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Exploration of Barriers to and Enablers for Entrepreneurship at Subsidiaries of Multinational Corporations: Analytic Autoethnography

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Walden University
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Abstract

Exploration of Barriers to and Enablers for Entrepreneurship at Subsidiaries of

Multinational Corporations: Analytic Autoethnography

by

Boris Kantsepolsky

MSc, New York Polytechnic University, 2006

Bachelor of Technology and Applied Science, Jerusalem College of Technology, 1995

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Corporate entrepreneurship is dedicated to the continuous exploration of opportunities and leveraging innovation activities to achieve a competitive advantage, improved performance, and prosperity of companies. The problem is that the complex reality of multinational corporations is creating distinct obstacles for subsidiary managers who are attempting to develop and promote entrepreneurial activities. The purpose of this qualitative analytic autoethnographic study was to explore barriers and enablers for corporate entrepreneurship practice by focusing on the individual and organizational processes, culture, and lessons learned from entrepreneurial activities that took place at the selected organization during the last decade. The interviews with 9 participants, who were involved in the activities covered by the study, served to reflect the researcher's narrative and strengthen the reliability and trustworthiness of the results. The study results are based on the contextual data analysis and involved identified barriers in organizational, cultural, and business environments along with the specific manager's actions and organizational processes for overcoming them. Findings showed that despite the obstacles in the subsidiary's internal and external environments, one could achieve acknowledging the value of the subsidiary's innovation activities and establish foundations for the practice of corporate entrepreneurship. The adaption of the study findings is expected to catalyze social change and strengthen the positive impact of entrepreneurial activities on employees' motivation and job satisfaction, innovativeness, sustainability, and growth of companies and national economies.

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Dedication

This dissertation is dedicated to my lovely family. To my dear wife, Lina, who convinced me to begin this journey and supported me along the entire process. To my children, Barel and Liel, for their patience, support, and understanding. I hope that this work will serve them as an example that hard work and persistence is the way to make a dream reality. To my parents, who granted me all they could and always proud of me.

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Chapter 1: Introduction to the Study

Modern organizations cannot survive without being innovative and competitive (Kuratko & Morris, 2018; Rivera, 2017; Urban & Wood, 2017). Corporate entrepreneurship is dedicated to continuous exploration of entrepreneurial opportunities and leveraging innovation activities for the creation of new knowledge, products, services, and processes for achieving a competitive advantage, improved performance, and increased wealth of companies (Amberg & McGaughey, 2016; Arz, 2017; Hecker, 2017; Zacca & Dayan, 2017). At the time when over 80% of 1500 senior managers from global companies have rated their firms' innovation capabilities as average or weak (Wagner, Taylor, Zablit, & Foo, 2014), there is an evident gap in empirical studies regarding organizational and management practices for successful deployment of corporate entrepreneurship practice (Fayolle, Landstrom, Gartner, & Berglund, 2016; Mazzei, Ketchen, & Shook, 2017). Moreover, whereas in some countries subsidiaries of multinational corporations constitute an important element of national economics, the topic of entrepreneurship at subsidiaries of multinational corporations is remaining insufficiently studied (Decreton, Nell, & Stea, 2018; Dzedek, 2018; Lazarova, Peretz, & Fried, 2017).

This study was dedicated to revealing barriers and enablers for entrepreneurship practice at subsidiaries of multinational corporations. The exploration of individual and organizational processes and lessons learned from the entrepreneurial activities covered by the study showed how the individual's entrepreneurial actions within particular organizational settings facilitated the emergence and evolvement of corporate

entrepreneurship practices. The study contributed to reducing a gap in existing knowledge about barriers and enablers to the institutionalization of corporate entrepreneurship practice within the complex realities of subsidiaries of multinational corporations. The deployment of the corporate entrepreneurship practice is expected to encourage innovation, reduce the risk of business failure, and contribute to companies' competitiveness, sustainability, and growth (Han & Park, 2017; Kuratko & Morris, 2018; Williams & Eerde, 2018). The adaption of the study findings is expected to catalyze social change and strengthen the positive impact of entrepreneurial activities on employees' motivation and job satisfaction, innovativeness, sustainability, and growth of companies and national economies.

This chapter is organized as follows: In the background section of the study, I briefly summarize the literature related to the topic of the study. Then, I present the problem and purpose statements of this study, along with the research question and conceptual framework involving organizational context, environment, entrepreneur, business concept, and resources. Next, I discuss the nature of the study and provide operational definitions of key terms and concepts that are used in the study, as well as specify the assumptions, scope, delimitations, and limitations of the research. The chapter concludes with a discussion regarding contributions of this study to theory and practice and the potential for social change.

Background of the Study

After decades of research, the primary focus of corporate entrepreneurship studies moved from the phenomenon description to the phase of understanding how firms

adopting entrepreneurial initiatives (Corbett, Covin, O'Connor, & Tucci, 2013; De

Lurdes Calisto & Sarkar, 2017). Whereas the majority of organizations are failing to

establish the practice of corporate entrepreneurship (Hunter, Cushenbery, & Jayne, 2017;

Wagner et al., 2014), many scholars including Bloodgood, Hornsby, Burkemper, and

Sarooghi (2015); Reuther, Borodzicz, and Schumann (2018), and Young, Welter, and

Conger (2017) stressed the need for understanding the processes of corporate

entrepreneurship and the role of the individuals in these processes. Based on the

outcomes of the literature review in Chapter 2, there is an evident lack of empirical

studies regarding how the individual's entrepreneurial actions within the particular

organizational settings may facilitate emergence, and evolvement of the corporate

entrepreneurship activities. Multiple factors including organizational culture, structure,

and processes can inhibit or facilitate deployment and institutionalization of corporate

entrepreneurship (Bennett & Parks, 2015; Hashimoto & Nassif, 2014; Kraus & Rigtering,

2017). While Bennett and Parks (2015) argued that organizational characteristics such as

structure, systems, and culture constitute main barriers which prevent unleashing

employees' potential for increasing the innovation capability of firms, Hashimoto and

Nassif (2014) emphasized the evident lack of empirical studies about the main barriers

and practices adopted by organizations for the encouragement of entrepreneurial

behaviors. Kuratko, Hornsby, and Covin (2014) suggested that every barrier discovered

during entrepreneurial processes should be analyzed and reviewed. To fill the gap in

existing knowledge, Belousova and Gailly (2013) suggested studies exploring individual

and process perspectives from employees who combine entrepreneurial activity with their

daily responsibilities and how these activities unfold over time. Selig, Stettina, and Baltes (2016) also called for qualitative research for the exploration of the individual and work background characteristics of successful corporate entrepreneurs.

Specifics of subsidiaries of multinational corporations. The reasons underlying the distinct case of entrepreneurial activities at subsidiaries of multinational corporations are related to the complexity of ecosystem combining simultaneous external and internal competitive environments (Birkinshaw, Hood, & Young, 2005; Birkinshaw & Ridderstrale, 1999; Tippmann, Sharkey Scott, & Parker, 2017). The subsidiary's initiatives are influenced by a specific to headquarters-subsidiaries relationship context, which does not exist in entrepreneurial initiatives of a usual organization (Bouquet, Birkinshaw, & Barsoux, 2016; Ul Haq, Drogendijk, & Blankenburg Holm, 2017). The specifics of this context could generate additional barriers at every stage of the entrepreneurial process, including legitimation, implementation, and exploitation of initiatives (Birkinshaw, 2014; Dzedek, 2018; O'Brien, Sharkey Scott, Andersson, Ambos, & Fu, 2018). Birkinshaw (2014) acknowledged that despite decades since he initialized the stream of subsidiary initiatives research, it is still unclear why and how managers at subsidiaries can succeed in developing entrepreneurial initiatives. Schmid, Dzedek, and Lehrer (2014) and Strutzenberger and Ambos (2014) also addressed the lack of conceptual clarity in the field of subsidiary initiatives research. While Strutzenberger and Ambos (2014) argued that a detailed view of organizational levels along with understanding the ecosystem and processes in the external environment of the organization might be useful for a more in-depth understanding of the subsidiary

initiatives phenomenon, Schmid et al. (2014) stressed the need to understand why subsidiary managers may pursue entrepreneurial initiatives and the specific characteristics and organizational roles of these individuals that impact their decisions. Dzedek (2018) and Manolopoulos (2018) confirmed that 20 years after the first publication of Birkinshaw (1997), the phenomenon of subsidiary initiatives remains not yet fully understood. Decreton et al. (2018) emphasized that most of the literature about subsidiary initiatives were focused on the organizational perspective while often disregards the consequences of the headquarters decisions on subsidiary managers and Clark and Ramachandran (2018) acknowledged that there is a lack of studies about how subsidiaries environments and business processes affected the stages of entrepreneurial opportunities development.

Local context. Despite the seeming commonality between multinational corporations having the same country of origin, similar age and area of activities (Laurila, 2017; Zhu & Jack, 2017), the internal and external environments of subsidiaries of these corporations are unique (Birkinshaw et al., 2005; Lunnan, Tomassen, & Benito, 2016; Schmid et al., 2014). The findings from the literature show that the ecosystem of the hosting country affects specific situational characteristics of these organizations (Becker-Ritterspach, Lange, & Becker-Ritterspach, 2017; Brookes, Brewster, & Wood, 2017). In the state of Israel, the subsidiaries of multinational corporations represent an essential element of the national economy (Central Bureau of Statistics [CBS], 2015, 2017; Getz, Leck, & Segal, 2014). Although these companies employ about 40% of the industry's personnel and contribute nearly 50% of national research and development expenditures

(CBS, 2015; Getz et al., 2014), based on the extended literature review in Chapter 2, there is an apparent lack of studies focused on Israeli-based subsidiaries in general and entrepreneurship at these organizations in particular.

I joined the Israeli high-tech industry in 1995. These days, I am a business development executive and intrapreneur with about 25 years of experience in products and technologies development, setting strategy, business development, entrepreneurship, and innovation in global companies. During the last decade, as a business development manager at an Israeli subsidiary of a multinational corporation, I participated in, initiated, and led multiple international and national innovation activities with over 140 organizations from about 30 countries. During the years of these activities, I faced in practice the complex reality of subsidiaries' internal and external environments, which are creating barriers for the deployment of corporate entrepreneurship practice and institutionalization of these activities. Based on the literature review, identified gap in existing knowledge, and real-world management problem, I decided to concentrate my research on the topic of corporate entrepreneurship in general and corporate entrepreneurship at subsidiaries of multinational corporations in particular. Autoethnographic research is a unique opportunity to leverage a researcher's knowledge and experiences into the evidence-based development of theory and practice (Campbell, 2016; Hughes & Pennington, 2016; O'Hara, 2018) and stimulating social change (Bochner & Ellis, 2016). This analytic autoethnographic study was focused on exploring barriers to and enablers for entrepreneurship in the cultural and social context of an Israeli subsidiary of a multinational corporation through the prism of my personal

experiences as a business development manager in this organization. The study included a reflective investigation and retrospective understanding of processes along with lessons learned from entrepreneurial activities that took place at the selected organization during the last decade. In line with the analytic autoethnographic approach, interviews with former and current employees who were involved in activities covered by the study were performed to capture their opinions and experiences. The data collected from the participants were used to enrich and reflect the researcher's narrative and strengthen the reliability and authenticity of the findings.

This study was needed to explore barriers to and enablers for the deployment of corporate entrepreneurship practice at an Israeli subsidiary of a multinational corporation. Because of the strategic influence of subsidiaries on employment and national economics (CBS, 2015, 2017; Getz et al., 2014) knowledge regarding enablers and processes for establishing corporate entrepreneurship along with ways to overcome barriers is useful for reducing a gap in existent knowledge and facilitating the establishment of corporate entrepreneurship practice in these organizations. The adoption of corporate entrepreneurship practice is expected to reduce the risk of business failure, encourage innovation, and contribute to companies' competitiveness, sustainability, and growth (Amberg & McGaughey, 2016; Bennett & Parks, 2015; Kuratko & Morris, 2018; Williams & Eerde, 2018). The outcomes of this research are expected to stimulate positive social change affecting a company, employees, their families, and the Israeli high-tech industry.

Problem Statement

Technological or market innovation is the condition for long-term sustainability and growth of contemporary corporations (Kuratko & Morris, 2018; Rivera, 2017). While on average 60% to 90% of the innovation activities fail (Hunter et al., 2017; Innovation Activities, 2005), over 80% of senior managers from global companies have rated their firm's innovation capabilities as average or weak (Wagner et al., 2014). Based on the $150,000 yearly average cost of an engineer (Bureau of Labor Statistics, 2017), direct damages resulting from investment in non-realized initiatives are measured in multimillion losses per organization annually. During the last decade, there has been growing research regarding the adoption of corporate entrepreneurship as the fundamental management strategy for increasing the effectiveness of investments in innovation activities that constitute a crucial condition for competitiveness and growth of companies (Enginoglu & Arikan, 2016; Kuratko, Hornsby, & Hayton, 2015). The general management problem is that situational characteristics such as organizational culture, structure, and processes create barriers for management responsible for deployment and institutionalization of corporate entrepreneurship practice.

To address the apparent gap in empirical studies about organizational and management practices for successful deployment of corporate entrepreneurship (Fayolle et al., 2016; Mazzei et al., 2017), the leading researchers call for investigation as to how the individual's entrepreneurial actions within the particular organizational settings may facilitate emergence, evolvement, and efficiency of the corporate entrepreneurship activities (Arz, 2017; Hecker, 2017; Zacca & Dayan, 2017). The specific management

problem that managers at subsidiaries of multinational corporations who are attempting to promote the entrepreneurial activities face is the complex reality of internal and external environments create additional barriers for the development and promotion of the initiatives to the corporate level.

Purpose of the Study

The purpose of this qualitative analytic autoethnographic study was to explore barriers to and enablers for corporate entrepreneurship practice by focusing on individual and organizational processes, culture, and lessons learned from entrepreneurial activities that took place at the selected organization during the last decade.

Research Question

The central research question of the study was: How does the experience of a business development manager offer insights in terms of barriers and enablers for the deployment of corporate entrepreneurship practice at an Israeli subsidiary of a multinational corporation? The study included a reflective investigation and retrospective understanding of individual and organizational processes along with lessons learned from entrepreneurial activities at the selected organization. In line with the analytic autoethnographic approach, interviews with the former and current employees who were involved in the activities covered by the study were performed to capture participants' opinions and experiences. Data collected from participants were used to enrich and reflect the researcher's narrative and strengthen the reliability and authenticity of findings.

Conceptual Framework

The processes of recognition, assessment, legitimating, and implementation of opportunities constitute core entrepreneurial activities (Bloodgood et al., 2015; Mazzei, 2018). The conceptual framework of this study was based on the integrative framework of entrepreneurship (Kuratko, Morris, & Schindehutte, 2015; Morris, Kuratko, & Schindehutte, 2001). This framework integrates elements of organizational context, environment, entrepreneur, business concept, and resources. Using the integrative framework of entrepreneurship allowed the researcher a comprehensive perspective regarding a) the organizational context of the investigated organization, b) specifics of its internal and external environments, c) researcher's experience as a business development manager within the organization, d) business concepts underlying the initiatives covered by the study, and e) resources at every stage of the activities. A more thorough discussion of the integrative framework of entrepreneurship and its founding constructs is provided in Chapter 2.

Nature of the Study

In this study, I used a qualitative method, specifically the method of analytic autoethnography. Anderson (2006), who coined the term of analytic autoethnography, suggested five key features that distinguish this approach from evocative or emotional autoethnography (Ellis, 1997, 2004). These features include a) being a full member in the particular setting, b) visibility of the researcher's self, c) commitment to theoretical analysis, d) analytic reflexivity, and e) dialogue with participants. Being a business development manager and seasoned intrapreneur with over 2 decades experience within

subsidiaries of multinational corporations, I considered analytic autoethnography as especially promising in terms of studying barriers to and enablers of deployment of the corporate entrepreneurship practice in a variety of contextual and situational characteristics such as organizational culture, structure, and processes. While the personal narrative constituted the central motif of the research, a set of in-depth semi-structured interviews with purposefully selected former and current employees who were involved in the activities covered by the study served to capture their opinions and experiences about these initiatives. The data collected from these interviews were used to enrich and reflect the narrative and strengthen the reliability and authenticity of the study's outcomes.

There are three main advantages related to choosing the autoethnographic approach. The first is gaining insights derived from personal experiences in the specific context and its reflection through the theoretical foundations in the field of study. Autoethnography with an emphasis on storytelling might provide unique insights that are often overlooked by conventional research methods (Duncan & Pelly, 2016). The second is the potential of these insights for delivering new knowledge for the theory and practice in the field of corporate entrepreneurship. According to Duncan and Pelly (2016), the analytic autoethnography is appropriate for enriching theory with insights from the real-world examples of the entrepreneurship processes in large institutions. Finally, the ability to ensure the rigor and trustworthiness of the study results by triangulating personal reflections with outcomes of analysis of data collected from participants (Houghton,

Casey, Shaw, & Murphy, 2013; Le Roux, 2017). Based on the research question of the study, the analytic autoethnographic design was the most appropriate for this study.

Definitions

Corporate entrepreneurship: "A mechanism for organizations to cope with increasing complexity and high-velocity change in the external environment through continual exploration, exploitation, and internal adaption where innovation, or the development of knowledge that can be translated into new products, services, processes, administrative systems, or programs pertaining to an organization, its affiliates, and customers, lies at the heart of its practice" (Turner & Pennington, 2015, p. 448).

Entrepreneurship: "Discovery and exploitation of profitable opportunities" (Shane & Venkataraman, 2000, p. 217).

The field of entrepreneurship research: "The study of sources of opportunities; the processes of discovery, evaluation, and exploitation of opportunities; and the set of individuals who discover, evaluate, and exploit them" (Shane & Venkataraman, 2000, p. 218).

Innovation activities: "All scientific, technological, organizational, financial, and commercial steps which actually or are intended to lead to the implementation of innovations. Some innovation activities are themselves innovative, others are not novel activities but are necessary for the implementation of innovations. Innovation activities also include R&D that is not directly related to the development of a specific innovation" (Innovation Activities, 2005, "Innovation Activities", para. 1).

Intrapreneurship: "Entrepreneurship within an existing organization, referring to emergent behavioral intentions and behaviors of an organization that are related to departures from the customary. Intrapreneurship refers not only to the creation of new business ventures, but also to other innovative activities and orientations such as development of new products, services, technologies, administrative techniques, strategies and competitive postures" (Antoncic & Hisrich, 2003, p. 9).

Multinational Corporations: "Are complex, multifaceted entities. [They] have formal structures and control systems; they can be modeled as social networks; they are an arena for political and power games; they exhibit cultural disconnects. Multinational corporations are also organic entities that evolve with the changing business environment, often with highly porous boundaries" (Birkinshaw, 2014, p. 202).

Reflexivity: "A practice that should be pursued by autoethnographers as part of data collection and analysis" (Curtis & Curtis, 2011, p. 269). In this study, to satisfy the requirements of being self-reflective (Curtis & Curtis, 2011), the reflexivity was implemented by multi-perspective and multi-voicing strategies (Alvesson, Hardy, & Harley, 2008) through the comparative analysis of the experiences and lessons learned by the researcher and participants.

Sensegiving: "A related process by which individuals attempt to influence the sensemaking of others" (Sonenshein, 2010, p. 479). According to Hill and Levenhagen (1995), once an entrepreneur through the process of sensemaking creates a model of the business environment, he or she acts through the process of sensegiving to gain support

from the stakeholders. In this study, the sensegiving was described as part of the

researcher's narrative.

Sensemaking: "The way managers understand, interpret, and create a sense for

themselves based on the information surrounding the strategic change" (Rouleau, 2005,

p. 1415). In this study, sensemaking was performed through a comparative analysis of

common themes and concepts regarding barriers to and enablers for entrepreneurship

derived from the data analysis and literature in the field of corporate entrepreneurship at

subsidiaries of multinational corporations.

Subsidiary: "Any operational unit controlled by MNC [multinational corporation]

and situated outside the home country" (Birkinshaw, 1997, p. 207).

Assumptions

The first assumption of this study was that modern organizations cannot survive

without being innovative and competitive. The second assumption was that corporate

entrepreneurship is dedicated to continuous exploration of entrepreneurial opportunities

and leveraging innovation activities leading to the creation of new knowledge, products,

services, and processes for achieving competitive advantage, improved performance, and

wealth of companies. The last assumption was that the adoption of corporate

entrepreneurship practice is expected to reduce the risk of business failure, encourage

innovation, and contribute to companies' competitiveness, sustainability, and growth.

Scope and Delimitations

This analytic autoethnographic study was dedicated to exploring barriers to and

enablers of entrepreneurship in the cultural and social context of an Israeli subsidiary of a

global multinational corporation through the prism of the researcher's personal

experience as a business development manager in this organization. The study included a

narrative composed of three periods and eight different innovation activities that the

researcher participated in or initiated and led during the last decade and an exploration

and reflective analysis of enablers and barriers that were discovered during the processes

of recognition, assessment, legitimating, and implementation of these entrepreneurial

activities. To fulfill the founder's of the analytic autoethnography demand "to avoid the

self-absorbed digression" (Anderson, 2006, p. 385), the discussion and analysis of the

researcher's feelings and emotions remained out of the scope of the study. Unlike the

evocative autoethnographic inquiry where the focus on self constitutes the essence of the

research, the objective of this analytic autoethnography was to leverage the researcher's

knowledge and experiences for evidence-based development of theory and practice.

While the researcher's narrative constituted the leitmotiv of the research, a set of in-depth

semi-structured interviews with employees who were involved in the activities covered

by the study served to capture participants' opinions, experiences and lessons learned.

The data collected from the interviews were used to enrich and reflect the researcher's

narrative and strengthen the reliability and authenticity of the study findings.

Autoethnographic research is a unique opportunity to leverage a researcher's

knowledge and experiences into the evidence-based development of theory and practice

(Campbell, 2016; Hughes & Pennington, 2016; O'Hara, 2018) and stimulate social

change (Bochner & Ellis, 2016). The potential transferability of autoethnographic studies

is validated by peer debriefing and readers' assessment of whether the study reflects their

or someone they knows lived experiences or provides new insights on the subject

(Borders & Giordano, 2016; Ellis, Adams, & Bochner, 2011; Hughes, Pennington, &

Makris, 2012). Qualitative research can be transferable to other contexts when a

researcher provides sufficient details about the context of the study (Ravitch & Carl,

2016). Because the headquarters of the majority of Israeli subsidiaries are based in the

USA and considering the detailed description of the context of the study, the criteria of

the transferability were achieved at least for the local subsidiaries having a similar age,

organizational structure, and culture.

Limitations

The limitations of this study were typical for qualitative research and the

autoethnographic design. The fact that the study was focused on specific activities that

took place at the selected organization during the last decade constituted a limitation of

this study. Another limitation is that the researcher's narrative served as the leitmotiv of

the study. Thanks to the analytic autoethnographic approach, multiple data sources, the

detailed protocol of the study's description, and documented procedures of data

collection and analysis, one could claim about the reliability, validity, and scientific value

of this study. The steps taken for ensuring the trustworthiness of the study are presented

in Chapter 5.

The essence of the autoethnography is to explore, reflect and present researchers'

perspectives (Livesey & Runsen, 2018; Pitard, 2017). An apparent advantage of using the

analytic autoethnographic approach is its demand for reflecting a researcher's

perspectives beyond the self (Anderson, 2006; Winkler, 2018). Therefore, unlike other

qualitative research designs where researcher bias constitutes a risk involving

trustworthiness, the analytic autoethnography is especially developed to leverage insights

from personal experience into new knowledge based on theoretical foundations in the

field of study (Hayler, 2013; O'Hara, 2018), while ensuring the credibility and

authenticity of the study's outcomes. In turn, generic limitations of the transferability of

the autoethnographic research were filled by maintaining a detailed protocol of data

collection and analysis.

Significance of the Study

The researcher and participants' experience and the lessons learned about

processes, barriers, and enablers to entrepreneurship practice reduced a gap in the

literature and contributed to the establishment of management strategies and

organizational practice. The insights from the local context contributed new knowledge to

the field of corporate entrepreneurship studies and reduced the gap in understanding why

many companies are still failing to establish the corporate entrepreneurship practice

(Bennett & Parks, 2015; Kraus & Rigtering, 2017). In addition, practical examples of the

challenges faced by researcher and participants during the innovation activities are

valuable for expanding current knowledge regarding the complex reality of subsidiaries

(Ciabuschi, Forsgren, & Martín Martín, 2017; Kostova, Marano, & Tallman, 2016) and

helpful for promoting entrepreneurial activities in these organizations.

Significance to Practice

The understanding of the dynamic complexity of subsidiary environments and

organizational processes uncovered specific barriers that inhibit the deployment of the

corporate entrepreneurship practices at these organizations. The study findings and

lessons learned from innovation activities are also useful for setting senior management

expectations about the outcomes of these activities. In addition, concrete examples of

innovation activities demonstrated how corporate entrepreneurship is evolving,

expanding, and becoming adopted within subsidiaries. Finally, lessons learned from over

decade of entrepreneurial activities contributed to and informed the organizational

management practice and enabled development of practical methods for deployment and

institutionalization of corporate entrepreneurship organizational practice.

Significance to Theory

Since the seminal publication of Baumol (1968) and the researcher's critics about

the solely economic view on the phenomenon, entrepreneurship was studied from the

variety of economics, sociology, psychology, history, philosophy, and management

perspectives. These studies covered a large variety of individuals, contexts, and situations

through diverse methodological and theoretical perspectives. According to Nason,

McKelvie, and Lumpkin (2015), even the most frequently utilized theories still are

present in a small percentage from the overall amount of the publications. For example,

the resource-based theory was used in eighteen percent, organizational learning in the

thirteen, entrepreneurial orientation in eight, and the agency theory only in seven percent

of all studies. Because of the exponential growth of the entrepreneurial research during

the last decades and the diversity of the theoretical foundations applied in the variety of

multidimensional perspectives on the phenomenon and its constructs, at our days the

overarching theory of entrepreneurship is still developing (Kuratko, Hornsby, & Hayton,

2015; Provasnek, Schmid, Geissler, & Steiner, 2017; Zahra, 2015). Particularly in the field of corporate entrepreneurship studies, the lack of cohesive theory of entrepreneurship is explained by the complex interdisciplinary nature of the phenomenon and significant variance between entrepreneurs, entrepreneurial projects, and contextual factors (Aloulou, 2016; Fayolle et al., 2016; Nason et al., 2015). According to Fayolle et al. (2016), this complexity and variance constitute the apparent barriers to the institutionalization of the field of studies. Finally, due to the multidimensionality of the phenomenon, it permanently encourages new perspectives and approaches for future research.

The outcomes of this study concerning the enablers and processes for establishing corporate entrepreneurship practice along with the ways for overcoming the barriers reduced a gap in the existing knowledge and contributed to the theoretical foundations of the corporate entrepreneurship. In particular, the findings of this study contributed to one of four dominant theoretical constructions and paradigms in the entrepreneurship research domain described by Aloulou (2016). This paradigm called "entrepreneurship as the discovery and exploitation of profitable opportunities" (Aloulou, 2016, p. 197) is concentrated on why, when, and how a) opportunities appear, b) only some people discover and exploit them, and c) what makes them successful. Also, the understanding of the entrepreneurial behavior of the subsidiary managers expanded the existent knowledge in the field of multinational corporations. Finally, the analysis of both successful and unsuccessful intrapreneurial activities and the developed model of the schematic model of establishing foundations for corporate entrepreneurship practice

contributed to the developing of the nascent theory of sustainable corporate entrepreneurship.

Significance to Social Change

In addition to contributions to the theory of corporate entrepreneurship and practical applications for businesses, the outcomes of this research are expected to stimulate positive social change for broad circles of a population. The corporate entrepreneurship is dedicated to incubate innovation, improve employees' well-being, motivation, and job satisfaction (Gawke, Gorgievski, & Bakker, 2017; Gopinath & Mitra, 2017; Hashimoto & Nassif, 2014; Turner & Pennington, 2015). According to the study findings, the employees were satisfied with the involvement in the innovation activities. Corporate entrepreneurship also serves as the driving force for achieving companies' innovativeness, competitiveness, sustainability, and growth (Baruah & Ward, 2014; Bloodgood et al., 2015; Kuratko, Hornsby, & Hayton, 2015). The study findings are evident about the direct positive impact of the innovation activities on the local subsidiary and the entire corporate. The growth of companies creates new jobs and contributes to the prosperity of the population. As a result, one can expect a positive impact on the high-tech industry and the country's economics.

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Summary and Transition

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In Chapter 1, I argued about the need for this study based on the strategic influence of subsidiaries of multinational corporations on the national economy, and the apparent gap in the existent knowledge about barriers to and enablers for entrepreneurship as well as specific processes composing the entrepreneurial activities at

these organizations. In addition, I stressed the strategic role of corporate entrepreneurship for encouraging innovation, reducing the risk of business failure, and improving a company's competitiveness, sustainability, and growth and emphasized the evident lack of studies about Israeli based companies. Then, I discussed how knowledge about barriers and enablers as well as the understanding of processes for establishing corporate entrepreneurship is useful for reducing a gap in the existent knowledge, overcoming these barriers, and facilitating the establishment of corporate entrepreneurship practice. After the background section, I defined the problem and purpose of this study, along with the research question and conceptual framework. Next, I discussed the nature of the research and provided operational definitions of key terms and concepts as well as assumptions, scope, delimitations, and limitations of this research. This chapter concludes with a discussion of the significance of this study to theory, practice, and social change.

Chapter 2 includes the literature review. I presented and discussed literature related to the conceptual framework of the study, the roots and central themes and schools of thought regarding the fields of strategic entrepreneurship, entrepreneurial orientation, and intrapreneurship research. Also, I reviewed literature on the processes and stages of the entrepreneurial activities, models and research frameworks of corporate entrepreneurship, as well as barriers to and enables for entrepreneurial activities. To emphasize the gap in knowledge and explain how this study contributed to theory and practice in the field, I examined the literature on topics involving subsidiaries of multinational corporations, local context, and subsidiary initiatives. Finally, I discussed

why the analytic autoethnography was the most appropriate for the scope and purpose of

this research.

Chapter 2: Literature Review

The general management problem is that situational characteristics such as organizational culture, structure, and processes create barriers for management responsible for deployment and institutionalization of corporate entrepreneurship practice. The specific management problem is that managers at subsidiaries of s who are attempting to promote entrepreneurial activities face the complex reality of internal and external environments, which creates additional barriers for the development and promotion of the initiatives at the corporate level. The purpose of this qualitative analytic autoethnographic study was to explore barriers to and enablers for corporate entrepreneurship practice by focusing on individual and organizational processes and lessons learned from entrepreneurial activities that took place at the selected organization during the last decade.

This chapter is organized as follows. In the literature search section, I describe the process of literature collection for the review. Then, in the conceptual framework section, I discussed processes of the core entrepreneurial activities, described the key elements of the integrative framework of entrepreneurship (Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001), and explained why this framework was chosen for the study. I began the literature review with a description of the roots of the corporate entrepreneurship research and discussion of the main themes of contemporary research in the field. Then, because the focus of this study involved exploring individual and organizational processes and lessons learned from entrepreneurial activities at the selected organization, I examined schools of thought in the fields of strategic entrepreneurship, entrepreneurial

orientation, and intrapreneurship research. To address the purpose and research question of this study, I discussed literature regarding processes and stages of entrepreneurial activities, models and research frameworks of corporate entrepreneurship, and enablers of and barriers to entrepreneurial activities. To emphasize the gap in the existent knowledge and explain how this study contributed to theory and practice in the field, I reviewed the literature on the topics of subsidiaries of multinational corporations, local context, and subsidiary initiatives. Finally, I discussed why the chosen method of the study was most appropriate for the scope and purpose of this research.

Literature Search Strategy

The initial process of building and organizing the literature database started in May 2017. While the Walden Library served as the main entry point to access various databases, Google Scholar was also used to receive the periodic updates about new publications related to the topic of the study. The primary databases that were accessed through the library were ABI/Inform/ProQuest Collection, Business Source Complete (EBSCO), ScienceDirect, Emerald Insight, and IEEE Xplore. These databases were chosen based on their descriptions, the amount of the literature sources, the Walden Library index of popularity and references in publications of the literature review in the field of study. The search terms used in the study were corporate entrepreneurship, intrapreneurship, subsidiaries, carriers, enablers, facilitators, catalysts, and Israel. The outcomes of the initial search that was performed using terms *corporate entrepreneurship* OR *intrapreneurship* resulted with 4245, 1022, 744, 327, and 76 articles accordingly to the order of the list of libraries. The only filter applied to the search was that all sources

were peer-reviewed or research articles. Initially, no limitation was applied to the year of publication.

In order to narrow the search topic to subsidiaries of multinational corporations, the term *subsidiaries* were added using AND limiter over all databases. The search results were following 690, 389, 170, 135, and 2 according to the list of databases. The further narrowing of research focused on barriers or enablers to corporate entrepreneurship at subsidiaries of multinational corporations I added AND limiter for *barriers* OR *enablers* OR *facilitators* OR *catalysts*. The search results were 321, 1, 1, 68, and 0 according to the list of databases. Then, to discover any studies about Israeli subsidiaries of multinational corporations, the word *Israel* was added as the additional limiter to the search. The search results were 36, 0, 0, 6, and 0 according to the list of databases. Finally, to locate studies published during the last five years, the filter of starting from 2013 was applied. The number of search results was following 14, 0, 0, and 1. To compare, the search performed in Google Scholar using the same terms and dates returned 112 results. Based on the initial mapping of the corporate entrepreneurship fields of studies, the term strategic entrepreneurship was added to the search options applied at the last attempt. There was no significant difference compared to the previous results. Only 22 publications were found in ABI/Inform/ProQuest and nine in Emerald Insight databases. To compare, the similar search performed in Google Scholar returned 172 results. The results of every search were reviewed, and the duplications across databases were removed. Then, the abstracts of the selected publications were reviewed, and additional screening based on the relevance of the publication was performed. Besides,

the list of references was reviewed to determine the additional literature sources. Mendeley software was used for managing and organizing of the literature and Google Scholar alert notifications were used for the continual updates and expanding of the literature database on the topic of the study.

Conceptual Framework

The processes of recognition, assessment, legitimating, and implementation of opportunities constitute core entrepreneurial activities (Bloodgood et al., 2015; Mazzei, 2018). The conceptual framework of this study was based on the integrative framework of entrepreneurship (Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001). This framework integrates elements of organizational context, environment, entrepreneur, business concept, and resources. Using the integrative framework of entrepreneurship allowed the comprehensive perspective about the organizational context of the investigated organization, the specifics of its internal and external environments, c) reflection of the researcher's experience as a business development manager within the organization, business concepts behind the initiatives , and finally resources at every stage of activities.

Integrative Framework of Entrepreneurship

Morris et al. (2001) offered an integrative framework for studying and developing the theory of entrepreneurship. The integrative framework was built on prior knowledge and contains a systematic overview of the six founding constructs that were derived from the 12 most cited frameworks in the field of entrepreneurship studies. These founding constructs are organizational context, environment, entrepreneur, business concept, and

resources. The integrative framework allows a comprehensive understanding of the entrepreneurship phenomenon including core entrepreneurial activities at the individual, organizational, and societal levels. Morris et al. (2001) acknowledged that although organizational context creates unique challenges for entrepreneurship within established organizations, there is no difference in the founding constructs for studying and understanding of the entrepreneurial processes. Morris et al. (2001) divided entrepreneurial activities into stages of opportunity identification, business concept development, and implementation. I discussed the stages and processes of entrepreneurial activities in processes and stages of the entrepreneurial activities section of Chapter 2.

Kuratko, Morris, and Schindehutte (2015) reaffirmed the rightness, viability, and contemporary of the integrative framework. As part of the researchers' effort for the creation of holistic entrepreneurship framework of frameworks, Kuratko, Morris, and Schindehutte (2015) discussed the frameworks of entrepreneurial schools of thought, typology, process, venture typology, and life cycle. The researchers claimed that the multiple-lens approach enables simultaneously more dynamic and more in-depth perspectives on the phenomenon of entrepreneurship. While the dedicated discussions about each one of these frameworks are purposefully omitted, the entrepreneurial schools of thought approach deserve special attention.

According to Kuratko, Morris, and Schindehutte (2015), the schools' of thought framework offers macro and micro perspectives on entrepreneurial activities. While the macro-view considers the processes in the external environment that often beyond the control of individual entrepreneurs, the micro-view is focused on the entrepreneur's

ability to guide and influence the outcomes of his or her activities. Among the theoretical foundations used for studying the entrepreneur's abilities, Kuratko, Morris, and Schindehutte (2015) mentioned entrepreneurial trait theory, the venture opportunity theory, and the strategic formulation theory. Blanka (2018) echoed the macro and micro views on entrepreneurial activities by distinguishing between the organizational level (Bouchard & Basso, 2011; Covin & Slevin, 1991) and individual level (Antoncic & Hisrich, 2003; Leitch & Harrison, 2016; Rigtering & Weitzel, 2013) perspectives on entrepreneurial activities. The understanding the complex reality of subsidiaries internal and external environments that create barriers to the development and deployment of entrepreneurial activities was one of the objectives of this study. In the next sections, I discussed the key elements of the integrative framework of entrepreneurship.

Organizational Context

According to Morris et al. (2001) and Kuratko, Morris, and Schindehutte (2015), the organizational context affects the type and timing of entrepreneurial activities. From the perspective of strategic entrepreneurship that discussed as part of the literature review, organizational factors such as size, structure, culture, strategic decision-making processes, and management (Lumpkin & Dess, 1996; Mazzei, 2018) constitute the key contextual factors that influence entrepreneurship at the organizational level. The detailed discussion about each one of these factors presented in section enablers and barriers to the entrepreneurial activities. In turn, the analysis of the organizational factors within the context of the selected organization is presented in Chapter 5.

Environment

Morris et al. (2001) defined environment as the conditions, macro-forces, and climate that might facilitate or constrain the entrepreneurial behavior of an individual. Kuratko, Morris, and Schindehutte (2015) echoed and expanded this definition with the concept of conditions for an entrepreneurial impulse of individuals for pursuing a particular entrepreneurial opportunity. The discussion about the internal and external environments within the subsidiaries of multinational corporations is provided in the literature review of this chapter. In turn, the discussion about environments of the selected organization is presented in Chapter 5.

Entrepreneur

According to Morris et al. (2001), an entrepreneur or champion is the one who pursuits and implements the process of entrepreneurship. There is a considerable amount of literature dealing with the characteristics of entrepreneurs (Camelo-Ordaz, Fernández-Alles, Ruiz-Navarro, & Sousa-Ginel, 2012; Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001). Pinchot (1985) suggested the term intrapreneur for individuals dealing with the entrepreneurial activities in existing organizations. After the first introduction of the concept of intrapreneurship by Pinchot and Pinchot (1978), our days, the word intrapreneur is part of the American heritage dictionary. I discussed in more detail the origins and the state of research in the field of intrapreneurship as part of the literature review.

One can find multiple variations and extensions to the original concepts of intrapreneur and intrapreneurship. Here are some of them that most appropriate for the

context of this study. Buekens (2014) described intrapreneur as the one "who has an

entrepreneurial streak in his or her DNA, but chooses to align his or her talents with a

large organization in place of creating his or her own" (p. 581). Camelo-Ordaz et al.

(2012) offered the similar definition with the emphasis on the opportunities' recognition

and development of innovations within the existing organizations. Gündoğdu (2012) also

emphasized that the concepts of intrapreneurship and innovation are mutually inclusive

and offered the term innopreneurship to integrate these concepts within the unified

research framework. In turn, an innopreneur was defined as someone who has the

characteristics of an innovative leader who can accomplish the innovation initiative.

Following this definition, Gündoğdu argued that besides being a catalyst for

innopreneurship activities, the innopreneur is also actively participating in these

activities. I described what, when, why and how I did during participation, initiation and

leading of the innovation activities in Appendix F: Narrative as the Leitmotiv for the

Study. In turn, the outcomes of the reflective analysis and sensemaking processes are

presented in Chapter 4 and Chapter 5 accordingly.

Business Concept

A business concept is a combination of internal and external factors aiming

company's operation in specific markets by offering competitive products to customers

(Alvesson, 1998; Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001). The

primary factors of the business concept are the organization's structure and competence

in market needs, management style, resources, technology, and product. A business

concept "represents a total value package" (Morris et al., 2001, p. 38) underlying how

company will generate revenues. While Alvesson discussed mainly administrative and marketing perspectives of a business concept, Zacca and Dayan (2017) argued that entrepreneurial management as the counterpart of administrative management constitute "two ends of the management approach to business development spectrum" (Zacca & Dayan, 2017, p. 16)", which is dedicated to pursuing profitable opportunity and business growth. I described business concepts underlying the innovation activities in Appendix F: Narrative as the Leitmotiv for the Study.

Resources

The abilities to identify, fund or recruit the required resources are crucial for the outcomes of entrepreneurial activities (Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001; Zacca & Dayan, 2017). According to Zacca and Dayan (2017), while administrative managers evaluate business opportunities through the lens of existing resources, the entrepreneurial managers perceive business development as a market-oriented concept. Unlike administrative managers, entrepreneurial business development managers are seeking to leverage existing assets and capabilities to pursue new opportunities despite currently available resources. Birkinshaw (2014) referred to entrepreneurial managers within subsidiaries of multinational corporations as "unusual individuals" (p. 202) whose activities despite the limited resources and freedom can generate a significant impact on the entire company. Zacca and Dayan (2017) confirmed that once business development managers are confident in the potential value of the opportunity, they should act for development of the opportunity while securing the minimal resources per progress with the opportunity development stages. I described the

strategy and activities of a business development manager for raising resources required

for the innovation activities in Appendix F: Narrative as the Leitmotiv for the Study.

Literature Review

In the following sections of the literature review, I described the roots of

corporate entrepreneurship research and discussed the main themes of contemporary

research in the field. Then, to present the main concepts of individual and organizational

processes related to the entrepreneurial activities, I examined the schools of thought in

the fields of strategic entrepreneurship, entrepreneurial orientation, and intrapreneurship

research. Besides, to discuss the studies related to the purpose and research question of

this inquiry, I discussed the literature on processes and stages of the entrepreneurial

activities, models and research frameworks of corporate entrepreneurship, and enablers

and barriers to the entrepreneurial activities. In order to emphasize the gap in the existent

knowledge and explain how this study contributed to theory and practice, I reviewed the

literature on the topics of the subsidiaries of multinational corporations and local context,

subsidiary initiatives. Finally, I discussed why the chosen method of the study was the

most appropriate for the scope and purpose of this research.

Roots of Corporate Entrepreneurship Research

The need for entrepreneurship within existing organizations is discussed and

studied for over four decades. The first publications on the topic introduced the concept

of creating new ventures within the existing corporation to retain competitiveness and

growth (Hanan, 1976; Peterson & Berger, 1971). The end of 70's and early 80's of the

last century entered into the modern history as the beginning of the information age and

the age of innovation. Due to a variety of reasons including organizational structure, bureaucracy, and internal politics, many large companies were incapable of supporting and implementing innovative ideas of their employees (Burgelman, 1983; Pinchot, 1985; Schollhammer, 1982). Talented engineers were leaving these organizations to start private ventures. In 1978, Elizabeth and Gifford Pinchot argued that the intra-corporate entrepreneurship processes might allow a timely response to rapidly changing business and social environments (Pinchot & Pinchot, 1978). Hence, already over 40 years ago, the concept of intra-corporate entrepreneurship or intrapreneurship was determined as the strategic interest and a method for leveraging of the entrepreneurial spirit of employees in large organizations (Pinchot, 1985).

The work of Burgelman (1983) was one of the first attempts to relate the topic of corporate entrepreneurship with the field of strategic management studies. The scholar perceived corporate entrepreneurship as part of strategic management processes in large and complex organizations. According to Burgelman, corporate entrepreneurship is dedicated for leveraging internal developments for achieving the company's diversification and utilizing opportunities for expanding core competencies and creating new business activities. Perceiving corporate entrepreneurship as a multidisciplinary and complex phenomenon, Burgelman utilized the insights from the theories of economic development (Schumpeter, 1934) and self-organizing systems (Sahal, 1979) as well as firm's theory (Penrose, 1968) to incorporate constructs of goals setting, managing products portfolio and resource allocation in the model of dynamic interactions between strategic behavior, corporate context, and a firm's strategy. According to Burgelman, this

approach might be helpful for understanding the processes of entrepreneurship within the organizations and determining the appropriate organizational and management strategies for enabling and promoting the innovation activities of individual entrepreneurs within the organizational settings.

During 90's, together with the permanently growing stream of research focused on the understanding of the phenomenon of entrepreneurship within the existing organizations, scholars acknowledged the lack of consistency in terminology, holistic mapping, hierarchy, and definitions of different entrepreneurial activities within existing organizations. Some examples of different approaches and scholars' discussion of that period include works of Covin and Slevin (1991), Zahra (1993), Lumpkin and Dess (1996), and Birkinshaw (1997). For example, Birkinshaw (1997) distinguished between the dispersed corporate entrepreneurship and focused corporate entrepreneurship. While the researcher used the term of *dispersed corporate entrepreneurship* as the synonym to intrapreneurship, with the special emphasis on employees' entrepreneurial behaviors, the *focused corporate entrepreneurship* was referred as corporate venturing activities targeting to identify and nurture new business opportunities via dedicated semi-autonomous organizations. At the same time, Covin and Miles (1999) determined and discussed five different forms of corporate entrepreneurship and labeled them as "sustained regeneration, organizational rejuvenation, strategic renewal, and domain redefinition" (p. 51). According to the researchers, the only common element of all these forms of corporate entrepreneurship was the intention about innovation. Similarly, Zahra (2015) suggested considering corporate entrepreneurship as "a process of creativity,

intelligence, learning, and reframing" (p. 733) and Kuratko et al. (2014), determined the corporate innovation is the process where individuals pursue the entrepreneurial opportunities regardless the available resources. Zacca and Dayan (2017) further expanded this perspective by introducing a shared framework for further research of corporate entrepreneurship by emphasizing the crucial role of business development managers in the growth of modern organizations.

Sharma and Chrisman (1999) acknowledged corporate entrepreneurship as the inceptive but promising field of study and tried to systematize existing terminology to allow significant scientific progress. The researchers collected and analyzed over 20 various definitions of corporate entrepreneurship, internal corporate entrepreneurship, corporate venturing, intrapreneurship, and strategic renewal that were used during the 80's and 90's. Sharma and Chrisman offered the framework for the reconciliation of various definitions including the hierarchy of criteria for the different terms. This framework initially contained three main themes of a) corporate venturing, b) innovation, and c) strategic renewal, with the additional subdivision of corporate venturing into internal and external domains of activities. Nevertheless, due to the diversity of corporate entrepreneurship (CE) activities and variety of its forms, the academic debate about the classification of this field of study has continued until the first decade of the 21st century. In the next section, I present the themes and schools of thoughts of the contemporary research in the field.

Main Themes of the Contemporary CE Research

The vital needs of contemporary organizations in technological or market innovation were the primary reason for the significant growth of the corporate entrepreneurship studies since the beginning of the 21st century (Fayolle et al., 2016; Kuratko & Morris, 2018; Mazzei et al., 2017). Although the growing consensus among leading scholars about the main themes of the CE research, the attempts for clarifying domain's reconciliation are still ongoing (Kuratko, Hornsby, & Hayton, 2015; Mazzei, 2018; Rivera, 2017). Since the fundamental work of Sharma and Chrisman (1999), two acknowledged directions of the CE research are corporate venturing and strategic entrepreneurship (Kuratko & Audretsch, 2013; Phan, Wright, Ucbasaran, & Tan, 2009). According to Kuratko and Audretsch (2013), while corporate venturing is focused on adding of new businesses to the corporation, strategic entrepreneurship "corresponds to a broader array of entrepreneurial initiatives focuses on innovations to pursue competitive advantage" (p. 330). In addition to corporate venturing and strategic entrepreneurship, the debate about entrepreneurial orientation (Covin & Slevin, 1991; Lumpkin & Dess, 1996; Miller, 1983) and intrapreneurship (Antoncic & Hisrich, 2003; Pinchot, 1985) fields of study and their reconciliation with the domain of CE research remains open.

Based on the systematic literature review, Blanka (2018) offered an overarching mapping of the research domains dealing with the entrepreneurship within organizations. By distinguishing between the organizational level (Bouchard & Basso, 2011; Covin & Slevin, 1991) and individual level (Antoncic & Hisrich, 2003; Leitch & Harrison, 2016; Rigtering & Weitzel, 2013) perspectives on entrepreneurial activities, the researcher

discussed the commonality and differences between entrepreneurial orientation and CE as representatives of the top-down organizational level concepts. In turn, intrapreneurship was discussed as a bottom-up individual-level approach. Besides, Blanka distinguished between the activities that are focused on existing organizations versus new venture creation. In their recent publication, Ahsan and Fernhaber (2019) included the topics of innovation and subsidiary initiatives within the CE domain of studies. According to the researchers, the broader field of corporate studies includes innovation, corporate venturing, strategic entrepreneurship, and subsidiary initiatives. The integration of Blanka (2018) Ahsan and Fernhaber (2019) perspectives on entrepreneurship research domains are presented in Figure 1.
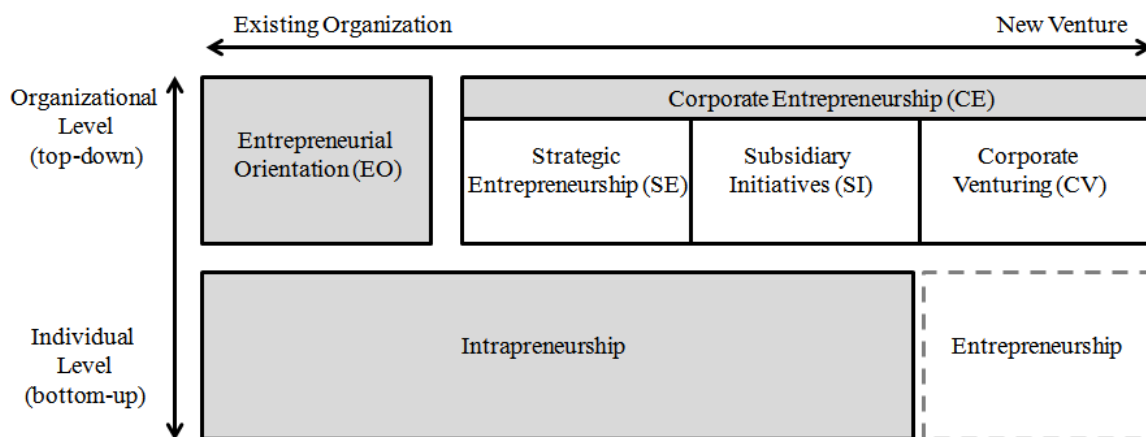
Figure 1. Research domains of entrepreneurship within firms. Based on "An individual-level perspective on intrapreneurship: A review and ways forward" by C. Blanka, 2018. *Review of Managerial Science*, p. 5.

Because the focus of this study on exploring of the individual and organizational processes and lessons learned from the entrepreneurial activities at the selected organization, in the next sections I examined the schools of thought in the fields of

strategic entrepreneurship, entrepreneurial orientation and intrapreneurship research. Concurrently, the review of the literature about internal, external, and cooperative types of corporate venturing is purposefully omitted.

Strategic Entrepreneurship

Despite the common theoretical roots laid among others in economics, organization theory, and sociology, the strategic management and entrepreneurship research had developed as two separate streams of research (Hitt, Ireland, Camp, & Sexton, 2001). Hitt et al. (2001) called for the integration of strategic and entrepreneurial research of organizations. Hitt et al. defined strategic entrepreneurship as "entrepreneurial action with a strategic perspective" (p. 22). Continuing this approach, Ireland, Hitt, and Sirmon (2003) determined strategic entrepreneurship as "a unique, distinctive construct through which firms are able to create wealth" (p. 963) and defined one of the first conceptual models of strategic entrepreneurship. Later Ireland and Webb (2007) offered using the term of strategic entrepreneurship for describing a company's efforts in leveraging innovations for achieving competitive advantage. By combining the components of strategy and entrepreneurship, Ireland and Webb stressed that strategic entrepreneurship is dedicated to the exploitation of the innovations resulting from continuous exploration of entrepreneurial opportunities.

According to Kuratko, Hornsby, and Hayton (2015), innovation is the core element of the strategic entrepreneurship concept. The innovation is underlying each one of strategic entrepreneurship domains including strategic renewal, an introduction of a new product, reconfiguration or redefinition of an existing product, market categories or

domains, strategy improvement or organizational rejuvenation, and redesign of existing

business models. Drawing upon the definitions of Covin and Miles (1999), and Ireland

and Webb (2007), Kuratko, Hornsby, and Hayton (2015) offered a broader conceptual

formulation of SE, which was also helpful for the ultimate distinguishing it from the

domain of corporate venturing studies. According to the researchers, strategic

entrepreneurship could be seen as "a broad array of significant entrepreneurial activities

or innovations that are adopted in the firm's pursuit of competitive advantage which

usually do not result in new businesses for the corporation" (p. 248). In turn, Turner and

Pennington (2015) emphasized the opportunity and advantage driven management's

mindset as the vital condition for implementation of strategic entrepreneurship.

By referring to the prior studies, Mazzei (2018) emphasized the commonality of

strategic entrepreneurship research on organization wise consequential innovations

dealing with products, processes, structures, business models, and organizational

strategies. The researcher also stressed the difference between invention and innovation

activities, while indicating that the ultimate purpose of the innovations resulting from the

strategic entrepreneurship activities is the exploration or monetization of the invention.

Although Stokvik, Adriaenssen, and Johannessen (2016) argued that the overall concept

of strategic entrepreneurship is still underdeveloped, Mazzei discussed the

institutionalizing of the strategic entrepreneurship field of research including the meta-

framework of Simsek, Heavey, and Fox (2017). At the same time, Young et al. (2017)

and Mazzei (2018) confirmed that still little known how opportunity and advantage-

seeking behaviors are manifest and enacted in organizations. The author called for

ethnographic research in different firms and industries explore organizational processes,

internal and external environments and contextual factors that constitute the nature of

strategic entrepreneurship. Finally, the researcher called for analyses of strategic

entrepreneurship activities and results to learn the consequences from the strategic

entrepreneurship initiatives.

Entrepreneurial Orientation

The entrepreneurial orientation is one of the oldest and permanently growing

domains of the entrepreneurship research (Covin & Miller, 2014; Wales, 2016). The

primary focus of entrepreneurial orientation research is on the organization's

characteristics and strategic behaviors enabling entrepreneurship (Anderson, Kreiser,

Kuratko, Hornsby, & Eshima, 2015; Wales, 2016). According to Corbett et al. (2013),

entrepreneurial orientation is the domain of research that incorporates studying of

organizations' activities and strategic behaviors defined as "risk-taking, innovativeness,

proactiveness, autonomy, and competitive aggressiveness" (p. 813). Since the seminal

works of Miller (1983), and Covin and Slevin (1989), the amount of entrepreneurial

orientation related publications is equivalent with all the articles on the topic of corporate

entrepreneurship (Covin & Miller, 2014). Although many scholars perceive

entrepreneurial orientation as part of the corporate entrepreneurship strategy (Ireland,

Covin, & Kuratko, 2009; Lomberg, Urbig, Stöckmann, Marino, & Dickson, 2017;

Lumpkin & Dess, 1996), the discussion about reconciling of the entrepreneurial

orientation and corporate entrepreneurship fields of study is ongoing (Covin & Wales,

2018; Todorovic, Todorovic, & Ma, 2015).

The entrepreneurial behaviors of organization and its managers' attitude towards risk constitute two main themes of the entrepreneurial orientation research (Anderson et al., 2015). Anderson et al. (2015) determined entrepreneurial behaviors as the combination a company's innovativeness that is targeting on the development of new products, processes or business models, and proactiveness, which is aiming the commercialization of those innovations. In turn, the attitude towards risk was defined as "an inherent managerial inclination existing at the level of the senior manager(s) tasked with developing and implementing a firm-level strategy" (Anderson et al., 2015, p. 1563). One could notice that the wording used by Anderson et al. (2015) for the definition of entrepreneurial behaviors is similar to Kuratko and Audretsch (2009) or Turner and Pennington (2015) generic definitions of corporate entrepreneurship. This example represents why the attempts for clarifying and reconciliation of corporate entrepreneurship research domain are still ongoing (Mazzei, 2018; Rivera, 2017).

Intrapreneurship

Since the first introduction of the term and the concept of intrapreneurship by Pinchot and Pinchot (1978), after decades of research, scholars and practitioners' interest to this topic is permanently growing (Buekens, 2014; Deprez, Leroy, & Euwema, 2018; Gawke et al., 2017; Reuther et al., 2018). While intrapreneurship was initially offered as an enabler for innovation activities in large organizations and timely response to rapidly changing social and business environments (Pinchot & Pinchot, 1978), after decades of research, the concept of intrapreneurship evolved into management strategy dedicated for improving business performance in every organization (Baruah & Ward, 2014; Blanka,

2018). Many scholars in thousands of studies cited the fundamental works of Antoncic and Hisrich (2001, 2003). Under the broad definition of intrapreneurship as entrepreneurship within the existing organizations, the researchers covered all processes that are leading to new ventures, and "other innovative activities and orientations such as development of new products, services, technologies, administrative techniques, strategies, and competitive postures" (Antoncic & Hisrich, 2001, p. 498). Antoncic and Hisrich (2001) determined four dimensions of intrapreneurship containing new business venturing, innovativeness, self-renewal, and proactiveness. Through the suggested model of intrapreneurship and its direct effects (Antoncic & Hisrich, 2001), the researchers combined characteristics of inter-organizational and external environments as antecedents to the intrapreneurial processes and their consequences regarding organizational performance. Based on these definitions, one can recognize the apparent commonality and overlap with already discussed strategic entrepreneurship and entrepreneurial orientation concepts.

Antoncic and Hisrich (2003) aimed to determine key themes of intrapreneurship research and differentiate the field of intrapreneurship studies from other management concepts. The researchers acknowledged the existence of three directions of the prior research focused on individual characteristics of intrapreneur, the creation of corporate ventures, and characteristics of entrepreneurial organizations. Nevertheless, referring to the seminal work of Lumpkin and Dess (1996), Antoncic and Hisrich argued that the concept of entrepreneurial orientation although was initially focused on organizations, also covered characteristics of the individual intrapreneurs.

By acknowledging the existence and similarity of their definition with of the term corporate entrepreneurship, Antoncic and Hisrich (2003) argued that because of the inclusion of entrepreneurial behavioral intentions and behaviors, the term of intrapreneurship is more appropriate for the discussion of entrepreneurship at the level of organizations. Antoncic and Hisrich determined three dimensions of intrapreneurship research a) new business venturing; b) product, service, or process innovation; c) self-renewal, risk-taking, proactiveness, and d) competitive aggressiveness. Finally, Antoncic and Hisrich (2003) divided the intrapreneurship research into two streams - entrepreneurial orientation and corporate entrepreneurship. According to Antoncic and Hisrich, the venturing and strategy considerations complement the entrepreneurial orientation concept of the intrapreneurship studies. The scholars concluded that "intrapreneurship should be viewed as a multidimensional concept with eight distinctive, related components (new ventures, new businesses, product/service innovativeness, process innovativeness, self-renewal, risk taking, proactiveness, and competitive aggressiveness)" (p. 21). One can identify the holistic approach of the researchers to the intrapreneurship concept as an overarching business management strategy in existing organizations. Although Stokvik et al. (2016) did not explicitly refer to Antoncic and Hisrich (2003), they supported the division of intrapreneurship into the fields of CE and corporate venturing. Moreover, Stokvik et al. distinguished between classical and innovative intrapreneurship. The term of innovative intrapreneurship was used as the synonym to Zahra's (1993) reference to company's incubation activities also known as corporate venturing. Stokvik et al. discussed four types of intrapreneurial intensity as the

indicators of the level or degree of the intrapreneurship activities in organizations. In turn, the concept of intrapreneurial intensity was offered as the indicator to measure the level of strategic entrepreneurship in organizations.

While Gündoğdu (2012) emphasized that the concepts of entrepreneurship, intrapreneurship, and innovation are mutually inclusive, Buekens (2014) and Reuther et al. (2018) argued that in order to flourish, intrapreneurial mindset should become an integrated part of management and leadership styles. In turn, Deprez et al. (2018) described the example of how the innovation initiatives of team leaders' supported by top management were leveraged to corporate entrepreneurship practice. Gündoğdu positioned intrapreneurship as a sub-topic of studies about entrepreneurial thought and coined the term of *innopreneur* "as an innovation hunter who aggressively seeks for opportunities; transforms those opportunities into concrete marketable ideas; creates value-added; makes maximum efforts, assesses and undertakes the relevant risks to apply those ideas; and gathers the crops at harvest time" (p. 301). Following this definition, Gündoğdu stressed that in addition for being a catalyst for innopreneurship activities, the innopreneur is also actively participating in these activities. The additional discussion about individuals acting as entrepreneurs within existing organizations is presented in the section of the conceptual framework of this study.

The Processes and Stages of the Entrepreneurial Activities

According to Morris et al. (2001), "it is generally accepted among scholars that entrepreneurship entails a process, and specifically, the process of creating value by putting together a unique package of resources to exploit an opportunity" (p. 38). The

acknowledging of the process nature of the entrepreneurship phenomenon enables to divide the entire set of entrepreneurial activities into specific stages (Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001). Bosma, Stam, and Zoetermeer (2010) referred to Shane and Venkataraman (2000) and distinguished three main stages constituting the core of entrepreneurial activities. These stages include entrepreneurial opportunity recognition, evaluation, and exploitation. While Hornsby, Kuratko, and Montagno (1999) discussed the processes of discovery, evaluation, legitimation, and exploitation, Shepherd, Williams, and Patzelt (2015) applied the perspective of an entrepreneur and environment characteristics as context for studying entrepreneurial opportunity assessment, entry, exploiting, and exit decisions. Similarly, Fayolle et al. (2016) emphasized the complexity of the entrepreneurship phenomenon that is explained by its process-based nature from the one side and diversity of entrepreneurship forms and situations related to the specific contexts from another. In the section conceptual framework, I discussed the entrepreneurial processes within the context of the integrative framework of entrepreneurship (Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001) that was adopted as the conceptual framework of this study. The main constructs of the conceptual framework contain organizational context, environment, entrepreneur, business concept, and resources. Although some diversity in the terminology still exists, it appears broadly acknowledged by scholars that the processes of recognition or discovery, assessment or evaluation, legitimating, and implementation or exploitation of opportunities constitute the core entrepreneurial activities (Abrell & Karjalainen, 2017; Belousova & Gailly, 2013; Bloodgood et al., 2015; Shepherd et al., 2015).

The understanding of organizational processes about how CE evolves and deployed within the organizations constitute the primary direction for the future CE studies (Corbett et al., 2013). In turn, there is the need for a deeper understanding of individual and process perspectives from the employees who combine the entrepreneurial activity with their daily responsibilities and how these activities unfold over time (Belousova & Gailly, 2013). Belousova and Gailly (2013) mapped the prior literature for categorizing and generalizing definitions of discovery, evaluation, legitimation, and exploitation activities as well as summarized the entrepreneurial behaviors at each one of the stages within the CE processes. The researchers discussed how "discovery, evaluation, legitimation, and exploitation comprise the process dimension of dispersed CE" (p. 364). It is worth mentioning that while Belousova and Gailly referred to individual employees within the dispersed settings of corporate environments, the researchers de facto acknowledged Birkinshaw (1997) approach for studying bottom-up initiatives of innovation champions or intrapreneurs (Pinchot, 1985) within the subsidiaries of multinational corporations. Clark and Ramachandran (2018) also acknowledged the lack of studies about the impact of subsidiaries environments and business processes on the development of entrepreneurial opportunities. I analyzed the literature about the specifics of subsidiaries' initiatives in the corresponding section of this literature review.

CE Models and Research Frameworks

Models of corporate entrepreneurship. Over the years of CE research, multiple conceptual models were offered. Some of the most cited are the models of dynamic

interactions between strategic behavior, corporate context, and a firm's strategy

(Burgelman, 1983; Floyd & Lane, 2000), integrative model of entrepreneurship as a

firm's behavior (Covin & Slevin, 1991; Zahra, 1993), organizational strategy CE models

(Dess et al., 2003; Ireland et al., 2009), and the integrative framework of entrepreneurship

(Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001). Nevertheless, despite

numerous conceptual models of CE, the empirical knowledge about contributions of

individual employees to the CE processes is still limited and fragmented (Belousova &

Gailly, 2013; Clark & Ramachandran, 2018). For example, Belousova and Gailly (2013)

discussed the roles and responsibilities of employees, mid-management, top-business and

top-corporate management representatives of organizational hierarchy within the

dispersed CE processes. The researchers offered an integrative framework through for

studying activities and behaviors of the employees engaged in the CE processes in

dispersed settings. Another example is the integrated model of Urban and Wood (2017).

In their model, Urban and Wood incorporated organizational and individual level factors

of CE initiatives and coined the definition of successful CE. Based on the analysis of 784

questionnaires collected from representatives of the South African financial sector, the

researchers concluded that to become successful, CE practice should retain on the

combination of "hardware elements (e.g. characteristics of organizational structure) with

software elements (e.g. culture and climate)" (Urban & Wood, 2017, p. 536).

  Integrative model of corporate entrepreneurship strategy. The model of Ireland

et al. (2009) became one of the most quoted works due to its attempt to integrate CE

antecedents on the individual and environmental levels with the processes and

relationship between the elements of CE strategy, and the outcomes of the CE strategy

for organizations. According to Ireland et al. (2009), the CE strategy is composed of

"entrepreneurial strategic vision, a pro-entrepreneurship organizational architecture, and

entrepreneurial processes and behaviors" (p. 38). Besides, Ireland et al. (2009) especially

stressed the importance of entrepreneurial cognition, organizational knowledge, and

structures for assessment and management of entrepreneurial opportunities. It is worth

mentioning that Ireland et al. (2009) determined the processes of individual's recognition

and exploitation of the entrepreneurial opportunities as key elements of CE activities.

Despite the broad conceptual acceptance of Ireland et al. (2009) model, this

model, as well as other linear models of CE, were criticized by scholars advocating for

the utilization of the systems thinking and complexity science perspectives for the

understanding of the complex dynamics of CE processes (Aloulou, 2016; Bloodgood et

al., 2015; Crawford & Kreiser, 2015). In particular, Crawford and Kreiser (2015) argued

that all CE aspects and processes related to the opportunity recognition through the

interaction and connectivity and up to the exploitation are nonlinear. In turn, Bloodgood

et al. (2015) criticized the existent models of CE because of their limitations to examine

how the organizational processes influence the nonlinear nature of CE activities.

The system dynamics model of CE. Feedback loops promote organizations'

learning (Blettner, He, Hu, & Bettis, 2015). According to Bloodgood et al. (2015),

feedbacks contribute to the formation of organizational practices and rules that are

especially important for the dynamic of CE activities. The researchers stressed the gap in

the literature about how the feedback from the former CE activities might influence

individuals and organizations. Although Bloodgood et al. acknowledged the importance

of the *Integrative Model of Corporate Entrepreneurship Strategy* (Ireland et al., 2009) to

the understanding of CE elements, they criticized the ability of the model to capture the

complexity of the processes and relationship between these elements. In particular, the

researchers claimed that the model of Ireland et al. (2009) is not reflecting the influence

of multiple simultaneous effects created by the dynamics of the non-linear relationship

among involved actors. Bloodgood et al. emphasized the intensive dynamics and

complexity of the CE processes and argued that the phenomenon of CE contains all

characteristics for being studied from the perspective of system dynamics.

According to Bloodgood et al. (2015), the system dynamics' perspective might be

helpful to understand complexity, mechanisms, and influence of feedback loops to

discover the additional relationships between the CE elements and related activities. The

system dynamics approach for the study of complex socioeconomic systems is known

since the middle of the 20th century. According to Forrester (1958), system dynamics

could be seen as an alternative to commonly used Gaussian approaches to social studies.

Bloodgood et al. believed that the system dynamics approach to CE studies might be

useful for discovering new connections and relations between the processes of

recognition, assessment, legitimization, and implementation of entrepreneurial

opportunities.

The complexity science perspective on CE. The application of complexity

science to the management and organizational studies has significantly grown since the

beginning of the 21st century (Aloulou, 2016; Crawford & Kreiser, 2015; van de

Wetering, Mikalef, & Helms, 2017). The modern business environments characterized by uncertainty, frequent change, chaos, and complexity. Scholars including Schindehutte and Morris (2009), van Eijnatten (2005), and Crawford and Kreiser (2015) argued that acknowledging the systems thinking perspective enables new frameworks for studying the dynamics of complex multi-faceted nature of the intrapreneurship including individual and organizational processes of the phenomenon. For example, Aloulou (2016) referred to McKelvey (2004) and claimed that complexity science in general and the concept of complex adaptive systems, in particular, could be useful to provide the in-depth explanation of the dynamics of the entrepreneurship phenomenon and its processes.

The complex adaptive systems are characterized as non-linear systems, with an emergent order based on the feedback loops. The dynamic development and self-organization of these systems are dependent on the positive and negative feedbacks created during the interaction between heterogeneous system's agents (Aloulou, 2016; Stacey, 1995). According to Aloulou (2016), the modeling of interactions among multiple and versatile interdependent agents involved in complex relationships might be useful for the understanding of the inherent dynamic and nonlinear outcomes of the strategic corporate entrepreneurship. Crawford and Kreiser (2015) also discussed the potential of complexity science for exploring a more dynamic perspective on the antecedents and consequences of CE and related strategies. The scholars performed a theoretical assessment of the elements of the integrative model of corporate entrepreneurship (Ireland et al., 2009) through the prism of power law distributions and complexity science. Crawford and Kreiser (2015) concluded that utilizing complexity science as an

overarching theoretical framework might uncover promising directions for future

research and theory building about antecedents, elements and consequences of the CE

strategies.

Enablers and Barriers to Entrepreneurial Activities

During the last years, there is a growing interest to understand how the

organizational characteristics such as structure, systems, and culture are influencing the

entrepreneurial activities (Amberg & McGaughey, 2016; Arz, 2017; Bennett & Parks,

2015). While Amberg and McGaughey (2016) discussed the effect of organizational

culture on individual employees and subunits in facilitating or inhibiting the CE

processes, Bennett and Parks (2015) argued that organizational characteristics such as

structure, systems, and culture constitute the main barriers for unleashing employees'

potential for increasing of the innovation capability of firms. According to Bennett and

Parks, to make the innovation activities successful, the management should promote and

sustain the supportive organizational culture and structure that allows identification of

opportunities, translating opportunities into viable business strategy and exploitation of

opportunities on dedicated markets. The authors stressed that employees have to believe

in management strategy claimed that the actions supporting the innovation activities

despite the formal organizational structure are the best way of raising employees'

believes.

Organizational structure and size. Many researchers in multiple publications

discussed how organizational structures affect CE activities. For example, Turner and

Pennington (2015) emphasized that the entrepreneurial knowledge is often concentrated

within specific units dealing with innovation activities. The researchers recommended organizational efforts for disseminating the entrepreneurial experience across the company. In turn, Mazzei (2018) referred to the literature about organizational ambidexterity for highlighting how the organizational design and structure influence the processes of opportunities' exploration and exploitation. Mazzei argued that smaller firms could easier adapt innovative behaviors and more quickly adapt for exploitation or exploration of entrepreneurial opportunities. Nason et al. (2015) also studied the influence of the organization's size on the potential for deployment of CE activities. The researchers stressed the dual impact of the company's size and suggested that small firms could utilize CE activities for gaining growth, while for the large organizations CE could be seen as the management strategy for renovation and change. The researchers argued that new theoretical foundations are required to incorporate the constructs of a company size into the CE research.

Nason et al. (2015), and Bennett and Parks (2015) made especially important insights for this study. First, according to the researchers, it is expected that large organizations might have formalized CE structures and initiatives. Second, the organizational culture should be tolerant of failure and allow effective learning from failures and mistakes. One aspect of this approach is to stop the projects that do not lead to the desired results. Amberg and McGaughey (2016) acknowledged that although organizational structure can enable or inhibit innovation activities, human resources management plays an essential role in maintaining the CE corporate culture. The researchers also mentioned that employees' motivation is dependent on recognition and

rewards of the demonstrated entrepreneurial behaviors. Urban and Wood (2017) further

expanded Amberg and McGaughey (2016) perspective and claimed that in addition to

rewards, "top management support, explicit goals, and appropriate organizational values"

(p. 535) would help to encourage entrepreneurial behaviors of employees. According to

Amberg and McGaughey, the entrepreneurial potential and appropriate behaviors can

flourish only in the supportive work environment and organizational culture.

Organizational culture. While Mazzei (2018) emphasized that the

entrepreneurial mindset of the organization's leadership has a significant influence on

entrepreneurial culture, Arz stressed that complexity and variety of organizational factors

are influencing entrepreneurial activities. The key mechanisms identified by the

researcher include work orientation, time horizon, truth, rationality, motivation, stability,

change, isolation, collaboration, coordination, control, and internal and external

orientation. In turn, Gopinath and Mitra (2017) listed the cultural attributes of innovative

and entrepreneurial organizations. According to the researchers, these attributes include

among others "shared vision, leadership, the will to innovate, a gathering of key

promoters, champions, ideators and gatekeepers, and effective teamwork" (p. 67).

Gopinath and Mitra determined the well-being of employees as one of the primary

characteristics of the entrepreneurial organizations. The authors perceived employees'

well-being as the indicator of the organizational innovativeness that influences all stages

of the entrepreneurial activities. The researchers also stressed that the motivation to

innovate depends on autonomy at work.

While Arz (2017) admitted the "limited understanding of which specific cultural mechanisms create an organizational environment where entrepreneurial activities flourish" (p. 361), Hashimoto and Nassif (2014) studied the factors that can inhibit or facilitate the entrepreneurial behavior of employees. Hashimoto and Nassif claimed that the entrepreneurial behavior depending on human resource practices and how managers' attitude to deal with the specified categories of barriers. The researchers emphasized that despite the growing interest, there is an evident lack of "empirical studies about the main barriers and practices adopted by organizations" (p. 387) for overcoming these barriers and encouragement of entrepreneurial behaviors.

Among the directions for future research, Arz (2017) suggested the analytical framework and studies for a better understanding of how organizational culture might foster innovation activities. The researcher stressed the need for understanding how the multi-level nature of organizational culture might be used for fostering the entrepreneurial activities. The work of Arz continued the earlier study of Amberg and McGaughey (2016) about the effect of organizational culture on individual employees and organizational subunits including the need for multi-level approach particularly within the content of subsidiaries of multinational corporations. In turn, the call of Gopinath and Mitra (2017) for the understanding of the relationship between the relationship between well-being, innovative growth and sustainability of organizations might be useful for understanding of how intrapreneurs perceive their activities and what effect these activities have on the well-being of them, their colleagues, and organization.

Barriers to innovation activities. Buekens (2014) discussed why stimulating intrapreneurship is often so difficult. According to Buekens, to be successful, the intrapreneurs should have management support, a clear understanding of business, vision and strategy for company growth, and an ecosystem of daily operations support. The researcher mentioned centralized decision-making, a lack of a holistic view, and the limits for organic growth as the primary barriers for intrapreneurship. In turn, Smith, Rees, and Murray (2016) claimed that a fear of failure, the speed of execution, levels of bureaucracy and centralized decisions, and blanket policies as the main obstacles to the deployment of the entrepreneurial activities.

Sandberg and Aarikka-Stenroos (2014) categorized the barriers preventing firms to innovate. Sandberg and Aarikka-Stenroos classified two major categories of barriers – external and internal. Among the external barriers, the researchers mentioned "customer resistance, an undeveloped network, and ecosystem" (Sandberg & Aarikka-Stenroos, 2014, p. 1293). Among the internal environment, they defined the *restrictive mindset* as the biggest obstacle to innovation. According to Sandberg and Aarikka-Stenroos, the additional internal barriers are organizational structure, resources and lack of the competencies. Selig and Baltes (2017) determined another set of organizational characteristics that might be considered as barriers to innovation activities. According to the researchers, these organizational characteristics are "high level of bureaucracy, long decision-making and a culture of stability" (Selig & Baltes, 2017, p. 879).

Reuther et al. (2018) reconfirmed and expanded the findings of Sandberg and Aarikka-Stenroos (2014). Reuther et al. (2018) divided internal factors that might

constitute possible barriers to intrapreneurship into the categories of individual and organizational characteristics. At the individual level, Reuther et al. (2018) discussed skills, creativity and knowledge of employees, while among the organizational level factors, the researchers mentioned organizational culture, working environment and management support. Reuther et al. recommended empirical studies that will analyze both successful and unsuccessful intrapreneurial activities to learn corporate barriers and the practical ways of their overcoming. Also, Kuratko et al. (2014) suggested that every barrier discovered during the entrepreneurial processes should be analyzed and reviewed with the involved personnel. Finally, Selig et al. (2016) reviewed the literature for the description of the roles and characteristics of innovation champion, intrapreneur, corporate entrepreneur, CEO, innovation manager and project manager. Based on the literature review, the researchers highlighted that in addition to motivation a set of the individual characteristics and skills is required for the corporate entrepreneur to succeed in overcoming the organizational barriers. Selig et al. confirmed the scarcity of empirical knowledge about factors that are influencing the success of a CE initiative and called for qualitative research for exploration of the individual and work background characteristics of the successful intrapreneurs.

Subsidiaries of Multinational Corporations and Local Context

According to Kostova et al. (2016), after 50 years of subsidiaries' studies, the topic of headquarters-subsidiary relationships constitutes the central theme in the field of international management research. Kostova et al. listed the following sub-topics of the studies of the headquarters-subsidiary relationship a) organizational design and control

systems; b) home and host country context; c) subsidiary roles and regional structures; d) knowledge creation and transfer, and e) expatriate management and global human resource management. Historically, the organizational design and control systems field of studies was focused on structures and control mechanisms for managing subsidiary activities. One of the most influential models that incorporated local responsiveness with global integration was developed by Prahalad (1976) and although was multiply refined still serves as the ultimate framework for studying how local and global environments influence strategy and structure management decisions.

Subsidiary's types and roles. As the results of the growing need for managing of geographically distributed semi-autonomous units, the understanding of subsidiaries' unique characteristics, and the impact of organization's presence in the host country on the overall performance of corporate had developed into the dedicated stream of research about structure and roles of subsidiaries (Evans, Rees, & Edwards, 2017; Manolopoulos, 2018). The study of Evans et al. (2017) is one example of how the subsidiary's role within the corporate influences the mindset of local managers. The researchers utilized the fundamental work of Gupta and Govindarajan (1991) for classification and definitions of subsidiaries strategic roles such as a global innovator, integrated player, implementor, and local innovator and the associated with them knowledge flows and structures of control. Besides, Evans et al. (2017) referred to Perlmutter (1969) concept about ethnocentric, polycentric, and geocentric corporate managers for discussion how the manager's perception about the external environment influence the firm's strategy. Based on the quantitative data collected from 166 UK subsidiaries of Australian

corporations, Evans et al. found that while 66% of subsidiaries defined themselves as the integrated player, 34%, 29%, and 28% percents perceived themselves as the local innovator, global innovator, and implementer correspondingly. According to the researchers, the managers at subsidiaries that determined themselves as implementors and local innovators perceive differently how the dynamics of the external environment affects the firm's competitiveness comparing to subsidiaries defined as global innovators and integrated players. In line with Perlmutter (1969) definitions, Evans et al. confirmed that ethnocentric managers disregard the issues important to subsidiaries. In turn, while polycentric managers are focused mainly on the central market, and the geocentric managers considering the global approach. In addition to the importance of the differences between the types of subsidiaries concerning the external environment, this study suggests the need for managers' awareness about their bias in the formulation of the firm's strategy. Another valuable conclusion was that the freedom of local managers depends on the corporate perspective on the role of the specific subsidiary.

Unlike Evans et al. (2017), Conroy and Collings (2016) have distinguished between four types of subsidiary organization. According to Conroy and Collings (2016), these types are "passive citizens, corporate aggressors, budding stars and attention champions" (p. 620). As part of the headquarters–subsidiaries relationship' stream of research Conroy and Collings studied how subsidiaries can present and sell different issues to the headquarters' management. Another key element for the successful selling of the initiatives is the alignment with the corporate agenda and roadmap. Finally, according to Conroy and Collings, the relationship between subsidiaries and stakeholders

from local context plays an essential role in the process of building subsidiary legitimacy. Conroy and Collings emphasized the importance of subsidiary's legitimacy achieved through "the personal legitimacy of key individuals at the subsidiary; consequential legitimacy vis-à-vis peer subsidiaries; and linkage legitimacy in the local environment" (p. 613) as one of the key factors facilitating promoting of the initiatives to the level of headquarters' decision makers. I discussed the role and mandate of the selected organization in the corporate and strategies for building the legitimacy of the organization's representatives and subsidiary's initiatives in Chapter 5.

Additional representative examples of the latest research about headquarters-subsidiary relationships are studies Bouquet, Barsoux, and Levy (2015), Ul Haq et al. (2017), O'Brien et al. (2018), and Lunnan et al. (2016). Lunnan et al. discussed and analyzed how the organizing costs related to the headquarters-subsidiary relationship affects the subsidiary's initiatives. The researchers distinguished between monitoring, bargaining, information, and bonding costs. Based on the analysis of the data collected from 177 subsidiaries of global Norwegian corporations, the researchers concluded that the organizing costs related to the subsidiary initiatives affect the nature and potential of the initiatives. According to Lunnan et al., the deep understanding of these costs can predict the future development of the initiatives at the subsidiaries. In turn, Ul Haq et al. (2017) performed a comparative case study analysis of four subsidiaries of global multinational corporations with headquarters (HQ) in Sweden. Based on the longitudinal data collected from two European and two located in developing countries subsidiaries, ul Haq et al. concluded that the subsidiaries located in developing countries indeed faced

difficulties in promoting business opportunities due to cultural and geographical distance with headquarters. Among the recommendations on how to overcome these barriers, ul Haq et al. suggested leveraging informal communication, understanding the organizational strategy, and the diversity in the headquarters' top management team. The article of ul Haq et al. expanded the study of Lunnan et al. (2016) about the internal complexity of subsidiaries initiatives. I referred to the issue of cultural and geographical distance in Chapter 5.

Finally, Bouquet et al. (2015) presented the outcomes of the qualitative study focused on the consequences of the over attention from the HQ. The consequences of this phenomenon were disruptive for the organization, required extra work and allocation of resources for numerous reporting and preparations for the visits of HQ management. The researchers emphasized how the cultural differences and the lack of alignment between HQ visitors can disrupt the operational processes of the local companies. Based on the 55 interviews with subsidiaries managers in China, the researchers concluded that only 25% of the study participants were satisfied with the pace, quantity, and quality of HQ visitors and associated with the efforts and the outcomes of these visits. Moreover, Bouquet et al. stressed that the increased amount of visits did not improve the lack of understanding of the local specifics. These visits caused to the anxiety of local representatives, while the bias of HQ managers concerning their ability to understand the situation easily only caused the additional misunderstandings. Although Bouquet et al. performed their study with the subsidiaries located in China, the researchers discussed the possible generalization of the study's outcomes to other countries. The study of Bouquet et al.

(2016) constitutes another source of evidence of how the HQ-subsidiaries relationship is complicated. Bouquet et al. (2016) determined the complexity of this relationship as a multidimensional phenomenon combining "unrealistic demands from headquarters, misguided advice or directives, micromanagement, and a lack of receptiveness to subsidiary contributions and ideas" (p. 60). The researchers stressed that as long as this phenomenon exists, instead of promoting innovation initiatives, the subsidiaries' management would be reluctant to share information.

Knowledge flows. The studies about knowledge flows between HQ and subsidiaries represent another important area of international management research. Zahra (2015) stated that the essence of multinational corporations with globally spread subsidiaries produce specific conditions for the creation of entrepreneurial hubs and knowledge generation processes. Although initially started with the topics of knowledge transfer from headquarters to subsidiaries, during the years this field of research transformed to the understanding of knowledge diffusion and finally into knowledge creation processes. For example, Stam (2013) examined whether the investment in knowledge facilitates the entrepreneurial behaviors on the individual, firm, and national levels. Stam analyzed the data collected by Global Entrepreneurship Monitor from 140,000 structured telephone surveys with representatives from 52 countries. The researcher found "significant relation between investments in new knowledge, human capital, and entrepreneurial employee activity" (p. 896). Zahra (2015) argued that CE activities enable leveraging of the individual knowledge into organizational assets that can be utilized by the variety of business applications.

Local context. The complexity of the subsidiaries' ecosystem consisting of the simultaneous competitive external and internal environments constitutes the distinct case for developing entrepreneurship in these organizations (Birkinshaw et al., 2005; Birkinshaw & Ridderstrale, 1999; Tippmann et al., 2017). Birkinshaw et al. (2005) emphasized that because of this unique for subsidiaries combination of internal and external competitive forces, subsidiaries development and growth are dependent on managers' entrepreneurial capacity to leverage the opportunities created in these environments. Based on the study of 24 Scotland-based manufacturing subsidiaries of multinational corporations, Birkinshaw et al. stressed the importance of constructive relationships between headquarters and subsidiary along with the local managers' motivation and autonomy for developing of the organizational entrepreneurial culture. Besides, the researchers believed that future studies of subsidiaries dealing mainly with research and development activities might be useful for discovering additional insights of internal and external environments' impact on the entrepreneurial activities in these organizations. Being the context of this study is the research and development subsidiary located in Israel, it is fully aligned with the research roadmap suggested by the leading researchers in the field.

In turn, Lazarova et al. (2017) empirically tested whether there is a relationship between the level of the subsidiary's HR autonomy and firm's performance. In particular, Lazarova et al. referred to the resource-based view, agency, and institutional theories to emphasize the "institutional duality" (p. 85) of the HQ-subsidiaries strategies related to centralized and decentralized decisions concerning HR autonomy. Based on the analysis

of the data collected from 373 subsidiaries from Australia, Austria, Germany, Greece, Hungary, Finland, France, Slovenia, South Africa, Switzerland, UK, and USA, the researchers found that "subsidiary HR autonomy is associated with higher subsidiary performance and that this relationship is mediated by employee absenteeism" (p. 86). The publication of Lazarova et al. is another evidence of the lack of studies focused on Israel based subsidiaries. Besides, the study's outcomes are evidential about the HR role in maintaining employees' satisfaction. The employees' satisfaction as one of the elements and antecedents for entrepreneurial behaviors will be included in the analysis of the internal environment of the selected organization. Decreton et al. (2018) also stressed the lack of knowledge about the relationship between HQ involvement and the proactive behaviors of subsidiary managers in innovation activities. Based on the data collected from 120 representatives of manufacturing subsidiaries located in six European countries, the researchers found the headquarters involvement negatively influence subsidiary managers' innovation activities. Decreton et al. recommended future studies about subsidiary managers' behavior as part of the subsidiary initiative processes.

Subsidiary Initiatives

One of the central themes that cover topics of subsidiary's roles and headquarters-subsidiary relationships research is subsidiary initiatives or subsidiary-driven entrepreneurship (Birkinshaw, 1997, 2000, 2014; Birkinshaw & Morrison, 1995; Birkinshaw & Ridderstrale, 1999). Birkinshaw (1997) defined subsidiary initiative as "essentially an entrepreneurial process, beginning with the identification of an opportunity and culminating in the commitment of resources to that opportunity" (p.

207). Further, the researcher described it as "a discrete, proactive undertaking that advances a new way for the corporation to use or expand its resources" (Birkinshaw, 1997, p. 207). Lunnan et al. (2016) expanded this definition with a specific emphasis on the initiatives' goals of creating technological innovations and developing new business opportunities. Birkinshaw and Ridderstrale (1999) distinguished between two types of subsidiary initiatives – internal and external. The differentiation was performed based on the target market opportunity – internal customers within the corporation or external to it. Two examples discussed by the researchers were the relocation of manufacturing operations from one country to another and the development of a new product for a local market. Birkinshaw and Ridderstrale referred to the prior works of Burgelman (1983) and Pinchot (1985) for the distinction between internal and external initiatives of CE and stressed that although CE research was traditionally focused on external initiatives, subsidiary initiatives constitute a specific form of CE. Birkinshaw et al. (2005) claimed that subsidiary entrepreneurship remains insufficiently studied. According to the researchers, some of the topics for the potential inclusion in this framework are corporate entrepreneurship and proactive and risk-taking behaviors.

Whereas Zahra (2015) used the term of *organized chaos* to describe the initiatives of subsidiary employees and middle managers, Dzedek (2018) admitted that 20 years after the first publication of Birkinshaw (1997), the phenomenon of subsidiary initiatives remains not yet fully understood. By referring to the seminal works of Miller (1983), Burgelman (1983), and Covin and Miles (1999), Dzedek (2018) determined the studies of subsidiary initiatives as a relatively young research area that lays on the intersection of

the entrepreneurial behavior, international business management, and corporate

entrepreneurship fields of studies. According to Dzedek, while the subsidiary roles and

behavior research could be related to the entrepreneurial behavior field of studies,

headquarters-subsidiary relationships belong to the field of international business

management research. Finally, a firm-level perspective on the entrepreneurial efforts

within the context of existing organizations belongs to the field of strategic

entrepreneurship research (Dzedek, 2018). Despite the continuous efforts for positioning

and reconciliation of the CE domain of research, the primary difference of the subsidiary

initiatives is that by the nature of these activities they involve "interactions between

subsidiary managers and other individuals in the internal corporate system" (Birkinshaw

& Ridderstrale, 1999, p. 166). These interactions or relationships create a specific to

headquarters-subsidiaries relationship multinational context, which does not exist in CE

initiatives of a usual organization. The specifics of this context generate additional

barriers for the progress at every stage of the entrepreneurial process including

legitimation, implementation, and exploitation of the initiatives.

  In one of his recent works, Birkinshaw (2014) discussed how the initialized by

him about 20 years ago the stream of subsidiary initiatives research contributed to the

developing theory of multinational corporations. Birkinshaw (2014) acknowledged that

the understanding of the processes of dispersed entrepreneurship and specific

management practices of how managers at subsidiaries can succeed in the translation of

opportunities into exploitable results are still unclear. The author claimed that the main

questions of why and how "individuals within the MNC [multinational corporations]

actively pursue new opportunities without regard to the resources they control" (p. 202) remained insufficiently studied. One of the conclusions and recommendations for future research was the integrated top-down and bottom-up perspectives on the subsidiary initiatives.

Strutzenberger and Ambos (2014) came to similar conclusions about the lack of a structured view on the subsidiary initiative process and offered the multilevel perspective on subsidiary initiatives research. According to the researchers, because former studies were focused on various stages of the initiative's processes and applied multiple theoretical frameworks and research methodologies, the entire field of subsidiary initiatives research remains fragmented. Strutzenberger and Ambos (2014) claimed that the multilevel perspective in general and the attention to the individual and team perspectives, in particular, was mostly overlooked in the existent literature. An organizing framework of a subsidiary initiative process offered by Strutzenberger and Ambos integrates different organizational levels and stages of the initiative. The researchers believed that their approach is expected to facilitate the study of the subsidiary initiative phenomenon.

Schmid et al. (2014) also addressed the lack of conceptual clarity in the field of subsidiary initiatives research and performed the first-ever comprehensive overview of the field of subsidiary initiates research. The scholars collected and reviewed 52 important studies published between 1995 and 2010 and suggested the framework for classification of initiatives' types. By utilizing the principle of distinguishing between organizational and market disequilibrium, Schmid et al. (2014) classified the types of

subsidiary initiatives and predicted the future development of the research stream

initiated by Birkinshaw (1997). Schmid et al. determined three general categories of the

subsidiary's initiative research - initiative antecedents, initiative concepts, and

consequences of initiatives. Besides, the researchers classified the former studies into the

groups of empirically quantitative, qualitative, and purely conceptual studies.

Schmid et al. also extracted and summarized the types of subsidiary initiatives,

initiatives process, and consequences. Schmid et al. emphasized that the majority of prior

research was focused on the initiatives that were initialized by subsidiary's management

teams. One of the most important outcomes of this study was the mapping of 19 different

theoretical approaches applied in the subsidiary initiative field of study. Schmid et al.

also discussed the untapped potential of the subsidiary initiatives research to the theory

and practice. Among the possible directions for future research, Schmid et al. identified

the need to uncover "what stimulates subsidiary managers and employees to act in an

entrepreneurial manner or how different roles and characteristics of subsidiary managers

may impact initiative-taking the role of the individual entrepreneur" (p. 214).

Autoethnographic Research

Although the first publications mentioning the term auto-ethnography are dated

by late 70's, before the end of 90's, there was no agreed definition for scholarly writing

aimed to express "first-person accounts and narratives of personal experience" (Bochner

& Ellis, 2016, p. 211). Multiple terms were applied before the term autoethnography in

the current spelling was used to present a method of describing a personal experience in

reflexive examining of cultural experiences (Adams, Ellis, & Jones, 2017; Denzin, 1997).

Bochner and Ellis (2016) stressed that in 1999 they were able to find less than 50 references to autoethnography. As for December 2018, Google Scholar returns over 38,000 results. Scholars discussed many reasons for the phenomenal growth of interest to autoethnography as a form, standard, method, and methodology of social research (Chang, 2016; Hughes & Pennington, 2016; Muncey, 2014). According to O'Hara (2018), autoethnography as "a qualitative, social research methodology and method" (p. 14) constitutes a unique opportunity to leverage a researcher's knowledge and experiences into the evidence-based development of theory and practice. Although autoethnographic research became especially popular among the vocational disciplines such as education, healthcare, and social work (Curtis & Curtis, 2011), based on the literature review, it appears that the potential of this method for high-tech professionals in general and scholar-practitioners in the field of innovation activities and entrepreneurship, in particular, is still uncovered.

Bochner and Ellis (2016) explained the permanently growing society of autoethnographers by the combination of the desire of students, seasoned scholars, and practitioners to overcome the limitations of conventional research methods for expressing the personal connection to research and legitimating the significance and breadth of autoethnographic approach from another. According to Bochner and Ellis, autoethnographers are looking for giving meaning to their lives with the ultimate goal of making themselves and the societies better. Based on these citations, one can recognize how the autoethnographic inquiry might be useful for promoting Walden's mission of positive social change (Walden University, n.d.a).

Types of autoethnographic inquiry. Autoethnography belongs to the family of qualitative approaches including ethnography, autobiography, self-study, and narrative inquiry (Adams et al., 2017; Winkler, 2018). Despite the relatively short history of the autoethnography, many scholars in multiple literature sources discussed the historical roots and argued about the classification of autoethnographic types, as well as ontological and epistemological aspects of the method. Some examples of autoethnographic studies are works of Denzin (2014), Hlady-Rispal and Jouison-Laffitte (2014), Hughes et al. (2012), Le Roux (2017), and Duncan and Pelly (2016).

Denzin (2014) referred to the prior literature and listed the following types or forms of autoethnographies – poetic, critical reflexive, analytic, evocative, narrative, performative, collaborative, political, postcolonial, transnational, and relational. The researcher also collected the most cited formulations of the term. Some of them and additional citations are presented in Table 1. Despite the variety of forms, the primary "characteristic that binds all autoethnographies is the use of personal experience to examine and/or critique cultural experience" (Jones, Adams, & Ellis, 2016, p. 22). In the next section, I discuss two principal schools of thought and approaches to autoethnographic studies – evocative (Ellis, 1997; Ellis & Bochner, 2000) and analytical (Anderson, 2006).

Evocative versus analytic autoethnography According to Atkinson (2006), Delamont (2009), and Denshire (2013, 2014), the primary difference between evocative and analytic approaches in autoethnography is in focus on enquiring a personal instead of the wider social and cultural worlds.

Table 1

Formulations of Autoethnography

Source	Citation
Lionnet (1990)	Autoethnography opens up a space of resistance between the individual (auto-) and the collective (-ethno-) where the writing (-graphy) of singularity cannot be foreclosed (p. 391).
Reed-Danahay (1997)	Autoethnography is a form of self-narrative that places the self within a social context. It is both a method and a text (p. 6).
Spry (2001)	Autoethnography can be defined as a self-narrative that critiques the situatedness of self with others in social contexts (p. 710).
Ellis (2009)	As an autoethnographer, I am both the author and focus of the story, the one who tells and the one who experiences, the observer and the observed…. I am the person at the intersection of the personal and the cultural, thinking and observing as an ethnographer and writing and describing as a storyteller (p. 13).
Ellis et al. (2011)	Autoethnography is an approach to research and writing that seeks to describe and systematically analyze personal experience in order to understand cultural experience… Thus, as a method, autoethnography is both process and product (p. 273).
Anderson (2006)	Analytic autoethnography is ethnographic work in which the researcher is (1) a full member in the research group or setting, (2) visible as such a member in the researcher's published texts, and (3) committed to an analytic research agenda focused on improving theoretical understandings of broader social phenomena (p. 375).
Jones et al. (2016)	The distinguishing characteristics of autoethnography are (1) purposefully commenting on/critiquing cultural practices; (2) making contributions to existing research; (3) embracing vulnerability with purpose; and (4) creating a reciprocal relationship with audiences in order to compel a response (p. 22).

Curtis and Curtis (2011) argued that the main distinction between the evocative and

analytic schools of thought lays in the different epistemological assumptions of social

constructivism versus social realism. While both methods are dedicated to exploring a

researcher's experiences within the particular contextual environments, the evocative autoethnography was criticized for its orientation on the self-concept including physical feelings, thoughts, and emotions (Anderson, 2006; Atkinson, 2006; Delamont, 2009).

According to Denshire (2013), this approach eliminates the opportunity to create "a broader ethnographic account that may also be autobiographically reflexive" (p. 3). Unlike the evocative, the analytic approach is widely endorsed for its focus on objectivity (Atkinson, 2006; Delamont, 2009; Denshire, 2014). Despite the seeming clarity of the differences between both methods, the confusion in the terminology among some scholars is still evident. For example, the study of Borders and Giordano (2016) although called analytic autoethnography, despite the distinctive request of the method's founder for avoiding the self-analysis (Anderson, 2006) presented the analysis of emotions and how the experience collected through the conflict management affected the transformation of the researcher's self.

Many scholars acknowledged Anderson (2006) five key features of analytic autoethnography (Chang, 2016; Curtis & Curtis, 2011; Hughes & Pennington, 2016). While Hughes and Pennington (2016) emphasized Anderson's focus on "realist ontology, symbolic interactionist epistemology, and traditional ethnographic qualitative research" (p. 29), Curtis and Curtis (2011) stressed that the commitment to reliability and validity aspects of the autoethnographic inquiry is mainly important to the proponents of the analytic approach. Despite the ongoing discussion about pros and cons of both approaches, Hughes and Pennington (2016) claimed that during the last years, the debate on the topic is decreasing. The authors concluded both approaches are legitimate, serve

different purposes and audiences. Based on the purpose and research question of this study, the analytic autoethnographic approach was more suitable for exploring barriers and enablers to entrepreneurship in the cultural and social context of Israeli subsidiary of global corporation through the prism of my personal experience as a business development manager in this organization.

Autoethnography as research methodology and methods. Adams, Holman Jones, and Ellis (2015) defined autoethnography as "a research method and methodology, which uses the researcher's personal experience as data to describe, analyze and understand cultural experience" (p. 96). Campbell (2016) and O'Hara (2018) echoed this definition by emphasizing qualitative and social aspects of the autoethnographic inquiry. Hughes and Pennington (2016) explained that scholars, who are referring to autoethnography as empirical research methodology, mainly perceive autoethnography as the process of studying themselves. These scholars use their identities as epistemologies and seeking to uncover the silent part of their identities as a way of knowing. The other group of researchers is utilizing the autoethnographic approach as a means to justify their inclusion as participants in their studies. This group considers autoethnography as empirical research methodology or method.

When the autoethnography is used as a research method, it serves as a specific technique for data collection, analysis, and presentation (Hughes & Pennington, 2016). According to Hughes and Pennington (2016), although the principles of conventional research methods could be applied in the autoethnographic research, the processes of data collection and analysis will be specific for incorporating and representing the researchers'

narrative. By referring to the examples of prior autoethnographic studies, Hughes and

Pennington (2016) mentioned among others fieldwork and critical reflections,

testimonies, emotional recall, and narrative constructions. The researchers emphasized

that while personal experience and narratives constitute the essence of the

autoethnographic studies, the broad variety of qualitative methods and their combinations

can be applied in the autoethnographic research. I discussed the application of the

autoethnography as the qualitative research method that was chosen for this study in

Chapter 3.

  Designing and performing the autoethnographic study. Ellis et al. (2011)

described autoethnographic research as both process and product. As part of a process,

the authors emphasized the importance of comparing the personal experience with

existing research and enriching the researchers' perspective with perspectives of

additional cultural members. In turn, as part of the product, Ellis et al. had required that

the characteristics of cultural context should become visible to the broader audience to

"make personal and social change possible for more people" (p. 277). While many

scholars discussed why to do autoethnographic research, only a few discussed how to

make it, and a very limited amount of the literature could serve as the reference for

applying the method of analytical autoethnography for the doctoral dissertation.

  Some guidelines for performing autoethnographic study could be found in

publications of Curtis and Curtis (2011), Hughes and Pennington (2016), and O'Hara

(2018). In turn, there are several practical examples of recently published

autoethnographic studies Adams et al. (2017), Gottlieb and Mosleh (2016), Campbell

(2016), and Pitard (2017). Despite the variety of research designs, these works are evident in fulfilling process-product expectations of masters of the method. Finally, the dissertations of Leal-Covey (2015), Doyle (2018), Rafferty (2019), Walking Woman (2019), and Simon (2018) uncovers the process of research design and enables a better understanding of how one can plan and perform an autoethnographic study. These dissertations can serve as inspirational examples of how one can design and conduct the autoethnographic study.

For example, the analytic autoethnography of Leal-Covey (2015) was implemented as a single-case narrative with a process of interviewing the self. Doyle (2018) performed the critical analytic autoethnography through the combination of the autobiographical narrative with a set of interviews with colleagues and friends. Similarly, Rafferty (2019) used the combination of personal narrative with data collected from reflexive journaling, field notes, personal documents, and four interviews with the people that were involved in the processes described and analyzed by the researcher. Although Rafferty (2019) did not explicitly call the study as analytic autoethnography, the element of reflexivity with reference to the seminal work of Anderson (2006) was present. Walking Woman (2019) also used personal documents, field notes, and self-interviewing along with the recorded conversation in focus group of ten participants for the analytical autoethnographic study about the impact of information communication technologies on the culture. Another example of critical autoethnography is the work of Simon (2018). Although the researcher called it analytic autoethnography, the focus of the study was on identity formation, which belongs to the stream of evocative or emotional

autoethnographic studies. The personal narrative was the only data source of Simon (2018). From my perspective, the reference to the analytic autoethnography approach in this study was misleading.

Finally, John (2018) used the autoethnographic inquiry to explore the experiences of participants who faced the organization's change. Unlike the already discussed studies, John aimed not only the retrospective analysis of lessons learned but also prospective perspective for the future improvements of the organizational practice. In addition to the personal diaries and publicly available data, the researcher mainly used the notes taken from dozens of occasional conversations with colleagues to analyze and reflect the personal interpretations with the lived experiences of the members of the organization during the change. The examples of these recent scholarly works are demonstrating the diversity in interpreting and approaching the autoethnographic study. Despite the diversity and sometimes-misleading use of the term of analytic autoethnography, the common in all these studies was the attempt of scholars to demonstrate the rigor and authenticity of the results. I discussed the topics of rigor and authenticity of the autoethnographic research in Chapter 3.

Sensemaking and autoethnographic studies. The seminal book of Karl Weick (Weick, 1995) became one of the most cited references and the inspirational source for continuous discussion about the concept of sensemaking related to organizations' studies (Brown, Colville, & Pye, 2015; Maitlis & Christianson, 2014; Sandberg & Tsoukas, 2015). The core of the Weick's concept lays in acknowledging of subjective and literal meanings of words. Weick, Sutcliffe, and Obstfeld (2005) stressed the instigations to

apply sensemaking process as the mean for "search for meaning as a way to deal with uncertainty" (p. 414). Weick et al. (2005) perceived sensemaking as an ongoing organizational process that is focused on the analysis of the retrospective experiences to gain the plausible understanding of the situation and move forward towards the long-term objectives and goals. Finally, Weick (2012) acknowledged the variety of connotations and meanings that of the sensemaking process and recognized that the attempts of sensemaking could both add clarity or vagueness to the interpretive narratives of storytellers. In particular, Weick (2012) agreed with the emotionality of the polyphonic sensemaking and discussed the overlapping of the concept with what Cunliffe and Coupland (2012) called sensegiving.

While Sandberg and Tsoukas (2015) acknowledged the importance of Weick (1995) work for organizational studies, Brown et al. (2015) argued that due to a variety of definitions, concepts, and levels of analysis, the sensemaking approach could be found in multiple domains where people seek to provide meanings to their realities. Because of the multiplicity of interpretations what the sensemaking is - a process, perspective, concept, lens, or theory, there is an ongoing debate about sensemaking definitions and concept (Brown et al., 2015; Sandberg & Tsoukas, 2015). Maitlis and Christianson (2014) performed one of the most comprehensive reviews of the sensemaking literature. The scholars stressed that despite the growing interest in the topic of sensemaking, the variety of definitions and approaches to the concept created confusion and lack of clarity. The authors emphasized the diversity of interpretations and applications of sensemaking term starting from the cognitive process of individuals and up to organizational and social.

Besides, the scholars acknowledged that while the majority using the term for

retrospective analysis, some researchers apply it as prospective process targeting

individual, organizational or social change. Maitlis and Christianson collected 15

different definitions of the term, discussed 12 specific types of sensemaking and

highlighted provided examples of specific sensemaking related constructs. Finally, the

scholars offered their cumulative definition of the sensemaking term.

The sensemaking could be applied in the ethnographic studies to deliver a sense

of the observations (Adams et al., 2017). Because of the interpretive nature of the

sensemaking approach (Brown et al., 2015), one could find this concept applied in

evocative or emotional autobiographical and autoethnographic studies (Gottlieb &

Mosleh, 2016; John, 2018; Zabrodska, Ellwood, Zaeemdar, & Mudrak, 2016). In this

type of studies, the sensemaking serves as a mean for overcoming the uncertainty "search

for meaning as a way to deal with uncertainty" (Weick et al., 2005, p. 414). Considering

this definition of Weick et al. (2005), one can explain the instigations to apply

sensemaking process in this type of studies as the framework to comprise and encapsulate

reflecting of the identity sensemaking (Boncori & Smith, 2019) or transformation of the

researcher's self within the specific situational context (John, 2018; Zabrodska et al.,

2016). Seidl and Werle (2018) discussed how three aspects of the sensemaking process

divided by Weick (1995) into two stages enable leveraging the past experiences for

making sense of the world. One could recognize the similarity between stages of the

sensemaking process defined by Weick (1995) with the steps of the qualitative data

analysis process admitted by scholars like Miles, Huberman, and Saldana (2014) and

Ravitch and Carl (2016). I discussed in Chapter 3 how the concept of sensemaking is connected to this analytic autoethnographic study.

Summary and Conclusions

Through the literature review, I described the roots and the main themes of contemporary CE research. Then, I examined the schools of thought in the fields of strategic entrepreneurship, entrepreneurial orientation, and intrapreneurship research and summarized the main concepts of individual and organizational processes related to entrepreneurial activities. Besides, based on the analysis of the literature about processes and stages of the entrepreneurial activities, CE models and research frameworks, enablers and barriers to the entrepreneurial activities, I summarized the prior knowledge related to the purpose and research question of this study. In order to emphasize the gap in the existent knowledge and explain how this study contributed to theory and practice, I reviewed the literature on the topics of the subsidiaries of multinational corporations, and subsidiary initiatives. Finally, I discussed why the chosen method of the research was the most appropriate for the scope and purpose of this study.

One can derive three main conclusions from the literature review. First, there is an evident lack of empirical studies about organizational and management practices for successful deployment of corporate entrepreneurship practice at any organization. Second, while the topic of entrepreneurship at subsidiaries of multinational corporations is still insufficiently studied, there is an apparent gap in the existent knowledge about barriers and enablers to entrepreneurship, as well as the specific individual and organizational processes composing the entrepreneurial activities in these organizations.

Finally, there is a critical need for empirical studies about how the individual's entrepreneurial actions within the particular organizational settings may facilitate emergence, and evolvement of the corporate entrepreneurship activities. This study was motivated by the question of how the experience of a business development manager offer insights about barriers and enablers to the deployment of the corporate entrepreneurship practice at an Israeli subsidiary of a multinational corporation. Based on the analysis of the literature, it is apparent that this study was fully aligned with research agenda identified by the leading researchers in the fields of CE, intrapreneurship, and subsidiary initiatives and addressed the gap in the existent knowledge. In the next chapter, I discussed how the qualitative research tradition and analytic autoethnographic approach was used to address the purpose of this study, answer the research question, and reduce a gap in the existent knowledge.

Chapter 3: Research Method

The purpose of this qualitative, analytic autoethnographic study was to explore

barriers to and enablers for corporate entrepreneurship practice by focusing on individual

and organizational processes and lessons learned from entrepreneurial activities that took

place at the selected organization during the last decade. This chapter is organized as

follows. I started with a discussion of the research tradition and a rationale for the chosen

approach. Then, I defined the role of the researcher. In the methodology section, I

explained how the narrative was written and the logic for participants' selection. Next, I

explained the instrumentation of the study and detailed procedures for recruitment,

participation, and data collection. After a detailed data analysis plan, I concluded this

chapter with a discussion and strategies to achieve and demonstrate trustworthiness of

study results.

Research Design and Rationale

Being a business development manager at an Israeli subsidiary of a multinational

corporation, for over 10 years I have dealt with innovation activities within the

organization and faced in practice the complex reality of subsidiaries' internal and

external environments that create barriers for the development of these activities. The

central research question of this study was: How does the experience of a business

development manager offer insights in terms of barriers to and enablers for the

deployment of the corporate entrepreneurship practice at an Israeli subsidiary of a

multinational corporation? The study was focused on exploring individual and

organizational processes, including enablers and barriers discovered during the processes of innovation activities that took place at the selected organization during the last decade.

Autoethnographic research is a unique opportunity to leverage a researcher's knowledge and experiences into the evidence-based development of theory and practice (Adams et al., 2015; Campbell, 2016; O'Hara, 2018). Autoethnographic research became especially popular among scholar-practitioners representing vocational disciplines and those who are looking for making a social change (Bochner & Ellis, 2016). Nevertheless, the potential of this method for high-tech professionals in the field of innovation activities and entrepreneurship is still unexploited. Based on the literature review, purpose statement, and research question of this study, I determined the method of analytic autoethnography to be the most suitable method for exploring barriers to and enablers for entrepreneurship in the cultural and social context of an Israeli subsidiary of a global corporation through the prism of my personal experiences as a business development manager in this organization. A part of the researcher's narrative, I addressed processes of recognition, assessment, legitimating, and implementation of innovation activities within the context of the studied organization. In turn, interviews with former and current employees who were involved in activities covered by the study were performed to capture participants' perspectives and opinions. Data collected from participants' experience was used for analyzing and understanding broader social and cultural experiences of the studied population.

Research Tradition

Qualitative research is "a mode of inquiry that centralizes the complexity and subjectivity of lived experience and values of human being and meaning-making through methodological means" (Ravitch & Carl, 2016, p. 5). The essence of qualitative research involves the exploration of processes forming personal or group contextualization and interpretations of processes in their natural environment. Qualitative studies are inductive and subjective and consider context and contextualization as the key to understanding a person, group, experience, or phenomenon. An ontological assumption related to qualitative research is that there is no one single truth or reality (Patton, 2014; Ravitch & Carl, 2016). The constructivist epistemological assumption underlying many qualitative studies is based on the principle that knowledge is created and accumulated through subjective experiences and multiple social interactions (Curtis & Curtis, 2011; Denzin, 2014; Le Roux, 2017).

There is a variety of qualitative research traditions and approaches. Here are some of them that have some commonalities with the chosen method of analytic autoethnography. Grounded theory research involves creating a new theory through the iterative analysis of participants' views about processes, actions, or interactions (Charmaz, 2016; Ralph, Birks, & Chapman, 2015). Phenomenological inquiry is focused on discovering the meaning that is salient for the participants (Finlay, 2012; Gill, 2014). One form of phenomenological inquiry is heuristics. Heuristics is focused on personal experiences and insights of researchers (Finlay, 2012; Ozertugrul, 2017). Patton (2014) defined the core inquiry question for heuristic inquiry as "what is my experience of this

phenomenon and the essential experience of others who also experience this phenomenon intensely" (p. 118)? Based on the literature review, I perceived heuristics as closer to the method of evocative autoethnography, which was discussed in Chapter 2.

Narrative studies are another way to capture, understand, and interpret the lives and experiences of individuals (Bochner, 2012; Hickson, 2016). A researcher performing the narrative study is analyzing the stories of other people, and thus, this method was not suitable for the purpose of this study. Finally, unlike phenomenological studies that are inward oriented, case study research is externally focused. Yin and Davis (2007) recommended case studies for in-depth understanding of a real-life phenomenon within specific contextual conditions. Case studies are used to explore, describe, and understand situations, events, processes, or activities bounded within the particular context for one or more individuals in depth. Case study research with a central research question focusing on barriers to and enablers for entrepreneurship at a local subsidiary of a multinational corporation could be a reasonable approach. However, this research question eliminates the possibility for the researcher to express the personal experience with the topic of study. Therefore, the conventional case study design was not chosen for this study. Nevertheless, some elements of the method focused on assuring validity and reliability of the research were adopted and discussed as part of the issues of trustworthiness section of this chapter.

Rationale for the Chosen Tradition

Qualitative research enables the expression of the researcher's worldview and perception of the processes that determine reality. This study used a qualitative method,

specifically the method of analytic autoethnography (Anderson, 2006; Ellis et al., 2011).

Autoethnographic research is based on the core question "how does my own experience

of my culture offer insights about this culture, situation, event, and way of life" (Patton,

2014, p. 101)? Analytic autoethnography enables leveraging of insights from personal

experiences related to the specific context into new knowledge based on theoretical

foundations in the field of study (Livesey & Runsen, 2018; Pitard, 2017). Having over 2

decades experience within the complex environments of subsidiaries of multinational

corporations, I considered the analytic autoethnography as especially promising for

studying barriers to and enablers for entrepreneurship in terms of diversity of contextual

and situational characteristics such as organizational culture, structure, and processes.

While the personal narrative constituted the leitmotiv of the research, a set of in-depth

semi structured interviews with purposefully selected former and current employees who

were involved in innovation activities covered by the study served to capture participants'

opinions and experiences about these activities. Data collected from the interviews were

used to enrich and reflect the researcher's narrative and strengthen the reliability and

authenticity of the study's findings. This study was fully compliant with Anderson's five

main features of analytic autoethnography approach including researcher visibility as a

full member in the particular setting, visibility of the researcher's self, commitment to

theoretical analysis, analytic reflexivity, and dialogue with participants.

There were multiple advantages of using the analytic autoethnography for this

study. The analytic autoethnography enabled the researcher to express perceptions of

processes of entrepreneurial activities within the specific organizational settings. The

knowledge obtained from decades of researcher's experience with the topic of the study and its reflection through the theoretical foundations provided the unique insights that often overlooked by conventional research methods. These insights were useful for delivering new knowledge to the theory and practice in the field of corporate entrepreneurship in general, intrapreneurship and subsidiary initiatives in particular. Considering the research question of how does the experience of a business development manager offer insights about barriers to and enablers for the deployment of the corporate entrepreneurship practice at an Israeli subsidiary of a multinational corporation, the analytic autoethnography was most appropriate for this study.

Role of the Researcher

The commonality among all qualitative methods is the role of a researcher as the primary instrument for data collection and analysis. The autoethnography is especially valuable to present the narrative, experiences, meanings, and cultural experiences of a researcher in his natural settings (Anderson, 2006; Bochner & Ellis, 2016; Duncan & Pelly, 2016; Gottlieb & Mosleh, 2016). In this study, the researcher served as a participant. I presented several innovation activities in which I participated or initiated and led during the last decade, including the events that preceded these activities as well as the processes at different stages of the activities. Besides, I shared my perspective, experiences, and lessons learned. The data provided by the researcher, along with the data collected from participants were processed according to the data analysis plan, which is described in the corresponding section of this chapter.

Relationships with the Participants

Understanding organizational practice and processes is a complicated mission. Thanks to my daily activities and the position of a business development manager, I was permanently exposed to a broad range of managers and employees in the organization. After close to 25 years in the high-tech industry, I had plenty of former colleagues who are not currently working in the company. Due to the matrix structure of the organization, I did not have any employees that are considered as subordinates or directly reporting to me, and there was no risk of the employer-employee relationship between interviewer and interviewee. The participation was on the solely voluntarily bases. There was no usage of the company's business environment. The invitations, consent forms, and other related to this research information were exchanged only through personal emails of the participants and the researcher.

Managing Bias

According to Denzin and Lincoln (2013), "all research is interpretive; it is guided by the researcher's set of beliefs and feelings about the world and how it should be understood and studied" (p. 31). The autoethnographic research enables leveraging of the insights from the personal experience, related to the specific context, into a new knowledge based on the theoretical foundations in the field of study (Hayler, 2013; O'Hara, 2018). The core of the autoethnography is to explore, reflect, make sense of, and present the researcher's perspectives (Livesey & Runsen, 2018; Pitard, 2017). The apparent advantage of using the analytic autoethnographic approach is in its embedded demand for reflecting a researcher's perspectives beyond the self (Anderson, 2006;

Winkler, 2018). Unlike other qualitative research designs where researcher bias constitutes the risk for the trustworthiness, the analytic autoethnography while is based on the researchers' narrative, is comprising measures to assure the credibility and authenticity of the study's outcomes.

Methodology

Autoethnography is a particular form of qualitative research (Bochner & Ellis, 2016; Chang, 2016; Hughes & Pennington, 2016). The autoethnographic study is dedicated to exploring researchers' fragment of life and experiences within the particular cultural and social context through collecting and analyzing of multiple variables (Curtis & Curtis, 2011; Muncey, 2014). Some of these variables are discovered through a process of reflecting researchers' observations in the theoretical foundations of the field of study. Some variables are collected from the additional participants through interviews and some from the other data sources. Curtis and Curtis (2011) offered to construct autoethnographic research as a combination of reflective autobiographical writing with the elements of the single-case study. The authors provided a list of arguments demonstrating how this approach is useful for the reliability and validity of the research. The methodology that of this study was based on Curtis and Curtis (2011) approach.

Writing the Narrative

Prior to beginning the interviews with participants, I wrote the retrospective account about the innovation activities in which I participated or initiated and led during the last decade. I described the events that preceded these activities as well as the processes during the different stage of the activities. According to Muncey (2014), an

autoethnographic study is dedicated to making sense of individual experience. Sambrook

and Herrmann (2018) discussed three types of autoethnographic studies related to

organizations. The scholars classified these studies as internal to an organization, studies

of organizations and finally, studies for organizations and criticized evocative and critical

authoethnographies for their lack of self-reflexivity. Despite the difference in the types of

autoethnographies, the researchers referred to sensemaking as the process of organizing

ambiguity. A part of the narrative, I described experiences, and lessons learned from both

successes and failures (Cardon, Stevens, & Potter, 2011) and provided a retrospective

perspective about the sensemaking and sensegiving processes of that time. According to

Sonenshein (2010), Gabriel (2018) and additional scholars, sensemaking and sensegiving

could be treated as interchangeable with writing narratives.

While Hill and Levenhagen (1995) and Cardon et al. (2011) specifically discussed

the sensemaking of entrepreneurial activities, Anderson (2006), who coined the concept

of analytic autoethnography, stated that "analytic ethnographers must avoid self-absorbed

digression" (p. 385). Hence, the exploration of personal feelings, emotions, or analysis of

the researcher's self was not the objective of the study. This study was focused on

exploring barriers and enablers to entrepreneurship in the cultural and social context of an

Israeli subsidiary of a multinational corporation through the prism of my personal

experience as a business development manager in this organization. To obtain a broader

organizational perspective, I planned to describe at least three different initiatives that

were performed in three different units of the organization. The goal was to make a

representation of at least two-third different units combining the organization. Ultimately,

eight various innovation activities were presented. These activities and participants of the study represented four major units of the selected organization. Procedures for the participants' selection and recruitment are described in the following sections.

Participant Selection Logic

Target group of interest and criterion for sample selection. The target group of interest contained the representatives of management and engineering staff that were involved in the entrepreneurial activities covered by the study. The participants comprised representatives of both genders and belonged to three groups of the employees of the selected organization - senior managers, middle managers or senior engineers, and engineers. All participants were involved in the entrepreneurial activities that I initiated, led or participated during the last decade. The different roles and involvement of the participants enabled capturing the variety of the perspectives, experiences and lessons learned about enablers and barriers during the processes of recognition, assessment, legitimating, and implementation of these activities. In addition to the researcher's account, the interviews with the participants provided at least two additional data sources for every initiative described in the study.

Sampling strategy and sample size. While there are no rules for sample size in qualitative studies (Baker, Edwards, & Doidge, 2012; Patton, 2014), a small number of participants can provide sufficient information about the particular cases (Guest, Bunce, & Johnson, 2006; Patton, 2014). Morse (2000) stressed that although it is challenging to estimate the number of participants at the stage of Proposal, the factors such as the selected method and scope of the study might be useful for the initial planning. During

the process of data collection and analysis, the number of interviews with the same participant, the quality of data received from each participant, and additional data sources may influence the actual amount of participants required to reach the saturation. For example, the researcher stated that in phenomenological studies, multiple interviews with the same person could supply large amounts of data and overall six to ten participants might be enough. According to Patton (2014), "sample size depends on what you want to know, the purpose of the inquiry, what's at stake, what will be useful, what will have credibility, and what can be done with the available time and resources" (p. 311). There are different types of autoethnographic studies. According to Hughes and Pennington (2016), the autoethnographic inquiry could be an evocative or emotional, analytic, co-constructive, community or collaborative. Being the researcher's narrative constitutes the core of the autoethnographic study, the valid sample size starts with the single voice of a researcher and could grow for dozens of participants that will be formally or informally interviewed to provide their perspectives on the topic of the study.

To capture participants' opinions, experiences, and lessons learned about the different initiatives that took place at the selected organization during the last decade, I planned to perform between 10 to 12 in-depth interviews and dependent on the data analysis continue with formal and informal conversations until the data saturation will be reached. The ultimate goal was to ensure that in addition the researcher's narrative, field notes, and reflective journaling, at least two different data sources would be collected for every initiative that was included by the study. According to Fusch and Ness (2015), "there is a direct link between data triangulation and data saturation; the one (data

triangulation) ensures the other (data saturation)" (Fusch & Ness, 2015, p. 1411). One could generalize the data saturation definitions of Guest et al. (2006) and Mason (2010) as the particular point in the process of data collection when any extra data does not supply new information on the topic of study. The data sources for this study included the researcher's narrative, transcripts of interviews with participants, field notes taken during the interviews, and the researcher's journal. The researcher's journal contained the conclusions from the review of the unstructured personal notes taken at the time of the innovation activities, press releases, and publications from the public websites, and the manuscripts that were written during the last four years at Walden. Because of the diversity of data sources that were collected from different people at different times (Edison, Smørsgård, Wang, & Abrahamsson, 2018; Flick, 2017), the method of data triangulation (Denzin, 2009; Patton, 2014) was applied to analyze the data saturation. Through the iterative process of data collection and analysis, and despite the conclusion about data saturation already after seven interviews, nine formal interviews with nine different participants were performed, and all the collected data was analyzed.

Contacting and inviting participants. To ensure as much as possible open dialog with participants of the study, after receiving the IRB approval, I contacted first the former colleagues who are currently not employed in the company. Walden University's IRB approval number for this study is 05-06-19-0534708. The initial contact was through a text message to each one of the candidates for participation in the study. With those who answered the text message, I performed a short telephone conversation explaining the study, interview process, and the consent form. Following the call, I sent

an email explaining in details the purpose of the study, and describing the interview and post-interview follow-up processes. The special attention was given to the topics of voluntary participation, the privacy of the participant, and the confidentiality of the collected information. In the same email, I provided the approved by the IRB consent form for interviews of adults (Walden University, n.d.b) and asked to consider participation in the study. With those, who agreed to be interviewed by sending me dedicated email consent, the date and for the interview were settled, and the interview took place.

Instrumentation

I began every interview session with the introductory information and finished it with the closing statement. The texts of the introduction and closing statements are presented in Appendix A and Appendix B. In addition, before the interviews, I collected generic demographic data such as gender, age range, formal education level, seniority, and the number of years and the management level in the organization. The blank for the collection of generic demographical data is available in Appendix C. The demographic information was useful for exploring the differences in participants' experiences and opinions between different categories of participants.

The interview should enable answering every part of the research question of the study (Rubin & Rubin, 2012). The list of the interview questions is presented in Table 2 was combined to provide the framework for conducting responsive (Rubin & Rubin, 2012), narrative inquiry interviewing (Patton, 2014) to capture the experiences and

opinions of participants with regards to processes, enablers, and barriers to

entrepreneurship within the particular context of the selected organization.

Table 2

Interview Questions

Question Number	Question	Question Type
Q1	How would you describe the corporate entrepreneurship?	Descriptive question
Q2	How would you define successful corporate entrepreneurship initiative?	Opinion question
Q3a	Could you provide an example of one successful initiative that you were personally involved?	Opinion/experience question
Q3b	Could you provide an example of one non-successful initiative that you were personally involved?	Opinion/experience question
Q4	How this particular (successful/non-successful) activity was initiated?	Knowledge question
Q5	Could you describe the additional important processes/events of this activity?	Descriptive/knowledge question
Q6a	Based on your experience, could you list the enablers for deployment of the corporate entrepreneurship practice?	Opinion question
Q6b	Based on your experience, could you list the barriers for deployment of the corporate entrepreneurship practice?	Opinion question
Q7	What else would you like to add?	Clarification question
Q8	At that point, what questions you might have for me?	Clarification question

The interview process and questions were divided into three categories - warming-up, the core of the interview, and closing. Besides, I used probing questions asking for examples and details about the topic of inquiry and follow-up questions for the in-depth understanding of "key concepts, themes, ideas, or events" (Rubin & Rubin, 2012, p. 6).

As I was familiar with all the participants of the study, there was no need in the introduction questions asking the participants to introduce themselves. The first two questions are warm-up questions. The questions two to six constitute the core questions of the study. Finally, questions seven and eight are used for the interview's closure.

Procedures for Recruitment, Participation, and Data Collection

The interviews' data was collected through the set of in-depth semi-structured interviews performed on-line via Skype. According to Novick (2008) and Opdenakker (2006), when the interviewed participant is the subject expert, the social cues are less important, and the interview over the telephone constitutes a very convenient way for data collection. During all interview sessions, the researcher was located in his home office and participants in quiet and comfortable for each one them environments. The start and end time of the interviews were precisely documented.

According to Patton (2014), after interviews, the researcher should provide feedback and some form of debriefing to the participant. The main idea is to ensure that the participants' feeling remains as good as before the interview. The debriefing is required to increase the participant's understanding of the process and eliminate any possible harmful effects that inadvertently were caused by his or her agreement to be interviewed. The closure statement presented in Appendix B was used to finish every

interview. There was no limitation to access participants for additional interview sessions, complementation, or clarifications.

Data Analysis Plan

The following activities were planned and performed after the interview sessions. The additional details about the performed actions are presented in section data analysis of Chapter 4.

1. Organizing, tagging, copying, and backup every interview.

2. The reflective journaling. During the first 24 hours after the interview, I was listening to the audio recording, reading the notes taken during the session, and documenting my reflection about the interview process and content.

3. Transcribing the interviews. I used the services of one of the professional service providers in the field.

4. Utilizing the ATLAS.ti software to facilitate data management.

5. The first cycle coding according to methods of Saldana (2016).

6. The second cycle of coding according to methods of Saldana (2016).

7. Repeating the first and second cycles of coding to ensure that the initial decoding of the data was proper.

8. The pattern coding to identify similar or shared meaning among the participants and determine common themes and concepts derived from the data analysis (Saldana, 2016).

9. Reflexivity. I performed a thoughtful comparison of the themes derived from the data analysis with the conclusions from the researcher's narrative. The results of this reflective self-assessment are reported in Chapter 4.

10. Sensemaking. Based on the definition of the term sensemaking in the scope of this study, I performed the comparative analysis of the themes and concepts derived from the data analysis with the literature in the field of corporate entrepreneurship in subsidiaries of multinational corporations. The conclusions of this analysis are presented in Chapter 5.

Issues of Trustworthiness

Trustworthiness of qualitative research can be defined as the combination of the credibility, transferability, dependability, and confirmability (Chase, 2005; Ravitch & Carl, 2016; Shenton, 2004). According to Chase (2005), trustworthiness and credibility of constructivist paradigm replace the internal and external validity of positivist and postpositivist worldviews. The reliability and validity of the autoethnographic studies are important for masters of both the evocative and analytical schools of thought (Curtis & Curtis, 2011). According to Curtis and Curtis (2011), while credible social science is crucial for representatives of both approaches, since the analytic autoethnography adapted "social realist approach in terms of reliability and validity" (p. 277), by default the analytic autoethnographic study must consider the issues of trustworthiness as part of the research design. In the next chapters, I discussed the strategies to assure the trustworthiness of this research.

Credibility

Shenton (2004) determined the credibility as a researcher's effort for scrutiny of a precise description of a phenomenon of study. According to Spall (1998), peer debriefing is one of the techniques for maintaining the credibility of the study. One of the criteria for choosing the debriefing partner is to care that the information shared during the debriefing sessions would not be further disseminated, and the debriefer should uphold this trust and responsibility. Ravitch and Carl (2016) suggested a list of questions for evaluating of study's credibility and recommended applying concrete strategies including triangulation, member checking, and peer debriefs for achieving it. According to Ravitch and Carl, member checks is "the most important validity measure used to establish credibility" (Ravitch & Carl, 2016, p. 197) of the qualitative studies. Acknowledging the Ravitch and Carl recommendation and in order to assure that the privacy of the participants and the confidentiality of the information are not risked, I chose and applied the method of member checking. During each one of the interviews, I practiced the paraphrasing as one of the member check strategies for guaranteeing the understanding of the original meaning of the participant's words. In addition, I took the additional step in implementing the member check strategies and provided to each one of the participants the transcript of his or her interview for approval. In the corresponding section of Chapter 4, I provided additional information about the implementation of the member-check strategies.

For the autoethnographic part of the study, because of single-case reflective writing, Curtis and Curtis (2011) referred to Duncan (2004) and Yin (2003). The authors

discussed some useful strategies to assure content or construct validity and peer validity. For content validity, Duncan (2004) recommended adding to the researcher's narrative additional sources of evidence such as emails, minutes of meetings, etc. Duncan also recommended keeping drafts of the narrative account to demonstrate the way of how it was developed over time. In turn, peer review was mentioned as the strategy and instrument for assessing the validity of the study by other academics and researchers. In the continuation of Duncan's recommendations, I precisely documented in the dedicated journal the entire process of the narrative development as well as kept all versions of it.

Berger (2015) discussed the reflexivity as the mean to ensure the quality of the qualitative studies. In particular, the researcher emphasized the importance of the reflexivity also referred as self-evaluation (Berger, 2015; Pitard, 2017) in autobiographic and autoethnographic research when a researcher is a participant of the study and share experiences with participants. According to Curtis and Curtis (2011), autoethnographers should adopt and implement continuous self-evaluation or reflexivity as a practice at all stages of data collection and analysis. The founder of the analytic autoethnography, Anderson (2006) defined analytic reflexivity as one of the key founding stones of his concept. According to Anderson, the dialog of a researcher with informants is a mandatory stage in performing the analytic autoethnographic study. Haynes (2018) expanded this definition with emphasizing the "the awareness of the reciprocal influence between the autoethnographer, their context, and other members" (p. 22). According to Haynes (2018), a researcher should acknowledge and demonstrate how his or her personality and positionality influenced the process and outcomes of the research.

Specifically, for the autoethnographic studies, Haynes claimed that the analysis of a researcher's experiences should be retrospective and not contemporaneous. The researcher also emphasized that a researcher should be aware that the autoethnographic study may transform his or her worldview about the topic of the study. One example provided by Haynes was reviewing their own experiences in the light of participants stories. The researcher acknowledged that the level of self-analysis of a researcher's transformation as part of the autoethnographic study is different between the evocative and analytical forms of inquiry. Finally, Haynes concluded that the process of reflexivity contributes to validity, rigor, and trustworthiness of the study results.

Alvesson et al. (2008) discussed how the positioning, destabilizing, multi-perspective and multi-voicing practices might be useful for ensuring the credibility of reflexive research. Among the suggested practices, I decided about utilizing the reflexivity as multi-perspective and multi-voicing strategies. The main idea was to enable an additional perspective on the described events to "challenge the authority and authenticity" (Curtis & Curtis, 2011, p. 270) of the researcher's voice. This strategy was implemented through a set of interviews with the participants. In turn, reflexivity as positioning practice was achieved through the comparison of the researcher's perceptions with the conclusions of participants' data analysis.

Transferability

According to Ravitch and Carl (2016), qualitative research can be transferable to other contexts. The main concept of the method, which is called thick description, is to allow readers to consider comparisons and applicability of the study results to other

contexts. The comparison could be achieved when a researcher provides sufficient details about the context of the study. One of the strategies discussed by Ravitch and Carl (2016) is to ensure that the data and context are described in detail. Ellis et al. (2011) argued that transferability of autoethnographic studies is "always being tested by readers as they determine if a story speaks to them about their experience or about the lives of others they know" (p. 283). Hughes et al. (2012) supported this definition, and Borders and Giordano (2016) expanded it by claiming that autoethnography offers to researcher a further theoretical analysis of narrative including new and previously unknown insights. Borders and Giordano (2016) provided a practical example of how conference presentations served for study's peer debriefing, verification of credibility and transferability of findings. First, following Ravitch and Carl (2016) recommendations, I provided a detailed description of the context. In addition, due to fact that headquarters of the majority of Israeli subsidiaries are based in the USA, one can assume that because of the similar age, organizational structure and culture of some of the local companies, the criteria of the transferability at least for the local subsidiaries of the US originated multinational corporations was achieved.

Dependability

Dependability refers to the stability of the data (Miles et al., 2014; Ravitch & Carl, 2016). Miles et al. (2014) described the qualitative studies as dependable if the phenomenon that described is consistent and stable over time. By the other words, dependability refers to how the data was collected, and whether the collected data is consistent with the arguments of study including research questions, the framework of the

study, and design. One of the methods to achieve dependability is triangulation discussed

at the beginning of this section. Regarding the reliability of autoethnographic studies,

Curtis and Curtis (2011) compared it with the tenet of reproducibility of single-case

studies. According to the researchers, the primary concept is whether other researchers

can reproduce the data generated by the particular study. Curtis and Curtis referred to Yin

(2003) and Duncan (2004) to emphasize the importance of maintaining a case protocol

for establishing the reliability of single-case research. According to Yin (2003), the

protocol containing a description of the case study, procedures for data collection

including the sequence of questions can be used as a basis for study replication. Based on

the information provided in this chapter, I considered the data collected through the

interviews as fully reproducible.

Confirmability

Confirmability refers to "relative neutrality and reasonable freedom from

unacknowledged researcher biases - at the minimum, explicitness about the inevitable

biases that exist" (Miles et al., 2014, p. 311). In other words, one goal of confirmability is

to acknowledge and explore the ways in which researcher's bias affected the

interpretations of data to mediate it to the best possible extent. One method to achieve the

confirmability is through structured reflexivity processes. In addition to triangulation,

researcher's reflexivity and external audits might be useful strategies to apply. The

distinctive principle of the analytic autoethnography is the reflection of the researcher's

perspective through theoretical foundations and dialog with participants. Therefore,

unlike in the other qualitative designs, where researcher's bias and positionality might be an issue, the positionality constitute the core nature of the autoethnographic study.

Ethical Procedures

There are multiple approaches to ensure the privacy and confidentiality of participants. For example, Resnik (2015) summarized the main principles of codes and policies for research ethics and stated that one of the qualitative research goals is to "promote social good and prevent or mitigate social harms through research, public education, and advocacy" (para. 14). Combined with the ethical requirements and procedures for managing a researcher-participant dialog (Ravitch & Carl, 2016), Resnik's (2015) request for social responsibility constitutes fundamental concepts of the qualitative research. One practical recommendation of Ravitch and Carl (2016) is the informed consent. The idea is to share with the participant the informed consent of what is the purpose of the study, how the data will be collected and treated, who might access the data, when and how.

Ravitch and Carl (2016) claimed that the practice of sharing the informed consent with the participant before the interview might be helpful for building the trustful relationship and collaborative atmosphere that might lead to uncovering of the significant insights about the phenomenon of study (Ravitch & Carl, 2016). With relation to the autoethnographic research, Campbell (2016) referred to Tolich (2010) who in turn summarized publications on the topic of relational ethics. According to Campbell, ten foundational guidelines of Tolich (2010) constitute a recipe for autoethnographers about how to conduct the ethical study. I discussed IRB approval, data collection, and analysis

processes as well as the fact that I was personally involved in the activities that were covered by the study in the previous sections of this chapter.

Summary

Through this chapter, I discussed the research tradition and a rationale for the chosen approach. In particular, I emphasized how applying the analytic autoethnography approach provides a unique opportunity for leveraging the insights of a researcher's knowledge and experience to the evidence-based development of theory and practice. Then, I defined the role of the researcher and detailed the scope of the research activities. In the methodology section, I explained the process of writing the narrative and the logic for participants' selection. Specifically, I explained how the retrospective perspective of experiences and lessons learned by the researcher as a business development manager in the selected organization would be reflected through the sensemaking process of barriers and enablers to entrepreneurship in the cultural and social context of the subsidiary of a multinational corporation. Next, I determined the instrumentation of the study and detailed procedures for recruitment, participation, and data collection. Following the detailed data analysis plan, I concluded this chapter with discussion and strategies to achieve and demonstrate the trustworthiness of the study results. Special attention was given to the topics of the reliability and authenticity of the autoethnographic research including a strategy and procedures for the researcher's reflexivity that was implemented during the phases of the data collection and analysis.

Chapter 4: Results

The purpose of this qualitative, analytic autoethnographic study was to explore

barriers to and enablers for corporate entrepreneurship practice by focusing on individual

and organizational processes, culture, and lessons learned from entrepreneurial activities

that took place at the selected organization during the last decade. The central research

question was: How does the experience of a business development manager offer insights

regarding barriers to and enablers for the deployment of corporate entrepreneurship

practice at an Israeli subsidiary of a multinational corporation? This chapter is organized

as follows: First, I describe the research settings and present an overview of the

demographics of study participants. Then, I detail the data collection processes, including

writing the retrospective narrative and interviews with participants. Next, I describe the

data analysis steps and provide detailed information about actions and logic for

determining codes, categories, and themes as well as evidence of the steps taken to ensure

the trustworthiness of the research. Finally, I discuss and summarize the results of this

study, including the outcomes of the reflexivity and sensemaking processes.

Research Setting

The initial contact of potential participants began about two weeks after receiving

the IRB approval for conducting the study. I contacted 12 individuals who in the past

worked together with me on entrepreneurial activities within the selected organization. I

contacted the individuals via text message and invited each one of them to a short

telephone conversation. Eleven out of 12 contacted individuals responded to the text

messages, and I had phone conversations with 10 of them. Because of personal reasons,

one individual was not available for a phone call during the upcoming month. Following

phone conversations, invitation letters and consent forms were sent to all 10 individuals

(see Appendix D). Nine individuals decided to participate in the study and provided their

consent via email. Due to the prior commitments, one individual asked to be contacted

again after all other alternatives will be entirely checked.

After receiving emails with formal consent, I contacted each individual to set the

date and time for online interviews. Communications were sent via text messages, and

the dates for the interviews were agreed upon via telephone conversations. Once

interview dates were agreed upon, I sent invitations using the Microsoft Outlook

calendar. Although all participants approved the agreed meeting times, only six

interviews were performed during the initially scheduled date. Based on a participant's

request, one interview was postponed for 1.5 hours, and two interviews were rescheduled

and performed on other days. Following the iterative process of data collection and

analysis and despite data saturation after seven interviews, interviews with all nine

participants were performed, and all collected data were analyzed.

Demographics

Participants of the study represented all four major units of the selected

organization. Participants including both genders and belonged to three groups of

employees in the chosen organization: senior managers, middle managers or senior

engineers, and engineers. All participants were involved in entrepreneurial activities that

I initiated, led, or participated during the last decade. Different roles and levels of

involvement of the participants enabled capturing a variety of perspectives, experiences,

and lessons learned about enablers and barriers during the processes of recognition, assessment, legitimating, and implementation of these activities. In addition to the researcher's account, interviews with the participants provided at least two additional data sources for every initiative described in the study.

The least seniority of participants was in the range between 6 and 10 years, while most experienced participants had between 31 to 40 years of experience. The minimal experience in the selected organization was in the range of zero to five and maximal in the range of 31-40. Seven out of nine participants hold a master's or doctoral degree, and four participants had dealt with business development at different periods and within different organizational units. The minimum age range of participants was 31 to 45, and the maximal age range was over 60. Seven out of nine participants initiated or were involved in entrepreneurial initiatives within the different entities of the selected organization.

Data Collection

Data collection for this study was composed of two stages. The first stage was writing retrospective accounts regarding innovation activities which I participated or initiated and led during the last decade. The second stage involved interviews with participants to enrich and reflect the researcher's narrative and strengthen the reliability and authenticity of the findings. In the next sections, I describe the processes involved in data collection. Also, I refer to the initial planning of the study as outlined in Chapter 3 to identify and report on any unforeseen events and circumstances that were encountered during the process.

Retrospective Narrative

Because of the autoethnographic nature of this study, and the requirement for self-reflexivity of a researcher (Curtis & Curtis, 2011), I kept a journal about data collection and analysis along with personal thoughts and reflections throughout the process. Here is the summary of the journal notes taken during the process of writing the retrospective narrative. The work on account started with the planning phase. First, I created an Excel file to arrange ideas and set the scope and structure of the narrative. Then, I determined three following periods of the narrative a) the learning curve, b) running for surviving, and c) changing strategy and breakthrough. As part of dividing the narrative into three main phases and building a list of all innovative activities performed during each period, I established an initial list of potential participants to interview about each one of the periods. Because I did not know in advance who would agree to participate in the study, the ultimate goal was to ensure that there were at least three individuals who could share their perspectives, experiences, and lessons they learned about each one of the periods and entrepreneurial activities of that time. Next, I created templates to document the stages and processes of entrepreneurial activities and constructs of the conceptual framework of this study and the links between them. Finally, to facilitate the future comparison of data collected from participants with the content of the narrative, I also mapped interview questions to the created framework. Once the structure and format for writing the narrative were finalized in the Excel file, I was ready to begin the work on content while maintaining a permanent journal of the process.

I began writing by summarizing the professional experience and background. Also, I explained the choice of the study's topic and how it was formed over the years at Walden. Emphasis was given to the combination of professional experiences in the field of study, and the incremental understanding of the depth and complexity of the corporate entrepreneurship phenomenon through the analysis of scholarly literature explored during coursework at Walden. I described attempts to formulate different research questions and the process of the analytic autoethnography research method selection. Then, I worked on descriptions of each one of the periods and specific initiatives of that time. I reviewed unstructured personal notes from that time, press releases and conference publications available through public web sites to recall the processes and scope of events. The purpose was to recall the timing, scope, and nuances of the cultural and social context of those days.

I started each period with a description of the organizational changes and how these changes affected me and the entrepreneurial activities of that time. Then, I presented in the chronological order the entrepreneurial initiatives during the specified period and provided the retrospective analysis of the period according to the founding constructs of the conceptual framework of the study. Each one of the entrepreneurial initiatives was summarized according to the stages and processes of the entrepreneurial initiative's life cycle as well as the events that preceded these activities. To keep the consistency of the description between the entrepreneurial activities and the periods, I used the templates and structure that were specially created at the stage of the preparatory work. As part of filling the templates, I also identified some additional inquiries to the

participants that in addition to the predefined set of the interview's questions served to expand my interpretations of the events. Finally, I concluded each period with the section describing the sensemaking and sensegiving processes through the prism of my personal experience as a business development manager in the organization. Upon completing the writing, the narrative spread on over 50 pages. There were no unforeseen events or exceptional circumstances during the process of narrative writing. Some edited sections of the narrative are presented in Appendix F.

Interviews with Participants

Before the beginning of the interviews, I specially created at my home office and tested with the family members the entire setup for the interview sessions. The working setup included a free of charge web version of Skype, USB speakerphone, and two digital audio recorders from two different brands. In addition to the need of having a backup of the recordings of the interview, each one of the recorders generated the audio files in a different format. The apparent advantage of working with the free of charge web version of Skype is decoupling the dependency on the specific computer so that any computer can be used. Finally, before the beginning of the interviews, I performed internet search about the professional transcribing companies and chose one vendor who stated the data confidentiality in the work agreement and also provided me a signed the NDA statement concerning ensuring the confidentiality of the data. The decision about using the professional transcribing service was discussed in Chapter 3, and the demand for working only with transcribing service providers that ensuring the confidentiality of the data was dictated at the stage of the IRB.

I began the interviews after the entire setup for the interview sessions were completed and tested. The interviews with all nine individuals who upon the first proposal consented the participation in the study had spread over four calendar weeks. The first interview took place on the 28th of May and the last on the 17th of June 2019. I performed all interviews from the home office. According to the interview guide defined in Chapter 3, every interview started with the introductory information and was finished with the closing statement presented in Appendix A and Appendix B correspondingly. Also, as planned in Chapter 3, before the interview, I collected generic demographic data according to the blank presented in Appendix C. The duration of the interviews varied between 26.36 minutes to 54.16 minutes. Seven of the nine interviews were last over 30 minutes, and five of them over 40 minutes. The average interview time was 42.26 minutes. The overall time of all nine interviews was 380.31 minutes or 6.34 hours.

During the interviews, I took notes that together with the reflective journaling files were used for data analysis. The audio file of each interview was submitted through the dedicated personal account to the transcribing service provider. The average transcription turnaround time was about eight hours. While waiting for the transcript, I was listening to the audio file and performed the first reflective summary of the interview. Upon receiving the transcript, I was listening again to the recording, this time performing simultaneous validation of the transcription's text and complementing the reflective insights about the interview. Then, to fulfill the commitment about anonymization of the interview transcripts before data processing, I removed or where possible or replaced with codes all names of individuals, projects, or activities. The

anonymized version of the transcript was delivered to participants for comments and approval. The text of the transcript's confirmation letter is presented in Appendix E. Upon receiving the email with acknowledgment from the participants, the transcripts and the corresponding journals were imported to ATLAS.ti for data analysis. The length of the transcripts varied between seven to 15 pages. The average transcript length was 11 pages. The transcripts of all nine interviews spread on 101 pages.

There were no exceptional events during the process of interviews. The interview guide defined in Chapter 3 was fulfilled. As the general note, I was surprised by the openness and willingness of the participants to share their experiences and lessons learned. In addition to answering the prepared in advance and the additional clarification questions that were asked during the interview sessions, each one of the participants provided recommendations of what can be done differently and invited me to reach him or her again in case of any additional questions or the need for clarifications. This behavior of participants enabled to collect impressive amounts of data. Because of the data saturation reached after seven interviews, there was no need to invite additional individuals nor to contact individuals who for various reasons were not available upon the first invitation.

Data Analysis

I applied several coding methods described by Saldana (2016) and used the ATLAS.ti software to facilitate the data analysis process. Before beginning the first interview pre-coding process, I defined the set of attribute codes for labeling the interview questions, as well as marking the constructs of the conceptual framework,

stages, and process of the entrepreneurial activities that were derived from the literature

review presented in Chapter 2. I found the method of attribute coding as a useful practice

for labeling and locating the data segments as well as distinguishing between the

attributes and new data codes that were created along the process of coding. Then,

according to the data analysis plan, I performed the first cycle coding of the first

interview. In the next paragraphs, I describe in detail the first cycle coding process of the

first interview that was repeated for all subsequent interviews.

First Cycle Coding

During the first cycle coding, I implemented the combination of Saldana (2016)

pre-coding, initial, and structural coding methods. The process was as follows. I read line

by line the entire transcript of the interview and marked the words, phrases, and sentences

using the free quotation function of ATLAS.ti. For some of the quotations, I

simultaneously attached the existing attribute or structural codes that were prepared in

advance to mark the segments of the participant answers to the interview questions. For

other quotations, I created and assigned new in-vivo, process, or descriptive codes. If no

dedicated code was assigned upon the first reading, I wrote the corresponding comment

for the quotation.

After the entire interview transcript was fully pre-coded with the quotations and

partially coded, I went through the whole list of quotes in the document, reviewed the

comments for each one of the quotes and created as needed a new or attached the

appropriate from the list of already existing codes. The ultimate goal of this stage was to

ensure that no quotations remain uncoded. Besides, as part of this stage, I reviewed and

adjusted as required the length of each one of the quotes as well as reviewed the alignment between quotations and codes. The outcomes of the first cycle of the first interview were as following 134 quotations, 42 codes applied, 23 new codes generated, and overall 45 codes in the project. Following the first cycle coding performed with the second interview's transcript, I reviewed the outcomes of the first interview. This process was repeated continuously after the first cycle of all subsequent transcripts' coding.

Once the first three interviews were coded, I recognized that the structural codes created for capturing participants' opinions about barriers and enablers to entrepreneurial practice were too generic. I performed the split of these codes into more detailed descriptive codes. As a result, all three transcripts were reviewed again, and the overall amount of codes in the project had grown from 53 to 87. The representative statistics of the first interview summary, after splitting the codes of enablers and barriers were 124 quotations and 69 codes, including both the data codes and the attribute codes. I continued the first cycle with the remaining interviews. After six interviews, the overall amount of codes in the project was 107, while 98 of them were data codes and the rest attribute codes. Based on the notes taken during the interviews, the records from the reflective journal and the data analysis of the seventh interview, which did not generate any new insights or codes, I concluded the data saturation.

Nevertheless, the remaining interviews were performed, transcribed, and analyzed. There were no new data codes produced during the first cycle coding of the interviews eight and nine. The only new codes that I created at this stage were another 12 attribute codes to simplify the navigation between 12 entrepreneurial activities mentioned

by the participants. Along the entire process, I generated the reports and created the backup copies of the ATLAS.ti project as well as made the corresponding entries in the journal. After the completion of the first cycle, there were overall 118 codes in the project, determined as 97 data and 21 attribute codes.

Second Cycle Coding

I started the second cycle by reviewing the quotations mapped to each one of the codes and removing the duplications by utilizing find redundant coding functionality of ATLAS.ti. At this stage, some quotes and codes were merged, and some organized into the specific groups. Similarly to the first cycle, I applied several Saldana's (2016) coding methods. For example, I used the method of pattern coding (Saldana, 2016) to combine initially identified 40 codes of barriers and 25 codes of enablers into a smaller number of groups. As a result of pattern coding, all codes of barriers were reviewed and organized into four groups and enablers into six groups. Despite a smaller number of the individual codes of enablers, the variety of their essence did not allow to combine them in a smaller number of groups. The final distribution of the individual codes of enablers and barriers into the corresponding categories and the statistics of appearances of the codes in these groups in the transcripts of the interview are presented accordingly in Table 7 and Table 13 and discussed in the section study results.

The remaining codes were reviewed and organized into categories using the focused coding method (Saldana, 2016). In particular, I assessed the comparability and transferability of the codes across the participants. At this stage, I performed several iterations in which continued to review and merge quotations and codes as needed. The

overall amount of codes was gradually reduced from 118 to 107, then from 107 to 103,

and finally from 103 to 100. Overall, 14 groups of data codes, one group of structural and

one group of attribute codes were created. While the group of attribute codes contained

the interview questions and the numbers of the innovation initiatives to facilitate the

navigation across the data, I combined the codes associated with the entrepreneurial

processes into a separate group. The last step of the second cycle was to understand the

relative dominance of the groups of codes and the individual codes within the groups. I

utilized the code-document co-occurrence functionality of ATLAS.ti for gathering the

statistical representation and determining the significance of the groups of codes. The list

of the data codes' categories derived from this stage is presented in Table 3. In line with

the research tradition, during the second cycle coding, I continued the corresponding

entries in the journal, generated the reports and created the backup copies of the

ATLAS.ti project.

Thematic Analysis

According to the research design that was described in Chapter 3, the participants

of this study were representatives of three groups – senior managers, middle managers,

and employees. Based on the analysis of the answers on first three interview questions, I

discovered that the interpretation of terms like entrepreneurship, CE, and innovation

activities was varied and depending on the participant's knowledge, life and work

experience. In turn, the definition of success or non-success of these activities was

dependent on the participants' perception about the ultimate goal of the specific

innovations activities in particular and the corporate entrepreneurship in general. In the

next section, I provided the analysis of the participants' perceptions about CE practice in general as well as the opinions about the success or non-success of the specific innovation activities covered by this study.

Table 3

Categories of Data Codes

Category Name	Number of Codes	Number of Appearances	Table Relative
Barriers: Subsidiary - HQ relationship	15	158	17.69%
CE – Participants' Perceptions and Recommendations	4	144	16.12%
Barriers: The Lack of Organizational Framework	10	107	11.98%
Enablers: People	8	96	10.75%
Enablers: Subsidiary's organizational context	7	76	8.51%
Successful CE Initiatives	6	71	7.95%
Entrepreneurial Processes	4	68	7.62%
Barriers: Resources	4	39	4.37%
Non-Successful CE Initiatives	4	32	3.58%
Enablers: Customer or Market Needs	4	27	3.02%
Enablers: HQ Support	3	27	3.02%
Barriers: Other	3	18	2.02%
Enablers: Funding	2	18	2.02%
Enablers: Other	2	12	1.34%
Totals	76	893	100.00%

Interpretation of the Corporate Entrepreneurship. The participants of the study were representatives of three groups - senior managers acted as directors in the organization, product managers or senior employees who defined themselves as middle managers, and employees who participated in the innovation activities as a software or hardware development engineers. Here is the conclusive summary of the participants' perceptions about CE and the successful results of the innovation activities according to each one of the participants' groups. While the representatives of the first group acknowledged that there were no formal definitions, policies, nor CE practice in the organization, they provided their beliefs of what CE could or should be. As part of the believes, these individuals interpreted CE as mainly associated with expanding the core business of the organization by penetrating new markets, building business collaborations, and bringing new customers. Taking into consideration that some of these individuals had dealt with the business development at different periods and within different organizational units, one can recognize the commonality of their perceptions with the definitions of business development activities. According to this group of participants, while the successful entrepreneurial activities are those that can be translated into tangible business results, the new processes, strategic vision, and entrepreneurial spirit are also considered as the success of the CE initiatives. Select citations from this group of participants are presented in Table 4.

Table 4

Senior Managers: Interpretation of CE and Successful Initiatives

Interview Question	Quotation
How would you describe the corporate entrepreneurship?	P1: As far as I remember it [CE] doesn't exist. I really don't recall that I saw many internal initiatives that came from some individuals, which are not connected to what they are doing or to the project that they're doing.
	P4: Entrepreneurship to me means the entrepreneurial spirit and actions of employees within the organization. Bringing up new ideas, new concepts, new applications, but ideas, I mean not only ideas from just conceptual ideas, but more something that can actually be applied or much more advanced stages. Entrepreneurship could also bring in a new business, a new customer to the organization.
	P9: I think it's the ability to draw new lines or new partnerships in various business areas out of the core competence or the core of business, of each organization. It's thinking out of the box. The ability and the vision, it is part of the vision of the organization. That's how I see it. The time I, served this organization it was quite problematic. I don't think that organization answered to this definition.
How would you define successful corporate entrepreneurship initiative?	P1: Success is the awareness of the industry that such needs will be. Success, yes. From my point of view, and that's what I care. I care about pushing new idea to the markets and building road to other people that will come on that. From my point of view, initiation is the point that I'm looking on that as success.
	P4: Ultimately, if it's adopted, entrepreneurship brings to the company a new solution, a new idea, a new application, a new vertical, that is, of course, you would call it successful. I think it's also successful, not only when you bring in new solution verticals, et cetera, but also if you bring in maybe new methods or you create certain, kind of what to call it mechanism or procedure, but if you create certain method of bringing in new ideas or new concepts, that is also successful in my mind, even though some initiatives could not lead to the company's adoption of them.
	P9: I think if we were able to bring a new market or expand the market, we have in a way that we couldn't do it with the original core competence. At the end of the day money talks. And if we were able to bring in new money, new markets, and I think that's the success. If at the end of the day this action brings up the new IP or new equity, which is not money, but we can translate it later to business results. So it's, good. Considered as a good activity I think.

For the second group of participants who defined themselves as middle managers, the CE activities were mainly associated with solving existing problems or raising the external funds for the incremental innovations dealing with the specific process or product improvements. Each of these individuals also volunteered a specific example of what they did in addition to the covered by the study innovation activities. In turn, the definition of the successful CE initiative was varied from a solution for the existing problem, to business collaborations and up to the adoption and assimilation of the outcomes of the initiatives' implementation to the company's businesses. Quite interesting insight from this group of participants that also appeared from the answers on the subsequent interview questions was the explicit expectation for the person who will explore, identify, and bring the entrepreneurial opportunities the organization. The representative citations from this group of participants are presented in Table 5.

Finally, the last group of participants was employees who participated in innovation activities. For these individuals, the understanding of CE was especially fluid and varied from the understanding of a need for framework and processes to pursue innovative ideas to the expression of interest for deeper involvement in the ideas generation and up to the critics of the existing settings. From the perspective on the successful initiatives, while reaching the outcomes from the initiatives was important, these individuals determined the success as setting and participation in the processes, along with lessons learned and greater freedom in acting upon the implementation of the idea. The representative citations from this group of participants are presented in Table 6.

Table 5

Middle Managers: Interpretation of CE and Successful Initiatives

Interview Question	Quotation
How would you describe the corporate entrepreneurship?	P2: Corporate entrepreneurship is a process of defining … Well, one part of it at least, the one that comes from bottom up, starts with problem identification. Employees identify critical problems in the process, or in the product, or in the business, in various areas of the corporate, they analyze the problem they defined and try to raise few ideas to solve the problem. And then they implement the solution in the corporate or in part of the corporate and if the corporate has entrepreneurship culture, then local solutions may assimilate in the large scale of the corporation. P6: I think that … seek of opportunities to bring to the company investments which will allow it to develop new business and maybe new line of business. My meaning was that company entrepreneurship is always brought by someone in the organization. You must have someone that seeks to look for those opportunities and corporations and the projects and budgeting and so on. P8: So I think that corporate entrepreneurship is the ability to observe what the corporate is doing right now and to identify new areas the corporate can get into also and start working with these areas.
How would you define successful corporate entrepreneurship initiative?	P2: Successful initiative is a successful solution for a problem that is a critical problem of the organization, and if it is really ... then it is assimilated in the entire of the organization. So, not only solving the local problem, but being able to assimilate the solution to the large corporation. P6:Well, I think that the successful entrepreneurship will be creating first of all connections with other companies to create kind of common cooperation in new fields or in new projects and new topics that the company wants to research and eventually have a business in some new topics, new technologies, and new ventures. P8: The initiative, first of all, need to consider to the corporate interests. I mean, you can start entrepreneurship in a lot of fields but if it's not connected to what the corporate is doing, it means nothing to the corporate and it won't yield anything.

Table 6

Employees: Interpretation of CE and Successful Initiatives

Interview Question	Quotation
How would you describe the corporate entrepreneurship?	P3: I can compare it to other, usually it is slow, it is dependent on too many participants, and it is influenced by too many needs of the organizations or aspirations of individuals. This is what makes it very heavy to progress with it. P5: I don't know. Probably can be divided into two types of entrepreneurship. One is the top-bottom or bottom-up, or something like that. One is coming from above, from the organization itself, and this is more probably about setting the framework for people to pursue some innovative ideas and do PoCs and do some innovations. And probably bottom-up is more about individual people who want to push a certain direction or technologies or product innovations. P7: From my understanding, this is some tool, yes, for letting other people to give new ideas, to search new ideas and share with their colleagues and discuss about them. That's what I think. I mean that some team have some scheduled meetings to discuss about new ideas for the trials for corporate. Each person can take it home to think about new ideas and discuss them the next time. The corporate, after this, can take some ideas, which are interesting for corporate and turn it into some product or some service or something like this.
How would you define successful corporate entrepreneurship initiative?	P3: Successful one is the one that limits let's say the initiators, the inventors, the innovators as little as possible. It lets them go with their inventions of course up to some limits but to give them more and more liberty. P5: There are two level of definition. One is a specific outcome, which is a new product or business or features or market segments. Another one is more cultural thing, probably initiatives themselves are not very successful but lessons learned and practices could be emerged eventually in regular lines of business, small innovations, or unexpected places. P7: I think it would be successful if more people are involved in the corporate entrepreneurship and share new ideas. More people, not just management. Also, staff engineer or single engineers that work on some project or projects and find the solutions or new ideas during their work. After, each engineer can share their idea with others and to lead some service or some product from the idea.

Reflexivity and Sensemaking

Reflexivity and sensemaking belong to the main principles of autoethnographic studies (Adams et al., 2017; Anderson, 2006; Curtis & Curtis, 2011). According to the definitions in this study, the reflexivity was implemented by multi-perspective and multi-voicing strategies (Alvesson et al., 2008) through the comparative analysis of the experiences and lessons learned by the researcher and participants. Here is my reflection on the participants' interpretation of the CE. Thanks to the interviews with participants, I reaffirmed there were no formal definitions, policies, nor CE practice in the organization. The variety of interpretations about the meanings of terms like entrepreneurship, CE, and innovation activities and the expected outcomes from these activities were diverse and depending on the participant's knowledge and experience.

Before the reflective analysis, one should recognize that no one is born as a business development manager, neither entrepreneur. In my case, I entered into the realm of innovation and entrepreneurial activities as the result of education and people surrounding me at a workplace. My understanding of the CE evolved over the years through life and work's experience. Despite this diversity of the participants' opinions, I concluded that my definition of the CE that is based on the literature review includes the participants' perceptions and there was no need to expand it. From my perspective, the CE is the continuous exploration of entrepreneurial opportunities and leveraging innovation activities to the creation of new knowledge, products, services, and processes for achieving a competitive advantage, improved performance and wealth of companies. The additional outcomes of the reflexivity process about barriers and enablers to

entrepreneurship are reported in the study results section of this chapter. In turn, according to the definitions in this study, the process of sensemaking was performed through the comparative analysis of the common themes and concepts about barriers and enablers to entrepreneurship derived from the data analysis with the literature in the field of corporate entrepreneurship in subsidiaries of multinational corporations. The extended report on the outcomes of the sensemaking process, including the lessons learned by the researcher is presented in the interpretation of the findings section of Chapter 5.

Evidence of Trustworthiness

The trustworthiness of qualitative research can be defined as a combination of credibility, transferability, dependability, and confirmability (Chase, 2005; Ravitch & Carl, 2016; Shenton, 2004). In the following sections, I reported about the actions performed to assure the trustworthiness of this research. I paid particular attention to the compliance of the performed activities with the strategies discussed in Chapter 3.

Credibility

As discussed in the corresponding section of Chapter 3, I applied the strategy of member checking. While the paraphrasing during the interview sessions was broadly utilized to ensure that the original meanings of participants are well understood, I also implemented the additional stage of the member check strategies. To ensure the accuracy of the interviews' transcripts, I provided to each one of the participants the anonymized transcript of his or her interview for approval. The purpose of this extra step was twofold. First, I demonstrated to the participants that all names of individuals, activities, and companies that they mentioned were either removed or replaced with codes. Second, I

wanted to ensure that all other details and the nuances of the interview were kept. As the

example of the transcripts' accuracy, one of the participants wrote me in the email

confirming the accuracy of the transcript that he was amazed by the fact that his request

for a pause to take a glass of water was presenting in the transcript's text. Besides, to

ensure the alignment with the requirements for content and context validity of the

autoethnographic study and as planned in Chapter 3, I precisely documented in the

dedicated journal the entire process of the narrative development as well as kept all

versions of it. Finally, the reflexivity of this study defined as the implementation of the

multi-perspective and multi-voicing practices (Alvesson et al., 2008) was performed

through the comparative analysis of the experiences and lessons learned by the researcher

and participants. The outcomes of the reflexivity process are presented in Chapter 4.

Transferability

In line with discussed in Chapter 3, I provided a detailed description of the

context. As part of the report, I presented both the details about the innovation activities

and precisely described the data analysis process, including the examples of participants'

citations. Besides, considering Ellis et al. (2011) statement that the transferability of

autoethnographic studies is determined by readers' assessment of the commonality of the

narrative with their knowledge and experiences, I argued that one can assume that

because of the similar age, organizational structure and culture of some of the local

subsidiaries having the headquarters in the USA, the criteria of the transferability was

achieved for at least these local companies.

Dependability

Dependability refers to the stability and consistency of data collection processes (Miles et al., 2014; Ravitch & Carl, 2016). First, I implemented Curtis and Curtis (2011) recommendations for journaling the entire process of data collection and analysis. Based on the detailed descriptions of the study protocol, I argued the data collected through the interviews is wholly reproducible. In addition to the triangulation of data sources, I also performed reflexive self-assessment as part of the requirements for the autoethnographic studies. No deviations from described in Chapter 3 were observed.

Confirmability

One method to achieve the confirmability in traditional qualitative research is through structured reflexivity processes. In turn, the distinctive principle of the analytic autoethnography is the requirement for the reflection of the researcher's perspective through theoretical foundations and dialog with participants. I performed the reflective self-assessment and described both the process and the outcomes of it in the corresponding sections of this chapter. There were no deviations from the outlined in Chapter 3.

Study Results

The central research question of the study was - how does the experience of a business development manager offer insights about barriers and enablers to the deployment of the corporate entrepreneurship practice at an Israeli subsidiary of a multinational corporation. In the following sections, I presented the findings of this study about the barriers and enablers to entrepreneurship and reported the outcomes of the

process of the reflexivity that was implemented by the comparative analysis of the experiences and lessons learned by the researcher and participants. Besides, I paid special attention to the topic of resources and funding as vital conditions for the implementation of entrepreneurial opportunities.

Barriers and Enablers to CE Practice

      Barriers to CE practice. As presented in Table 7, the first major category of barriers with the relative frequency of about 49% was the nature of the subsidiary - headquarters relationship. From Table 8, appear that three leading topics of this category were a) subsidiary's role and mandate in the corporate; b) the internal politics or something internally called as the phenomenon of not invented here, and c) the lack of a corporate framework for the bottom-up initiatives. Another important concept in this category was difficult to convince or lack of lobbying in headquarters. The accumulative frequency of these four codes in the category composed of 15 codes was 50%. I defined this theme as *the barriers of a subsidiary's glass ceiling*.

Table 7

Codes Group: Barriers

Category Name	Number of Codes	Number of Appearances	Table Relative
Barriers: Subsidiary - HQ relationship	15	158	49.07%
Barriers: The lack of organizational framework	10	107	33.23%
Barriers: Resources	4	39	12.11%
Barriers: Other	3	18	5.59%
Totals	32	322	100.00%

Table 8

Codes Category: Subsidiary - HQ Relationship

Category Name	Number of Appearances	Table Relative
Barrier: Subsidiary's role and mandate	49	17.13%
Barrier: Not invented here - Internal politics - Job secure	33	11.54%
Barrier: No corporate framework for bottom up initiatives	32	11.19%
Barrier: The lack of lobbying - Difficult to convince HQ	29	10.14%
Barrier: No long term strategy for innovation activities	20	6.99%
Barrier: The lack of patience to build new business	20	6.99%
Barrier: Not open minded - Missed opportunity for growth	19	6.64%
Barrier: Innovation takes time	18	6.29%
Barrier: Credit & rewards for innovation activities	12	4.20%
Barrier: Openness to local ecosystem of innovation	12	4.20%
Barrier: Distance from decision makers	10	3.50%
Barrier: Legal and IP	9	3.15%
Barrier: Focus mainly on the US markets	8	2.80%
Barrier: Lack of objectives and expectations	8	2.80%
Barrier: Out of scope	7	2.45%
Totals	286	100.00%

I combined six following codes that together constitute about 35% of appearances into

the category of *the barriers of collaborative innovation*. Select examples of participants'

quotations that laid the foundation of the themes of the barriers of a subsidiary's glass

ceiling and the barriers of collaborative innovation are presented in Table 9 and Table 10

correspondingly.

Table 9

Theme: Barriers of a Subsidiary's Glass Ceiling

Code	Category	Theme	Quotation
Barrier: Subsidiary role and mandate	Subsidiary - HQ Relationship	The barriers of a subsidiary's glass ceiling	P2: The corporate wants to use the offshore subsidiary as a workforce for the project that the corporate initiate. P1: They thought that they have the smart ideas, and we are the small job maker. In the core of company in Israel was a very big engineering group.
Barrier: Not invented here – Internal Politics	Subsidiary - HQ Relationship	The barriers of a subsidiary's glass ceiling	P4: One of the examples that I showed that I wasn't successful, it was mainly I think, or maybe, I don't know, partially, but definitely a substantial part of it was because it was not invented there. P6: They don't want that someone else will do kind of cooperation with other companies and do all kinds of long term technological development and research and development. So, at some time it's like politics inside the company. It comes again from not invented here issue and sometimes because they're not interested.
Barrier: No corporate framework for bottom-up initiatives	Subsidiary - HQ Relationship	The barriers of a subsidiary's glass ceiling	P1: I discovered very fast that you cannot just come out from bottom up with an idea and try to push the organization in that direction. I saw it is very difficult and that the organization doesn't support such a process. P5: Well, as you probably know, there wasn't any framework from headquarters.

Table 10

Theme: Barriers of Collaborative Innovation

Code	Category	Theme	Quotation
Barrier: The lack of lobbying - Difficult to convince HQ	Subsidiary - HQ Relationship	The Barriers of Collaborative Innovation	P1: You didn't have the right political connection in order to get really attention of the organization. P4: If you can come up with an idea, but everybody has their own job, and even the chief of innovation, or whatever chief of strategy, they all have their own topics, issues, methods that they pursue. They don't have spare time. They have their priorities.
Barrier: No long term strategy for innovation activities	Subsidiary - HQ Relationship	The Barriers of Collaborative Innovation	P5: We have the organization but actually no agenda and no framework. It seems like headquarters never believed that some innovation came out of local organization. P6: If the company is concentrating only in what it is doing right now and there's no vision and no willingness to seek for new things, I think it's the highest barrier in most companies.
Barrier: The lack of patience to build new business	Subsidiary - HQ Relationship	The Barriers of Collaborative Innovation	P2: Finance persons in the organization are looking for the short term. They want to see real results in the short term. Part of the problem is that the whole financial system is tuned to see short term results and they do not have patience to long term results. P1: The company don't have the bandwidth to listen to people that came from the bottom up, and didn't have the patient to build a business from scratch.

Internal environment. While the first two themes of the barriers of a subsidiary's

glass ceiling and the barriers of collaborative innovation represented the barriers in the

external environment of subsidiaries, the third dominant category of the barriers to

entrepreneurial practice was the lack of a subsidiary's internal organizational framework

for the CE activities. As appeared in Table 7, the relative frequency of this category

among four groups of barriers was about 33%, and the statistics of the codes in this

category are presented in Table 11. The mainly prevailing concepts in this category were

a) organizational culture and context; b) the lack of organizational support; c)

dependency on others' favors, and d) operational versus entrepreneurial mindset. These

four codes of the total of 10 codes had constituted above 57% of the category.

Table 11

Codes Category: Lack of Organizational Framework

Category Name	Number of Appearances	Table Relative
Barrier: Organizational culture and context	30	16.67%
Barrier: Lack of local organization support	25	13.89%
Barrier: Dependency on others and asking for favors	24	13.33%
Barrier: Operational vs. entrepreneur mindset - Risk averse	24	13.33%
Barrier: The lack of framework for bottom up initiatives	24	13.33%
Barrier: No organizational framework for entrepreneurs	17	9.44%
Barrier: Busy with the daily tasks - not ready for extra work	12	6.67%
Barrier: Lack of people taking risks and fighting	10	5.56%
Barrier: Can't be entrepreneur as a full time job	8	4.44%
Barrier: Lack of people with entrepreneurial mindset	6	3.33%
Totals	180	100.00%

Table 12

Theme: Barriers of an Operational Mindset

Code	Category	Theme	Quotation
Barrier: Organizational culture and context	The Lack of Organizational Framework	The Barriers of an Operational Mindset	P2: Employees of large organization are very conservative. They will not support any project that is not in the budget or in the agenda of the unit they are working for. People have their own priorities for the current project. They would not like to dedicate time to projects that are not in their agenda. P6: Everyone is looking for the next quarter. Everyone wants to meet the commitment to work with the existing customers. And most of the time, most of the people don't have the time to look few years ahead.
Barrier: Lack of local organization support	The Lack of Organizational Framework	The Barriers of an Operational Mindset	P3: It's not clear for me how to make people who are responsible for continuous sales of current product, to risk or to accept and to take part in innovation activities, because they have different responsibilities. P2: If you're dealing in a project that many units of the organization are involved in, and not all the units are headed to look at the project as important entrepreneurship project, then it is very, very difficult to push on the project and to succeed with it.
Barrier: Dependency on others and asking for favors	The Lack of Organizational Framework	The Barriers of an Operational Mindset	P2: If the unit is not budgeted, then you cannot do activities by your own. You also all the time depend on other budgets and you ask for favors. P4: Even if you have a new idea that you would want to try, or test, or investigate further, et cetera, you don't have the resources to do that. You normally don't have time, you don't have money, you don't have people that you can work with on that, so that's the most difficult part.

I determined this theme as *the barriers of an operational mindset*. Select examples of participants' quotations that laid the foundation of the barriers of an operational mindset theme are presented in Table 12. Other important codes in the group of the subsidiary's internal organizational framework were the lack of people with the entrepreneurial mindset, people who ready to take risks, and the lack of organizational framework for entrepreneurs. Because entrepreneurs and the supporting their activities organizational conditions are especially crucial for the initial stage of the entrepreneurial process, which is opportunities discovery or recognition, I discussed it in the section of the enablers to CE practice. In turn, the resources and funding for the implementation of the entrepreneurial opportunities were discussed in Chapter 5.

Enablers to CE practice. As presented in Table 13, among the six groups of enablers, two most dominant were the people and subsidiary's organizational context with about 38% and 30% correspondingly. The first four most frequent codes in the category of people constituted together over 67% of appearances. These codes were a) brave people who are ready to take risks and fight; b) entrepreneur's vision, missions, and strategy; c) people with an entrepreneurial mindset; d) overcoming barriers and removing limitations. Together with the next frequent code, which is champion, these codes appear in about 78% of the group. I called this theme as a *corporate entrepreneur*. The frequency of codes within the group is presented in Table 14 and the select of participants quotations that laid the foundation for the theme of a corporate entrepreneur in Table 15.

Table 13

Codes Group: Enablers

Category Name	Number of Codes	Number of Appearances	Table Relative
Enablers: People	8	96	37.50%
Enablers: Subsidiary's organizational context	7	76	29.69%
Enablers: Customer or market needs	4	27	10.55%
Enablers: HQ Support	3	27	10.55%
Enablers: Funding	2	18	7.03%
Enablers: Other	2	12	4.69%
Totals	26	256	100.00%

Table 14

Codes Category: People

Category Name	Number of Appearances	Table Relative
Enabler: Brave people who are ready to take risks and fight	27	18.37%
Enabler: Entrepreneur's vision, missions and strategy	27	18.37%
Enabler: People with entrepreneurial mindset	23	15.65%
Enabler: Overcoming barriers and removing limitations	22	14.97%
Enabler: Champion	15	10.20%
Enabler: Good team	14	9.52%
Enabler: Think out of the box	11	7.48%
Enabler: Persistence	8	5.44%
Totals	147	100.00%

Table 15

Theme: Corporate Entrepreneur

Code	Category	Theme	Quotation
Enabler: Brave people who are ready to take risks and fight	People	A corporate entrepreneur	P1: You have to be crazy in order to try to sell something by yourself, or to push through some new ideas in the organization. You have to fight with everybody, and the organization has its own roadmap and plan. You have to be very brave to come out with something like this and to fight for that. P4: It's up to a very few, I would call them "crazy people", who would, nevertheless, would want to start, to do, to initiate, to work on maybe their free time, on this new initiative. I would call it the crazy people, because the people who are not afraid to fail, they are not afraid to bring in solutions and be rejected.
Enabler: Entrepreneur's vision, missions and strategy	People	A corporate entrepreneur	P3: It was his vision about the growth of company in the local market and beyond it over or beyond. P6: There should be someone that does not look only for the next couple of quarters. There should be someone that is looking on horizon and looking for opportunities to have something new, something which is different.
Enabler: People with entrepreneurial mindset	People	A corporate entrepreneur	P4: Being a good employee doesn't mean that you have the entrepreneurial mindset and these people I think rare, rare in the population, certainly rare in the organization. The kind of people that would want to initiate, to come with new ideas in the organization. They have to have the passion for it. P3: The successful enablers were the people who try to deliver the right solutions for the right people in the field. They wanted a solution that we didn't have in the company. They were let's say, main or principal enablers of this project because for them, we did it.

Within the category of subsidiary's organizational context, presented in Table 16, the first four most frequent codes were a) freedom to think and act; b) support of direct manager, and c) support of local CEO. These three codes together were in about 48% of appearances within the category. I determined this sub-category as *the minimal conditions for the appearance of the bottom-up entrepreneurial initiatives*. In turn, two following codes of *local decision making* and *management support* were combined together into the sub-category of *conditions for maintaining the innovation activities*.

Table 16

Codes Category: Subsidiary's Organizational Context

Category Name	Number of Appearances	Table Relative
Enabler: Freedom to think and act	23	17.42%
Enabler: Support of direct manager	22	16.67%
Enabler: Support of local CEO	19	14.39%
Enabler: Local decision making	18	13.64%
Enabler: Management Support	17	12.88%
Enabler: Organizational framework to promote innovation	17	12.88%
Enabler: Subsidiary's management top-down initiatives	16	12.12%
Totals	115	100.00%

Table 17

Theme: Conditions for Innovation Activities

Code	Category	Theme	Quotation
Enabler: Freedom to think and act	Subsidiary's Organizational Context	Conditions for the innovation activities	P4: I think in order to create that, in order to be able to succeed in that kind of initiatives, first you need to have the latitude or the freedom to dream, to act, which is I think essential. So having this independence is really important. P2: I work by myself, I had no team, I establish connection with companies, and then I present these companies to the management and try to convince the management. P1: It starts from the top. Freedom to think and some budget to do PoC and demonstrations.
Enabler: Support of direct manager	Subsidiary's Organizational Context	Conditions for the innovation activities	P6: Each of us had of course the meetings with his own management. And then, when the manager, our own managers decided that they want to participate in this program, all met with the higher management to get the approval and get going. P1: My manager at that time, he was only two, three years in the company, and he knew that I'm right. He said, "Okay, do whatever you want and show me the way".
Enabler: Support of local CEO	Subsidiary's Organizational Context	Conditions for the innovation activities	P3: The main enabler who helped us was our general manager because he wanted to broaden the solutions that the company in Israel could provide customers. P1: My CEO, he also did a nice thing in bringing external consulting for me. P6: That can be overcome only with the support of the local senior management.

Finally, I defined the sub-category of conditions for stimulating the innovation

activities containing the organizational framework to promote innovation and

subsidiary's management top-down initiatives. Next, I combined three topics of the

internal to subsidiary conditions into one overarching theme of conditions for the

innovation activities at subsidiaries of multinational corporations.

Table 18

Theme: Conditions for Engaging Headquarters

Code	Category	Theme	Quotation
Enabler: Customer or market needs	Subsidiary's Organizational Context	Conditions for Engaging the Headquarters	P3: The person or more or a small organization within your big organization that needs it and that understands that they have to have it for their customers. This was the enabler, customer needs. P5: If you want to do bottom-up innovation, the right thing to do is somehow to tap into information flow, and customers and business decisions.
Enabler: HQ Support	Subsidiary's Organizational Context	Conditions for Engaging the Headquarters	P4: That's why you have to find the right people on senior level that would have the incentives and that would be open mind, they would be open mind to it, and also have interest in that too. I think that was the key factor for success, because ultimately you need senior management to support you. P8: First of all, that the managers will understand the need to expand the business. Secondly that the managers will understand how the new area is expanding their business.
Enabler: Funding	Subsidiary's Organizational Context	Conditions for Engaging the Headquarters	P2: What happened in my time is that my boss told me that as long as I will bring money from the public funding, they may not touch my team. P4: The fact that we were able to recruit money from the outside, that showed that there is a sense and content to what we were doing. So we brought money from the outside which would enable us to do a proof of concept. We actually recruited money from outside, with research and innovations programs.

Two remaining groups of enablers from Table 13, each with about 11%, were customer or market needs and support from headquarters. Together with the group of funding, I combined these groups into the theme of *conditions for engaging the headquarters*. Select examples of participants' quotations that laid the foundation of the themes of conditions for the innovation activities and the conditions for engaging the headquarters are presented in Table 17 and Table 18 correspondingly.

Bringing all together. Based on the analysis of the data collected from the participants of the study, I concluded the thematic analysis of barriers and enablers to CE practice with the identification of six specific themes. The hierarchic representation of these themes is depicted in Figure 2.
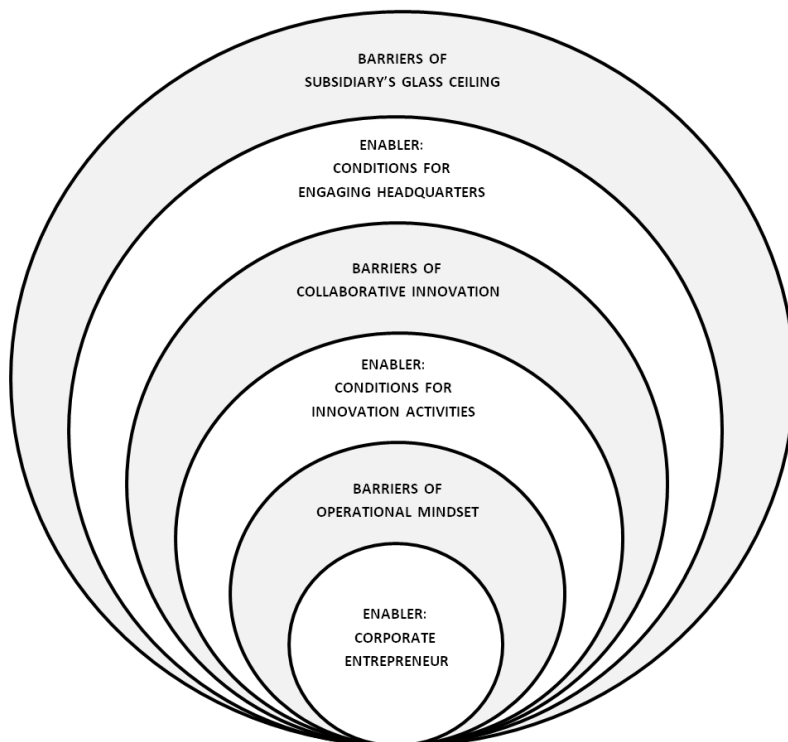

Figure 2. Main themes derived from analysis of participants' data.

Three main themes of barriers that were identified are a) the barrier of a subsidiary's glass ceiling; b) the barrier of collaborative innovation and c) the barrier of an operational mindset. In turn, I determined three themes of enablers a) a corporate entrepreneur; b) conditions for the innovation activities and c) conditions for the engagement of headquarters.

Reflective Analysis and Conclusions

The opinions and experiences learned from participants were enlightening and served to enrich and complement the overall perspective about the social and cultural context of the selected organization's internal and external environments. The way participants defined the traits of a corporate entrepreneur was something that it was difficult to say about myself. Taking the retrospective outlook on what I did, I tend to agree with the majority of these characteristics. Besides, participants defined the minimal conditions required in the subsidiary's organizational environment to enable the opportunities discovery, assessment, and initiation of the entrepreneurial initiatives. I admit that the freedom to think and act within the internal subsidiary's environment enabled me to identify the opportunities, initiate and promote their implementation. As part of the reflective analysis, I reaffirmed and further expanded the conclusions determined after the examination of the data collected from the participants.

Resources and funding of innovation activities. While I agreed with the participants' perceptions about main barriers and enablers to entrepreneurial practice, two categories that were marked relatively low by the participants, from my perspective constituted the vital elements for initiation and sustaining the life cycle of the innovation

activities. The one category called resources with the relative frequency of about 12%

was the third category in the group of the barriers, and another positioned on the fifth

place was the category of funding with the relative frequency of about 7% in the group of

the enablers. I explained the difference between participants' perceptions and my opinion

about the importance of these categories by the fact that I was the only one who dealt

with fundraising and recruiting resources for all the innovation activities described during

the running for surviving and changing strategy and breakthrough periods of the

narrative. As described in the section of the running for surviving, I was driving self-

contained informal startup in the company. It was generally invisible to the participants

of the study what, when and how I did to ensure the required funding and resources for

each of the activities. Except for the representatives of the finance department, who

controlled all budget flows in the company, I was the only one who dealt with reporting

to funding authorities and prepared all the documentation for the financial audits. Thanks

to the strict compliance with the rules of the funding authorities and precise reporting

about the expenditures, there were no problems required the attention of the higher

management. All the more reason, employees who were working on the implementation

of the innovation activities were not involved in financial management. Within the

organizational culture of managing exceptions, no one volunteered to be involved. In

light of above, while participants explicitly acknowledged the importance of the external

funding and allocation of resources, from my perspective without the continuous efforts

of maintaining the stream of external funding, and considering the lack of any investment

from the subsidiary's management, the flow of the innovation activities was predetermined to stop.

The schematic model of establishing the foundations for CE practice. To expand the themes derived from the analysis of the data provided by participants and present the study results on both individual and organizational levels, I developed the schematic model of establishing the foundations for corporate entrepreneurship practice putting the special attention to the individual processes and organizational context at each stage of the entrepreneurial activities. The schematic model developed from the results of this study is presented in Figure 3. From the perspective on the internal environment of the subsidiary, without special, unique, or as some of the participants called them *crazy people*, having the traits of a corporate entrepreneur, which include among others entrepreneurial mindset, vision, and strategy, there were no bottom-up entrepreneurial initiatives at any of the described periods. As one of the participants stated, "If you don't have them, then ... I doubt that any mechanism would help, and if you have them then ultimately I think you can succeed". The entrepreneurial behaviors of these people were the only lead to new opportunities discovery and assessment. Based on the narrative and interviews with participants, the corporate entrepreneur is the core enabler for all entrepreneurial processes and influences the outcomes of each one of the stages of the entrepreneurial activities. The theme of the corporate entrepreneur is the basis of the themes derived from the analysis of the participants' data presented in Figure 2 and constitutes the founding construct of this model.
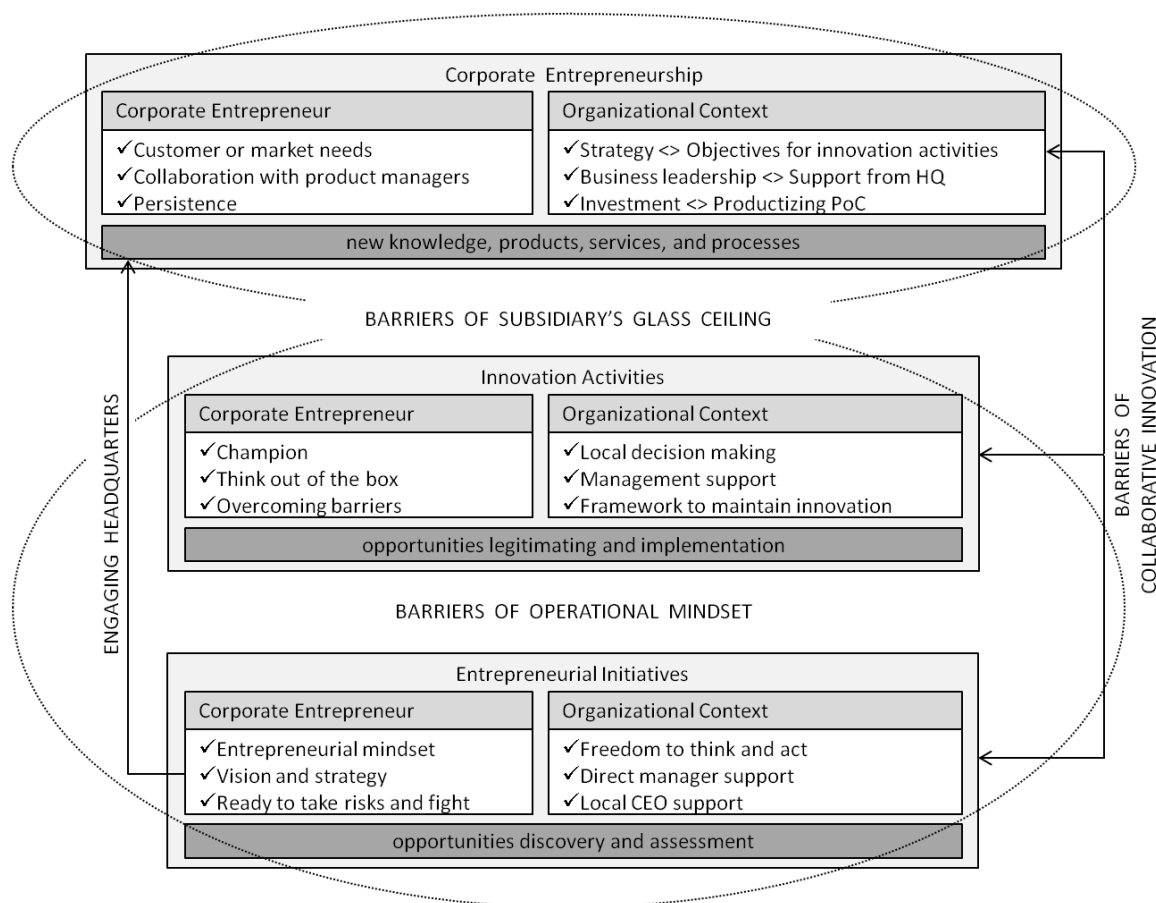
Figure 3. Schematic model establishing foundations for corporate entrepreneurship practice.

To facilitate and promote the emergence of the bottom-up entrepreneurial

initiatives and leverage the entrepreneurial behaviors of corporate entrepreneurs who are

ready to take risks and fight the organizational barriers, one should enable the minimal

conditions in the organizational context. Some of the minimal conditions discussed by

participants were freedom to think and act, support of the direct manager and local CEO.

These conditions were included in the overarching theme of conditions for the innovation

activities at subsidiaries of multinational corporations. Once the minimal conditions exist,

to keep the continuity of the entrepreneurial processes, there is a need to have the internal

organizational framework for entrepreneurs and their initiatives and conditions for stimulating the innovation activities. Among others, the key elements of the organizational framework for innovation activities are a local decision and making management support. These elements determined as the conditions for maintaining the innovation activities were also included in the overarching theme of conditions for the innovation activities at subsidiaries of multinational corporations. Finally, the last element of the overarching theme of conditions for the innovation activities was defined as conditions for stimulating the innovation activities. This element contained the organizational framework to promote innovation and the subsidiary's management top-down initiatives. Based on the study findings, there were no formal organizational framework for the innovation initiatives and no conditions for stimulating or expanding the innovation activities were created at any of the reported periods.

The major obstacles for enabling the internal organizational framework for entrepreneurs and their initiatives were defined as the barriers of the operational mindset's theme. Because of the lack of the formal organizational framework for the innovation initiatives within the subsidiary, the entrepreneur's ability to think out of the box and lead the processes of the opportunities legitimating was vital for overcoming the barriers of the operational mindset. Thanks to the local decision making, some conditions were created to enable the continuity of the operations. The only mandatory requirement of the local management for sustaining the innovation activities was the external funding for these operations. During the first two periods covered by the study, while the local organization had benefited from the outcomes of the innovation activities, no evidence

was collected about the adoption of the innovation activities outcomes by the headquarters. One could summarize the first two periods reported in this study as the periods of emergent and survival of the innovation activities through the permanent fight with barriers of the operational mindset, trials, and errors.

Although the external funding and partial overcoming the barriers of the operational mindset enabled maintaining the innovation activities practice at the local level, it still was not enough for scaling these activities and creating the corporate-wise impact. There was a clear need to break through the barriers in the subsidiary's external environment. Based on the interviews with the participants, I determined two main themes of barriers in the external to the subsidiary environment. The barriers of a subsidiary's glass ceiling and the barriers of the collaborative innovation were identified as the main obstacles preventing the subsidiary's initiatives to be adopted by the headquarters. On the other hand, according to the opinions of participants, certain factors might be useful to create conditions for engaging headquarters and to overcome these barriers. Some of these factors were customers or market needs, external funding, the local system of innovation, and the lack of another solution in the company. In the continuation of the narrative, and based on my experience, the combination of the customer needs, alignment with corporate products' managers, persistence, and legitimacy of the subsidiary's representative in the headquarters had lead to the real change in the cultural and business awareness and adoption of the outcomes of the subsidiary's initiatives. These findings of the study are presented in the upper layer of the schematic model. It is expected that based on the results achieved as of mid-2019, the

success in establishing the foundations for the corporate entrepreneurship practice and the corresponding investment for productizing of the innovation activities' outcomes will be further leveraged by the business leaders at the corporate level for the creation of company-wide products, services, and processes.

Summary

The research question of the study was: How does the experience of a business development manager offer insights in terms of barriers and enablers for the deployment of corporate entrepreneurship practice at an Israeli subsidiary of a multinational corporation? Based on the study results, the main barriers in the internal to the subsidiary's environment were the barriers of the operational mindset. In addition, the barriers of collaborative innovation and subsidiary's glass ceiling were the main topics preventing the adoption and scaling the outcomes of the innovation activities at the corporate level. The persistence and traits of a corporate entrepreneur along with the freedom to think and act, support of the direct manager and local CEO were the enablers for the emergence of the entrepreneurial initiatives and fundraising for the implementation of the innovation activities. In turn, the local decision making and management support created conditions that enabled the entrepreneur to sustain the flow of external funding for maintaining the sequence of the innovation activities within the subsidiary. Finally, the market needs, the engaging the corporate products' managers and working in complete alignment with them and their roadmaps, and the legitimacy of the subsidiary's representative had lead to the creation of the conditions for the awareness,

adoption and leveraging the outcomes of the subsidiary's initiatives and establishing of

the foundations for the corporate entrepreneurship practice.

In Chapter 5, I argued how the findings of this study contributed to the literature

in the field of corporate entrepreneurship studies in general, intrapreneurship, and

subsidiary initiatives in particular. Besides, I reported on the outcomes of the

sensemaking process performed through the comparison of this study results and the

literature reviewed in Chapter 2. Then, I discussed the limitations of this study and

provided recommendations for further research. Finally, I explained the application of

this study's results to management practice and discussed the impact of this study for

positive social change.

Chapter 5: Discussion, Conclusions, and Recommendations

While the majority of organizations are failing to establish the practice of corporate entrepreneurship (Hunter et al., 2017; Wagner et al., 2014), this qualitative, analytic autoethnographic study was conducted to explore barriers to and enablers for corporate entrepreneurship practice by focusing on individual and organizational processes, culture, and lessons learned from entrepreneurial activities that took place at the selected organization during the last decade. Based on the study results, the freedom to think and act enabled the corporate entrepreneur to identify and transform the entrepreneurial opportunities into the externally funded innovation activities. Local decision making and support allowed the entrepreneur to partially overcome the barriers of the operational mindset and generate the flow of external funding for maintaining the sequence of innovation activities in the subsidiary's internal environment. The barriers of collaborative innovation and the subsidiary's glass ceiling were determined as main issues preventing the adoption and scaling of the outcomes of the innovation activities at the corporate level. I concluded that driven by market needs the strategic collaboration with the corporate products' managers, and the legitimacy of the subsidiary's representative had lead to the awareness, adoption, and leveraging of the outcomes of the subsidiary's initiatives. Based on the findings of this study, one could learn about individual and organizational processes as well as concrete actions to overcome barriers in organizational, cultural, and business environments for acknowledging the value of the subsidiary's innovation activities and establishment of foundations for the practice of corporate entrepreneurship.

Interpretation of Findings

To conclude about the contribution of this study to the body of knowledge, I performed a comparative analysis of the study results with the literature discussed in Chapter 2. The conceptual framework of this study was used to determine the boundaries of the review, and the study findings served as the main themes for the review. In the following sections, I present the results of the analysis and how the results of this study addressed gaps in existing knowledge. In particular, I discuss the contributions of this study in terms of understanding barriers to and enablers for entrepreneurship at subsidiaries of multinational corporations, individual and organizational processes composing innovation activities, and how the individual's entrepreneurial actions within the particular organizational setting facilitated emergence and evolvement of corporate entrepreneurship activities.

Organizational Context

The first founding construct of the conceptual framework is the organizational context. Organizational factors such as size, structure, culture, strategic decision-making processes, and management constitute key contextual factors that affects the type and timing of entrepreneurial activities (Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001). Based on the study results, there were no formal definitions, policies, or CE practice in the organization. Organizational culture, structure, and decision-making processes were defined in this study as barriers of the operational mindset that limited or prevented any non-planned and non-budgeted activities. Some elements composing the barriers of operational mindset were organizational culture, lack of local organization

support, and lack of frameworks for entrepreneurs and bottom-up initiatives. Because no

conditions for stimulating or expanding innovation activities were created, and during the

first two periods no evidence was collected regarding the adoption of innovation

activities outcomes by the headquarters, the findings of this study supported the literature

that organizational structure, culture, and processes are main barriers to entrepreneurship

practice (Amberg & McGaughey, 2016; Bennett & Parks, 2015; Nason et al., 2015). In

turn, the particular findings of this study about organizational context defined as the risk-

averse operational mindset of projects-based organization extended the literature on the

topic.

The innovation activities at the selected organization were solely initiatives of

very rare individuals. The temporary freedom to think and act that was granted by the

direct manager and local CEO was the only enabler that allowed discovering

opportunities, translating them into entrepreneurial initiatives, and raising external

funding to build and test innovative concepts. Local decision-making enabled the

entrepreneur to partially overcome the barriers of the operational mindset and generate

the flow of external funding for maintaining the sequence of the innovation activities in

the subsidiary's internal environment. These findings confirm the statements of Arz

(2017), Gopinath and Mitra (2017), and Beugelsdijk and Jindra (2018) about the

importance of autonomy and local decision making at the workplace.

The organizational context of the selected organization did not contain conditions

for the emergence of entrepreneurial behaviors nor initiatives. Nevertheless, there were

some rare people inside the projects-based organizational structure and culture of the

risk-averse operational or restrictive mindset. These people, corporate entrepreneurs, were described by participants as special, unique, or even crazy people who were ready to take risks and fight were exceptions. They were not afraid to fail or deliver solutions that will be rejected. Despite the lack of organizational framework, formal definitions, and policies, these people succeeded to initiate and maintain the series of innovation activities within the subsidiary's organization. These findings disconfirm the arguments of Urban and Wood (2017) and additional scholars that entrepreneurial behaviors can flourish only in the supportive work environment and organizational culture. In addition, these findings disconfirm Hashimoto and Nassif (2014) claim about the dependency of the entrepreneurial behaviors on human resources practices or well-being of employees (Gopinath & Mitra, 2017).

Environment

The second founding construct of the integrative framework of entrepreneurship (Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001) is the environment. According to the literature, the subsidiaries of multinational corporations are characterized with unique for these organizations internal and external environments (Birkinshaw et al., 2005; Lunnan et al., 2016; Schmid et al., 2014). The dynamic complexity of subsidiaries' environments constitutes the distinct complexity for developing entrepreneurship in these organizations (Birkinshaw & Ridderstrale, 1999; Tippmann et al., 2017). Many scholars including Birkinshaw (2014), Dzedek (2018), Strutzenberger and Ambos (2014), and Schmid et al. (2014) admitted that 20 years after Birkinshaw (1997) initialized the stream of subsidiary initiatives research, it is still

unclear why and how managers at subsidiaries can succeed in developing entrepreneurial initiatives. I discussed the barriers and enablers to entrepreneurship within the internal environment as part of the organizational context of the selected organization.

The main barriers in the external environment that were determined in the findings of this study were the barriers of collaborative innovation and subsidiary's glass ceiling. Among the specific topics included in the themes of these barriers were subsidiary's role and mandate, the internal politics or the phenomenon of the not invented here, the lack of a corporate framework for bottom-up initiatives, distance and difficulty in convincing headquarters, and the lack of openness to the local ecosystem of innovation. As reported in Appendix F, the size of the local organization and the scope of responsibilities were significantly decreased towards 2010, and there were no expectations or the investments to promote entrepreneurship at the local site. These findings fully supported the literature about the subsidiary's role as mainly sales and service unit (Conroy & Collings, 2016; Evans et al., 2017; Gupta & Govindarajan, 1991). Besides, the findings of this study confirmed the literature about the complexity of subsidiary-headquarters relationship caused among others by the lack of attention, the cultural and geographical distance (Bouquet et al., 2015; Lunnan et al., 2016; Ul Haq et al., 2017). Despite the demonstrated innovations, the "lack of receptiveness to subsidiary contributions and ideas" (Bouquet et al., 2016, p. 60) was evident from the narrative and interviews with the participants. As evident from the study findings, without recognized business value of the strategic collaboration with the corporate products' managers (Birkinshaw et al., 2005; Evans et al., 2017) and the legitimacy of the subsidiary's

representative (Conroy & Collings, 2016; Ul Haq et al., 2017), it would not be possible to raise awareness and the will for adoption and leveraging the outcomes of the subsidiary's initiatives.

Entrepreneur

Since 80s of the last century, when Pinchot (1985) coined the term intrapreneur to describe a person who deals with entrepreneurship in an existing organization, one can find multiple variations of the term including discussed in the literature review the definitions of Buekens (2014), Camelo-Ordaz et al. (2012) and Reuther et al. (2018). Gündoğdu (2012) argued that the concepts of entrepreneurship, intrapreneurship, and innovation are mutually inclusive and offered the term of innopreneur to describe someone who has the characteristics of an innovative leader and acts to identify, initiate and accomplish the innovation initiatives. According to Gündoğdu, in addition to being a catalyst for innopreneurship activities, the innopreneur is also actively participating in these activities. Based on this definition, considering the narrative report and the participants' opinions, I recognized the concept of innopreneur offered by Gündoğdu as the most overarching definition of what and how I did as a business development manager within the organization. The findings of this study could be seen as confirming the concept of Gündoğdu and extending the existing knowledge with the practical examples of the innovation activities. Besides, despite a considerable amount of literature dealing with the characteristics of entrepreneurs (Camelo-Ordaz et al., 2012; Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001), it remained unclear what can stimulate subsidiary's employees to initiate entrepreneurial activities and how the role and

characteristics of the individual impacts the process of pursuing the initiative

(Birkinshaw, 2014; Decreton et al., 2018; Schmid et al., 2014). The findings of this study

and especially the description of traits and actions of corporate entrepreneur that were

described by participants of the study addressed the gap in the existing knowledge about

a set of the individual characteristics and skills is required for the corporate entrepreneur

to succeed in overcoming the organizational barriers (Hashimoto & Nassif, 2014; Selig et

al., 2016).

Business Concept

A business concept is a combination of internal and external factors aiming

company's operation in specific markets by offering competitive products to customers

(Alvesson, 1998; Kuratko, Morris, & Schindehutte, 2015; Morris et al., 2001). According

to the results of the study, while there was no formally settled CE practice at the

organization, for the representatives of the senior management, the business concept of

the innovation activities was mainly associated with the attempts for expanding the core

business of the organization by penetrating new markets, building business

collaborations, and bringing new customers. These findings were evident proof of what

Birkinshaw et al. (2005) described as efforts of the subsidiaries' managers to enable

subsidiaries development and growth. Taking into consideration that some of the

participants of the study had dealt with the business development at different periods and

within different organizational units, one can recognize the commonality of their

perceptions with the definitions of business development activities. This conclusion and

business concepts of the innovation activities described in the study can be seen as

practical examples about the role of business development managers dealing with the corporate entrepreneurship as part of their efforts for the growth of organizations (Abrell & Karjalainen, 2017; Young et al., 2017; Zacca & Dayan, 2017).

Resources

According to Kuratko, Morris, and Schindehutte (2015), the abilities to identify, fund, or recruit the required resources are the critical condition for the entrepreneurial activities. While Sandberg and Aarikka-Stenroos (2014) determined resources as one of the internal barriers to entrepreneurship, Kuratko et al. (2014) and Zacca and Dayan (2017) discussed how the entrepreneurial managers could pursue the entrepreneurial opportunities regardless the available resources. The findings of this study included the description of the entrepreneur's strategy and actions for initiating and sustaining the stream of the external funding. As evident from the study results, external financing became a vital condition for the initiating and keeping the cycle of the innovation activities. The practical examples of how subsidiary's managers succeeded in developing entrepreneurial initiatives despite the lack of dedicated investments from the company addressed the gaps in the current knowledge and provided a direct response to the call of leading scholars in the field about how the individual's entrepreneurial actions within the particular organizational settings facilitated the emergence and evolvement of the corporate entrepreneurship activities (Birkinshaw, 2014; Decreton et al., 2018; Schmid et al., 2014).

Summary of Interpretations

To summarize, based on the comparative analysis of the study results with the literature reviewed in Chapter 2, I concluded about the contribution of this study to the domain of the CE research and particularly to the fields of intrapreneurship and subsidiary initiatives research. The findings of the study had confirmed and expanded the existing knowledge about characteristics, motives, and proactive behaviors of subsidiary's managers for initiation of the entrepreneurial activities (Birkinshaw, 2014; Decreton et al., 2018; Schmid et al., 2014; Selig et al., 2016). Also, description and analysis of cultural and organizational environments reduced the gap in the literature about specific conditions for the emergence of the bottom-up initiatives at subsidiaries of multinational corporations (Arz, 2017; Mazzei, 2018; Young et al., 2017). While the main barriers discovered in the study confirmed the literature about organizational contexts preventing entrepreneurship, the specific management's practices for their overcoming echoed the explicit call of leading scholars in the field and extended the knowledge base with the new findings (Birkinshaw, 2014; Hashimoto & Nassif, 2014; Reuther et al., 2018). Besides the examples of both successful and unsuccessful intrapreneurial activities described in the study enabled to examine how entrepreneurs perceive their activities, and what effect these activities have on them, their colleagues, and organization (Gopinath & Mitra, 2017). Finally, one can learn from this study how the individual's entrepreneurial actions within the particular organizational settings may facilitate emergence and evolvement of the corporate entrepreneurship (Arz, 2017; Hecker, 2017; Zacca & Dayan, 2017).

Lessons Learned from the Process of Sensemaking

In the middle of the last century when multinational corporations came to the state of Israel, the cost of an engineer was significantly lower than in the US. At the beginning of 90es, while the cost of the engineer in the country was still lower than in the US, the unique human capital, the direct investments and tax-related benefits of the local government for corporations created conditions for investments in local subsidiaries. Nevertheless, because of the permanently growing demand for employees, and the changes in NIS-USD exchange rate, the cost of an engineer in Israel became equal to Western Europe and comparable to the one in the US. Globalization, outsource, and the new opportunities for the investment in the relatively low-cost Eastern European countries created another competition for the corporate investments in local firms. While the investment in local start-ups was growing, the investment in subsidiaries became less attractive. As long as local management was highly rated in the corporate hierarchy, they were capable of bringing significant projects and investments and also to expand the local presence through investments and acquisitions of the domestic firms. With time, changes in the role and hierarchy of the local organization, the mandate to initiate and maintain businesses in the local organization were decreasing.

The Israeli ecosystem of innovation stimulates conditions in which some employees at subsidiaries of multinational corporations might attempt to act as entrepreneurs and pursue the stage of business opportunities. Through the analysis of the retrospective narrative and data collected from the participants, I learned that over the years, I was not the only person who tried to initiate and promote the CE activities in the

company. These unique individuals have cared for the organization success despite the organizational culture and the barriers of the operational mindset in the local organization. These people were mainly veterans who remembered the old days when the company was an empire. They wanted to be proud of their company and what they are doing for it. These individuals were ready to fight with multiple barriers and constant turbulence in the external environments for strengthening the company's brand and success.

During the first period of the activities covered by the study, I had the opportunity to work with and learn from one of these individuals. The ability of this person to recognize market trends was unique. This person was thinking five to ten years ahead of others. Nevertheless, because of the barriers encountered in the internal and external environments, the success stories of the innovation activities remained local within the one specific division of the local organization. From the perspective on the corporate entrepreneurship practice, not much happened outside of our small business development unit. The vision for the corporate entrepreneurship practice, including strategy and recommendations for the actionable plan, remained only on paper. The interviews with participants of the study significantly contributed to the better and more in-depth understanding of the barriers to entrepreneurship at that period. Although the local organization allowed the existence of the innovation activities, it was solely conditioned by the existence of the external funding. The primary conclusion of that period was that without a top-down strategic approach and the corresponding corporate-wise framework

for the bottom-up initiatives, one could not deal with the entrepreneurship as the main job, especially if this role is not supported by the subsidiary's mandate.

As part of the running for the surviving, I changed the strategy based on the lessons learned from the former division. I was focusing my activities for expanding the core competence of the local subsidiary. The ultimate goal of my activities at that time was to expand the company's presence at the specific market. I aimed to expand the core competence of the local organization by leveraging the products from two different units of the organization. Despite the participants' defined the innovation activities of that time as a success for the local organization, these activities had no impact on the entire company. Although the type and volume of the activities at that period were already novelty kind of a breakthrough for the local organization, later I understood that my thinking was still limited. Because of the identified in the study barriers in the external environment and specifically because of the phenomenon of not invented here, the chances for leveraging the outcome of these activities beyond the country level were doomed.

The change of strategy during the last period covered by the study and the corresponding decisions and actions enabled the real change comparing to what was done before. The decision to utilize one of the corporate platforms instead of the local one, engaging and alignment with the corporate products' managers created the basis for the corporate interest in the local innovation activities. In turn, the solution's concept, the success of the field trials in Europe, as well as the potential of new markets, was something that the decision-makers in the corporate weren't able to ignore. Finally, the

legitimacy of the subsidiary's representative in the headquarters, and persistence had lead to the creation of the conditions for the awareness and adoption of the outcomes of the subsidiary's activities. The results achieved as of mid-2019 were evidence of the success in establishing the foundations for the corporate entrepreneurship practice. Yet, as long as there is no strategic agenda for expanding or changing the subsidiary's role as the incubator for CE activities, it is premature to conclude about the destiny of the further innovation initiatives. The hardly predictable complex dynamics of the subsidiary's environments will continue to influence the success of the innovation activities outcomes.

Limitations of the Study

The typical for the qualitative research limitations of this study were related to the fact that the study was focused on the specific activities that took place at the selected organization during the last decade. Nevertheless, thanks to the detailed protocol of the study's description and documented procedures of data collection and analysis, one could claim about the reliability, validity, and scientific value of this study (Curtis & Curtis, 2011; Duncan, 2004; Yin, 2003). Concerning the researcher's bias, the apparent advantage of the analytic autoethnographic approach is in its embedded demand for reflecting a researcher's perspectives beyond the self (Anderson, 2006; Winkler, 2018). Unlike the other qualitative research designs where researcher bias constitutes the risk for the trustworthiness, the distinctive principle of the analytic autoethnography is the requirement for the reflection of the researcher's perspective through theoretical foundations and dialog with participants. I described the process and outcomes of the reflective self-assessment performed through the comparative analysis of the experiences

and lessons learned by the researcher and participants in the section study results. In addition, I presented the results of the sensemaking process performed by the comparative analysis of the study findings and the literature in the field of studies. Finally, the generic limitations of the transferability of the autoethnographic research were compensated by fulfilling the requirements for providing a detailed description of the context of the innovation activities and data analysis process, including examples of participants' citations.

Recommendations

Because the study was focused on the specific activities that took place at the selected organization during the last decade, there are several possible directions for the continuity and extension of this study. In the next sections, I provided recommendations for the leveraging of this study results to further research in the fields of subsidiary initiatives and intrapreneurship research. In the field of subsidiary's initiatives, the further research of the local subsidiaries having the US-based headquarters, similar age and organizational structure might be useful for extending and generalization the findings of barriers and enablers to entrepreneurship within the internal environments of these organizations (Amberg & McGaughey, 2016; Bennett & Parks, 2015; Nason et al., 2015). Besides, considering the significant presence of these subsidiaries in the country (CBS, 2015, 2017; Getz et al., 2014), the further research might be useful to assess the relationship or commonality between the organizational culture of the US-originated multinational corporations and barriers and enablers to subsidiary initiatives within the external environments of these organizations (Laurila, 2017; Lunnan et al., 2016; Zhu &

Jack, 2017). Another research topic in this direction can be the relationship or commonality between the organizational culture of the US-originated multinational corporations and the success of subsidiary initiatives. Finally, the comparative research of located in different countries subsidiaries of the same corporate might be useful to evaluate uniqueness of the internal environments of these organizations (Birkinshaw et al., 2005; Schmid et al., 2014) and how the ecosystem of the hosting country affects the specific situational characteristics in these organizations (Becker-Ritterspach et al., 2017; Brookes et al., 2017). The presented examples of the research directions might contribute to the still insufficiently studied field of subsidiary initiatives research in general and the area of entrepreneurship at subsidiaries of multinational corporations in particular (Birkinshaw, 1997, 2000, 2014; Dzedek, 2018; Schmid et al., 2014; Strutzenberger & Ambos, 2014).

In this study, the definition of intrapreneurship is of Antoncic and Hisrich (2003) and was determined as the entrepreneurship within an existing organization, including the entrepreneur's behavioral aspects and innovative activities. The further studies targeting expansion and generalization of the findings about characteristics, motives, and proactive behaviors of subsidiary's managers for initiation of the entrepreneurial activities (Birkinshaw, 2014; Decreton et al., 2018; Schmid et al., 2014; Selig et al., 2016) might be useful to enrich the literature about proactive behaviors (Antoncic & Hisrich, 2001; De Lurdes Calisto & Sarkar, 2017; Gawke et al., 2017) and individual characteristics of intrapreneur (Antoncic & Hisrich, 2003; Deprez et al., 2018; Gündoğdu, 2012). Besides, the findings of this study about the conditions for the emergence of the bottom-up

initiatives at subsidiaries of multinational corporations (Arz, 2017; Mazzei, 2018; Young et al., 2017) can be further validated by the dedicated research focused on characteristics of the cultural and organizational environments for establishing a company-wise intrapreneurship and improving business performance of organization (Baruah & Ward, 2014; Blanka, 2018).

Finally, further empirical studies might be useful for the validation of the developed in this study the schematic model for establishing the foundations for corporate entrepreneurship practice. I recommend the new and dedicated stream of research to fill the gap in the existing knowledge about barriers and enablers to entrepreneurship at subsidiaries of multinational corporations (Amberg & McGaughey, 2016; Arz, 2017; Bennett & Parks, 2015). The recommended directions, new stream of research, and concrete examples of the research topics in the field of intrapreneurship might be useful to evaluate and expand this study results about the specific individual and organizational processes composing the bottom-up entrepreneurial activities at subsidiaries of multinational corporations (Birkinshaw, 2014; Hashimoto & Nassif, 2014; Reuther et al., 2018). The future studies on the suggested topics might also contribute to the further reduction of the gap in the literature with the empirical studies about organizational and management practices for successful deployment of corporate entrepreneurship practice (Arz, 2017; Hecker, 2017; Zacca & Dayan, 2017).

Implications

Implications to Positive Social Change

The outcomes of this research are expected to stimulate positive social change affecting broad circles of a population. The corporate entrepreneurship is dedicated for incubating innovation, improving employees' well-being, motivation, and job satisfaction (Gawke et al., 2017; Gopinath & Mitra, 2017; Hashimoto & Nassif, 2014; Turner & Pennington, 2015). As appeared from the study findings, the employees enjoyed being involved in the innovation activities. Moreover, the participants expressed the desire for having the formal frameworks for ideas generation, discussions, and implementation, including the removal of the barriers in the organizational environment.

The corporate entrepreneurship serves as the driving force for achieving companies' innovativeness, competitiveness, sustainability, and growth (Baruah & Ward, 2014; Bloodgood et al., 2015; Kuratko, Hornsby, & Hayton, 2015). The study findings are evident about the direct positive impact of the innovation activities on the local subsidiary and the entire corporate. The study results showed that the external funding of the innovation activities enabled maintaining dedicated engineering jobs and thus contributed to the prosperity of employees' and their families. It is expected that maintaining the practice of the entrepreneurial activities and leveraging these activities to the corporate level will further create jobs and growth of the company. Because of the significant presence in the country (CBS, 2015, 2017), the sustainability and growth of the high-tech industry positively affect the entire economics of the country. Finally, the mechanisms for establishing corporate entrepreneurship practice that was dedicated to

creating and delivering financial value could be applied for identifying opportunities to create social value Kuratko et al. (2017). The topics of the described innovation activities, including environmental sustainability and natural disasters resilience, were unambiguous about the social value of these activities.

Implications for Theory

During the last 50 years, the phenomenon of entrepreneurship was studied from the variety of economic, sociological, psychological, historical, philosophical, and management perspectives (Kuratko & Morris, 2018; Nason et al., 2015). These studies covered a large variety of individuals, contexts, and situations through diverse methodological and theoretical perspectives. According to Fayolle et al. (2016), due to the complexity of the phenomenon and the diversity of the applied to it theoretical perspectives, the overarching theory of entrepreneurship is still developing (Kuratko, Hornsby, & Hayton, 2015; Provasnek et al., 2017; Zahra, 2015). Specifically for the domain of the corporate entrepreneurship studies, the lack of cohesive theory of entrepreneurship is explained by the complex multidisciplinary nature of the phenomenon, the variance between entrepreneurs, their entrepreneurial projects, and contextual factors (Aloulou, 2016; Fayolle et al., 2016; Nason et al., 2015).

Whereas the attempts for clarifying and reconciliation of the entire CE research domain are ongoing (Mazzei, 2018; Rivera, 2017), I argued about the contribution of this study to the fields of intrapreneurship and subsidiary initiatives research. The findings of the study about the individual's entrepreneurial actions within the particular organizational settings contributed to one of four dominant theoretical paradigms in the

entrepreneurship research (Aloulou, 2016). This paradigm is dealing with understanding why, when, and how a) opportunities appear, b) only some people discover and exploit them, and c) what makes them successful. Besides, the entrepreneurial behavior of the managers at subsidiaries of multinational corporations along with the understanding of the main barriers discovered in the study the specific management's practices for their overcoming answered the explicit call of the leading scholars in the field, extended the knowledge base with the new findings, and contributed to the development of theoretical foundations for studying multinational corporations. Finally, the analysis of both successful and unsuccessful intrapreneurial activities described in the study and the schematic model of establishing the foundations for corporate entrepreneurship practice contributed to the developing of the nascent theory of sustainable corporate entrepreneurship (Provasnek et al., 2017).

Recommendations for Practice

Many scholars in multiple publications stressed the need for uncovering and understanding of the individuals' perspectives, actions, and the corresponding organizational processes that enabled facilitating of the evolvement and establishing of the CE practice (Corbett et al., 2013; De Lurdes Calisto & Sarkar, 2017; Mazzei, 2018). One of the ways to reduce the gap in the knowledge was through the call for exploring the experiences and perspectives of the employees who combine the entrepreneurial activity with their daily responsibilities (Belousova & Gailly, 2013; Young et al., 2017) and understanding how the feedback from the successful and non-successful entrepreneurial activities influenced individuals and organizations (Bloodgood et al.,

2015; Reuther et al., 2018). The results of this study included the researcher and participants' experience and lessons learned about processes, barriers, and enablers to corporate entrepreneurship practice. Besides, the findings contain the description of the practical examples of the enablers for innovation activities along with the ways for overcoming the barriers in the internal and external environments of subsidiaries. In addition to the reduction of the gap in the existent knowledge and the contribution to the developing theory of sustainable CE, the results of this study can be used in practical applications for businesses. Here are some recommendations for practice. The understanding of the dynamic complexity of subsidiaries environments and the specific barriers in the organizational contexts of these organizations might be useful for setting strategy and establishing the supporting frameworks and mechanisms to enable the emergence, evolvement, and deployment of the corporate entrepreneurship at these organizations. Besides, the results and lessons learned from the innovation activities are useful for setting the expectations about the outcomes of these activities. Finally, the examples of the innovation activities along with the actions for overcoming the identified barriers can serve as the practical manual of methods for overcoming the organizational obstacles and sustaining the entrepreneurial activities within the organization.

Conclusions

The purpose of this qualitative, analytic autoethnographic study was to explore barriers and enablers to corporate entrepreneurship practice by focusing on the individual and organizational processes, culture, and lessons learned from the entrepreneurial activities that took place at the selected organization during the last decade. From the

study results, one can learn about the identified barriers in organizational, cultural, and business environments along with the specific manager's actions and organizational processes for their overcoming. Based on the interpretation of the study results, it is certain that the study was fully aligned with the research agenda identified by the leading researchers in the fields of CE, intrapreneurship, and subsidiary initiatives. The study results manifest about the reduction of the gap in the literature and expanding the existing knowledge base. The proposed directions for further research along with the recommendations for practice constitute the basis for the leveraging the study results both in the academy and businesses. According to the study results, despite the obstacles in the subsidiary's internal and external environments, one can achieve acknowledging the value of the subsidiary's innovation activities and establish the foundations for the practice of corporate entrepreneurship. From the perspective of scholar-practitioner, this research and the application of the analytic autoethnography enabled to demonstrate how the education, life and work's experience allowed leveraging the acquired through the process of trial and error knowledge toward a clear strategy and concrete actions for breaking glass ceilings and generating the changes in social, cultural and business environments. The further adaption of the study findings is expected to catalyze the social change and strengthen the positive impact of the entrepreneurial activities on employees' motivation and job satisfaction, innovativeness, sustainability and growth of companies and national economies.

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Appendix A: Interview Introduction Statement

Thank you very much for the agreement to be interviewed on the topic of entrepreneurship at subsidiaries of multinational corporations. The interview could last up to 90 minutes. In line with the information provided in the informed consent form, I will not identify you in my documents, and no one will be able to identify you from your answers. You can choose to stop this interview at any time. This interview will be recorded for the purpose of data extraction and analysis. I will share with you the anonymized textual transcript of this interview that will be used for the data processing. Do you have any questions? Are you ready to begin?

Appendix B: Interview Closure Statement

Thank you very much for dedicating time and sharing your opinions and experiences. I truly appreciate it. Do you have anything else you would like to add? Do you have any questions for me? As stated at the beginning, I will not identify you in my documents, and no one will be able to identify you from your answers. In addition, I will share with you the anonymized textual transcript of this interview that will be further used for the data extraction and analysis. Finally, upon the study completion, I will share with you the summary of findings. Thank you very much again and goodbye.

Appendix C: Generic Demographic Data Collection Form

Gender: Male   Female

Age range: 21-25 26-30 31-35 36-40 41-45 46-50 51-55 56-60 >60

Formal education level (degree):   Bachelor   Master   Doctoral

Overall seniority: 0-5 6-10 11-15 16-20 21-25 26-30 31-40 >40

Seniority in the organization: 0-5 6-10 11-15 16-20 21-25 26-30 31-40 >40

Position in the organization: Employee   Middle manager   Senior manager

Appendix D: Invitation Letter

Dear …,

I was glad talking to you. In the continuation of our telephone conversation, you are invited to take part in a research study about entrepreneurship at subsidiaries of multinational corporations. Please note that participation in this study is voluntary. You are free to accept or turn down the invitation. No one will treat you differently if you decide not to be in the study. If you decide to be in the study now, you can still change your mind later.

Attached is the consent form for interview of adults that contains among other additional details about the purpose of the study, the commitment for preserving the confidentiality of participants, and more. Please let me know whether you have any questions with regards to the consent form or the study and I'll be glad to provide you the required clarifications at the convenient for you time.

If no further questions and you feel you understand the study well enough to make a decision about it, please indicate your consent by replying to this email with the words, "I consent." Upon receiving your consent, I will contact you to agree on date and time that will be convenient for you for the up to 90 min interview session.

Thank you in advance for consideration.

Best Regards,
Boris Kantsepolsky.
Mobile: ███████████
Email: ██████████████████████████

Appendix E: Transcript Confirmation Letter

Dear …,

Thank you very much for your time and the interview!

As promised, please find attached the anonymized transcript of the interview and let me

know whether you have any comments or you'd like to add something.

If no comments, please provide me with your agreement to use this transcript for the data

extraction and analysis.

Thank you again, and looking forward to your feedback.

Best Regards,

Boris Kantsepolsky.

Appendix F: Narrative as the Leitmotiv for the Study

I joined the Israeli high-tech industry in 1995 after completing a bachelor's degree in software engineering. During the first decade of my career, I held a broad range of engineering and management positions in local and multinational organizations, whereas the majority of my activities were related to the global international environment. After that, I decided to step aside from the daily management of engineering groups and took the role of the senior technology expert. In parallel, I began a study towards a Master degree with the primary specialization in entrepreneurship. During the degree process and as part of the technology expert role, I became exposed to the business side of the organization. Market analyses, customer demands, RFPs, business plans, sales forecasts, products' portfolio, and roadmaps became a part of my professional jargon. The retrospective narrative of my professional activities that laid the basis for this autoethnographic study is divided into three periods of a) the learning curve; b) the running for surviving, and c) changing strategy and breakthrough.

The Learning Curve (2006-2009)

In 2006, the local subsidiary was consists of the design center - the central and largest engineering unit within the organization and several business divisions that were responsible for specific lines and areas of businesses. My responsibilities as a technology expert in the design center were providing a central interface between one of these business divisions and engineering organizations for everything related to the tier-one customers' issues, RFPs, products' portfolio, and roadmaps. The specific division that I was working with contained several business units having global responsibility for

marketing, development, manufacturing, and service of its products. Because of the matrix-type structure in the company, the division's management team contained mainly business and operations staff, while the majority of the engineers were belonged to the global engineering organization of the subsidiary. This situation periodically caused tensions between business and engineering organizations. Towards completion of Master degree, one of the division's directors offered me to join the forming business development unit.

Meeting with the head of the forming business development unit and working under his supervision was one of the most influential periods in my professional development. This person had an impressive experience and a unique way of thinking. For the first time during my professional career, I heard someone talking about entrepreneurship at our organization and tried to convince senior management to allocate time and resources to explore the ideas of the employees. It was the beginning of the exciting days. I was inspired and dived deeply into the work. Later I learned that the main trigger for establishing a dedicated business development unit was funding that the newly appointed head of the group succeeded to secure thanks to his entrepreneurial initiatives in the previous position where he gained the necessary skills and network of partners for identifying and pursuing of the entrepreneurial opportunities.

Project 1 (2005-2006). While my first mission was to rescue the stagnated innovative activity that was initiated before the unit was established, I found the entire idea and concept of the initiative as a genius. I joined the activity during its last year by taking over the operational management of the international team of ten organizations

from five countries. We managed to recover the situation, and the highly innovative for that time concept was successfully demonstrated on time. The primary outcome of this activity was a better understanding of the market's needs, trends, and competitive landscape. Unfortunately, we did not succeed in creating concrete business leads from this specific activity. Nevertheless, this activity served as the foundation for raising the new public funding that the head of the unit succeeded to accomplish during his former position.

Project 2 (2006-2008). Similarly to Project 1, this initiative was defined and the external funding secured by the head of the unit during his previous position. Unlike Project 1, I was the one who started the implementation phase since the beginning. Because Project 2 started in parallel with the execution of the Project 1 and had the same core team of the international partners, this activity ran smoother, and there were no extreme roadblocks during the project implementation. The primary outcome of this innovation activity was a set of business development activities and engineering effort that lead to the development of a new product that was later utilized in the concurrent innovation activities and became a part of the local division's products portfolio.

Project 3 (2006-2011). Project 3 and the corresponding funding for its implementation was the last innovation activity that the head of the group succeeded to secure in the previous position. Similarly to Project 2, I was not part of the idea generation and writing the proposal for the tender, but was the one who was leading it in our organization for over four years. This activity was successfully leveraged for the

creation of a unique technological solution, which after some adjustments was offered as a business proposal for establishing a new business line for the local division.

The head of the business development unit was promoted to the business development director of the entire division. He relocated his office to the main building of the subsidiary's headquarters and was located next door to the head of the division. That time was supposed to be the most important time for the flourish of the corporate entrepreneurship in the division and the entire subsidiary. However, the reality was more challenging. The main difficulty was the mandate of the business development organization. There was no clear definition and split of responsibilities between our organization and other business units. Almost every new initiative or strategic direction that was offered by us was rejected. Also, there were no extra resources nor funding allocated for the technical proof of concepts or other engineering activities required for collaborations with external organizations. As a result, our small team that existed only thanks to the public grants was overloaded with an endless amount of activities and daily tasks.

The cycle of discovery and creating opportunities. In parallel to the implementation phase of the innovation programs, a lot of efforts were put to maintain the cycle of the entrepreneurial initiatives through the permanent search for new markets, business opportunities, and collaborations. I was responsible for setting the technological scope of work and justifications for converting the identified opportunities into the publicly-funded international collaborations. The ultimate goal of these international collaborations was the creation of innovative products and services to a variety of

markets and end-users. Despite the variety of markets and end-users that we addressed at that time - the common for all these initiatives was our desire to leverage and expand the core competences of our division. The cycle of the entrepreneurial initiatives worked as follows. From time to time, I was asked to meet certain companies or assess market study reports. Then, together with the head of the unit, we discussed what was learned, defined a strategy and approach for the possible solution that might be able to address the needs of the potential customers. Next, I was developing a technological concept, and we determined business concepts, including the profiles of potential partners for collaboration. The list of partners' profiles for the future collaborations was built according to the value chain of the future solution.

After this preparatory work, some consulting company was selected for assisting in preparing the tender's documentation. The consulting company worked with permanent guidance from our side. With the time and developed expertise in preparing this kind of proposal, I understood that the efforts and budget that we were investing in explaining someone what we had in mind were inefficient, and it would be more economical to make it by ourselves. I succeed to convince the head of the unit to withdraw from subcontracting others and began to make it by myself. Towards the end of 2009, I was responsible for the entire cycle of preparing and managing the externally funded innovation activities.

The Running for Surviving (2010-2013)

Beginning of the second decade of the 21st century was challenging. First, it was a period of a massive reduction of the corporate headcount because of selling certain

business activities and a reduction in the projects that the local design center performed for the corporate. Second, in parallel with the changes at the level of the corporate, the subsidiary's CEO who drove the company for decades retired. After the former CEO retirement, the majority of his management team retired as well. The responsibilities of the newly appointed CEO were reduced, and his position in the corporate hierarchy was downgraded. Finally, because of the sale of one of the business units to other company, the division that I was belonging to was dismantled. Some engineers and mid-managers were moved to the company who acquired the main part of the division's business. Some were distributed within the local organization. The division's executive team, including my colleagues from the business development unit, retired or were dismissed.

Organizational and conceptual change. Because of already signed contracts with the funding authorities, the ongoing innovation activities that I was leading were kept. The primary consideration for keeping these activities was that they were the contractual commitments to externally funded projects. In addition, the company was loyal to its employees and tried to retain people as long as budgets allowed it. On the other hand, there was no intention to invest in expanding these activities. Because of the lack of intention to expand this type of activity, I did not receive the company's approval for starting three new innovation programs that were recently won and were at the stage of the grant contract signatures. I was forced to announce to business partners in Israel and abroad about the organizational decision to withdraw from the previous engagements.

The new division where I was transferred together with the ongoing activities was dealing with a specific type of software products and solutions. There was no common ground between my activities and the main business of this division. The only request that I received from the divisions' management was – do your programs as best as you can and stand within the budget framework. If you identify a potential business opportunity, let us know, and we'll consider it. There was no strategy, nor plans, no expectations. I found myself in a situation of driving a small startup within the local organization. I was responsible for everything starting from the contracts and financial management, through the overall responsibility of the technological developments and demonstrations of the results, and up to the financial audits and reporting to the funding authority. Retrospectively, I think that everyone was expecting that this type of activity will die by itself together with the completion of the existing projects and fulfilling the current commitments. Although the division's management predefined the future of these activities, I decided to put the maximum efforts in trying to initiate a new stream of innovative activities within a reorganized local organization. No one helped, not guided, nor advised me what to do. The period of running for surviving had begun.

Project 4 (2008-2011). Project 4 was one of the projects that started in the former division and continued after the organizational change. This project was the first innovation activities in which I took an active role since the first meeting with potential partners. It was also the first tender that we won after I was participating in defining the concept, ideas, and writing the proposal. Because division, where I was transferred was dealing with another line of products, the solution developed within the Project 4

framework, was not useful for them. The division's management had no stimulus for considering any business opportunities outside of their organization's responsibilities. It was clear to me that in the given organizational structure, I do not have any further possibility for leveraging the project's outcomes. The situation with the results of Project 3, which also started in the former division, was similar. All attempts to leverage the impressive technological achievements and the network of international partners for new business opportunities were not approved. Taking care for the organizational reputation and the relationship with the international partners, I focused on the successful completion of these programs. Retrospectively, it was one of the most intelligent decisions, and the unique market knowledge, experience, and relationship with international partners was the main achievement of Project 3 and Project 4.

Project 5 (2010-2013). Project 5 was the last and most prominent business case developed in the former business development organization. The concept of Project 5 was based on the analysis of market trends and the concrete strategy for offering value-added services in addition to HW products developed within the division. Because of the intense competition between HW vendors, and as a response for growing customer needs in the end-to-end solutions with predefined quality of service and the lower the possible time to market, the idea was to expand the division's business offering through a package of HW and SW managed services. Instead of the business concept of ME2, there was an attempt to create a viable business offer ahead of the competitors. It was also one of the first initiatives in the company for generating the permanent revenue stream through the managed services. A part of this strategy, we established collaboration between our

organization and external business partner. This decision later enabled a stream of additional initiatives. I was inspired not only with the concept of business thinking but also with the untapped potential of the energy efficiency markets. Over the years, this topic became one of the areas of my expertise. Because I actively participated in the development of all business aspects of the concept, I was the one who leads the preparation of the proposal for tender and later one of the leaders of the programs' implementation within the entire consortium of international partners.

At the beginning of 2010, towards the start of Project 5, I was looking for the HW platform to implement the project. Unlike in the previous programs, when the HW platforms were chosen solely from the existing in the specific division solutions, I decided to screen the entire local organization, studied the portfolio and the lines of existing products. The design center, although significantly reduced after the last wave of changes, still was the largest unit in the organization. I contacted some product managers from the design center, who was responsible for the specific line of products and agreed with them on utilizing one of their platforms. Right after starting the implementation phase of Project 5, I began to think about how to bring the specific line of products to new markets. The next opportunity and the innovative initiative was just a matter of time and persistence. During Project 5 implementation phase, in addition to managing a small self-funded startup within the local organization, I was the one who represented these activities at national and international conferences. During this period, I also initiated several publications and mass media interviews through the regional PR team.

Project 6 (2011-20016). As part of the energy efficiency business initiatives started in 2009, I met many companies in Israel and abroad. The sales manager of one of the local companies read one of my interviews in mass media about Project 5. This person called me and asked whether I would like to participate in the dedicated forum in Israel. I joined the team of founders. After several meetings, we developed the concept of the initiative for a national wide consortium of industrial and academic partners for developing of novel technological solutions for electric grids. We defined strategy, built the consortium, prepared the proposal, and won the tender for public funding.

The most significant barrier for the program legitimating was receiving of the headquarters approval for this initiative. The funding authority and some of the partners were skeptical about our ability to receive the corporate approval because all previous attempts of the company for receiving this type of national funding, were unsuccessful. After months of discussions and negotiations, we succeed thanks to significant efforts of the local legal counsel, support of directors, and CEO.

Following the lessons learned from the former organization and the organizational change, it became apparent to me that that the initiatives, which are too far from what the organization is currently doing, will not succeed. It was also clear to me that the innovation activities should be based on the actual needs of one of the company's groups and their customers. I contacted again the product managers of the design center, and we defined the scope of work of what they will do within the consortium. In addition to leveraging the HW capabilities of the design center, I offered to expand the core of the division that I was belonging to by expanding their software platform to address a new

market. The initiative was positively accepted, and the decision was taken about the development of a new solution from scratch. From the retrospective perspective, I consider the decision about the development of a completely new solution instead of leveraging and extending the existing one as wrong. One project was not enough to mature the produced proof of concept, and at the end of the day, the developed solution was not further leveraged.

By the time of this study, Project 6 was the largest ever national R&D program that was executed at the local organization. Since the beginning of the program, I was part of the steering committee and in the middle of the program's execution was elected to the position of the chairman of the entire consortium. Together with two other individuals who worked with me on the program's initiation, I received an award for entrepreneurship and innovation.

Changing Strategy and Breakthrough (2014-2018)

It was the summer of 2014. I received a call from one of the company's senior directors (CSD) who worked closely with the local CEO. We knew one another as two people that are working in the same organization, but there was almost no interaction between us. The legal counsel of the organization, who knew well all my innovation activities because it was impossible to start any of them without his approval, recommended CSD to contact me as the only person that he knew in the company who can help with making the dreams become a reality. CSD asked about the innovation activities I did in the past and what can be done to promote collaboration with a specific company. I offered several strategies. A few days later, CSD invited me to another

conversation, then another discussion, and so on. I started to work with CSD even without a formal change of the organizational belonging. A short time after we started working together, CSD informed me that became my direct supervisor, and from now, I should expedient the company's business development through the R&D innovation activities.

Organizational and conceptual change. Being a member of the current and former CEO's board, CSD had a unique network of contacts with the headquarters' senior management. Thanks to the in-depth knowledge and understanding of corporate strategy, CSD's perspective on the company in general and local organization, in particular, was exceptional. Since the beginning of our work together, it became apparent that we both believe in the untapped potential of the local subsidiary and the whole corporate in utilizing the national and European ecosystems of innovation.

After the organizational changes that took place at the beginning of 2010, I remained the only person in the entire organization who had knowledge and track record of leveraging the national and international R&D collaborations to the innovative activities. Unlike in the early periods, when I was focusing on the core competences of the specific division or the entire subsidiary, we analyzed the core competences of the whole corporate and discussed what and how could be further leveraged. In November 2014, I began doctoral studies at Walden. Walden's approach for positive social change caused me to think differently about business development. Moreover, the literature that I was reading and the course works that I was writing at that time also contributed to the development of a better understanding of the complexity and dynamics of organizational

processes, culture and hidden mechanisms of corporate life. Together with CSD, we determined the overall strategy for business development through R&D innovation activities. I began an intensive search for new business opportunities and contacted several local and international companies and academic institutions. Approximately 1.5 years since we started to work with CSD, in addition to Project 6, we had already three new externally funded international innovation programs. One year later - we won one more. We created a strategic roadmap for expanding the core competence of the corporate and presented it to representatives of the headquarters during their visits to the local site.

Project 7 (2015-2018). This initiative was based on the knowledge, understanding the market needs and the experience gathered in Project 5 and Project 6. Together with the team of the international experts, we created the concept for the innovative solution that might address the needs of customers, applied to the public tender and won it. At that time, as a doctoral student at Walden, I wrote why and how this innovation activity is fitting businesses and could generate positive social change. Based on my prior experience in the field of the European and national innovation activities, the project partners asked me to take the role of the consortium's coordinator and being responsible for the entire set of activities.

The implementation of the program was challenging mainly because of all burden of the daily management of the international consortium that felled on me. I was managing the activity while there was a permanent demand for bringing more opportunities. As part of the Walden course works of that time, I learned and analyzed

about archetypes of shifting the burden, fixes that fail, and the limits to growth (Senge, 2006). These archetypes were apparent in the local organization. All support that was needed from different organizational disciplines like finance, purchasing, PR, marketing, et cetera – all was accomplished solely by asking for favors. Except for the specific team working on the project, no one was committed to support this activity. We did all we could to push the project and business opportunity forward within the company. We initiated corporate-wise PRs and presented the project to all visitors from the headquarters, but didn't success to convince the corporate decision-makers. There was no interest at the corporate level to further expand it.

Project 8 (2017-2019). Project 8 was initiated together with one of the organizations we worked on Project 4 and a new team of EU partners, we submitted a proposal in the field of preparedness and resilience during the extreme climate and natural disasters. Because of a lack of success in multiplying the outcomes of Project 7, and considering the recent organizational changes within the corporate, we decided to make the unseen ever step and base the solution for Project 8 on one of the corporate platforms rather the one that was developed on the local site. This decision was unique, and the collaboration with the decision-makers at the corporate level enabled us not only to use the platform but also provided us with the minimum required training and support by the different teams located in other subsidiary and several US-based sites. To my best knowledge, this type of collaboration of key persons from different continents and various organizational units that were based solely on the voluntarism goodwill was not known in the company.

Everything started from the call with the platform's product manager. I presented him with a concept of the initiative, use cases, and business potential of the suggested solution. The response of this person was about the following – I wish I would like to make it and expand our current offering, but I do not have time or budgets to initiate and manage this specific direction. Our conversations continued and became periodic weekly calls. The product owner convinced his management, and we started the program execution.

In addition to the challenges of the learning curve, including the unknown before technologies at the local site, the platform itself passed through several significant changes. As a result, the local engineering team was forced to catch up with the changes in the platform. The engineering team at another subsidiary that was responsible for the development and maintaining the platform was overloaded with their tasks. I instructed the engineering team to offer the architectural solution where we can run in parallel, using the platform, but not interfere with the mainline of the platform's development. My primary drive was to ensure that the local project will not affect the mainline and timing of the core platform's development. The ramp-up time of the local engineering team was full of technological challenges including crisis and process escalations. The product owner always supported the local team, and although he did not have much time to get deeply involved always acted to resolve the conflicts as soon as possible.

CSD used every opportunity during the headquarters senior management visits at our site to present our activities in general and Project 8 in particular. During one of the team's visits at our premises, CSD asked me to present the Project 8 initiative to the

person who was responsible for the user interface of the company's products. This person who became one of the advocates of our activities was quite impressed. When he learned what and how we are doing, he stated that never heard about anything similar, called us "exemplary corporate citizens" and offered us all the needed help and support in order to ensure that the design of the Project 8 solution will be fully aligned with the portfolio of the company's software products. We allocated a person who began to work with the designers on the corporate level. Since then – the majority of software products that were locally developed mainly to serve the needs of the local market were adjusted to be compliant with the specific guidelines for user interface design. These guidelines became standard at a local organization for all new developments. This achievement, by itself, was already unique.

About a year after we started Project 8, many of the headquarters' decision-makers already heard about us and knew what we are doing. The biggest issue was to scale success. We didn't have an organizational framework to leverage success. Except for the support of the platform's manager, no one was investing funds or resources, and we were still a self-funded startup. In January 2018, the product owner, together with the VP of the corresponding organization, visited us for dedicated meetings about the initiative. A few months later, the general manager of the entire sector visited us as well. In addition to Project 8, we presented our vision of how to leverage the funding that we secured and our activities to expand the core offering of the corporate with a portfolio of solutions for new markets. Although Project 8 became consensus, and everyone was happy about the initiative, no one volunteered to take a business or organizational

ownership of it, and the next steps towards the commercialization of the solution remained unclear.

Despite the technical difficulties, we kept moving forward with the program. The solution's concept, field trials in Europe, as well as the potential of new markets for the platform, was something that the decision-makers in the corporate were not able to ignore. A few months after the set of meetings that took place during the first half of 2018, I was invited to join the specially founded company-wise multidisciplinary forum of experts on the topic. A dedicated person from the headquarters that was appointed to lead this forum had the ultimate goal of performing a detailed market study, setting the strategy, and developing a business plan of what needs to be done and can be offered to the current and new customers of the company. It was a breakthrough.

For the first time, the vision and concepts developed as part of the innovation activity were acknowledged by headquarters' decision-makers. My weekly calls with the platform owner became the weekly calls with the appointed product manager working on this task. As of the mid-2019, the developments performed within the Project 8 framework were delivered for the integration within the corporate platform. I am working with the US-based team of product managers on the preparations of demonstrations to potential customers as well as tradeshows that are related to the Project 8 outcomes. In parallel to the dissemination of the Project 8 results, I continued to seek new business opportunities that can become the next success story. We won two additional externally funded innovation programs, which by 2021 have the potential to replicate or exceed the success of Project 8.