2014). Top management support refers to the extent in which the top management encourages an entrepreneurial spirit in their organization (Kuratko et al., 2014; Lekmat & Chelliah, 2014). The employees must acquire this perception, so they can move forward with expressing their creativity. There is a direct correlation between this perceived type of leadership and corporate entrepreneurship (Kuratko et al., 2014). This creativity leads to the development of new products and services. This encouragement can also result in the growth of novel ideas that can render innovative products and services (Hisrich & Kearney, 2011).

The second factor of work discretion and autonomy encompasses the luxury of employees to fail in the pursuance of these novel ideas, and allows them the discretion to make decisions and delegate their work (Kuratko et al., 2014; Lekmat & Chelliah, 2014). As previously stated, the employees need to perceive that support is available even if they fail (Kuratko et al., 2014). In addition, the creativity of the employees' has no restraints that are restricted by excessive oversight (Kuratko et al., 2014). The third factor of rewards and reinforcement motivates employees to pursue novel ideas and allow creativity to flourish (Kuratko et al., 2014; Lekmat & Chelliah, 2014). This reward system takes the form as an organizational wide program and structure (Kuratko et al., 2014; Lekmat & Chelliah, 2014). Middle and first level managers have observed how there is a direct link between a rewards system and the employees pursuing entrepreneurship within the organization (Kuratko et al., 2014).

Time availability, the fourth factor, allows for the time in which employees can pursue creative ideas, by balancing the necessary work with innovative work (Kuratko et al., 2014; Lekmat & Chelliah, 2014). If the employees perceive that their workload is balanced with short and long-term goals then this perception will free them up to pursue entrepreneurship (Kuratko et al., 2014). This balance is accomplished by allowing free time, or unstructured time to pursue their ideas (Kuratko et al., 2014). The fifth, and final, factor of resource sharing encompasses the factor of organizational boundaries (Kuratko et al., 2014; Lekmat & Chelliah, 2014). These resources are shared and move freely throughout the organization to facilitate an entrepreneurial spirit (Kuratko et al., 2014; Lekmat & Chelliah, 2014). This type of organizational behavior allows for the productive use of innovation that allows any possibilities of uncertainty become manageable (Kuratko et al., 2014) and allows uncertainty to be maintained at manageable levels (Kuratko et al., 2014).

There are certain external factors that are uncontrollable by the organization that can render an entrepreneurial spirit within the organization (Kuratko et al., 2014). A hostile and technologically sophisticated environment is one such example that can foster innovation within an organization (Kuratko et al., 2014). The hostile environment is characterized by high company failure rates and extreme competitive pressure (Kuratko et al., 2014). This pressure can lead to increased R&D investments and the use of highly competent technical workforce (Kuratko et al., 2014).

Corporate venturing lays the groundwork for corporate entrepreneurship, and considered a key component of this entrepreneurial activity (Corbett et al., 2013; Kuratko

et al., 2014; Lerner, 2013). Corporate venturing facilitates the creation of new businesses within an existing organization (Corbett et al., 2013). This creation is critical since the corporation is not necessarily the best vehicle to nurture the entrepreneurial spirit, due to its lack of employee compensation (Chemmanur, Loutschina, & Tian, 2014).

So, corporate venturing is a key antecedent of this phenomenon (Chemmanur et al., 2014; Corbett et al., 2013). Corporate venturing provides the finances to start corporate entrepreneurship initiatives, but it can also serve as a method for engaging in intelligence gathering (Lerner, 2013). This intelligence gathering can help the organization ward off threats from imminent competition (Lerner, 2013). The traditional R&D departments are not as effective in spotting these threats (Lerner, 2013). So, now organizations rely more on venturing than the direction of the R&D department (Lerner, 2013). The high risk of corporate entrepreneurship initiatives can be countered by venturing programs (Lerner, 2013). It is easier to pull out or redirect funds in venturing than through traditional R&D departments (Lerner, 2013). R&D innovations can sit in product development for years, whereas venturing can push them through to market, and create the Schumpeterian disruptive innovation phenomenon (Corbett et al., 2013; Lerner, 2013, Schumpeter, 1939). Venturing relies on the presence of co-investors, and it is this fact that allows this flexibility over R&D departments (Lerner, 2013). Corporate venturing is also a key area of research in the field of corporate entrepreneurship (Corbett et al., 2013). Another key area is the failure rate of these initiatives (Heidenreich & Spieth, 2013; Lerner et al., 2013).

The Entrepreneurial Mind

In the past, a distinction surfaces between the entrepreneur and the intrapreneur, but the Pinchot's (1985) intrapreneur test questions line up with the entrepreneurial mindset as discussed in this section. The entrepreneur has the vision for innovation and the skill to bring this innovation to fruition, in the form of novel products and services (Timmons & Spinelli, 2009; Pinchot, 1985), whereas the manager has the ability to run the day-to-day operations (Timmons et al., 2009). Currently, the view of the entrepreneurial mindset has developed in which the entrepreneur is a leader having internal motivation and high-energy (Bird, Schjoedt, & Baum, 2012). This drive is responsible for the creation of not only new startups, but also effective entrepreneurship programs within an organization (Bird et al., 2012; Mehrabi & Kolabi, 2012; Mueller, Volery, & Siemens, 2012; Pinchot, 1985). This drive is also couple with a keen sense of discovery and a tolerance for ambiguity (Timmons & Spinelli, 2009; Pinchot, 1985). In addition, the entrepreneurial mind is willing to take the risk to see their novel ideas come to life (Mehrabi et al., 2012; Pinchot, 1985; Timmons & Spinelli, 2009). They are also able to direct the resources and efforts that are required of any entrepreneurial project (Mehrabi et al., 2012; Timmons & Spinelli, 2009). This is the case as long ensuring provision the freedom for autonomy (Pinchot, 1985). In terms of creating an agenda, the entrepreneur develops a vision of the future, which is usually the distant future (Mehrabi et al., 2012). They also develop the strategies that support this long-term vision (Mehrabi et al., 2012). In contrast, the manager's agenda consists of planning and budgeting on a short-term basis (Timmons & Spinelli, 2009). They then direct the resources to achieve

these short-term goals in a cost effective manner (Goodale, Kuratko, Hornsby, & Covin, 2011; Timmons & Spinelli, 2009).

The entrepreneur manages human resources by forming teams and coalitions of individuals that understand the vision of the entrepreneur (Bird et al., 2012; Mueller et al., 2012). In the execution phase, the entrepreneur accomplishes this task by motivating and inspiring the people (Bird et al., 2012; Timmons & Spinelli, 2009). The entrepreneur energizes the people who are inspired by the vision of the entrepreneur (Bird et al., 2012; Mueller et al., 2012; Timmons & Spinelli, 2009). This inspiring vision allows the followers to overcome major hindrances to the development of the project, such as political and bureaucratic obstacles (Goodale et al., 2011; Timmons & Spinelli, 2009). The manager on the other hand in an organization executes the daily tasks by controlling for deviations to the acceptable standards (Goodale et al., 2011; Timmons & Spinelli, 2009). This process is a problem solving approach, versus an inspirational approach (Bird et al., 2012; Goodale et al., 2011; Mueller et al., 2012; Timmons & Spinelli, 2009). The outcomes of the entrepreneurial leader are as dramatic and useful change (Bird et al., 2012; Goodale et al., 2011; Timmons & Spinelli, 2009). The manager brings about outcomes in terms of predictability and order (Gamage & Wickramasinghe, 2014; Goodale et al., 2011; Timmons & Spinelli, 2009). The manager must work with the outcomes that consistently support the expectations of the various stakeholders in an organization (Goodale et al., 2011; Timmons & Spinelli, 2009).

Another key aspect of the entrepreneurial mindset is that an emphasis is placed on what to actually do (Lundberg & Fredman, 2012). Entrepreneurs agree that not only are

initiative and drive critical to success, but they know what to actually work on to accomplish their goals (Lundberg & Fredman, 2012). Experience and study, though can fill in the missing gaps of expertise in the entrepreneurial process (Lundberg & Fredman, 2012; Timmons & Spinelli, 2009). This experience is in addition to the innate ability to have the innovative vision for creative solutions and products (Lundberg & Fredman, 2012; Timmons & Spinelli, 2009). An entrepreneur cannot work on all the aspects that need acquisition for success, but they have the ability to know what to work on so they can acquire these skills (Lundberg & Fredman, 2012; Timmons & Spinelli, 2009). This skill set is significant in improving their chances of success (Timmons & Spinelli, 2009). The behaviors and attitudes of the entrepreneur are critical to success (Lundberg & Fredman, 2012; Nagy, Pollack, Rutherford, & Lohrke, 2012).

Research has shown that the behaviors of the entrepreneur play a central role in their success (Mueller, et al., 2012). Key seven behaviors have been (Timmons & Spinelli, 2009). The first is commitment and determination, which includes the ability to recommit quickly after failure (Timmons & Spinelli, 2009). Persistence in solving problem also is part of this determination, which is highlighted by personal sacrifice (Timmons & Spinelli, 2009). The second behavior is courage (Timmons & Spinelli, 2009). The courage to experiment and to be fearless against setbacks is a critical component of this behavior (Timmons & Spinelli, 2009). Leadership, as discussed, is the third behavior essential to the entrepreneurial mind (Mehrabi et al., 2012; Timmons & Spinelli, 2009). An obsession with opportunity constitutes the fourth behavior (Timmons & Spinelli, 2009). With this type of behavior, the entrepreneur is market driven and has a

clear insight into the mind of the customer (Timmons & Spinelli, 2009). Tolerance of risk and ambiguity is the fifth behavior. Creativity comprises the sixth behavior (Timmons & Spinelli, 2009). This creativity is generated by being dissatisfied with the status-quo (Timmons & Spinelli, 2009). This dissatisfaction is combined with the open and non-conventional thinking of the entrepreneur (Timmons & Spinelli, 2009). Finally, there is a great desire to excel on part of the entrepreneur (Nagy et al., 2012). This motivation to excel is highlighted by a realistic vision of goals to accomplish (Gamage & Wickramasinghe, 2014). The entrepreneur with this motivation has a clear perspective and a healthy sense of humor (Timmons & Spinelli, 2009).

Another key aspect of the entrepreneurial mindset is the ability to execute on relevant expertise as they age (Timmons & Spinelli, 2009). The entrepreneur in their twenties does not possess much business experience versus the incremental increase in this aspect as the entrepreneur ages (Timmons & Spinelli, 2009). In terms of management skills and working knowledge, focus increases as the entrepreneur ages (Eggers & Song, 2015; Timmons & Spinelli, 2009). The reverse applies in the execution of entrepreneurial goals as they decrease with age (Timmons & Spinelli, 2009). Drive and energy also decrease with age (Timmons & Spinelli, 2009). Finally, one's life stage is different as one ages (Timmons & Spinelli, 2009). In the entrepreneurs' twenties, there is an emphasis to realize the dreams of adolescence (Timmons & Spinelli, 2009). In their thirties, there is an emphasis on new direction and ventures (Timmons & Spinelli, 2009). Then in their forties, there is a process of reinvesting and renewal (Timmons & Spinelli, 2009). So, the behaviors and qualities of the entrepreneurial mind change over the life of

the entrepreneur (Eggers & Song, 2015; Timmons & Spinelli, 2009). The entrepreneurial mind is the prerequisite for the antecedents of corporate entrepreneurship (Lekmat & Chelliah, 2014; Rekha et al., 2014; Timmons & Spinelli, 2009).

Failure Rates of Corporate Entrepreneurship Initiatives

A key issue in corporate entrepreneurship is failure rates of this innovative activity. External conditions also, play a role in these failure rates (Amankwah-Amoah, 2016). Current research, divides the factors for the stages of decline in an organization between firm-level factors and external factors (Amankwah-Amoah, 2016). Entrepreneurship relates to promoting success for the organization (Lerner & Malmendier, 2013). It is also a key component in turnaround strategies and firm performance (Panicker & Manimala, 2015; Sarasvathy, Menon, & Kuechle, 2013). Key measurements for the success of entrepreneurial projects are the expected return on the investment, and the effective use of venture capital, and successful turnarounds (Lerner & Malmendier, 2013; Panicker & Manimala, 2015). In addition to these metrics, it is a fact that entrepreneurs breed entrepreneurs (Lerner et al., 2013). Peer effects are essential to the success of an entrepreneurship program in an organization (Lerner & Malmendier, 2013). Yet, despite these facts on entrepreneurship programs, even if there are no internal barriers, most of these programs still fail (Heidenreich & Spieth, 2013; Lerner & Malmendier, 2013). Thus, the failure of these programs results in a poor return on investment on a wide scale and subsequently a loss of reputation (Heidenreich & Spieth, 2013; Lerner & Malmendier, 2013).

Management scholars indicate though, that there is a distinction between idea versus product failure rates (Castellion & Markham, 2013). Idea failure rates are the percentage of ideas not pursued in the development phase in an organization from the total number of ideas (Castellion & Markham, 2013). Product failure rates are the percentage of products that fail after introduction to the market (Castellion & Markham, 2013). So, managers who pursue corporate entrepreneurship initiatives need to consider these determinants and consequences of failure rates.

A missing factor influencing the success or failure of entrepreneurship initiatives is the link between market orientation and corporate entrepreneurship (van Wyk & Adonisi, 2012). This factor is an important link and forms the groundwork for perpetuating a successful competitive advantage (van Wyk & Adonisi, 2012). Unfortunately, this relationship is poorly misunderstood as pointed out by researchers (van Wyk & Adonisi, 2012). Market orientation is defined as the effective use on a corporate scale of business intelligence (van Wyk & Adonisi, 2012). It also refers to the responsiveness and dissemination in the organization based on this intelligence. Leveraging the organization's knowledge management can lead to the best use of this business intelligence. Thus, having a clear strategy based on market orientation can lend itself to the correct use of competitiveness in the environment that the organization functions (van Wyk & Adonisi, 2012). This strategy can lead to a clear benefit to their consumers (van Wyk & Adonisi, 2012). A correct market orientation buffers the organization against threats to its survival (van Wyk & Adonisi, 2012). It also leads to an effective use of opportunities (van Wyk & Adonisi, 2012). The marriage then between

the market orientation of an organization and its entrepreneurial efforts advances the firm's performance (van Wyk & Adonisi, 2012). The harmony between market orientation and corporate entrepreneurship boosts the profit of an organization (van Wyk & Adonisi, 2012). So, this is a critical aspect to the success of corporate entrepreneurship programs, in addition to the multicultural aspects of this phenomenon (Parry & Baird, 2012).

Multicultural Perspectives

Another aspect of successful entrepreneurship initiatives is accounting for the multicultural makeup of organizations (Parry & Baird, 2012). This is important since the organizations investigated in this study had a multicultural workforce. This makeup is important since some cultures are risk averse by nature, such as certain Asian cultures (Parry & Baird, 2012). This risk aversion is in contrast to Western cultures wherein the people are comfortable to take the risk, which is a hallmark of entrepreneurship (Parry & Baird, 2012; Timmons & Spinelli, 2009). This risk taking is one of the essential components of the entrepreneurial mindset, and affects the business-level strategies of the organization (Parry & Baird, 2012; Timmons & Spinelli, 2009). There have been efforts in Asian cultures to educate their business students in this mindset of the entrepreneur, which have proven successful (Parry & Baird, 2012). An analysis of the components of the course can reveal what is necessary for corporate entrepreneurship.

The course consisted of student from a diverse mix of countries from India to China and Australia to Kazakhstan (Parry & Baird, 2012). The student body represented 12 different countries in total (Parry & Baird, 2012). Currently, this type of cultural

diversity represented by various countries exists in most work places (Dalton, Bhanugopan, & Netto, 2015; Fitzsimmons, 2013; Nederveen Pieterse, Van Knippenberg, & Van Dierendonck, 2013) A key hurdle in this course was for the students to work in teams, which is also central to corporate entrepreneurship (Parry & Baird, 2012; Zhou & Rosini, 2015). It has been noted by management scholars that entrepreneurs work in teams, and it is a plural activity and not a singular activity (Zhou & Rosini, 2015). This plurality acknowledged that entrepreneurial teams are responsible for creating and growing a business (Zhou & Rosini, 2015). For example, entrepreneurial teams have founded most technology firms in the United States. Teamwork is critical to the success of entrepreneurship programs (Zhou & Rosini, 2015).

Currently, researchers have focused on team diversity and complexity in generating new business growth (Steffens, Terjesen, & Davidsson, 2012; Zhou & Rosini, 2015). Diversity of teams defined as comprised of surface level diversity and deep level of diversity (Zhou & Rosini, 2015). Surface level diversity refers to the demographic differences between members of the team (Zhou & Rosini, 2015). Deep level consists of attitudes, beliefs, personalities and values (Zhou & Rosini, 2015). Another approach to defining team diversity is by three key categories (Zhou & Rosini, 2015). These categories are the social category diversity or diversity in the demographic makeup of the team, and informational and personality diversity (Zhou & Rosini, 2015). Informational diversity refers to the differences in the perspectives and knowledge each individual team member brings to the team (Zhou & Rosini, 2015). Personality diversity is a difference of values the team members bring to the entrepreneurial task (Zhou & Rosini, 2015). This

diversity consists of differences in personality and personal values (Zhou & Rosini, 2015).

The key components of teamwork are information sharing, consistent communication, punctuality, and valuing of team contributions. Studies show that Asian cultures have difficulty with these constructs of teamwork (Parry & Baird, 2012; Zhou & Rosini, 2015). Asians are used to intense individual completion and not working in teams, this is critical to implementing entrepreneurship programs (Parry & Baird, 2012; Steffens et al., 2012; Zhou & Rosini, 2015). While working in teams on the class projects English became the medium of communication, due to its prevalence amongst the student body, even though many other languages were represented (Parry & Baird, 2012). Performance reviews existed in the course to evaluate the knowledge acquisition and progress of the students (Parry & Baird, 2012). Performance metrics coupled with a reward system are central to successful entrepreneurship programs (Zahar et al., 2014; Zhou & Rosini, 2015).

The students could all use technology efficiently, but had various experiences with the online experience (Parry & Baird, 2012). For example, the Chinese students did not know how to use Facebook due to the fact that it is banned in China (Parry & Baird, 2012). In addition, Korean are well versed in various social media programs and are not used to working with just one program for networking (Parry & Baird, 2012). Large organizations today use social media in knowledge management, which supports corporate entrepreneurship (Jussila, Kärkkäinen, & Aramo-Immonen, 2014) A similar issue came up in their use of cell phone technology (Parry & Baird, 2012). In this respect

their habits of when they use the phones and turn them off, as well as, the number of characters they are used to type in texting limited communication with these devices (Parry & Baird, 2012).

Often in multicultural settings, there are key factors that allow certain nationalities to dominate others (Parry & Baird, 2012; Zhou & Rosini, 2015). These key factors are social frameworks, social development practices, their lifestyle, and general overall maturity (Parry & Baird, 2012; Zhou & Rosini, 2015). Also, in Asian cultures gender plays an important role in the successful development of an entrepreneurial project since men are dominant in the society (Parry & Baird, 2012). This phenomenon translates to men speaking up before women (Parry & Baird, 2012).

Behaviors that do not promote successful entrepreneurial activity should be eliminated (Parry & Baird, 2012). These behaviors are the team members behaving disruptive, unproductive and unaccountable outside the classroom (Parry & Baird, 2012). In this, course students had to mimic working in an organization in which they must produce innovative ideas and products in a team effort (Parry & Baird, 2012). An effort is necessary to move away from these adverse behaviors is essential (Parry & Baird, 2012). Finally, this course revealed within entrepreneurship that the multicultural student body performed significantly better than traditional business courses (Parry & Baird, 2012). The multicultural makeup of organizations needs to be taken into account along with the day-to-day operations as well.

Related Studies

A key reason the qualitative approach is used in the study of intrapreneurship is the ability for the researcher to obtain rich data (Tasavori, 2012). This rich data allows the researcher to delve deeper into the phenomenon of study (Tasavori, 2012). For example, in a multiple case study design that uses interview questions, each question can be an opportunity to get a robust picture from the interviewee (Tasavori, 2012). Instead of recording that a certain strategy may be useful to implement an entrepreneurial spirit in an organization, the researcher can find out why it is useful and what has happened in the past when this strategy has been used (Tasavori, 2012).

Each participant interviewed in my study was categorized as a case. There were seven participants and they were interviewed individually, and each one of these interviews will constitute a case. These cases were analyzed for what business-level strategies they are executing for successful intrapreneurship within their midsize organization. Data from the midsize organization, in the form of financials and marketing information, were collected to triangulate with the interviews. In addition, if it is a new business-level strategy that is being considered then information can be obtained as to how it was developed (Tasavori, 2012). Past quantitative studies that assess the readiness of an organization to embark on corporate entrepreneurship cannot obtain this type of data (Goodale et al., 2011; Kuratko et al., 2014). Thus, this rich data captures the exploratory nature of the study, which is the most useful to business leaders (Tasavori, 2012). In addition, the researcher can obtain this richness of data by conducting probing

and in-depth interviews with only a small sample size (Tasavori, 2012; Zellweger & Sieger, 2012).

Another key benefit of using a multiple case design in exploring corporate entrepreneurship is the ability to facilitate replication logic (Tasavori, 2012; Yin 2013). Replication logic allows the researcher to validate the themes found in the interviews by using the other interviews where similar themes were found (Tasavori, 2012; Yin 2013). So, the researcher can understand if this is actually a valid theme by virtue of appearing or not appearing in other interviews (Butryumova, Karpycheva, Grisheva, & Kasyanova, 2015; Cronin, 2014; Houghton, et al., 2013).

Flexible designs like a multiple case design are needed in order to explore entrepreneurship in the organization (Tasavori, 2012). So, this design and other qualitative methods allow for these open and creative structures (Tasavori, 2012). Qualitative studies research in corporate entrepreneurship occurs to understand the inherent qualities of this phenomenon (Tasavori, 2012; Zellweger & Sieger, 2012). Some of the inherent qualities of this phenomenon studied in depth are the mindset of the entrepreneur and the risk aversion tendencies of the organization (Kuratko et al., 2014; Timmons & Spinelli, 2009).

Similar research exploring the phenomenon of corporate entrepreneurship used this qualitative method of a multiple case study in order to understand this underlying behavior (Tasavori, 2012; Zellweger & Sieger, 2012). This method incorporates the “why and how” of entrepreneurial behavior which is normally missed in quantitative studies (Goodale et al., 2011; Kuratko et al., 2014; Tasavori, 2012). The underlying motivations

of a manager trying to create an entrepreneurial spirit in an organization follows through qualitative studies (Zellweger & Sieger, 2012). This understanding is important since these behaviors are the antecedents of this phenomenon (Zellweger & Sieger, 2012). Thus, qualitative methods are critical in researching corporate entrepreneurship (Tasavori, 2012).

Case study methods in corporate entrepreneurship research gains a fresh perspective on the topic (Tasavori, 2012; Zellweger et al., 2012). This perspective allows for building or moving away from past studies that were fragmented or inconclusive (Zellweger & Sieger, 2012). Prior research in corporate entrepreneurship has relied on quantitative assessments which have come up inconclusive (Goodale et al., 2011; Kuratko et al., 2014; Zellweger & Sieger, 2012). For example, the Corporate Entrepreneurship Assessment Instrument (CEAI) that uses key dimensions or factors to assess the readiness of an organization to pursue corporate entrepreneurship (Kuratko et al., 2014). Yet, this instrument, and other similar ones, can be lacking in how corporate entrepreneurship can be developed and implemented and why organizational leaders do them this way (Goodale et al., 2011).

Other researchers have attempted to analyze what behaviors inhibit and encourage entrepreneurial behavior in an organization by interviewing these organizational leaders (Hashimoto & Nassif, 2014). In these studies, a qualitative method was used (Hashimoto & Nassif, 2014). A semistructured interview process allowed for a free flowing expression of ideas (Butryumova et al., 2015; Cronin, 2014; Houghton et al., 2013). This free flow would not be possible with closed ended questions in a formal structured

interview (Butryumova et al., 2015; Cronin, 2014; Houghton et al., 2013). The script of the interview used allows for a collection of data that facilitates data analysis (Butryumova et al., 2015; Cronin, 2014; Houghton et al., 2013). Normally, executives of the organization, who are involved in the implementation of corporate entrepreneurship and innovation in the organization, are recruited (Hashimoto & Nassif, 2014). Also, the organizations picked for the data collection process are those that support an entrepreneurial culture and creating entrepreneurs in the organization (Hashimoto & Nassif, 2014).

Most importantly, these executives have a skill set, extensive professional experience, and a sense of maturity that allow them to have a better idea of how to pursue entrepreneurship in their organization (Hashimoto & Nassif, 2014). If these qualifications of the participants are ignored then it is possible to obtain inconclusive data (Anagnoste, Agoston, & Dima, 2012; Hashimoto & Nassif, 2014). Diversity in the participant pool insures interviewing executives from various departments of the organization from marketing to legal to operations (Hashimoto & Nassif, 2014).

Interviews are normally conducted in the executive's office and some are conducted by phone if long distances inhibit an in person interview (Butryumova et al., 2015; Cronin, 2014; Houghton et al., 2013). This method does not lead to a loss of information (Butryumova et al., 2015; Cronin, 2014; Houghton et al., 2013). The first stage of questioning allows for the participants view on what entrepreneurial behavior is, followed by the second stage on what the researchers are defining as entrepreneurial behavior (Hashimoto & Nassif, 2014). Researchers have conducted the interview process

in this way, to insure all the participants have a similar understanding of the phenomenon (Hashimoto & Nassif, 2014). Finally, to record the information a literal transcription method is normally used (Hashimoto & Nassif, 2014). This allowed the relevant, regular, and repeated information to be captured accurately (Hashimoto & Nassif, 2014).

Summary and Conclusions

Current literature provides an understanding of corporate entrepreneurship (See Appendix C for concept map). Corporate entrepreneurship, also known as intrapreneurship, is critical for the survival of an organization (Ramos-Rodríguez et al., 2012; Rekha et al., 2014). Despite the high failure rates of these programs, there have been organizations that have successfully pursued corporate entrepreneurship (Ramos-Rodríguez et al., 2012; Rekha et al., 2014). Not all organizations pursue this innovative process in the same way (Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). Organizations execute corporate entrepreneurship through various models, which align with the development of the organization itself (Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). The development is from a start-up to a midsize company to a large corporation. These models of entrepreneurship involve the entrepreneurs themselves. The mind of the entrepreneur is the core of the corporate entrepreneurship process (Mueller et al., 2012). The entrepreneurial leader, similar to the transformational leader, inspires followers to achieve the goals of the innovative project (Bird et al., 2012). The entrepreneur has the requisite skill to accomplish this, but is also able to acquire the ones that are not present (Lundberg & Fredman, 2012; Timmons & Spinelli, 2009). The

entrepreneur is different from a manager that addresses the short-term result of the organization (Bird et al., 2012).

The key antecedents to corporate entrepreneurship are revising the goals of the organization to match the new innovative spirit in the organization (Lekmat & Chelliah, 2014; Rekha et al., 2014). Integration of these goals into the overall goals of the organization should occur (Lekmat & Chelliah, 2014; Rekha et al., 2014). There are internal and external factors that affect the beginning of any corporate entrepreneurship program (Lekmat & Chelliah, 2014; Rekha et al., 2014). A key internal factor is the fostering an environment of creativity and innovation within the workforce (Lekmat & Chelliah, 2014; Rekha et al., 2014). One key factor of the external environment is taking advantage of the disruptive technologies that can affect the existence of the organization (DaSilva, Trkman, Desouza, & Lindič, 2013). There have been related studies in the phenomenon of corporate entrepreneurship, but they have not sought in depth interviews with the drivers of these programs (Kuratko et al., 2014; Rekha et al., 2014). The drivers are the transformational leaders of the organization that ensure the development and success of the corporate entrepreneurship initiatives (Paulsen Callan, Ayoko, & Saunders, 2013). Most studies have been quantitative ones that have focused on the preparedness of the organization for executing these initiatives (Kuratko et al., 2014; Rekha et al., 2014), which has been accomplished through self-report surveys (Kuratko et al., 2014). This study will seek to explore intrapreneurship through a deep understanding of the leader's thoughts on this phenomenon. The next chapter discusses the methodology I used.

Chapter 3: Research Method

The purpose of this qualitative study is to understand the phenomenon of corporate entrepreneurship. I answered the research question as to what initiatives promote corporate entrepreneurship successfully. My research methods addressed this phenomenon of successful corporate entrepreneurship. Also discussed in this chapter, is what research design I used and why other research designs are not used. These methods consist of quantitative and other qualitative methods. I used a multiple case study, explained in this chapter. In addition, I outline my data analysis procedures using NVivo. The issues of trustworthiness and ethical procedures wrap up the chapter.

Research Design and Rationale

The research question for this study was as follows: What strategies implement corporate entrepreneurship initiatives successfully? The phenomenon that I explored corporate entrepreneurship. Corporate entrepreneurship is innovation that the employees undertake within the organization, and not outside the organization (Kuratko et al., 2014; Morris et al., 2008).

The research design that I used to answer the research question is the multiple case study design. I used the case study design since it offers the researcher to study a case in depth in a real-life setting (Yin, 2013). The case study method also allows the researcher to explore descriptive questions (Yin, 2013). My research question is exploring corporate intrapreneurship initiatives used in an organization. This research question is a descriptive type question. My research question sought to explore the phenomenon of corporate entrepreneurship based on this descriptive question.

Narrative research has recently been used in a before and after interview process (Tobin & Tisdell, 2015). This was not suitable for my research, since I interviewed Presidents once for their opinions and ideas on corporate entrepreneurship. There are no before and after interviews, in the sense of eliciting a personal story of an event. The exception here is the member checking I performed to ensure that I had captured the meaning of what participants said. Phenomenology allows people to understand the subjective experiences of a participant (Chen, Lin, Liu, & Dai, 2013). In addition, it promotes understanding of how the participant views reality from the first-person viewpoint (Chen et al., 2013). The phenomenological design did not align itself with my research question of exploring corporate entrepreneurship initiatives. The reason for this is that I looked at initiatives and not people's perceptions of the initiative. Moreover, phenomenological design explores a common event or phenomena. I studied the separate perceptions of an uncommon phenomenon. The ethnographic method originally developed by anthropologists and studied a whole tribe or group of people (Trochim, 2006; Wall, 2015). I did not study a group of people in pursuing my research question. I explored a business phenomenon through in-depth interviews of individual participants. This method of collecting data through interviews is an often-preferred method in this cultural context (Kasim & Al-Gahuri, 2015). I did not investigate perceptions of a group of people as is often done in an ethnographic study (Pighini, Goelman, Buchanan, Schonert-Reichl, & Brynelsen, 2014). Finally, I did not use the grounded theory design because I used a theory to frame my study. These are the reasons why I did not use the

qualitative methods of narrative research, phenomenology, ethnography, or grounded theory.

Research in the last 10 years has focused on quantitative, self-report surveys conducted by management leaders (Kuratko et al., 2014). These self-report surveys capture, through a scorecard, the readiness of an organization to pursue corporate entrepreneurship (Kuratko et al., 2014). This quantitative method does not capture the richness of thought that I explored in my qualitative study. I did not use a quantitative method.

The quantitative method uses statistical techniques to analyze numerical data. The data collection comes from a population using accepted sampling techniques. The sample size is also determined through accepted methods that consider the confidence level of the results and power of the test (Baio et al., 2015). The reliability and validity of the results are determined and presented through various metrics (Quick & Hall, 2015). The quantitative method focuses on determining correlations and causations between the variables or attributes studied, and from this analysis, prediction models can be developed (Blagus & Lusa, 2015; Quick & Hall, 2015). The qualitative method, in contrast, collects the comments and viewpoints of participants through cases studies and focus groups (Marshall, Cardon, Poddar, & Fontenot, 2013). Collecting these viewpoints constitutes the main portion of qualitative research (Marshall et al., 2013). The qualitative researcher, unlike quantitative researcher, has the ability to dig deeper into understanding the attitudes and beliefs that drive these correlation and causations of attributes (Marshall et al., 2013).

In the mixed-methods design, the quantitative and qualitative methods to investigate a phenomenon (Johnson & Onwuegbuzie, 2004). I explored the phenomenon of intrapreneurship so a mixed-methods research design could have analyze this innovation method both quantitatively and qualitatively. I did not choose this method though, since there exist quantitative information from current studies in terms preparedness metrics (Kuratko et al., 2014). I focused on the qualitative aspect of the phenomenon of intrapreneurship, which addressed my research question and offered useful information to management leaders.

Role of the Researcher

I was the data collection instrument for my study. The key implication is a possible bias that could have entered my exploratory research, by my viewpoint on relative truths versus an absolute truth. There is a dichotomy between qualitative and quantitative research (Sarma, 2015). The quantitative method is based on empirical data and the search for an absolute truth, or a rationalistic model (Sarma, 2015). The qualitative method, in contrast, has no universal or absolute truth, but only relative truths, or ad-hoc postulates (Sarma, 2015). Hoover and Morrow (2015) explained that the researcher, as the data collection instrument, is affected by these theoretical viewpoints in data collection. My theoretical viewpoint for this study hinged upon the search for relative truths. This viewpoint lines up with qualitative research (Sarma, 2015). I explored intrapreneurship and the initiatives for implementing this process of innovation. There may not necessarily be only one way to implement these initiatives across all organizations, but numerous ways instead.

I interviewed small to midsize organizations in Atlanta, Georgia. I did not sample my workplace or organizations where my friends or relatives have employment. I sampled organizations as recommended to me by my personal and professional contacts. There were not any ethical issues arising from this sampling procedure because I stated my viewpoint as the data collection instrument. I also used the most effective method in these types of situations (Hoover & Morrow, 2015; Kasim & Al-Gahuri, 2015; Sarma, 2015).

I did not use incentives to interview the leaders of the organizations. In addition, I explored intrapreneurship initiatives, and the leaders, of the sampled organizations, may pursue the results of my study to their benefit. The use of these initiatives, by the management can then be advantageous to their organization, but it was not an incentive for the study. This lack of incentive is true, since the focus of my study was to explore the phenomenon of intrapreneurship, which was not necessarily a discussion of successful initiatives.

Methodology

Participant Selection Logic

The population for my study was Presidents and CEO's of midsize companies in Atlanta, Georgia, that were actively pursuing intrapreneurship. Information from these business leaders were collected by way of interviews and company financials. This intrapreneurship can take the form of new product development, process improvement, and service enhancements. The service enhancements can take the form of a new service routine. Current employees of the organization can generate the new product, service, or

process needed within the organization. The leader should understand the principles of entrepreneurship. The leader should also know how to motivate the employees of their organization in this innovative spirit. The employees should not have left the organization to pursue their own ideas. The population also included management scholars and retired executives that have pursued corporate entrepreneurship in their professional career. It is important to include this group in the population, since they can provide invaluable historical experience.

The participants drawn from this population constituted my sample, and they filled out a consent form (See Appendix D). In order to achieve data saturation, five participants constituted my sample. This purposive sampling ensured collecting sufficient information in terms of the quality and quantity of ideas and experiences. The quality, or richness of the data, and the quantity or thickness of the data, ensures data saturation (Fusch & Ness, 2015). When selected, an organization provided data from the organization that reflects the entrepreneurial activity in that organization. I triangulated this data. The type of triangulation used is methodological triangulation. This triangulation method will ensure transactional validity, in which the data collected is checked against the participant, in an interactive process, to allow for accuracy and consensus (Cho & Trent, 2006). In addition to transactional validity, I allowed for transformational validity. In transformational validity, the study generates a process toward social change (Cho & Trent, 2006). I stopped reviewing here. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at Chapter 4.

Instrumentation

The critical piece of instrumentation used is the interview questions document, and protocol, which I produced. There was not a pilot study conducted with this instrumentation. Instead, the committee directing my research validated the interview instrument. The digital recording device that I brought to the interviews recorded the interview responses. If the participant felt uncomfortable to have their responses recorded then detailed written notes ensued. A follow up appointment occurred next for member checking with the participant to ensure accuracy and sufficient detail of the results. This procedure constitutes the interview protocol (See Appendix E). This interview process encompassed five participants with semistructured questions (See Appendix F).

In addition to the interviews, data collection from the organization occurred. This data took the form of data found on the organization's website, data given by the participant in the form of financial and other types of data on the intrapreneurship programs. There was some hesitancy on the part of the participant to divulge proprietary information, but some critical information highlighted the status of their intrapreneurship initiatives. This critical information coupled with the interview data was sufficient to shed light on the corporate initiatives of the organization. It also highlighted what works and what does not work in terms of intrapreneurship. This will answered the research question of my study. The research question being, what strategies implement corporate entrepreneurship initiatives successfully?

Procedures for Recruitment, Participation, and Data Collection

The data was collected from two sources the participant and company information, as provided by the participant. The company information was in the form of financial records and other types of data on intrapreneurship initiatives pursued by the organization. The President or CEO of the organization who was the participant provided this data. I collected all the data in the form of interviews and company information from the five participants. The duration of the initial interview was approximately one hour and the member checking was approximately half an hour. In order to collect the data of the organization's website and from the participant I allowed for five hours. The interview data was recorded on a digital if they consented otherwise detailed notes were taken.

Data Analysis Plan

Yin's (2013) techniques supported data analysis I collected from semistructured interviews and organizational data. In pattern matching, rival pattern and themes come to light (Yin, 2013). So, when I interviewed the participants some of them offered rival explanations to what the research provides, and these contradictions created a robust study. With explanation building, an iterative process generates findings in the data and efforts focus on the original topic of the study (Yin, 2013). Each interview constituted a case, for my multiple case study design study. Finally, pattern matching was accomplished utilizing word tables. The software for qualitative research, NVivo, will aid in these analysis techniques.

NVivo can analyze text-based data, as well as the ability to code and keep track of the coding of my data (QSR International Pty Ltd., n.d.). NVivo also allowed me to keep track of my ideas and thoughts, as well as, create word clouds and word trees for the representation of ideas from the interview and supplementary data (QSR International Pty Ltd., n.d.).

This constituted my codebook. A first run of the interview data and then picking out the themes with the assistance of NVivo generate the codebook. This codebook was then revised in an iterative process as the search for themes in the interview data continued. The code definition has five parts. This analysis method can ensure data saturation (Guest, Bunce, & Johnson, 2006). The first part was a brief definition to allow the remembrance of the interview excerpt. The second part was a full definition that describes the code in full. When to use this definition in the analysis encompassed the third part of the code. The fourth part was a description of when not to use this code. Finally, the last and fifth part of the code was an example section of quotes from the interview. Proper code development diminishes the returns on investment of time and money to obtain further interviews (Guest et al., 2006). At this point the coding process completed.

The non-interview data consisted of financial records and company information on the projects of concern. The projects of concern in the data analysis process were the intrapreneurial ones. This triangulated data, supported the coding process. The themes I found in the interview data, supported by this non-interview data, constituted the final product of analysis, and the results to base conclusions on, in this qualitative study.

Issues of Trustworthiness

Interview Protocol

I followed the appropriate interview protocol. I notated accurately the interview data obtained and allowed for member checking to insure the accuracy of this data. Then, I used clear writing in the interview process to insure that no bias has entered into the data collection process by me, as the researcher. I also insured credibility in the collection of other forms of data through accurate and accepted collection procedures.

Data Saturation

Data saturation occurs when no new themes appear in the analysis process of the study (Fusch & Ness, 2015). Data saturation also occurs when there is enough information collected for a replication of the study (Fusch & Ness, 2015). Data saturation can occur with as little as six participants (Fusch & Ness, 2015). In order to ensure data saturation the data must be both rich, or quality data, and thick, or quantity data (Fusch & Ness, 2015). My purposive sample accomplished data saturation. I collected data from five participants whom represent business leaders. One academic leader interviewed rendered a historical perspective on intrapreneurship initiatives and the other four participants will be business leaders who are currently pursuing intrapreneurship in their organizations.

Transferability

Due to limited resources, it is not feasible to conduct a study on an issue in all settings (Burchett, Mayhew, Lavis, & Dobrow, 2013). So, the transferability of a study is important. Transferability will insure that a study conducted in one situation is applicable

to another setting (Burchett et al., 2013). In this regard, my study allowed for this transferability. I interviewed business leaders on what initiatives foresee successful intrapreneurship. These initiatives should be applicable to similar business. This transferability will be the case as long as the participants offered useful information that I presented accurately, minimizing researcher bias.

Dependability

Methodological triangulation insured dependability. A within-method of methodological triangulation influenced the two data collection procedures (Bekhet & Zauszniewski, 2012). Methodological triangulation allows for the confirmation of findings through a more varied data collection process (Bekhet & Zauszniewski, 2012). I collected this varied data in two ways. The first method was the collection of data through semistructured interviews. The second method was collection of all pertinent data from the participant's company. Since the leader was the participant in the interview, it was possible for the participant to release the pertinent data without the need for excessive or stringent approvals.

Confirmability

In order to maintain confirmability I maintained a journal on my thoughts on reflections during my research process. This reflexive journal contained my observations during the data collection and analysis procedures. This journal helped minimize my biases and attitudes that could have entered into the study.

Ethical Procedures

The goal of my study was to bring about social change, balanced with the ethical considerations of the participants in my study. Implementation of a permission letter and consent form ensured confidentiality. These documents informed the participant that their participation was voluntary and they could withdraw at any time in the interview process without penalty. The consent form insured confidentiality. In addition, presentation of the findings preserved anonymity. The participants were the president or CEO of their organizations, and some of the participants are academic scholars in the field of entrepreneurship. A briefing ensued on the purpose of the study prior to enlisting them in the study and interviewing them. The participants had the opportunity to withdraw from my study without consequences. I interviewed five business leaders.

My committee, as well as, the Institutional Review Board (IRB) approved the interview instruments that I used. This approval insured no violations of ethical concerns of the participants occurred. This approval alleviated any concerns in relation to the data collection procedures. Finally, redacted data collected from the participants for triangulation purposes preserved anonymity. The hard copy data is now stored in a safe, with a lock and key, in my house of residence. The soft copy computer records are now password protected and encrypted. The electronic files or soft copy are also stored on a hard drive located in my house of residence. It was not stored on a server or the cloud. These measures insured the security and confidentiality of the sensitive data.

Summary

My research question drove my research design. My research question is: what business-level strategies could be leaders employ to implement intrapreneurship successfully in a midsize organization? Intrapreneurship is innovation that occurs within the company by intrapreneurs (Kuratko et al., 2014; Morris et al., 2008). The qualitative research design implementation versus quantitative method highlighted this study. I chose the qualitative method for two reasons. The first reason is that current research focuses on the preparedness, through a questionnaire, of an organization for corporate entrepreneurship (Kuratko et al., 2014). Quantitative analysis of Likert type question highlights this method. So, even though the researcher can understand if the organization is ready for corporate entrepreneurship, based on their numeric score the organization leaders do not have the information as to why they are ready (Kuratko et al., 2014). The qualitative case based methodology will help answered the why, not acquired from a quantitative survey. The case based method implementation occurred through interviews from multiple business and academic leaders. I am the data collection instrument in this study so I was careful that my biases and preconceived notions did not enter the study. I sampled participants from a population of midsize companies in Atlanta, Georgia. I interviewed the leaders of an organization and did not use incentive methods to lure them into participation. I also collected data from the organization for methodological triangulation purposes. I used methodological triangulation from this secondary data. NVivo driven analysis occurred for the collected data. This study has insured credibility, transferability, dependability and confirmability. This credibility was necessary so my

study could have necessary data saturation and replicability. Finally, I followed the ethical standards of interviewing participants. The participants signed a consent form, but were able to withdraw anytime from the study. Maintenance of anonymity occurred at all times. The following chapter presents the results of this data collection and the analysis of the data. I will also explain the trustworthiness of the results.

Chapter 4: Results

The purpose of my study was to gain a better understanding of the business phenomenon of intrapreneurship. This is an exploratory, qualitative study in the form of a multiple case study of five participants. The research question that guided this study was: What business-level strategies could business leaders use to implement intrapreneurship initiatives successfully, which could then result in successful innovative products, service and processes?

Chapter 4's organization is as follows: first there a description of the research setting and demographics of the participants. An explanation of the data collection process followed by the coding process for data analysis purposes. A discussion ensues, of the key issues in trustworthiness of qualitative studies, which are credibility, transferability, dependability, and confirmability. Eight themes emerged from the data collection process, and one unexpected theme exposed in this Chapter. The end of this chapter contains a Summary.

Research Setting

My research took place in five unique organizational settings. The first setting was a nonprofit humanitarian organization, the second was an engineering firm, the third an entertainment company, the fourth was a food manufacturing business, and the fifth was a health care provider in pediatrics. I conducted all these interviews onsite, wherein I used 12 semistructured interview questions.

The President of the nonprofit organization and engineering firm are young in comparison to their predecessors who ran their respective organizations. This could have

biased the results towards the positive aspects of my study. The positive aspects being the need for change and need for intrapreneurship initiatives. This bias was due to the nature of millennial managers who have a different work ethic than older generations (Cogin, 2012).

The president of the entertainment company potentially harbored biased against intrapreneurship initiatives. This bias is due to the fact that he lost employees, and a portion of his business due to encouraging intrapreneurship. The president of the food manufacturing company may also have a bias toward favoring intrapreneurship initiatives in his business. This bias is because he worked at *boring* jobs in the past and did not want his employees to experience the boredom (Participant D, November, 18, 2016). When interpreting my study results, consideration of the participants' experiences must be given.

Demographics

The participants of this study are as follows: The president of a nonprofit humanitarian was involved in religious programs and outreach services. The President of an engineering firm specialized in innovative products involving industrial motors, the President of an entertainment company specialized in dance studios, the President of an organic foods company, and the President of a medical practice. All the organizations specialized in products or services that require creativity and innovation to survive. I used purposeful sampling and as advised by my committee I selected five participants for my sample. Two other participants selected initially, however, withdrew for they felt they were not qualified to speak about intrapreneurship.

I began recruiting participants after I received approval for my study from Walden's Institutional Review Board (IRB # 2016.09.30 12:47:03-05'00'). I conducted the interviews, and analyzed the data until no new themes surfaced. Thus, I reached data saturation by obtaining thick and rich data (Fusch & Ness, 2015).

I obtained my sample by first acquiring contact information through a primary contact. I then invited the participant by phone. After they agreed to the study and signed the consent form, I conducted the semistructured interview following my interview protocol. The participants were given time to ask any questions they may have about my study. The participants for my study had adequate time to review the consent form and ask any questions about it before they signed the form. I did remind my participants that they could withdraw at any time without incurring any consequences. All my participants were eager to share their experiences about intrapreneurship.

At the time of my study, Participant A was President of a humanitarian nonprofit organization for the last 12 years. Participant A was educated and trained as a leader overseas and immigrated to the United States. Participant C was, at the time of my study, President of an engineering firm specializing in motors for 3 years. Participant C is part of the millennial generation and was trained in business by their family. Participant E was, at the time of my study, President of an entertainment company specializing in the performing arts for 4 years. Participant E was also a performing artist as well. Participant G, at the time of my study, was President of a food manufacturing firm for 11 years. Participant G started the business with a business partner by purchasing an existing food manufacturing company. Participant I was at the time of my study, head of

a pediatric medical firm for 12 years. This medical firm has a large patient volume of patients, approximately 30 patients a day.

Data Collection

The population for my study was the President or CEO of small to midsize companies in Atlanta, Georgia, that are pursuing intrapreneurship. My purposive sample of five participants came from this population. The five participants were from the following five organizations: a nonprofit humanitarian organization, an engineering firm specializing in motors, an entertainment company specializing in dance studios, an organic food manufacturing company, and a health services provider. Participant selection occurred from a wide variety of industries. The interview with the president of the nonprofit occurred on November 8th, 2016 and was approximately an hour in duration. The participant of the engineering firm took place on November 11th, 2016 and last also approximately an hour. The interview with the President of the entertainment company occurred November 13th, 2016 and lasted approximately 45 minutes. The interview with the President of the food manufacturing firm took place on the November 18th, 2016 and lasted an hour. The final interview with the President of the health services provider occurred on March 17, 2017 and lasted an hour. Member checking took place from March 31, 2017 to April 3, 2017. Member checking confirmed the information captured at the time of the interview. Types of information confirmed in member checking: demographic information and the key points participants emphasized in the interview.

All interviews took place in Atlanta, Georgia. I initially sought out a gatekeeper for contacts I could approach for interview. From this collection procedure, I was able to generate seven contacts. Five of the seven agreed to be interviewed, but two declined. The two contacts who declined stated that they were not qualified to participate.

Instruments

I, as the researcher, was the main data collection instrument for this study. I used a semistructured interview process, and there were 12 questions that I asked each participant. The question design elicited key information from the participants on what business practices they had implemented to allow for successful intrapreneurship. The semistructured process I used allowed me to gain the most information possible, which I then subsequently used for the data analysis stage of my study.

Data Collection Techniques

At the commencement of the interview, I introduced myself and explained the purpose of my study in intrapreneurship. I answered any questions regarding the definition of intrapreneurship to avoid any confusion with the concept of entrepreneurship. These organizations are pursuing intrapreneurship, and the 12 semistructured, open-ended questions explored this phenomenon. In pursuing the research question, I collected information to see if themes emerged on what business-level strategies can be implemented to successfully implement intrapreneurship initiatives. After my introduction, I presented the consent form and explained it to them and requested their signature. The participants signed the consent form, and then I began the interviews.

The President of the non-profit organization interviewed for approximately an hour on November 8, 2016. The interview took place in a quiet location off the organization's property, so the participant could give their full attention to the interview I conducted. The member checking took place on April 1, 2017 with the President of the nonprofit organization.

The interview I conducted with the president of the engineering firm took place on November 11, 2016. This interview took place in his office, and he was able to give his full attention. The interview lasted approximately an hour, and the participant was eager to share their viewpoints and experiences with the topic of intrapreneurship. The member checking took place on April 3, 2017. I stopped reviewing here. Please go through the rest of your chapter and look for the patterns I pointed out to you. I will now look at your Chapter 5.

The entertainment company President's interview took place on November 13, 2016. The interview lasted forty minutes. The member checking occurred on April 2, 2017. The interview with the food manufacturing President took place on November 18, 2017. The interview last a little over an hour and held in the participant's office. The member checking for the food manufacturing company's President took place on April 3, 2017. Finally, the interview with the head of the medical practice took place on March 17, 2017, in the participant's conference room. This place selected helped the participant focus on the interview by being away from the actual office. Member checking then took place on April 3, 2017 and lasted approximately a half hour.

All the five participants' followed the interview protocol (See Appendix E) that I created in order to have structure and organization to the data collection process. The interview consisted of 12 open-ended questions (See Appendix F) which I used in a semistructured interview process. I took extensive notes on the thoughts and viewpoints the participants shared on intrapreneurship. They discussed their successes and failures in implementing business practices to encourage their employees to become intrapreneurs.

Data Organization Techniques

When I conducted the interviews, I structured it in a way to facilitate a highly conducive atmosphere for data collection by first thanking them for taking the time for the interview. All the five participants by virtue of being heads of their respective organizations were very busy executives and so I expressed my appreciation for helping me in my study. Then, before I began asking the interview questions, I reassured them of the privacy of all personal information, and I made sure they were comfortable with this fact before I began the interview process. I then explained the phenomenon of intrapreneurship thoroughly and asked if they were clear on this phenomenon before I began asking them how they tried to implement it in the respective organization. I then began the questioning process giving them ample time to express themselves with minimal interruption from me as the researcher.

All the data collected, in the form of the responses from the interview questions, I asked the participants were stored in password encrypted electronic files and the hard copy notes and reflexive journal were stored in a fireproof lock box in my place of residence.

Data Analysis

I began the process of looking for the underlying themes from the five participant interviews, by first preparing the data for NVivo. Results came from the following interview questions asked of each of the five participants:

1. In what ways is innovation important to your organization?
2. In what ways is remaining competitive important to your organization?
3. In what ways is intrapreneurship important to your organization?
4. How can you encourage an entrepreneurial behavior in your organization?
5. What strategies can you use to create entrepreneurs in your organization?
6. What business-level strategies have you tried to assist your employees within your organization to pursue their innovative ideas?
7. What changes have you made to your organizational structure to promote intrapreneurship?
8. In what ways is autonomy for intrapreneurs important for their success in your organization?
9. What policies should be in place to encourage autonomy for intrapreneurs in your organization?
10. What issues have you encountered balancing operations management with intrapreneurship?
11. What style of leadership do you think facilitates intrapreneurship?
12. In what ways will employees have satisfaction and fully engaged by pursuing their creative ideas in the workplace in the form of intrapreneurship?

The answers to these interview questions aligned with each of the 12 questions in the right formatting, and in separate files. These files, imported into NVivo produced the first word count reports to aid the researcher in the research process by performing frequency counts of the events from the data (Yin, 2013). After running the reports based on the views, such as the node and source classifications, eight themes emerged as follows: transformational leadership and team vs. hierarchy organizational structure, the need for innovation and change at all levels of the organization, risk taking and acceptance of failure, providing the resources for change and fearless empowerment, intrapreneurship helps operations management, performance reviews, recognition and rewards for full engagement of employees by expressing creativity, company culture vs. multicultural employees, the need for creativity and competitiveness.

The theme of change strongly emerged from the data analysis. This subsequently resulted in grouping by two major factors. These two major factors were the need for change and innovation, and providing resources for change. Change is necessary for successful intrapreneurship, and this predominant theme emerged from the data analysis.

Creativity was another predominant theme that emerged from the interviews. One participant explained that, the employee though hired for one role needs to “encourage them as intrapreneurs”. Pinchot (1985) explained that intrapreneurship is only successful when the employees are encouraged to engage in their creative talents. The organization should pursue this otherwise the creative talent will leave the organization to pursue their creative ideas elsewhere (Pinchot, 1985).

The responses from the participants centered on this theme of creativity, but also the need for competitiveness followed along with the creativity theme. Porter's (1980) five forces model of dealing with competition was thus, supported from the theme that emerged. I grouped the emerging themes of risk taking and acceptance of failure together since the participants addressed this issue together. Responses such as "failure must be tolerated even if it costs money" and "risk vs reward analysis should be conducted to see if we can handle the risk" justified this grouping. Another theme that emerged is the need for resources for successful intrapreneurship, as well as, fearless empowerment. In this way, the analysis and framing of the eight themes are through the lens of Pinchot (1985) and Porter (1980).

The unexpected theme of the generational workforce emerged, but it also supported the research question of this study. The research question I wanted to answer centered on the type of business strategies proven successful for intrapreneurship in an organization. So, acknowledging and working effectively with the various generations is a key issue to address for successful intrapreneurship.

Evidence of Trustworthiness

Credibility

Credibility is one of the components of achieving trustworthiness in qualitative research (Morse, 2015). I employed certain methods in my study to ensure credibility. The first method I used was to conduct the initial interview, following the interview protocol, and suspending my judgments. The suspension of my judgments facilitated for

the true themes of my data collection to come forward without any biases on my part. I then interpreted the interviews and gained a better understanding of what the participants meant in their responses. I then confirmed this with my participants through member checking. Member checking is a key aspect of qualitative research and is critical for facilitating feedback between the researcher and the participants (Lub, 2015). During member checking, I was able to establish a level of credibility, since I was confirming my interpretations with my participants. Finally, I performed methodological triangulation by collecting data from multiple data sources (Yin, 2013). These sources took the form of public information online about the organizations and financial data that the participants were willing to share.

Transferability

Despite the limited resources, I attempted to capture data from various organizational settings. I collected interviews from five business leaders (Presidents or CEOs) from the following variety of organizations: an engineering firm, a food manufacturing business, an entertainment company, a medical establishment, and a non-profit organization. Though I have a variety of organizations captured, it obviously does not capture all types of organizations in all settings. Now, as evident from the themes that emerged from the data, there are certain key business strategies that implementation would result in a successful intrapreneurship programs. These themes apply to most types of business, due to the universality of the strategy; however, transferability resides with the reader to decide. By keeping a reflexive journal, I was able to minimize researcher bias. I also minimized researcher bias by allowing the participants the room to answer the

semistructured interview questions freely and letting them direct the flow of information. I minimized in all interviews the tendency to direct the participant's conversation towards my initial findings in the literature.

Dependability

I stated in Chapter 3 that my use of methodological triangulation would allow for dependability in my study. I accomplished this methodological triangulation by collecting data in two different ways. First, I collected data in the form of semistructured interviews, and second I collected data in the form of financial records from some of the participants who were willing to provide such data. For example, I collected cost-benefit analysis reports from the food manufacturing company on intrapreneurship initiatives. The collection of this cost-benefit analysis data came from a request made from the participants who were the President or CEO of the organization. Now, some of the participants were unwilling to provide financial data in the form of cost-benefit analysis reports. This was due to their overall hesitancy to divulge this information despite the fact that I reassured them of anonymity. I requested from the participants cost-benefit analysis reports with the proprietary information removed or redacted.

Confirmability

I kept a reflexive journal on my thoughts during the research process. This journal was kept during the data collection phase and then during the data analysis phase. This took place because I am the research instrument in this study, and I had to minimize my biases in the collection phase. For example, while writing in my reflexive journal, it came to my attention that I had to be vigilant to not allow the certain constraints of the

interviewee's location or personality to influence how I understood and analyzed the themes that emerged. This was particularly evident in one interview wherein the President discussed the importance of a transformation leader in the intrapreneurship process. The entries in my reflexive journal brought to my attention that I thought this President is more like a transactional leader, than a transformational leader. Thus, he is not qualified to discuss the transformational type of leader. Using my journal to catch this bias, I was able to bring this important theme forward, on the necessary type of leadership, for successful intrapreneurship programs.

Study Results

The research question of this study is:

What business-level strategies could business leaders use to implement intrapreneurship initiatives successfully, which could then result in the successful innovative products, services, and process?

In the process of analyzing my data, eight major themes emerged that answer the research question. The eight major themes that emerged are as follows:

- Transformational leadership and team vs. hierarchy organizational structure.
- Need for innovation and change at all levels of the organization.
- Risk Taking and Acceptance of Failure
- Providing the resources for change and fearless empowerment.
- Intrapreneurship helps operations management

- Performance reviews, recognition and rewards for full engagement of employees by expressing creativity
- Company culture vs. multicultural employees
- Need for Creativity and Competitiveness

Emergent Theme One: Transformational Leadership and Team vs. Hierarchy

Organizational Structure

Burns (1978) provided a definition of transformational leadership and its importance. Burns transformational leadership theory states that this type of leadership is a process in which the leader and the employees transport themselves to a higher level of motivation and morality (Burns, 1978). It is the leader that directs their employees to accomplish this goal. In this theory, the transformational leader accomplishes this by focusing on these higher levels of motivation (Burns, 1978). A transformational leader is, thus, essential to foster this entrepreneurial spirit, marked by, increased motivation, creativity and innovation, in their organization (Paulsen, Callan, Ayoko, & Saunders, 2013).

This critical connection between transformational leadership and fostering creativity emerged from the analysis of the interview data. Participant A, the President of company B, a non-profit organization, explained how one challenge he experiences is working with the board that pursues a transactional leadership strategy. He also described the board as the “old guard”. This form of management, or management by exception, does not allow the employees freedom to “think out of the box”, as Participant A described. This type of thinking is critical to fostering intrapreneurship within his

organization. So, a key strategy to encouraging intrapreneurship is the transformational leadership style which Participant A, professed to have. During member checking on April 1, 2017, Participant A further elaborated, that transformational leadership style allows him to be a successful President of multiple organizations. Participant G from the food manufacturing company H also stressed the importance of transformational leadership. Participant G is aware of this method of leadership, even though he did not experience this leadership style from his previous managers. Participant G executes a transformational leadership style by instilling the philosophy that they are one big family, and they rise or fall together. The source data, collected apart from the interview, revealed adherence to this philosophy. The data showed an upward trend in production after an intrapreneurship initiative, once pursued, as championed by some of the employees in the organization; however, everyone benefited from the increased revenue.

Emergent Theme Two: Need for Innovation and Change at All Levels of the Organization.

Participant C from Company D, the engineering firm, explained how change is necessary for the organization to thrive and remain competitive. Participant C explained that if his company does not remain competitive then at some point, due to competition he must change. Participant C also highlighted the fact that change occurs at all levels of the organization, from the maintenance crew to upper management. For example, the company D saved money by changing how it provides hygiene services to its employees. This formulated with an idea from a maintenance employee, and observed in the source data collected from company D. In addition, the employees have a performance

evaluation in which part of their review evaluates their ability or willingness on making suggestions from improvement. Thus compensation comes from being intrapreneurs. This business strategy of developing performance reviews that have a weight for intrapreneurship encourages the successful execution of intrapreneurship programs. This phenomenon shared by Participant C, and further supported by Participant G of the food manufacturing company, supported the strategy. Participant G acknowledged the importance of a weight for intrapreneurship in their review. Participant G has not implemented this business strategy, but plans to pursue this performance review method. Confirmation took place with member checking on April 3, 2017.

During my interviews, each of my participants shared examples of intrapreneurship that highlighted the importance of constant change to remain competitive. Participant E, President of Company F, the entertainment company, gave an important example in this regard, with a caveat. Participant E discussed the fine balancing act that is required to give “disgruntled” workers the freedom to pursue their innovative ideas without leaving his company. The other issue he explained is not only may they leave the organization by converting from intrapreneurs to entrepreneurs; they also can take some, if not all, his existing clientele.

Emergent Theme Three: Risk Taking and Acceptance of Failure

To implement intrapreneurship in organizations management must tolerate a certain level of risk. Intrapreneurship stems from new ideas, and as with all new ideas, some work and some fail (Grein & Elmali, 2016).

The president of the non-profit organization discussed the idea of risk taking in its intrapreneurial programs. He explained that failure tolerance is essential even if there is a cost associated with the failure, and confirmed during member checking on April 1, 2017. A key way to keep these costs down is by picking out what ideas have a better chance of working. This will hopefully allow the intrapreneurship strategy to be successful based on this selection process. The President of the non-profit also explained that it is the responsibility of the leader to be fearless in the face of change. That is, to be fearless and take the risks associated with the intrapreneurship strategies.

Participant G also supported this idea, and explained a risk vs. reward analysis is necessary to see if the organization could handle the risk. Cost-benefit analysis is a standard practice among businesses (Nenkova & Metalova, 2016). This was apparent in the company's financial data, in regards to their intrapreneurship project.

Emergent Theme Four: Providing the Resources for Change and Fearless Empowerment.

Another critical finding that arose from the data is the need to empower the employee to have the freedom to pursue ideas essential for the intrapreneurship business strategies. There are links between a more creative workforce and empowerment (Min, Ugaddan, & Park, 2017). The President of the non-profit explained how the leader needs to pinpoint the employee skill and be "vigilant" to see that they follow through, and constantly use the skill for new and creative ways. They need empowerment for the freedom to think. For example, he encouraged a congregational member, who works as a project manager, to help others contribute their talents in new and innovative ways. This

has brought success to intrapreneurship programs at the non-profit organization. Another example of how empowerment supports intrapreneurship is an accountant, of a big firm, that also applied the principles of the organization in a novel way and increased the membership for the non-profit. In addition, the President of the non-profit has worked with the youth members to empower them to pursue their original ideas. Finally, the President of the non-profit emphasized the need to protect and shelter the intrapreneurs in his organization and always push them to think outside the box.

The President of the engineering firm explains how communication is critical to empowering his employees. The employee has the freedom to “tweak” a process without managerial approval. He encourages the employee to break the parent-child mold and not be afraid to take the risk in their departments and across all departments.

Intrapreneurs can move for example, from sales to operations management by this type of fearless initiative. The President of the engineering firm wants his employees to see that responsibility is “taken not given”. The President of the engineering firm expressed this in the following slogan: “Finish your job before you help others.” Member checking subsequently confirmed this on April 3, 2017

Emergent Theme Five: Intrapreneurship Helps Operations Management

Corporate entrepreneurship extends the operations of an organization in new areas of expertise (Goodale et al., 2011). These new areas of expertise can be new product offerings by the organization and venturing into new technology domains that are essential for survival in a highly competitive environment (Goodale et al., 2011; Kastalli & Van Looy, 2013; Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, & Reza zadeh, 2013). In

order for this entrepreneurial activity to be successful, it requires seamless integration into the day-to-day operations of the organization (Goodale et al., 2011). Success measured by results such as new product offerings and improved process flows (Castellion & Markham, 2013). This can be a challenge since operations and quality management focuses on day-to-day management of the organization, whereas corporate entrepreneurship moves away from this daily routine and breaks new boundaries (Goodale et al., 2011; Kim, Kumar, & Kumar, 2012). Operation managers look to optimize the daily operations of the business with a minimum level of financial risk (Goodale et al., 2011). Yet, the control processes of operations management is opposed to the freedom that is necessary to promote corporate entrepreneurship (Goodale et al., 2011). Observations show that other factors of operations management can promote healthy innovative processes (Goodale et al., 2011; Kim et al., 2012). This theme, of how intrapreneurship can actually help operations management emerged from the interviews.

The participants gave examples of how intrapreneurship can help in operations management. The President of the engineering firm balances intrapreneurship with operations management by adjusting prices of their products based on the ideas of his employees. The President of the engineering firm also explained how an ambitious employee implemented a successful software program integration in their department. The president seeing the benefits it rendered to the operations department implemented this software integration across all departments. The President of the food manufacturing company explained that operations management could benefit from the budgeting and risk tolerance of intrapreneurship initiatives. The President of the food manufacturing

company also explained that employees might suggest an innovative idea, but how much is this taking away from day to day operations. The intrapreneurship and operations management connection had confirmation during member checking of the participants from March 31, 2017 to April 3, 2017.

Emergent Theme Six: Performance Reviews, Recognition and Rewards for Full Engagement of Employees by Expressing Creativity

The benefits of a reward system in encouraging creativity, found in the data collected from the engineering and food-manufacturing firms. As discussed, creativity then leads to successful intrapreneurship (Pinchot, 1985). The creative employees will leave if there is no opportunity to pursue their creative ideas, thus the “Deadwood Syndrome” will be a result (Pinchot, 1985). Some of my participants use incentives and rewards for creative ideas. Having a robust reward system is key antecedent to successful intrapreneurship initiatives (Rekha et al., 2014). In addition, the President of the engineering firm explained a successful method he uses at his organization, and confirmed during member checking on April 3, 2017. He has weekly meetings on Wednesday, and asks everyone to suggest a new product, process or “something new”. These ideas are then recognized on the employee performance review. Given a weight of five percent in their review score, ideas and compensation have a direct relation. The President of the engineering firm has seen that the employee values recognition for new ideas as much as the compensation. In support of this the President of the food manufacturing company hires employees who cannot only do their job but can produce

new ideas. This is essential to remain competitive in the five forces marketplace (Porter, 1980, 1991).

Emergent Theme Seven: Company Culture vs. Multicultural Employees

A key success factor for intrapreneurship is managing the multicultural workforce (Parry et al., 2012). All the participating organizations in this study have multicultural workforces. There is a need to manage the multicultural workforce, since cultures view risk differently, risk being an essential component for the success of intrapreneurship (Parry et al., 2012; Timmons et al., 2009).

The Participant C from the engineering firm D, discussed culture and its effect on the intrapreneurship process. Participant C distinguished between the culture of the organization, the culture of the country, and the culture the employees imbibed. The basic idea discussed was that Participant C observed that many times the culture the employee imbibed ran contrary to the culture of the organization D. For example, organization D encourages risk taking and personal empowerment whereas the employee influenced by the culture they grew up in may not feel empowered to take risks. This is due to the fact that different cultures accept risk differently (Parry et al., 2012). For example, Asian cultures are more risks averse than Western cultures (Parry et al., 2012; Timmons et al., 2009). This is due to the fact that the culture they imbibe is one of conformity and not changing from the status quo. So, a conflict arises in trying to implement an intrapreneurship business strategy since it may run contrary to the culture imbibed by the employees. Thus, the influence of other cultures in an organization can stump growth. Participant C gave the example of the new CEO of Apple. The culture the CEO of Apple

grew up in is different from the American culture that Steve Jobs grew up in the United States. Member checking on April 3, 2017, for Participant C confirmed these statements. The Indian culture promotes conformity and the American culture values individuality and innovation (Thakur & Hale, 2013). Also, the American culture accepts the risk involved for intrapreneurship, which is essential to the mindset of an intrapreneur. The intrapreneur is willing to take the risk to see their creative ideas come to life (Mehrabi et al., 2012; Pinchot, 1985).

Emergent Theme Eight: Need for Creativity and Competitiveness:

Organizations today need the creative edge in order to survive in the highly competitive marketplace (Zhou & However, 2014). The opportunity to be creative is very critical in the work environment (Anderson, Potočnik, & Zhou, 2014). Therefore, the importance of creativity in the workplace is paramount. Companies, such as Microsoft and Sony, have structured their organizations to encourage creativity (Dhillion & Gupta, 2015). Thus, if the organizational structures are in place then it is possible for creativity to flourish (Kilham, 2015). The seminal work of Pinchot (1985) on intrapreneurship, which is the theoretical framework for this study, also emphasized this need for organizational structure. It is noted that a more creative employee is a more happy and engaged employee (Csikszentmihalyi, 1996; Maslow 1964; Torrance 1995). This discussion took place during member checking with all my participants. They all emphasized the importance of allowing their employees to express their creativity for full engagement. This in turn increases the chance of a successful intrapreneurship initiative.

Therefore, I found that the participants who ran their respective organizations lead with this concept in mind.

The President of the entertainment company explained that his employees are artists. Artists easily accept direction towards intrapreneurship business strategies. For example, he allows the artists to incorporate their own ideas into the curriculum, of course balanced with the required curriculum. So, as The President of the entertainment company explains the artist-employee then can pursue intrapreneurship successfully by incorporating new ideas in to day to day requirements. The President of the entertainment company has successfully implemented this business strategy. Yet, he has noticed that this balance is critical since too much leeway can lead to disastrous results. This has taken the form of the artist-employee feeling so empowered, by observing the success of their new ideas, that they start their own business and take their President's students with them. The President of the entertainment company has experienced this in his organization. The President of the food manufacturing company supported this idea since entry into the market is very easy for organic food products.

Unexpected Theme: The Generational Factor

An unexpected theme that arose from the data collection was the generational component. Participant I, from the medical practice, brought forward this component of intrapreneurship. According to Participant I the method of encouraging creativity in the employees varies based on the age group they belong to in the organization. For example, to keep millennial generation fully engaged in intrapreneurial activities, certain strategies work better than others. One strategy is incentives based on ideas that improve processes

at work. Incentives for intrapreneurship, and thus, fostering a creative environment, have proven to boost this type of innovation (Bel, 2013). One example is 3M (Bel, 2013). Participant I explained it was essential for millennial employees. This was particularly true at the medical practice where the employees cannot work from home, since patients come into the medical practice for service. The millennial generation expects the option of working form, so, if this not implemented then an alternate and equally effective method are used. One method that worked was incentives. Some examples of incentives used are gift cards and days of with pay. Also, allowing the employees to take the time to develop new ideas for the organization.

Another strategy for engaging the millennial employees in intrapreneurship was through the use of a guided approach for ideas. This guided approach begins with the head of the practice having an idea and allowing the employees to further develop it, thus, allowing for ownership by the employees. The generational factor exists in the customer base of the medical organization. This directly affects the direction of intrapreneurship in the organization. For example, the older generation prefers to fill out the requested paperwork by hand, whereas the younger generation is comfortable and expects to be able to complete the paperwork electronically. So, to effectively service the younger generation's expectations a kiosk installation took place in the office. This kiosk gave them the ability to complete the paperwork electronically. This electronic option functions with an online procedure.

Thus, this unexpected theme, of the generational factor, influences the success of intrapreneurship initiatives. Emphasis of the generational factor came up again during

member checking, on April 3, 2017, with Participant I of the medical firm. It was critical for me, as the researcher to confirm this unexpected theme, which I was not expecting to find. The following two tables show the demographics of the participants and companies, and when the interviews took place.

Table 1
Participants

President	Company	Type	Date of Interview
A	B	Non-profit	11/8/2016
C	D	Engineering	11/11/2016
E	F	Entertainment	11/13/2016
G	H	Food Manufacturing	11/18/2016
I	J	Medical	3/17/2017

Table 2
Participant Demographics

Company	Type	Number of Employees	Number of Customers	Years in Business	Number of Years President
B	Non-profit	20	600-800	40	12
D	Engineering	12	250	3	3
F	Entertainment Food	7	75-100	4	4
H	Manufacturing	12	400-500	11	11
J	Medical	12	10K/yr.	12	12

Summary

The research question of my study is:

What business-level strategies could business leaders use to implement Intrapreneurship initiatives successfully, which could then result in successful innovative products, service and processes?

In pursuing this research question, a qualitative study took place. The qualitative study was in the form of a multiple case study. I collected five cases from five organizational leaders. Interviewing the Presidents of these organizations included a series of semistructured questions; eight major themes emerged from their responses of how to implement intrapreneurship initiatives successfully. The eight themes are transformation, leadership, need for change, risk taking, empowerment, operations management, recognition and rewards, company culture vs. multi-cultural employees, and the need for creativity. Thus, my research question resulted in answering questions from the findings of these eight themes. These eight themes constitute business strategies for successful intrapreneurship initiatives. Interpretations of these findings appear in Chapter 5. In addition, you will find the delineation of the limitations, recommendations, implications, and conclusion of this study.

Chapter 5: Discussion, Conclusions, and Recommendations

The purpose of this study was to gain a better understanding of the intrapreneurship phenomenon. More specifically the study analyzes the research question, which was: What business-level strategies could business leaders use to implement intrapreneurship initiatives successfully, which could then result in successful innovative products, service and processes. The study took place to uncover these successful intrapreneurship initiatives, so that leaders can implement them and reduce the high failure rates that are associated with intrapreneurship initiatives. The nature of this study was a multiple case study with five participants. This occurred with major themes emerging in pursuing successful intrapreneurship initiatives.

The key findings is summarized by eight themes as follows, transformational leadership and team vs. hierarchy organizational structure, the need for innovation and change at all levels of the organization, risk taking and acceptance of failure, providing the resources for change and fearless empowerment, intrapreneurship helps operations management, performance reviews, recognition and rewards for full engagement of employees by expressing creativity, company culture vs. multicultural employees, and the need for creativity and competitiveness. Finally, an unexpected theme arose regarding the generational makeup of the workforce. The following is the interpretation of these themes and the unexpected theme.

Interpretation of Findings

Creativity of the organization's employees, and "incubating" them, is what determines the degree to which intrapreneurship business strategies are successful

(Coulson-Thomas, 2014; Hensen, Schoenbeck, Buescher, & Prexl, 2016). All five participants supported this driving force behind intrapreneurship. All the five participants agreed that due to this creativity and intrapreneurship connection, that creativity has to be encouraged in the workforce of their respective organizations. This emerged from the data, and I classified it as Theme 8, “the need for creativity and competitiveness”.

This connection, supported by Theme 8 eight, aligns with the seminal theory of intrapreneurship and the deadwood syndrome (Pinchot, 1985). The deadwood syndrome pertains to the exit of the creative workforce of an organization due to not being sufficiently engaged in the intrapreneurship process (Pinchot, 1985). Creativity is defined as the development of new or novel ideas (Brem, Puente-Diaz, & Agogue, 2016; Coulson-Thomas, 2014). It is these new and novel ideas that form the basis of innovative products, process, or services (Brem et al., 2016; Coulson-Thomas, 2014).

Intrapreneurship business strategies, some borrowed from the fine arts, work for many types organizations (Brem & Borchardt, 2014; Di Bella & Schoenebeck, 2015). It is also a necessity to remain competitive due to the threats posed by other organizations, as stated in Porter’s (1980) five forces model. This study, on the intrapreneurship phenomenon, encompassed data collection from a variety of industries. These variety of industries were: a humanitarian non-profit, an engineering firm, an entertainment organization, a food manufacturing company, and finally a medical organization. All the leaders of these organizations, I collected data from agreed that empowerment of the employees is essential to owning the idea and pursuing it in an intrapreneurial fashion. This empowerment idea classified Theme 4, “Providing the resources for change and

fearless empowerment. “ Empowerment is critical to supporting the first dimension of intrapreneurship, which is who owns the innovation process in the organization (Coulson-Thomas, 2014; Hensen et al., 2016).

The second dimension of intrapreneurship, which is resource allocation, aligns with the fourth theme, “Providing the resources for change and fearless empowerment” that emerged from the data. The fourth theme that I identified in the data collection process demonstrated this second dimension of resource and financial allocation. The pursuance of these two dimension of intrapreneurship initiatives, which are employee ownership and resource allocation, is not necessarily the same for each organization. A firm may have a homogenous customer base so one strategy can work for the entire customer base, whereas with a heterogeneous customer base multiple strategies must take place. For example the engineering firm has a uniform customer base, whereas the medical firm had a variety of generations which had multiple strategies.

The degree to which intrapreneurship initiatives are successful is antecedent to a robust reward system for the employees (Hisrich & Ramadani, 2017; Koelsch, 2015). As was observed from the data collection process for this study, an effective reward system consisted of salary increases, bonuses, gift cards, and days off with pay. This is the sixth theme I entitled, “performance reviews, recognition and rewards for full engagement of employees by expressing creativity.” Large organizations also use a reward system. An example of this is 3M, which uses an extensive reward system consisting of recognition ceremonies and time off from their regular workload to pursue intrapreneurship (Hisrich

& Ramadani, 2017; Koelsch, 2015). They have proven year after year to bring forth new and innovative products (Hisrich et al., 2017).

Another antecedent of successful intrapreneurship initiatives is the ability for risk taking (Rekha et al., 2014). This is the essence of Theme 3, “risk taking and acceptance of failure” I identified from the collected data. The humanitarian non-profit organization pursues this diligently, in which the President was a firm believer of risk taking. This was true in moving away from old standards of accomplishing their goals to new applications by the newer members of the organization. The engineering firm has developed a culture of fearless empowerment, in which the employees are encouraged and reassured in taking risks to bring forth successful intrapreneurship initiatives. To the degree the employees feel release from reprimand in the failure of ideas, is the degree to which they will pursue their ideas and see them to fruition. In addition, when the employees are encouraged to take upon themselves a risk in the organization they are able to overcome this major obstacle. These obstacles are always present in pursuing intrapreneurship initiatives in an organization (Karacaoglu et al., 2013; Wolcott & Lippitz, 2007). Thus, overcoming these obstacles can differentiate an organization from successful intrapreneurship initiatives to those that fail.

The multicultural organization, captured as Theme 7, “company culture vs. multicultural employees” and the unexpected theme of the generational makeup of the organization, is also, essential to the success of intrapreneurship initiatives. The datacollection from the engineering firm and the medical firm highlighted the generational theme. In the interviews with the Presidents of these two firms, discussion

of the relationship between corporate cultures versus multicultural employees in the organization surfaced. The success of intrapreneurship initiatives has many antecedents, but this is one critical factor. This is relevant due to the multicultural work force of many organizations (Dalton, Bhanugopan, & Netto, 2015; Fitzsimmons, 2013; Nederveen Pieterse, Van Knippenberg, & Van Dierendonck, 2013). The culture from which the employee comes from determines their outlook and pursuance of intrapreneurship. For example, the employees from the engineering firm are mostly from Asian cultures. The Asian cultures are traditionally risk averse (Rieger, Wang, & Hens, 2014; Outreville, 2014). So, they are reluctant to take upon themselves the autonomy and risk that is necessary for the innovative process. Removal of this obstacle assures them to take the risk. This observation is evident in other organizations (Rieger et al., 2014).

The risk adverse propensity in contrast is not present in the attitudes of most Western employees (Parry & Baird, 2012). The entertainment company data was an example of this risk acceptance, and guidance. If this guidance is not applied, the employees could possibly leave the organization to become entrepreneurs and not intrapreneurs. The surface level of this diversity, which consists of the cultural backgrounds of the organization's employees, comes up in the five organizations that participated in this study. The deep level of diversity, which comprises of attitudes and beliefs, also came up to observation in the five organizations. The leaders were aware of this and managed accordingly through transformational leadership techniques. This was critical with workforce diversity working in teams, where the various cultures accomplish teamwork differently.

Unfortunately, most intrapreneurship initiatives fail (Baruah & Ward, 2015; Dubey, Chouksey, Mehra, & Mishra, 2014). This is the justification for the research question of this study. The research question being: What business-level strategies could business leaders use to implement intrapreneurship initiatives successfully, which could then result in the successful innovative products, services, and process? Thus, this study highlighted the various business initiatives for implementation to insure success with intrapreneurship. Theme 3 of risk taking and acceptance of failure”, as coded from the data, is essential then, to insure success of the intrapreneurship initiatives. The five participants all accounted for risk taking and acceptance of failure in different ways according to their respective industry and company culture.

Limitations of the Study

I used a purposeful sample of five Presidents of small to midsize organizations, in Atlanta, Georgia. This purposeful sample strategy took place due to my limited resources as a researcher. Though I had a variety of organizations in different industries it was still limited to five participants, I did strive for a depth of information in my data collection procedures.

Now, with a quantitative study I can obtain my results from a large amount of participants (Riillo, 2013). In addition, except for member checking, it was not possible to check the accuracy of their recollection of events and perceptions of intrapreneurship. I also tried to minimize any biases that I, as the research instrument, introduced in my research process. In a qualitative study, it is the researcher’s prerogative to determine the transferability of this study (Houghton, Casey, Shaw, & Murphy, 2013)

Recommendations

The first recommendation is to include other industry sectors to expand on my purposeful sample. I selected a non-profit organization, an engineering firm, an entertainment group, a food manufacturing business, and a medical provider. Future studies can expand upon this list of industries. It is important to note that different industries value innovation differently (Cavazos, 2012). This valuation affects intrapreneurship initiatives, which stem from innovation (Pinchot, 1985).

Since industry sectors value innovation differently, each sector deserves analysis individually. Traditionally, the technology sector values innovation, in the development of hardware and software products (Gawer & Cusumano, 2014). One of the organizations in my study investigated was an engineering firm of motors. This engineering firm valued innovation in the production of motors for their customers, and employees of this firm were encouraged to offer their ideas. So, a technology firm can undergo analysis in the same way on their execution of intrapreneurship in the organization. A study could thus, focus on technology firms exclusively. This study, for example, can look at a sample of software development companies and understand how business strategies are formed for the successful development of intrapreneurship. This should take place according to accepted sampling strategies for qualitative studies to obtain “thick and rich” data (Fusch & Ness, 2015). Key software and IT innovations have disrupted this industry sector for positive and negative outcomes over the years (Fan & Suh, 2014). So, a study of this nature can bring forward useful information on the phenomenon of intrapreneurship. I stopped reviewing here. Please go through the rest of

your chapter and look for the patterns I pointed out to you. I will now look at your references.

The second recommendation is to include participants from the management team of an organization. So, instead of just interviewing the President of the small to midsize organizations, the study could include upper management, such as those who actually manage day to day operations of an intrapreneurship program. The findings of this study lined up with the literature's emphasis that risk is a key component of intrapreneurship. How a company handles risk in the development of intrapreneurship initiatives is critical to its success. The acceptance of risk starts with the leader of the company seen in the participant from the non-profit organization. The President of this organization was ready to take risks in the implementation of intrapreneurship initiatives, and then delegated this risk acceptance to the members of the organization. So, the mid-level managers have to feel empowered to manage the intrapreneurship project with all the risks associated with its implementation (Rigtering & Weitzel, 2013). The mid-level managers then will have valuable insights into the phenomenon of intrapreneurship.

The third recommendation would be to select participants employed in the intrapreneurship initiatives. Their perspective as subordinates would be valuable information to obtain. The one major theme that rose from my study was employee empowerment. The leader of the engineering firm made a conscious effort to allow his employees feel empowered and fearless to bring forth ideas in the intrapreneurship process. The President of this engineering confirmed that this business strategy allowed intrapreneurship initiatives to achieve success. Understanding the phenomenon of

intrapreneurship from the employee level is a valuable study that needs researching. It has the potential to add to the body of knowledge on intrapreneurship in terms of the employee's perspective. The results of my study brought forth the idea, echoed by Maslow (1964, 2000), that a creative worker is a truly happy and fully engaged worker. A study hopefully can ascertain if this concept is correct.

Implications

Contributions to Business Strategies

Organizations need to innovate continuously in order to remain competitive (Malakhovskaya, Petrova, Vladimirova, & Rustamova, 2016). Unfortunately, intrapreneurship initiatives that promote innovation within an organization have a high failure rate (Behrens & Patzelt, 2016).

This study brought forward key best practices to ensure the success of intrapreneurship programs. The first key practice is to develop programs to empower the employees to be creative and propose innovative solutions to the management theme. In addition to proposing novel ideas, the employees need to be empowered to implement this idea. This is important since the successful implementation of novel ideas is critical to the success of intrapreneurship programs (Kuratko, Hornsby, & Hayton, 2015).

In addition, the resources need to be set aside for the employee to pursue their innovative ideas. These resources take the form of time and money. The employees need to have the time to work on their ideas or to be part of an intrapreneurship program. The employees also need the funds to work on the projects. Setting aside of these funds

can be risky, but as was found from this study a certain amount of risk needs to be tolerated for successful intrapreneurship programs.

Another best practice is to allow the interchange of ideas between the intrapreneurship team and the operation management group. Traditionally, there has been a hesitancy on the part of the operations management employees to work with the intrapreneurship program. The operations management employees act in this way, due to their opposite goals (Teece, Peteraf, & Leih, 2016). The key opposing goal is that whereas intrapreneurship encourages risk, operation management seeks to minimize risk (Teece et al., 2016). This study found evidence that intrapreneurship can actually be a benefit to the successful maintenance of operations management.

Finally, the management of a multigenerational force is critical to the success of any intrapreneurship initiative as was found in this study. The millennial generation in particular thrives on ownership of the intrapreneurship initiative. This allows them to fully develop the idea and then implement the idea in the organization. In addition, incentives can drive the millennial and other generations in the workplace. Also, strategies should be in place for telecommuting. The millennial generation expects an option for working from home as discovered in this study.

Contributions to Individuals

Maslow (1964, 1965, 2000) envisioned the work place as an incubator for positive psychological development. Maslow (1964) reasoned that employees spend a majority of their life at work so this is where self-development should thrive. This development should reach the level of self-actualization. In the self-actualization phase the individual

is truly self-satisfied and fully engaged (Maslow 1964, 1965, 2000). In addition, the individual is using all their creativity when they are on the self-actualization platform (Maslow 1964). Thus, allowing the employees to express their creative abilities pushes them to self-actualization in the workplace. The employee then exhibits true happiness and full engagement at work. This scenario is a win-win situation for the employee and the leader of organization.

The leaders of the organization also develop their transformational leadership skills. Transformational leadership is essential for intrapreneurship and allows the followers to be inspired and work toward a common goal (Burns, 1978; Paulsen, Callan, Ayoko, & Saunders, 2013). The common goal is bringing profitability to the organization. The leader brings this profitability by an inspirational management style, inspiring their employees to express their creativity through intrapreneurship initiatives.

Contributions to Society

Encouraging the creativity of the employees can bring true satisfaction at the workplace (Abu-Shamaa, Al-Rabayah, & Khasawneh, 2015). So, organizations should instill this in organizations. If organizations are pursuing intrapreneurship programs, this creativity enhancement is in place as was seen from the results of this study. This can be a boon to society if workers are truly happy in the workplace. So, promoting intrapreneurship in the workplace can bring about social change for the society at large, in terms of worker happiness. Most employees are unhappy in the workplace (Granados, 2016). Thus, implementing successful Intrapreneurship can address this societal issue.

Contributions to Theory

There is extensive literature to the importance of intrapreneurship initiatives in organizations (Kuratko et al., 2015). The readiness of an organization to pursue intrapreneurship has been a key aspect of these studies, in which a quantitative tool addresses the readiness for intrapreneurship or corporate entrepreneurship within an organization (Kuratko et al., 2014). There have been qualitative studies as well into the phenomenon of intrapreneurship (Zellweger & Sieger, 2012).

This study that explored the phenomenon of intrapreneurship brought forth key issues in intrapreneurship that adds to the body of literature. The key issues are the benefits of transformational leadership, organizational structures in place for companywide innovation, acceptance of failure and risk that are associated with intrapreneurship, facilitating fearless employee empowerment, recognition and rewards for employees expressing their creativity, company culture versus a multicultural workforce, and managing the multigenerational workforce. These issues shed light on the intrapreneurship process and move beyond the quantitative tools for assessing the readiness of the organization to pursue intrapreneurship. These quantitative tools are necessary, but it is critical to have a deeper understanding of the leader and employees involved in the intrapreneurship program. Since, by this deeper understanding intrapreneurship programs can be successful. Therefore, the theoretical underpinnings of the business strategies that promote intrapreneurship came forth in this qualitative study.

Conclusions

The eight major themes and one unexpected theme that arose from the data addressed the research question of this study. The research question was to understand what business strategies could lead to successful intrapreneurship initiatives. Through the lens of Pinchot's (1985) definition of intrapreneurship and Porter's five forces model (1980) it can be understood that creativity should be encouraged in the workforce in order to remain competitive in their industry. As seen in the participating organizations and how they were implementing various strategies to maintain this competitiveness. This competitiveness is a result of the creativity of the employees that remain in the organization to pursue their ideas, or the intrapreneurs of the organization. As was observed from the participating organizations, the leaders are encouraging all of their employees to become intrapreneurs thus, preventing them from leaving the organization. In addition, the key theme of the multicultural workforce and how it affects intrapreneurship initiatives and the unexpected theme of the generational workforce highlighted current issues in implementing intrapreneurship business initiatives. Finally, the pursuance of these intrapreneurship initiatives can bring full engagement and self-actualization of the employees in organizations.

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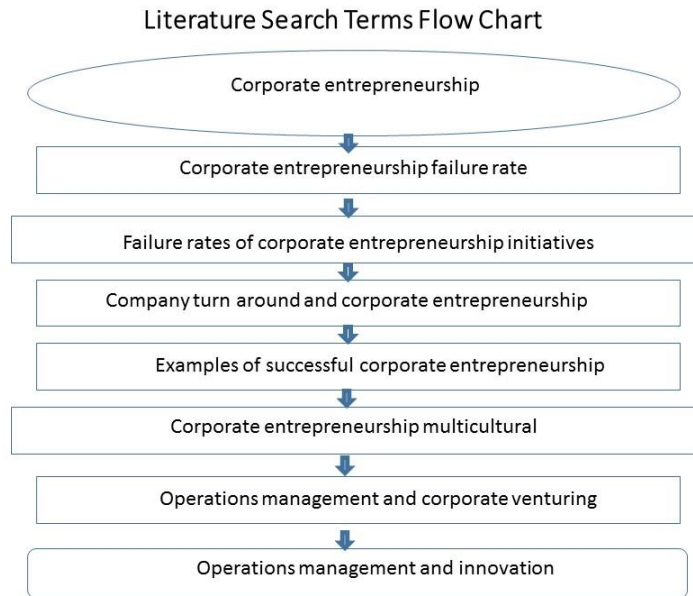
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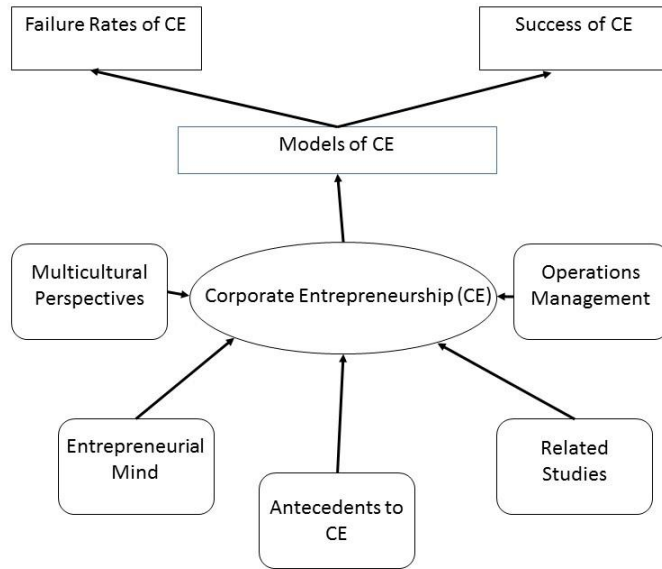
Appendix A: From Research to Social Change



Appendix B: Literature Search Terms Flow Chart



Appendix C: Corporate Entrepreneurship Concept Map



Appendix D: Interview Protocol

Interview Protocol

1. Introduce myself to participant.
2. Present consent form, go over contents, and answer questions and concerns of participant.
3. Participant signs consent form
4. Give participant copy of consent form.
5. Turn on recording device.
6. Follow procedure to introduce participant with pseudonym/coded identification; note the date and time.
7. Begin interview with question #1; follow through to final question, question #12
8. Follow up with any additional questions.
9. End interview sequence; discuss member checking with participant.
10. Thank the participant for their part in the study. Reiterate contact numbers for follow up questions and concerns from participants.
11. End protocol.

Appendix E: Interview Questions

Semistructured Interview Questions

1. In what ways is innovation important to your organization?
2. In what ways is remaining competitive important to your organization?
3. In what ways is intrapreneurship important to your organization?
4. How can you encourage an entrepreneurial behavior in your organization?
5. What strategies can you use to create entrepreneurs in your organization?
6. What business-level strategies have you tried to assist your employees within your organization to pursue their innovative ideas?
7. What changes have you made to your organizational structure to promote intrapreneurship?
8. In what ways is autonomy for intrapreneurs important for their success in your organization?
9. What policies should be in place to encourage autonomy for intrapreneurs in your organization?
10. What issues have you encountered balancing operations management with intrapreneurship?
11. What style of leadership do you think facilitates intrapreneurship?
12. In what ways will employees be satisfied and fully engaged by pursuing their creative ideas in the workplace in the form of intrapreneurship?