

**Influence of Chief Executive Officer's
management styles on
organizational intrapreneurship**

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ABSTRACT

Intrapreneurship is an effective and established field of organizational management research with an impressive history of around 25 years. An innovation culture that can be attained through intrapreneurial initiatives can add significant competitive advantages to the organizational framework. The roles played by Chief Executive Officers (CEOs) in any organization are vast in terms of involvement with creativity and innovation but there are no substantial researches that clearly identify any of their distinctive characteristics and management profiles associated with intrapreneurship. This thesis addresses these gaps using a qualitative research approach. Using a semi-structured interviewing approach, different CEO characteristics involved in the intrapreneurial climate have been studied. The thesis also explores the different intrapreneurial management profiles of CEOs in Small Medium Enterprises (SMEs) and how the adoption of these profiles can influence the innovation dynamics of the overall organization. Three cases of successful intrapreneurship management with their distinct CEO profiles have been illustrated in this thesis and are constructed following a longitudinal study with data primarily derived from in-depth interviews with the CEOs and different employees from these SMEs, website information, annual reports and site visits. This study will serve as a guideline for academics and corporate firms in understanding the importance of intrapreneurship in the 21st century and the role CEOs play in advancing the innovation framework of an organization. Understanding these distinctive management roles will benefit both CEOs and different organizations in approaching and practising intrapreneurial initiatives in an effective manner.

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AUTHOR'S DECLARATION

This thesis has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree other than Doctor of Philosophy of the University of York. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by explicit references.

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Introduction

The world around us is constantly witnessing incredible changes in how different organizations perceive, approach and execute innovation and these innovative changes significantly influence the quality of our day-to-day lives. A lot of credit goes to the tireless efforts of innovators within these organizations who have the power to initiate these revolutionary changes and the top management who play a crucial role in nurturing and harnessing these skills by adopting the right strategies and creating a culture in which innovation can flourish.

Intrapreneurship inside an organization is currently seen as a top priority by international companies such as IBM, 3M, CISCO, ORACLE, Google, SONY, Apple and Ford to name a few. The successful application of intrapreneurial strategies has equally been noted in small medium enterprises (SMEs). Although this term was introduced in the late 70s, there were researchers who highly doubted its feasibility. For instance, Duncan et al (1988) proclaimed that conventional corporations will not and cannot supply what intrapreneurs need and raised serious doubts on its future by labelling intrapreneurship as *'the latest figment of the business journalist's imagination'* (pg 17). So, what has brought intrapreneurship this global acceptability among organizations in the current complex and fiercely competitive economic environment? What benefits can organizations derive from intrapreneurial employees and why is top management particularly the Chief Executive Officers (CEOs) prioritizing intrapreneurship culture? What roles do these CEOs adopt while initiating and promoting intrapreneurship? These questions represent my overall area of interest and focus of the thesis.

Focus and purpose of this research

Within an organization, Lessem (1986) notes that intrapreneurs are heavily involved with seeking adventure, entertainment, flexibility, achievement, authority, potential and creative action. Intrapreneurship according to Pinchot (1985) begins with a vision. Such intrapreneurs then proceed to the discovery of successful ventures on the strength of this vision. Kelly (2008) describes CEOs as being responsible for generating and living the company's vision and for creating and implementing strategy. In the UK, according to the Department for Business, Enterprise and Regulatory Reform (BERR) and the Department for Trade and Industry (DTI), a firm is classified as small if it comprises 49 or fewer employees and medium if comprises between 50-249 employees. Although small businesses have very little influence over their environments or their markets, they tend to have simple, flexible organizational cultures and work practices and non-differentiated structures. Such factors enable them to respond to changes in environments or markets very quickly unlike bigger corporations. Bridge, O'Neill and Martin (2009) have shown how the culture of small companies is usually tied in with the needs, desires and abilities of its owner. Researchers have studied different aspects of intrapreneurship such as the characteristics of intrapreneurs, the organizational structure for intrapreneurship or the demographic variables influencing intrapreneurship, there are not many studies which look specifically on the intrapreneurial influence of a CEO in SMEs.

It is quite evident that in SMEs, CEOs have prominent influence in laying the foundation for the development of intrapreneurs and intrapreneurship with their vision and leadership tactics but there are no substantial researches that clearly identify any of their distinctive management profiles.

In SMEs, intrapreneurs are often pivotal to the survival of the firm, because they play a very crucial role in generating intrapreneurial initiatives. According to Lessem (1986), intrapreneurs “*enable the business, in turn, to harness physical energy, share a common culture, cope with change, acquire profitable business, provide direction, fulfil personal market potential and to create new products*” (pg 167). Frustrated or unhappy intrapreneurs will eventually quit, regardless of the size or structure of the organization. For SMEs, this could be a serious loss because of their smaller structures and limited resources. One of the key facts cited by Carrier (1994) is that the loss of talented intrapreneurs will make SMEs face more severe consequences or damages than larger corporations. There is a possibility some of these intrapreneurs might utilize their potential in the geographic vicinity of their former SMEs thereby creating direct fierce competition and some might even consider working for competitors, creating serious threats to the SME's survival. Oden (1997) points out that developing an innovative company that harnesses intrapreneurial skills will require many changes in organizational behaviour and business processes. The 2014 Small Business Survey (SBS, 2014) conducted in the UK by the Department for Business Innovation & Skills found that in order to generate more profit, 81% of SME employers indicated the need of increasing the skills of their workforce. The survey also revealed that 68% of SME employers would like to increase turnover by exploiting new markets, 64% would want to prioritize their focus on increasing the leadership capability of their managers and another 58% highlighted the importance of developing and launching new products or services. This large-scale study of SMEs demonstrated the importance of investing in innovation and the need to create a culture which could nurture and facilitate innovative skills. So, how do CEOs manage the challenges associated with an innovation culture? What CEO

characteristics can effectively influence intrapreneurship and help retain intrapreneurial talents within the organization? This thesis specifically addresses these research gaps and explores different management profiles of CEOs in SMEs and how the adoption of these profiles can influence the innovation dynamics of the overall organization.

There are many reasons for conducting this study: one being my personal keen interest in corporate culture. During my MSc in Engineering Management in York, two of the modules I thoroughly enjoyed were 'Enterprise' and 'Ideation', one dealt with the aspects of creativity and innovative thinking while the other revolved around corporate management. Speaking to my supervisor about my interest for a potential PhD, we tried to align a project mapping these areas of interest: Corporate culture and Innovation. Out of several topics my supervisor recommended, the one I could associate with the most was the project involving the study of intrapreneurship, innovation and CEOs. It was very evident from the topic itself that I would get an excellent opportunity to embark on a detailed study of corporate culture, an equally exciting opportunity to study influential CEOs and learn from them, learn from their experiences and their organizational innovations. There were many potential opportunities to publish in these areas and attend relevant conferences, the prospects seemed endless and the research area was not only important for academic and corporate world but it was also very challenging for a budding researcher like me.....How will I do it? What are the gaps? What will be the timeline of this study? What impact will this study make? These questions got me engaged into the research project straightaway.

Defining the objectives of the research

This study will serve as a guideline for academics and corporate firms in understanding the importance of intrapreneurship in the 21st century and the role CEOs play in advancing the innovation framework of an organization. This PhD research has resulted in a total of three published journal papers and three conference papers which form a major part of the overall thesis development and structure. The findings of these publications and this thesis will help organizations understand and address different strategies for successful innovation practice using intrapreneurship and also guide different CEOs in effectively implementing their diverse roles such as promoting, facilitating or leading innovations and innovators. The overall objectives of this research study are twofold: theoretical and empirical objectives.

Theoretical objectives

The following are the key theoretical objectives of the thesis:

- Establish clarity in entrepreneurial research and associated terms including intrapreneurship, corporate entrepreneurship and corporate venturing
- Propose a new classification approach: a three domain approach that illustrates the interrelation between different entrepreneurial terms.
- Present an up-to-date literature review of intrapreneurship and CEO characteristics.
- Establish the position of intrapreneurship in the entrepreneurial research using the three domain classification approach.

Empirical objectives

The following are the key empirical objectives of the thesis:

- Study the key factors that build an intrapreneurial climate within an organization.
- Identify the influential CEO characteristics within an intrapreneurial climate.
- Illustrate the key intrapreneurial management profiles of CEOs in SMEs.

Outline of the dissertation

The doctoral thesis is divided into six distinct chapters. The first four chapters are theoretical in nature, whereas the later chapters present my empirical studies.

Chapter 1 gives an overview of entrepreneurship and associated terms such as intrapreneurship, corporate entrepreneurship and corporate venturing. Researchers have struggled to establish a conceptual clarity among these terms and their placement in the entrepreneurship research. This chapter discusses these inconsistencies and proposes a new classification approach to bring some form of simplification in understanding these sub-groups of entrepreneurship. This chapter is based on my journal paper entitled **“X’trapreneurship - a holistic approach to bring clarity in entrepreneurial research”** which has been published in the journal ‘Voice of Research’ (June, 2015).

Chapter 2 presents a thorough review of intrapreneurship and discusses its relevance in the 21st century. This chapter looks at the chronological evolution of various definitions of intrapreneurship from different researchers over the years. The chapter highlights the significant benefits organizations can derive from implementing an

intrapreneurial culture. Part of this chapter is based on my journal paper **“Metamorphosis of intrapreneurship as an effective organizational strategy”** published in the ‘International Entrepreneurship and Management Journal’ (May, 2014).

Chapter 3 explores the literature related to CEO characteristics particularly the areas on demographic variables, personal/individual attributes and leadership styles. This chapter summarizes the major gaps in the research field of intrapreneurship and CEO characteristics. Parts of this chapter are based on my upcoming journal paper titled **“The five key research themes in the study of Chief Executive Officers”**.

Chapter 4 looks at the research methodology focusing on the fundamental research problem and philosophical worldview of this thesis and subsequently the intended research design. It illustrates some of the diverse research approaches followed by researchers to study intrapreneurship and CEO characteristics. The central research questions which will guide the research direction and strategy designs are also discussed in this chapter.

Chapter 5 discusses the key factors leading to an intrapreneurial climate and the role CEOs play in nurturing and managing different intrapreneurial skills. This chapter highlights some key characteristics of CEOs which helps in the intrapreneurial process and is based on in-depth interviews conducted with eleven CEOs from innovation based industries. A CEO characteristics model for effective intrapreneurship facilitation is proposed here. This chapter is partly based on my paper **“Can CEOs be influential facilitators of intrapreneurship?”** published in the journal ‘Voice of Research’ (December, 2013). Parts of this chapter have also been presented in the 2nd International Conference on Innovation and

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Chapter 6 looks at different intrapreneurial management profiles of CEOs in SMEs. This chapter presents three detailed case studies of SMEs and highlight the distinct profiles CEOs adopt for instigating a successful intrapreneurial culture. This chapter is partly based on my two conference papers: “**Role of a CEO in adopting intrapreneurship as an organizational strategy in SMEs**” presented in the 18th Nordic Conference on Small Business Research (NCSB) held at Bodø, Norway (14-16 May, 2014) and “**Intrapreneurial Management Profiles of Chief Executive Officers in SMEs**” presented in the 7th International conference for Entrepreneurship, Innovation and Regional Development (ICEIRD) held in Cyprus (5-6 June, 2014).

The final part of this thesis provides a discussion and conclusion of my thesis and some recommendations for further works.

Chapter 1

Establishing clarity in entrepreneurship research through a refined classification of terminologies

1.1 Overview

Entrepreneurship research has made a highly influential global impact in terms of how we perceive, conduct or study innovation dynamics related to any organization. Over the years the interest in this area of research has grown phenomenally, leading to the development of several sub-areas such as corporate entrepreneurship, intrapreneurship and corporate venturing to address specific issues associated with the research field. Organizational complexities are part of the 21st century

significantly influencing the corporate culture (Baruah and Ward, 2014) and companies which are more adaptable, aggressive, and innovative according to Kuratko et al (2009) can immune themselves with a better position to adjust to this dynamic, threatening and complex external environment. Different organizations are adopting management strategies to attain competitive advantage to secure this immunity through an enhanced innovation culture within their organizational framework. The conceptual research spectrum of entrepreneurship and its related sub-topics which covers different aspects of organizational innovation, has faced inconsistencies in terms of the definition or order of innovation conceptual space with many researchers using different terms to denote or illustrate similar or the same phenomena. Some have emphasized the commonalities among these terms thereby defending the use of interchangeable terms whereas others have strongly argued over their distinguishing features. This has led to confusion and a delay on reaching a consensus over definitions and representation of some of these sub-groups of entrepreneurship.

This chapter looks at some of the prominent definitions of entrepreneurship research and through a critical literature review; some of the gaps in terms of inconsistencies within its conceptual frameworks will be discussed. Using a constructivist approach, a new entrepreneurship classification approach called 'X'trapreneurship approach will be proposed which will address some of these conceptual inconsistencies thereby providing some form of simplification and clarity for future researchers.

1. 2 Conceptual spectrum of entrepreneurship

Entrepreneurship research so far has witnessed an incredible history of over 200 years with its earliest citation dating back to the mid 1700s in the prolific writings of Richard Cantillon (Hebert and Link, 1988). Despite this immense interest and an ever-growing popularity in this field, there are still researchers who struggle to establish distinct research clarity within the realms of entrepreneurship and its associated terms. One of the growing concerns cited by Ucbasaran, Westhead and Wright (2001, pg 3) is that “*entrepreneurship as a discipline is fragmented among specialists who make little use of each other’s work*”. Bruyat and Julien (2000, pg 166) summarize “*the problem of defining the word ‘entrepreneur’ and establishing the boundaries of the field of entrepreneurship has still not been solved*”.

Drucker (1985) calls entrepreneurship a distinct feature of either an individual or an institution however, he emphasizes that it should not be classified as a personality trait. Wennekers and Thurik (1999) argue that entrepreneurship should not be deemed as an occupation or label entrepreneurs as a well-defined occupational class of persons. Montanye (2006) found that the use of the term entrepreneurship sometimes appears to be synonymous with self-employment and occasionally with self-unemployment. Researchers have used distinct terms such as corporate innovation, corporate entrepreneurship, corporate venturing, and intrapreneurship as major sub-groups of entrepreneurship. To introduce these terms, some basic definitions will now be highlighted however, these terms and their placement in the entrepreneurial hierarchy will be discussed in more detail later in this chapter.

1.2.1 Innovation

Innovation is a term which is seldom used in conjunction with entrepreneurship and Drucker (1985) calls it a specific instrument/tool for entrepreneurs to use with which they exploit changes or hunt for symptoms offering or indicating innovative opportunities. One of the earliest definitions of innovation is by Schumpeter (1934) who broadly defined it as new combinations - the setting up of a new production function. Toftoy and Chatterjee (2004) state that the foundation of all innovation is creative ideas. Such innovation according to these authors plays a critical role in the long-term survival of any organization as it leads to enhanced individual and group performance, employee morale, effective adjustment to change and unusual situations, higher quality of interpersonal relationships and cooperation, beneficial attitudes towards job, group and organization and psychological well-being. Innovation is a prominent element in any organizational culture and its consideration comes as a default in any entrepreneurship related research. Drucker (1985, pg 236) summarizes “*What we need is an entrepreneurial society in which innovation and entrepreneurship are normal, steady, and continuous..... So, innovation and entrepreneurship have to become an integral life-sustaining activity in our organizations, our economy, our society*”.

1.2.2 Corporate entrepreneurship and corporate venturing

Corporate entrepreneurship according to Hisrich et al (2010) is a method of stimulating and capitalizing on individuals within an organization to perform innovation and is most strongly reflected through entrepreneurial activities and top management orientations. Burns (2005) defined it as the entrepreneurial behaviour in an established and larger organization with the sole objective of encouraging innovation at all levels: corporate, division, business unit, functional or project team levels. For Åmo (2010), corporate entrepreneurship is initiated at the top management level, inviting innovation initiatives from employees and who thereby decide the overall direction of progress.

Corporate venturing is one of the components of corporate entrepreneurship and according to Block and MacMillan (1993), it involves an activity initiated or conducted internally and is something which is new to the organization such as major new products, development of new markets, commercialization of new technology or major innovative projects. Kuratko et al (2009) emphasized this venturing process as an entrepreneurial initiative originated within the corporation with an intention of inception as a new business for the organization. Block and MacMillan (1993) also emphasized venturing to be an absolute necessity for companies to progress and respond to the evolving competitive pressure and transform innovations into new businesses.

1.2.3 Intrapreneurship

Intrapreneurship illustrates the innovative initiatives undertaken inside an organization to perform new business activities (Bosma et al, 2010) and is a collection of formal and informal activities within an organization leading to the implementation of innovative ideas and behaviours (Toftoy and Chatterjee, 2004). For Birkinshaw (2003), intrapreneurship is mainly concerned with individual employees and how they might be encouraged to act in an entrepreneurial way within the organization. According to Burns (2005), this represents an important strategic tool of entrepreneurial management, as intrapreneurs are result-oriented, ambitious, rational, competitive and questioning individuals constantly pushing through innovation within the organization. Veronica et al (ND) called intrapreneurship an example of employee' motivation because organizations can achieve different objectives to be innovative and renew themselves from a strategic point of view. It is therefore a double win for both the company and the employee. Chapter 2 covers detailed aspects of intrapreneurship in which the focus will be on the benefits organizations can gain from the initiation and practise.

One of the major flaws in entrepreneurship literature is the failure of researchers to differentiate between entrepreneurship and independent entrepreneurship. For instance, authors such as Veronica and Zenovia (2011) have differentiated intrapreneurship from entrepreneurship without specifying whether their reference was aligned towards entrepreneurship or independent entrepreneurship. Sharma and Chrisman (1999) tried to bring some clarity by illustrating the hierarchy of different terminologies of entrepreneurship (See Figure 1.1) and their work emphasized

independent entrepreneurship to be a sub-section of entrepreneurship. They noted that research on entrepreneurship within an existing organization have a ‘*striking lack of consistency in the manner in which these activities have been defined*’ (Sharma and Chrisman 1999, pg 11).

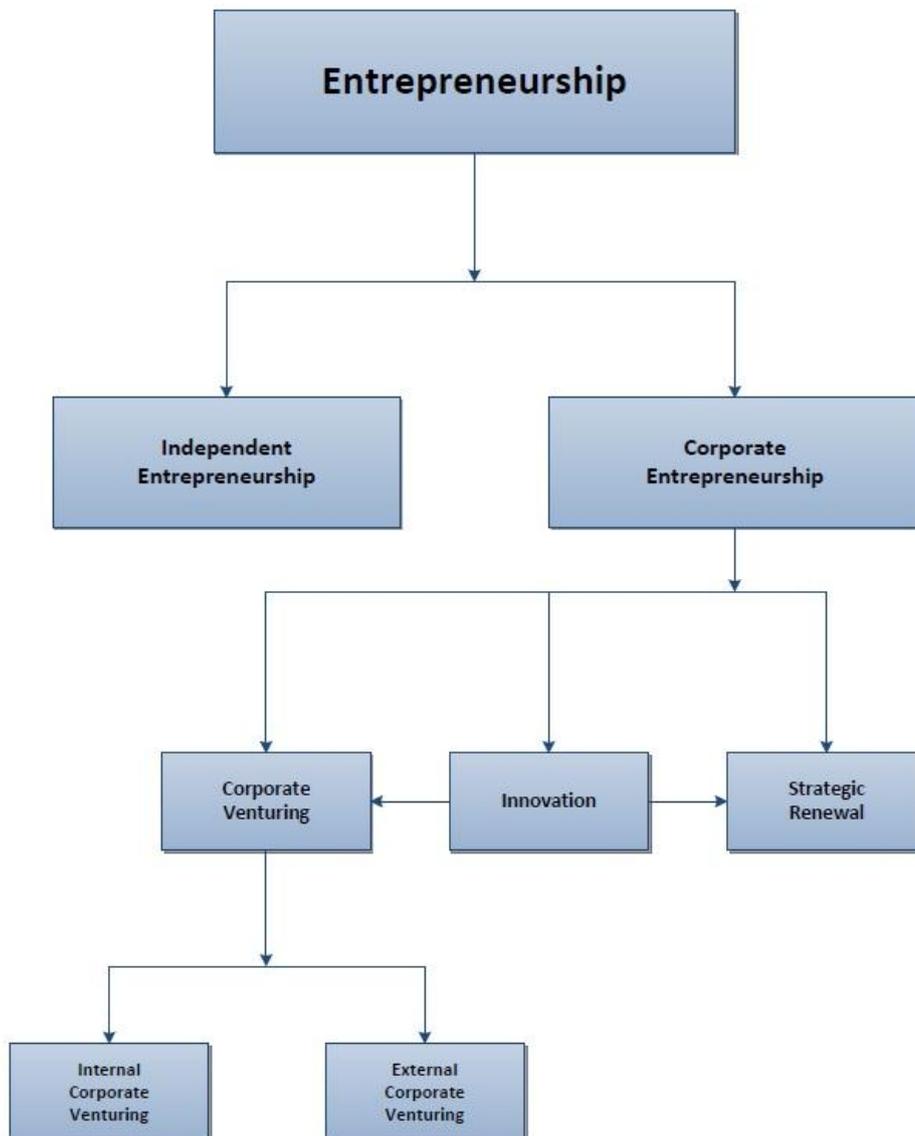


Figure 1.1: Sharma and Chrisman’s hierarchical classification of entrepreneurship (1999)

One of the notable features in Sharma and Chrisman's (1999) classification is the absence of intrapreneurship within the hierarchical frameworks. Although researchers such as Antoncic and Hisrich (2001, 2003), Bosma et al. (2010) have classified intrapreneurship as a sub-section of entrepreneurship; it has not been featured in this hierarchical classification. In their review, Sharma and Chrisman (1999) implied that the essence of intrapreneurship is represented by internal corporate venturing as both terms represent the creation of new businesses within an existing corporation. They classified these as part of corporate entrepreneurship and they thereby focused on different sub-categories of corporate entrepreneurship without prioritizing intrapreneurship. On a similar note, Zahra (1991) suggested the use of terms such as intrapreneurship, internal corporate entrepreneurship, corporate venture or internal corporate venture to represent the overall picture of corporate entrepreneurship. Thornberry (2001) classified corporate venturing, intrapreneuring, organizational transformation and industry rule breaking as the four types of corporate entrepreneurship.

A contrasting approach was adopted by Antoncic and Hisrich (2001) who suggested terms like intrapreneuring, corporate entrepreneurship, corporate venturing and internal corporate entrepreneurship to illustrate the aspects of intrapreneurship. Such inconsistency among the conceptual definitions of some of these sub-groups of entrepreneurship has been a major issue resulting in lack of research clarity. Åmo (2010) highlights the importance of establishing a proper consensus on these terms as it will influence some important research issues concerning employee engagement with innovation culture of an organization.

1.3 Interchangeable terminologies?

Overall, there seems to be a consensus that entrepreneurial terms such as corporate entrepreneurship, corporate venturing or intrapreneurship represent the innovation culture within an organization (Guth and Ginsberg (1990), Ginsberg and Hay (1994)). However, there are authors who refer to some of these terms interchangeably. For instance, strategic renewal, innovation and corporate venturing have been classified as key components of corporate entrepreneurship, whereas Toftoy and Chatterjee (2004) studied these components as part of intrapreneurship. These authors consider intrapreneurship and corporate entrepreneurship to be a broad concept representing the generation, development and subsequent implementation of innovative ideas and behaviours within an organization. Therefore, for them these terms can be utilized interchangeably. This interchangeable approach in the use of these terms has also been followed by other authors such as Fitzsimmons et al (2005) and Christensen (2005). The association of corporate entrepreneurship and intrapreneurship is supported by researchers like Bosma et al (2010) and Åmo (2010) but there is a need to identify the distinguishing features between them so as to derive a proper conceptual framework of entrepreneurship. The absence of such a defined entrepreneurship framework has led to a substantial plague of inconsistencies as researchers place their entrepreneurship terminologies in miscellaneous categories.

This ambiguity in the literature suggests that what is required today is a means of categorizing different entrepreneurial terminologies and this leads to the research focus of this chapter:

- *Can a new classification approach bring clarity in entrepreneurship research?*

This research query will be investigated using a constructivist perspective. Spivey (1989) noted how constructivism can help in building effectively a mental representation through the combination of new information from the text with previously acquired knowledge. This approach allows the reader to construct meaning by organizing the content based on the structure of the text or according to another structure generated from a cognitive repertoire. This involves selecting contents of text on the basis of some principles of importance and by connecting these contents through the identification of some form of inferences and elaborations. Using this approach, the following section will discuss if different entrepreneurship terminologies can be classified under specific domains.

1.4 Domains of entrepreneurship

Lazear (2005) viewed entrepreneurship as an efficient process of assembling necessary factors of production and is comprised of human, physical and information resources where entrepreneurs combine people, capital and ideas together to create a

new product or produce an existing one with lower or competitive cost. Bull and Willard (1993) defined entrepreneurs as people who carry out new combinations causing discontinuity and for Lazear (2005) they are multifaceted but balanced individuals. Drucker (1985) believes that successful entrepreneurs will aim high as they are not usually content with just improving or modifying existing ideas, they are quite dedicated to creating new and different values and converting a material into a resource or combining existing resources to bring out something more productive. In this chapter, entrepreneurship is referred by using the Hisrich et al. (2010) definition as a process involving creation of something new with value and it requires the necessary devotion of time and effort and accompanies financial, psychic or social risks and uncertainties eventually leading to personal satisfaction and monetary rewards. Bruyat and Julien (2000) found the phenomenon of entrepreneurship to be variable, heterogeneous, dynamic and complex with a certain degree of unpredictability. The literature review indicates that an individual can engage in innovation activities through these distinct routes:

- The individual can either undertake it independently or
- In other cases inside a company where they innovate
 - By their own enthusiasm or
 - Under the management's influence.

The first scenario is an independent entrepreneurial route via which entrepreneurs approach and establish their innovation. Collins and Moore (1970) termed such approach as independent entrepreneurship because it represents a process through which an individual or a group of individuals, acting independently of any association within an existing organization, create a new organization. For

Gündoğdu (2012), independent entrepreneurs and traditional entrepreneurs are synonymous as both terms describe entrepreneurial efforts of any individual whose innovation operations are undertaken outside an existing organization.

With its own distinct features, independent entrepreneurship can be clearly differentiated from other entrepreneurship sub-groups such as intrapreneurship or corporate entrepreneurship. For instance, an independent entrepreneur is directly involved with any and every form of risk associated with the business whereas with the other terminologies, the company takes responsibility for the employees' innovation projects. When it comes to profits, for an independent entrepreneur as pointed out by Morris and Kuratko (2002) the options might be unlimited depending on their scenarios whereas for innovative employees within an intrapreneurial organization, share of profits, rewards or compensations might depend solely on their organizational policies and management criteria. There are also differences in terms of intellectual property rights (IPRs) as an independent entrepreneur regardless of success or failure will own any business concept or idea by default but the same may not be applicable for intrapreneurs or innovators within an organization as again the company's intellectual right and policies might override it.

The second scenario is where an individual engages with innovation by their own enthusiasm within an organizational culture. Such innovative strategies arise mainly from an employee's perspective irrespective of the management wishes and therefore, belong to the domain of employee behaviour. According to Åmo (2010), intrapreneurship is a tool for employees to realize their entrepreneurial vision and for Pinchot and Pellman (1999), these intrapreneurs make an essential ingredient in every successful innovation process. Veronica et al (ND) labelled intrapreneurs as domestic entrepreneurs because along with their focus on innovation and creativity,

they are constantly pursuing the interest of their company with their persistent vision. They have the potential to become the leaders of specific innovation within their company and ride to the discovery of successful ventures based on the strength of their vision. Therefore, the success of any idea within an organizational culture according to Pinchot and Pellman (1999) will rely largely on the tireless persistence and practical imagination of the intrapreneurs. This justifies why intrapreneurship concept fits this particular scenario.

Intrapreneurs according to Pinchot (1985) are self-determined goal setters and Bosma et al (2010) note that they usually take initiative to innovate and develop new businesses as per their own will without being asked by a manager or a colleague. As Pinchot and Pellman (1999, pg 63) state '*if you need to innovate, you need intrapreneurs*' because they are the ones who effectively roll up their sleeves and get things done. Åmo (2010) emphasizes that within the arena of intrapreneurship, the innovation initiative originates from the employee and its characteristics are rooted deeply with the employee itself. Intrapreneurship therefore, represents an organizational process that sprouts from an employee's perspective gradually moving up in the hierarchy towards the top-management for approval and to attain practical execution and this therefore can be classified as a bottom-up process. This theory has been strongly supported by authors such as Åmo (2010) and Bosma et al (2010).

For Åmo (2010), an intrapreneurial employee can be viewed as a proactive actor pursuing innovative ideas inside the boundaries of the organization. Bosma et al (2010) viewed intrapreneurship from the employee's perspective where employees develop new business activities for their employer and their research focused on employee behaviour inside existing organizations in terms of proactiveness and

innovative work behaviour. Although intrapreneurship represents the unmasked innovation efforts of employees, their innovation tactics may or may not be in line with what management wants (Åmo, 2010). However, within an intrapreneurial culture, the employees have the skills to control the destiny of their innovation efforts. Being a bottom-up process, successful intrapreneurs will identify the decision makers who will ultimately determine the fate of their innovations (Pinchot and Pellman, 1999). They also highlight that intrapreneurs will test the feasibility of their ideas with their leaders so as to get some form of assurance before going ahead and taking their ideas into practical reality. They have the capability to channel efficient networking across boundaries to obtain help and support and in scenarios where intrapreneurs fail to get help from someone, they will eventually find a route or sponsor who will empower their ideas. Therefore, the key drivers of innovation within an organizational framework are the intrapreneurs, cross-functional teams, and active sponsors. Intrapreneurs in this context are those in charge of conceiving business ideas/visions and turning them into business realities and their sponsors facilitate the entire intrapreneurial process. Pinchot and Pellman (1999) believe that intrapreneurs use their courage and creative abilities to find ways to move forward and maintain progress and in that process might even bend some rules where mistakes are affordable. Intrapreneurs are good at setting measurable goals and intermediate targets for themselves and these authors emphasize that once they are approved, these self-determined goals should be placed as a priority and focus of the corporation's control. Åmo (2010) believes that the best conditions for innovation in firms would be to align such independent initiatives with the business strategy.

Some researchers illustrated the distinguishing features of intrapreneurship by categorizing it under employee behaviour and studies. Authors like Bosma et al

(2010) and Åmo (2010) particularly emphasized on studying intrapreneurship at an individual level to differentiate it effectively from corporate entrepreneurship. Antoncic and Hisrich (2003) based their research of entrepreneurship from an organizational perspective and they recommended the use of the term corporate entrepreneurship to study entrepreneurship at the organizational level. For them, intrapreneurship should be classified under the domain of emergent behavioural intentions and behaviours. At the individual level, the intentions of starting a new independent business is seen more among intrapreneurs than other employees within the corporation and for Bosma et al (2010) from this individual perspective; the individual characteristics of an entrepreneurial employee (intrapreneur) are clearly evident. Pinchot and Pellman (1999) believe that if the right environment is created, intrapreneurs will naturally arise and employees who may not have exhibited any intrapreneurial characteristics before will eventually become successful intrapreneurs if their passion for turning some idea into commercial reality is effectively aroused. Åmo (2010) distinguished intrapreneurship from corporate entrepreneurship by highlighting the aspects of process ownership where intrapreneurs have to overcome resistance from their organization. This then begs the question: where does corporate entrepreneurship fit in the entrepreneurship hierarchy? This leads to the third scenario where an individual innovates under the management's influence.

This final scenario aligns to management strategies which are essentially implemented by the organization in order to enforce, exercise or promote an innovation culture among its employees. As discussed earlier, many authors support the study of intrapreneurship at an individual level and corporate entrepreneurship at an organizational level as these play a pivotal role in giving these two approaches a distinct pathway for research clarity. Åmo (2010) recommends the use of the term

corporate entrepreneurship in situations when employee contribution becomes an answer to an organizational request. He argues that the term intrapreneurship best fits to describe events or situations where an employee contributes to the innovation framework regardless of the wishes or concerns of the organization. Corporate entrepreneurship which illustrates an organization's engagement with innovation through corporate policies and top management's facilitation and involvement can be deemed as a top-down process and is largely supported by authors like Bosma et al (2010, 2011) and Åmo (2010).

Over the years, there have been several widely accepted definitions of corporate entrepreneurship. Miller (1983) for instance, defined it as a company's commitment to innovation. Hayton (2005) labeled corporate entrepreneurship as a strategic orientation representing an organization's ability to learn through new knowledge exploration and existing knowledge exploitation. Thornberry (2001) viewed it as a novel approach to new business development and this process is being effectively influenced by organizational learning, collaboration-driven tactics, creativity and individual commitment (Hayton, 2005). For Bosma et al (2011) corporate entrepreneurship illustrates a management strategy which helps in fostering workforce initiatives and efforts to carry innovation leading to the development of new businesses. Zahra and Covin (1995) noted that corporate entrepreneurship represents a company's willingness to engage in new business ventures or strategies and it therefore requires organizational commitment and sanction for resources to exercise and explore different innovation. Zahra and Covin (1995) suggested that corporate entrepreneurship is reflected in top management's risk taking or with respect to corporate investment decisions and strategic actions in times of uncertainty, the frequency and extensiveness of innovation emphasized in the

organizational culture and the level of aggressive and proactive competition with rivals. According to Åmo (2010), the core of corporate entrepreneurship is based on the fact that organizational change is manageable but it is management that is in control of the actions of employees and the implementation of any innovative initiative relies on management decisions. Burgelman (1983) termed this to be a result of interlocking entrepreneurial activities involving multiple participants which requires new resource combinations through diversification. He suggested that this would help in extending the competency of the firm towards unrelated or marginally related areas. Being a top-down process, Åmo (2010) suggests that corporate entrepreneurship is initiated at the top and it is the management levels that invite innovation initiatives from employees and make final decisions on their future. The management will be responsible for any of these innovation initiatives and play a key role in assigning members of staff, allocating tasks and resources, highlighting the responsibilities to those responsible for carrying out the desired innovation. Hornsby et al (2009) studied the corporate entrepreneurial actions from a managerial perspective and found that senior management usually acts mutually with others throughout the firm to identify effective means that could lead to new business creation or reconfiguration of existing ones. According to them, within a specific organizational environment more senior managers display greater structural capability to utilize the conditions for implementing more entrepreneurial ideas than other managers. Their research emphasized a cascading and integrated set of entrepreneurial actions at different management levels for propagating strategies related to corporate entrepreneurship. This view is supported by Hayton (2005), who studied the role played by human resource management, particularly in encouraging and promoting corporate entrepreneurship. Åmo (2010) indicates that the

management level is the main contributor to corporate entrepreneurship as it is primarily involved in facilitating the entire innovation processes. Zahra and Covin (1995) thereby recommends managers to consider corporate entrepreneurship activities as it is a prominent way to enhance financial performance.

Based on the above discussion, three key domains can be summarized under entrepreneurship research (as demonstrated in figure 1.2) and these include:

- (1) Independent process
- (2) Bottom-up process
- (3) Top-down process

This holistic classification approach is termed as the 'X'trapreneurship approach (Baruah and Ward, 2015) and it can give the sub-groups of entrepreneurship a more distinguishable conceptual identity than before, thereby facilitating a route for research clarity. The discussion shows that the conceptual inconsistencies arising in entrepreneurship research particularly with the placement of the sub-groups can be resolved if they are segmented under the appropriate research domain.

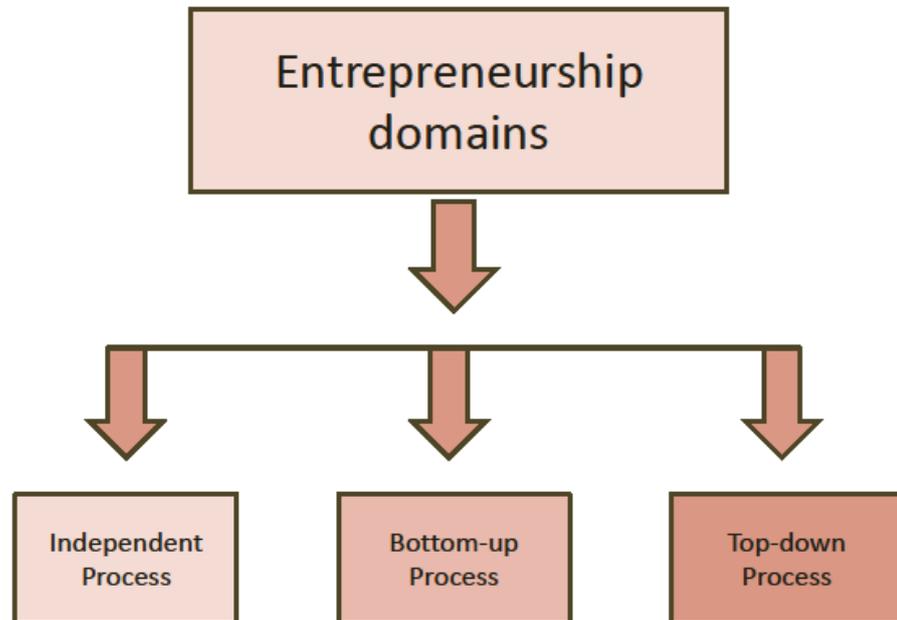


Figure 1.2: Three domains of entrepreneurship

1.5 Corporate Venturing - Where does it fit using this classification?

Corporate venturing is another term that is frequently confused with intrapreneurship and corporate entrepreneurship. As evident in Sharma and Chrisman (1999), the classification of corporate entrepreneurship includes three key components: corporate venturing, corporate innovation and strategic renewal. Hippel (1977) defined corporate venturing as an activity residing within a corporation that seeks the generation of new businesses through the establishment of external or internal ventures. Being a primary component of corporate entrepreneurship, corporate venturing has gathered significant interest among researchers over the years. Guth and Ginsberg (1990) described corporate venturing as the phenomenon of internal

innovation leading to the birth of new businesses within existing organizations. Birkinshaw and Hill (2005) defined it as a highly focused approach to innovation involving a parent company to establish a specially designated entity which would then invest in new business opportunities. For them, corporate venturing is a vehicle for attaining strategic success by pursuing a wide range of objectives with a focus mainly towards identifying and developing new businesses for their parent firm. Covin and Miles (2007) stressed the need for effective integration of corporate venturing and organizational strategy for revitalizing firms through the pursuit of innovation-based strategies and introducing and exploiting of new business activities. For Narayanan, Yang and Zahra (2009), corporate venturing represents a set of organizational systems, processes and practices which paves a pivotal route for revitalizing a firm's operations, building and strengthening new capabilities. Using internal or external means, this also helps in achieving strategic renewal and creating value for shareholders while maintaining a prominent focus on new business creation within existing areas, markets or industries. The top-down nature of corporate venturing is supported by Block and MacMillan (1993) who define senior management as the most critical environmental factor deeming them as the greatest promoters of innovation and new ventures. They have a critical role in crafting and enabling a successful venture creation process, simultaneously managing a substantial balance in the ongoing businesses of the corporation. Here senior managers need to ensure that the structure of any ventures initiated within the company have features which would maximize the chances of success.

As a component of corporate entrepreneurship, Burgelman (1983) concluded that the success of corporate venturing, just like its parent, is also highly dependent on the availability of autonomous entrepreneurial activities along with the prominent roles played by individuals at operational levels. The capability of middle-level managers to analyze strategic implications of such innovation initiatives and the ability of top management to then turn these initiatives into practical realities was also highlighted. Burgelman (1983) identified these autonomous strategic initiatives to be one of the most important resources necessary for the maintenance and renewal of corporate capability through internal development.

Guth and Ginsberg (1990) noted that corporate venturing can be one of the possible ways to achieve strategic renewal, thereby indicating a possible direct connection between these two components of corporate entrepreneurship. Chrisman and Chang (2005) however argued the existence of distinct theoretical differences between strategic renewal and corporate venturing in terms of risk assessments. They observed differences between these two components in terms of perceptions of risk probabilities between corporate entrepreneurs and non-entrepreneurs and how that might influence the assessment of entrepreneurial initiatives to be considered from different reference points. For instance, an initiative can be viewed primarily for gain enhancement or for loss avoidance. Narayanan, Yang and Zahra (2009) differentiated corporate venturing from the other two components by highlighting its focus on distinct steps involved in the process of creating new businesses and its subsequent integration into a firm's overall business portfolio.

1.6 A revised hierarchy of entrepreneurial terminologies using ‘X’trapreneurship classification approach

Based on this classification of entrepreneurship research, a revised hierarchy of entrepreneurship terminologies is proposed in figure 1.3.

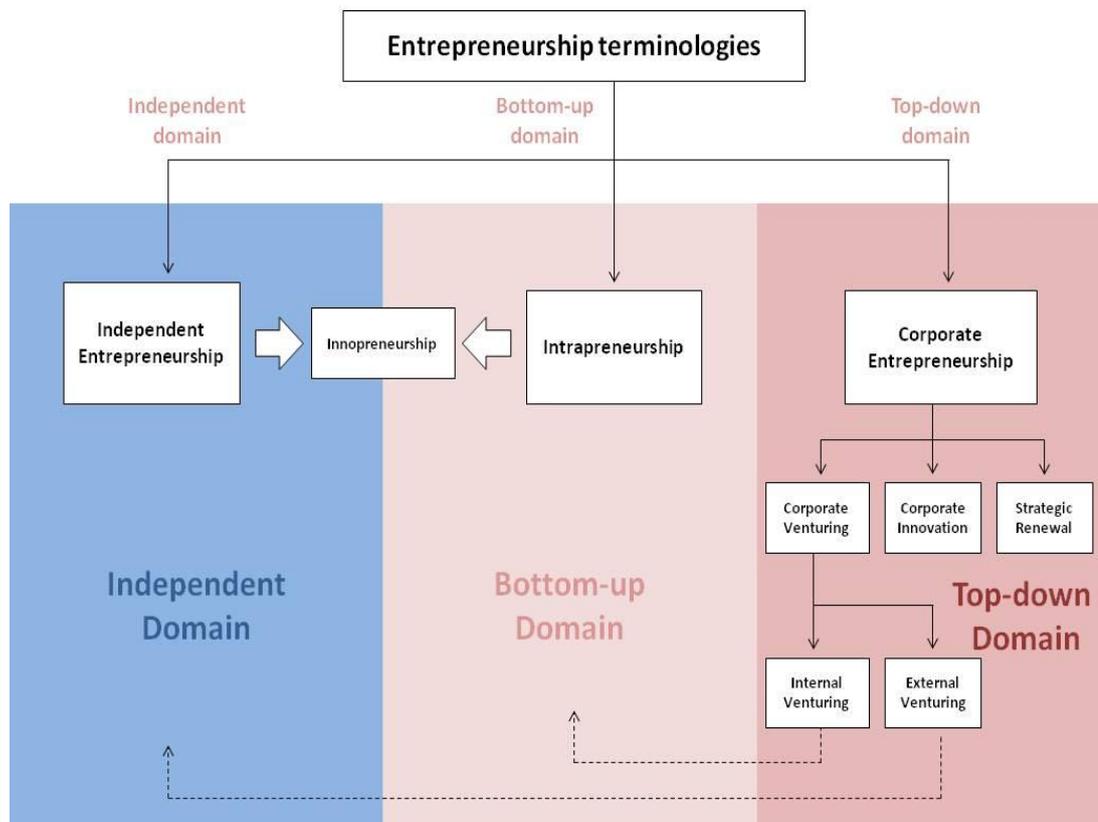


Figure 1.3 Entrepreneurship terminology classification based on the ‘X’trapreneurship approach

As illustrated, this classification approach features entrepreneurship research under three separate domains: independent, bottom-up and top-down. The independent domain is the route leading to any independent entrepreneurial ventures. As

discussed earlier, intrapreneurship and corporate entrepreneurship being two distinct phenomena can therefore be placed in their respective domains. Intrapreneurship representing employees' contribution towards the innovation framework of the organization, regardless of management wishes, illustrates a bottom-up entrepreneurial route. Corporate entrepreneurship on the other hand, represents an organization's engagement with innovation through a top-down entrepreneurial route. Gündoğdu (2012) proposed a new prototype called innopreneurship to meet the needs and requirements of the new economy by integrating the perspectives of entrepreneurship, intrapreneurship and innovation. This new term has characteristics from both independent entrepreneurship and intrapreneurship and is therefore placed between the domains of independent and bottom-up entrepreneurship. Gündoğdu (2012) defined the innopreneur as an innovation-oriented entrepreneur who is the new evolutionary model and a cumulative advanced type emerging from this new competitive environment. The author highlighted that the scope of intrapreneurship is constricted within the internal organizational culture whereas innopreneurs are subjected to no such criteria. Innopreneurs thereby are the new types of innovation hunter who demonstrates powerful characteristics of a traditional entrepreneur as well as skills of an intrapreneur.

1.7 Some exceptions

Authors like Ginsberg and Hay (1994) and Phan et al (2009) argue that corporate entrepreneurship can exhibit both top-down as well as bottom-up characteristics. In the 'X'trapreneurship classification, although corporate entrepreneurship is classified

as a top-down process, there is an exception involving corporate venturing which apart from being a top-down process can also exhibit characteristics of a bottom-up or independent entrepreneurship domain. This is evident if the two sub-components of corporate venturing: internal and external corporate ventures are considered. Internal corporate venturing according to Block and MacMillan (1993) has the unique challenge of conducting entrepreneurial activities within an existing company and it primarily comprises of a learning intensive project approach which would help in creating new businesses for the purpose of commercializing innovation and technological advances. Researchers such as Burgelman (1983) and Chrisman and Chang (2005) illustrated a bottom-up route within the frameworks of corporate venturing. Block and MacMillan (1993) and Ginsberg and Hay (1994) encourage a top-down process involving senior managers who have a pivotal role in managing and controlling the overall process of corporate entrepreneurship. Senior managers have the responsibility to tailor the scope, scale and degree of aggressiveness of any venturing program according to the firm's capabilities (Block and MacMillan, 1993). However, Ginsberg and Hay (1994) noted that internal corporate venturing should not be considered essentially as a top-down process involving senior managers but the role of venture managers from bottom-up is equally important as well. Block and MacMillan (1993) believe that senior managers should be careful with their involvement in venture management. Without being detached or disinterested, they must primarily provide support and guidance, evaluate performance and check expected outputs. They shouldn't direct day-to-day activities related to the venture management which should be the responsibility of venture managers. This is supported by Ginsberg and Hay (1994) who highlight that venture managers should be involved in managing the direction of new venture projects and so, for successful

internal corporate venturing ‘*venture managers can and should play a major role in making the corporate entrepreneurship process work*’ (Ginsberg and Hay 1994, pg 386). Block and MacMillan (1993) feel that venture managers will experience a great deal of frustration with their involvement in new venture creation if senior managers create an inhospitable climate for entrepreneurial activities. They recommend that senior managers should learn how to identify characteristics and skills associated with successful venture managers and create a corporate environment capable of nurturing entrepreneurial actions. Covin and Miles (2007) noted that the label of internal corporate venturing is attached to a phenomenon when within a parent company’s domain, a new business or venture is created and the focus here will be on opportunities that are identified within this parent company’s environment. This is perhaps the only similarity between the phenomenon of corporate venturing and intrapreneurship. This theoretical similarity is one of the prime reasons why Sharma and Chrisman (1999) didn’t isolate intrapreneurship from internal corporate venturing. Ginsberg and Hay (1994) illustrated that both intrapreneurship and internal corporate venturing strategies utilize entrepreneurial resources which are inside the company. With these entrepreneurial resources, these authors pointed out the prime difference that could help differentiate these two concepts. For them, the entrepreneurial resources within an internal corporate venturing are the regular company employees whose creative and innovative aspects are ignited or stimulated in their everyday work. As discussed, intrapreneurship now stands as a separate entity within entrepreneurship research and therefore should not be confused with any of the sub-categories of corporate entrepreneurship.

External corporate venturing on the other hand relates to the investments facilitating the growth of external opportunities and ventures outside the parent organization and Birkinshaw and Hill (2005) labelled this route as independent start-ups indicating that entrepreneurs with this innovation route will venture into the independent entrepreneurship domain. Phan et al (2009) highlighted how this external corporate venturing will lead corporations into investing in young, early growth-stage businesses through external parties and this can include joint ventures, acquisitions or corporate venture capital. This thereby shows the possibility of some of the sub-categories of corporate venturing to have the potential to migrate into other domains based on innovation routes or circumstances. This is in conjunction with the arguments made by authors such as Ginsberg and Hay (1994) and Phan et al (2009) that sub-groups of corporate entrepreneurship can exhibit both top-down and bottom-up characteristics.

The overall entrepreneurship terminologies and their placement in the hierarchy are summarised in table 1.1.

Entrepreneurship terminology	Placement in the entrepreneurship Hierarchy	Remark		
Independent entrepreneurship	Independent domain	Independent route is undertaken by a traditional entrepreneur whose primary interest is in creating a new organization independently with sole control over intellectual rights and profits.		
Intrapreneurship	Bottom-up domain	Intrapreneurship represents a bottom-up process illustrating an innovation process sprouting from an employee's perspective and effort. The innovation arising from it may or may not be in line with the organizational practice however, these intrapreneurs do have the characteristics to identify appropriate decision makers to execute their ideas or plans.		
Corporate entrepreneurship	Top-down domain	Corporate entrepreneurship is classified as a top-down process indicating a management strategy primarily set up to enforce, exercise or promote innovation among its employees and is valid only in situations where employee contribution becomes an answer to an organizational request.		
<p data-bbox="353 991 622 1023">Corporate venturing</p> <table border="1" data-bbox="304 1054 672 1254"> <tr> <td data-bbox="367 1054 613 1134">Internal corporate venturing</td> </tr> <tr> <td data-bbox="367 1134 613 1214">External corporate venturing</td> </tr> </table>	Internal corporate venturing	External corporate venturing	Top-down domain (with potential to migrate into other domains)	Corporate venturing involves a significant top-down process with crucial role played by senior managers. However, venture managers and innovators through a bottom-up route also influence the future of any prospective ventures thereby highlighting that this component of corporate entrepreneurship has properties of all three entrepreneurial domains depending on the innovation circumstances.
Internal corporate venturing				
External corporate venturing				

Table 1.1: Entrepreneurship terminologies and their placement in the hierarchy

1.8 Chapter summary

This chapter highlighted some of the inconsistencies arising in the research field of entrepreneurship particularly among its sub-groups: corporate entrepreneurship, corporate venturing, corporate innovation and intrapreneurship resulting in a lack of clarity or consensus among researchers. By establishing three distinct domains for entrepreneurship research: independent, bottom-up and top-down process, this chapter provides a clear framework for research simplification. All these domains have their own distinguishing features thereby making their position clear in the overall entrepreneurship hierarchy. Different researchers can utilize the 'X'trapreneurship classification to approach various entrepreneurship terminologies from a more defined perspective thereby, aiding a distinct research pathway. The size of an organization wasn't taken into account in this classification approach and this is one of the limitations. Further works should investigate if the size and structure of an organization will influence the placement of these terminologies. The placement of other terminologies such as strategic entrepreneurship, social entrepreneurship, sustainable entrepreneurship, environmental entrepreneurship, institutional entrepreneurship, philanthropic entrepreneurship, distributed entrepreneurship and infopreneurship should also be investigated. However, it must be noted that some of these topics are out of this PhD context which is why the discussion is limited to some selective research works so as not to divert far from the main topic of interest: intrapreneurship.

Having now placed intrapreneurship as a separate and distinct entity of entrepreneurship, the different aspects of it will be discussed in the next chapter. A chronological summary of different definitions of intrapreneurship over the years will also be presented highlighting its relevance within an organization.

Chapter 2

Intrapreneurship - an effective solution for resolving organizational complexities

2.1 Overview

This chapter will explore a range of literature and present an up-to-date account of intrapreneurship as an organizational phenomenon. The initial section of the chapter will discuss the similarities and differences between intrapreneurship and independent entrepreneurship. It will also cover the developmental aspects of intrapreneurship in terms of its metamorphosis along with a brief chronological summary of distinct definitions from different researchers over the years. In the course of this discussion, the organizational complexities will be discussed which are faced by organizations in the 21st century and the relevance of intrapreneurship in terms of its effectiveness. The key challenges in adopting intrapreneurial initiatives

within an organizational framework will also be covered and then leading to the focus of this thesis: the role of CEOs in intrapreneurial organizations.

2.2 Intrapreneurship - the concept

Intrapreneurship, as introduced in chapter 1, describes the innovation practice within an organization through which employees undertake new business activities and pursue different opportunities. Ping et al (2010) highlight that the essence of intrapreneurship is to obtain innovation in every aspect which then leads to their transformation into business value. However, Pinchot (1985) believes intrapreneurship to be more than just a way of increasing the level of innovation and productivity of organizations. For him, it also signifies a way of organizing vast businesses through which work can become “*a joyful expression of people’s contribution towards the society*” (pg 321). In more recent times Mohanty (2006) observed that the concept of intrapreneurship had essentially become an approach that can be systematically adopted in an attempt to define specific strategies and action plans that can help in order to incorporate significant employee contributions. In chapter 1, a clear position of intrapreneurship in the entrepreneurial hierarchy was established but as a sub-group it is also important to understand what the commonalities are and how it can be differentiated from entrepreneurship.

One of the generalized definitions of intrapreneurship is that it represents entrepreneurship within an existing organization (Antonic and Hisrich (2001, 2003), Ping et al (2010)). For Anu (2007), intrapreneurship as a concept is linked to

the entrepreneurial orientation of an organization. Intrapreneurs according to Veronica et al. (ND) are the domestic entrepreneurs as they pursue the interest of that company while maintaining their focus on innovation and creativity. Over the years, some researchers have illustrated features that are common between independent entrepreneurship and intrapreneurship. Morris and Kuratko (2002), for example, noted that both of these terminologies involve opportunity recognition and definition. Innovation is a common element embedded within the frameworks of both entrepreneurship and intrapreneurship. Such innovative initiatives are driven by the individual champion who works with a team and in certain cases individually to bring the concept into practical reality. They both require a unique business concept which can then potentially take the form of a product, process, or service and value creation. The authors also highlighted how both require the individual to be able to balance vision with managerial skills, passion with pragmatism, and pro-activeness with patience. The two concepts appear to be most vulnerable during the formative stage and it requires significant adaptation as it progresses. For an entrepreneur, starting a new business has the risk of uncertainty in terms of direction and establishment. On a similar note, intrapreneurs too face a certain degree of uncertainty with their ideas or projects as it relies solely on the management support. So, both concepts involve risk and require risk management strategies with creative strategies to leverage resources justifiably.

2.2.1 Intrapreneurship and independent entrepreneurship - the differences

In chapter 1, while discussing the three domains of entrepreneurship, some basic differences between independent entrepreneurship and intrapreneurship were highlighted. Researchers have pointed out several other distinguishing features between these two concepts which will now be illustrated in detail.

One of the prime differences between these two concepts lies in the premise of innovation practice. Entrepreneurs, as pointed by Camelo-Ordaz et al (2011), prefer developing knowledge in new organizations whereas intrapreneurs work within organizations that already have their own policies, language, procedures and bureaucracy. As Parker (2011) points out the development of nascent intrapreneurs are highly dependent on senior managers and their support and in bureaucratic firms particularly intrapreneurs will struggle to execute their ideas and projects as there is usually a line of control between potential entrepreneurs and the CEOs. Sometimes they might even put their career at risk if their innovation is not in line with what management wants. In the case of entrepreneurs, being independent they tend to follow their vision and dreams by making their own decisions/judgement unlike intrapreneurs who have to convince the management to help achieve their dreams or execute their ideas.

One of the benefits of organizations with an intrapreneurial culture is that they tend to have more flexibility for management errors and according to authors such as Morris and Kuratko (2002) and Molina and Callahan (2009) intrapreneurs here can make risky decisions using resources of the company or organization. However, entrepreneurs have to rely heavily on their own resources but potential rewards for

them resulting from their organizational success are unlimited. Intrapreneurs, on the other hand risk draining company resources in terms of time, labour and capital if not managed properly. Hisrich (1990) demonstrated that the primary motive for entrepreneurs is independence and an opportunity to create and earn money, whereas for intrapreneurs, this motive involves seeking corporate rewards and recognition. Veronica and Zenovia (2011) show that for intrapreneurs, sometimes these rewards may not be up to their expectation and not all innovation will be appreciated by the management. Although the intrapreneurs may be highly innovative, they are not their own boss as they are under someone else's authority. Bosma et al (2010) noted that intrapreneurship at the individual level could be a predictor of early-stage entrepreneurial activity. They found that some entrepreneurial employees might deliberately opt for intrapreneurship instead of self-employment in order to limit their risks believing it to be a useful stepping stone towards founding their own business.

Nascent intrapreneurs, as Parker (2011) says, may neither express any interest in entrepreneurship nor seek any kind of start-up opportunities until or unless their work colleagues or managers present a suitable opportunity to them. According to this author, in scenarios where an intrapreneur's main concern is to maintain their career status or reputation within the firm, they might just have to put up with the management policies, restrictions and regulations surrounding their innovation even if they are not entirely happy with it. Because entrepreneurs are usually the owner of the company, the occurrence of such incidents is highly unlikely. Hisrich (1990) points out that an entrepreneur will usually deal directly with their own mistakes and failures whereas an intrapreneur will attempt to hide risky projects from the management view until it is risk-free or in a more stable condition.

The existences of bitter hierarchical conflicts are an important factor differentiating independent entrepreneurship and intrapreneurship. Hierarchy conflicts might create problems for intrapreneurs as they might be compelled to ask for permission for actions that fall outside their daily duties and might give rise to discouragement. As a result of such conflicts, intrapreneurs might also suffer from insecurity and uncertainty surrounding their innovation together with unhealthy stress reactions, conflicts with other staff members and work overload. Due to internal competition, Malek and Ilbach (2004) feel that employees might refrain from sharing knowledge with colleagues. Bigger organizations, as these authors note might also face difficulties in maintaining an accurate record/overview of actions of every employee and there might be hindrance in employee communications due to specialization and separation of specific areas of interest within different company projects. Toftoy and Chatterjee (2004) noted that such circumstances might give rise to possible escalating conflict and less satisfactory relationships among employees. As for entrepreneurs, they have the independence and control over their own innovation projects and so the possibility of hierarchical conflicts is rare.

Networking is another aspect which might be an issue for the nascent entrepreneur. As intrapreneurs are innovating under the shield of an established organization, they have the privilege of easy networking access through their company's reputation. However, for entrepreneurs if they haven't got any prior networking support, building it from scratch may be quite difficult as they don't enjoy the same benefits as intrapreneurs.

Bosma et al (2010) found intrapreneurs to have higher job growth expectations than independent entrepreneurs suggesting higher aspiration levels of intrapreneurs and/or better access to resources for achieving growth. If age factors are considered for playing any role in influencing intrapreneurial or entrepreneurial activities, Parker's (2011) research might have some possible answers. That author found that it is the youngest and the older employees who usually engage in nascent intrapreneurship than nascent entrepreneurship and this is partly because younger employees struggle for resources and older employees are prone to inclination for engaging in independent start-up activities. This, therefore, makes them easier to convince to stay within the premise of an organization as intrapreneurs and innovate for the company. With such key differences being firmly established between these two concepts, the path for further research in both fields is now clearer and more concise without creating confusion. Antoncic and Hisrich (2003, pg 20) agree that "*the intrapreneurship concept is now more clearly positioned in the management literature*". Veronica and Zenovia (2011) imply that in economically difficult times both entrepreneurship and intrapreneurship can be excellent tools for breaking-out of a trend through innovation and by bringing something new to the market.

2.3 Dimensions of intrapreneurship

Authors like Antoncic and Hisrich (2001) emphasize that intrapreneurship is not limited to just product or technology innovation or creation of new business ventures but it also involves emergent activities and orientations which represent departures from the customary. It is important to consider the contents and characteristic

dimensions of intrapreneurship to fully understand its relevance and effectiveness. Bosma et al (2010) proposed two phases of intrapreneurship: a vision and imagination phase followed by a preparation and emerging exploitation phase. The authors suggest a strong connection between these two phases illustrating how imagination might include exploring possible barriers and problems facing the project and figuring out various solutions. In this context, the writers have explored the sequential nature of the various intrapreneurial activities and opine that some of these stages might overlap and occur in cycles.

Covin and Slevin (1986, 1991) proposed a firm-level entrepreneurship concept featuring three distinct dimensions: risk taking, innovativeness and proactiveness and this was based on Miller and Friesen's (1983) categorization of innovative strategy making. Lumpkin and Dess (1996) emphasized a multidimensional concept of entrepreneurial orientation comprising: autonomy, innovativeness, risk taking, proactiveness and competitive aggressiveness. Knight (1997) followed that with a more condensed categorization version of Covin and Slevin (1986, 1991) and included only innovativeness and proactiveness as the two main distinct dimensions in his model.

Antoncic and Hisrich (2003) recommend viewing intrapreneurship as a multidimensional concept with distinct elements and, for them, it is essentially an activity-based or activity-oriented concept which operates at the organizational boundary stretching current organizational products and services, technologies, norms, orientations, structures or operations into new directions. In their initial intrapreneurship construct, four dimensions were considered namely: new business venturing, innovativeness, self-renewal and proactiveness. Their later works suggested an eight dimensional intrapreneurship concept which featured the

categorization of Covin and Slevin (1989), Guth and Ginsberg (1990), Zahra (1991), Lumpkin and Dess (1996) and Knight (1997). They noted that these dimensions were distinct in terms of their activities and orientations and their model included new ventures, new businesses, product/service innovativeness, process innovativeness, self-renewal, risk taking, proactiveness and competitive aggressiveness as the prominent dimensions.

Lankinen et al (2012) in recent times demonstrated the key intrapreneurial factors using a four layered model shown in Figure 2.1.

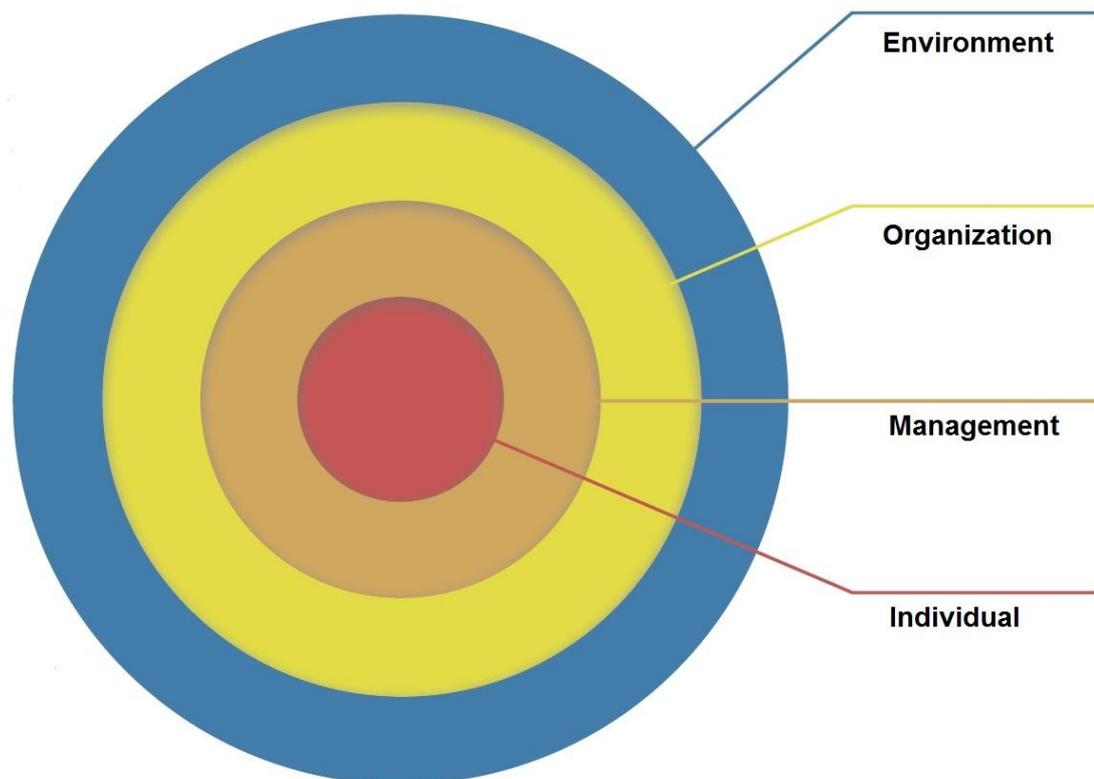


Figure 2.1: Enabling factors of Intrapreneurship (Lankinen et al, 2012, pg 6)

This model shows the influence of environment, organization, management and

individual on intrapreneurship. Environmental drivers such as technological opportunities, industry growth or demand for new products play an important role in enabling intrapreneurship within an organization. One of the key elements to creating a corporate culture that supports intrapreneurship is spreading the spirit of self-actualization that would encourage collaboration among employees. The authors supported that at the organizational level, intrapreneurship is characterized by risk-taking, innovation and proactiveness. In addition, they also indicated how these key organizational elements are also influenced by management support, organizational culture and structure and resource availability.

2.4 Timeline of intrapreneurship

The term ‘intrapreneurship’ was first introduced by Gifford and Elizabeth Pinchot in 1978. Miller (1983) gave new insights to the field of intrapreneurial research by highlighting the concept of entrepreneurship at the enterprise level. Miller suggested that firm level entrepreneurship can be considered in terms of the firm’s ability to innovate, take risks and compete proactively. Scholars such as Pinchot (1985), Rule and Irwin (1988), Guth and Ginsberg (1990), Zahra (1995), Antoncic and Hisrich (2001, 2003) and Ping et al. (2010) have then explored these entrepreneurial dynamics within existing organizations and later conceptualized it as intrapreneurship.

The initial research believed intrapreneurship to be largely the characteristic of large firms as seen in the prominent works of Schollhammer (1982), Norburn et al (1985), Pinchot (1985) and Rule and Irwin (1988). In 1992, The American Heritage

Dictionary added the word 'intrapreneur' to its dictionary defining it as "*a person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation*". Even this definition illustrated the role of an intrapreneur as someone innovative within a large organization. New light was shed on the intrapreneurial dynamics of SMEs by Carrier (1994) who highlighted the differences in terms of characteristics between SMEs and large firms. The author identified certain differentiable aspects of intrapreneurship in terms of structural context, rewards, strategic processes and intrapreneur's dissatisfaction in these firms. Carrier (1994) argued that although intrapreneurship is equally important in both large firms as well as SMEs, due to their divergent properties should be considered from separate viewpoints.

One of the striking features of SMEs is their capability to innovate more instinctively, naturally and efficiently which is why Carrier (1994) suggested that they can sometimes be more fertile than large firms when it comes to innovation. SMEs have dynamic and adaptable nature whereas large organizations suffer mainly due to a more formalized, restricted, cumbersome and impersonal practice. In large organizations there is also the challenge of detecting potential intrapreneurs who risk being lost in the crowd due to these inflexible and paralyzing administrative systems. Larger corporations also suffer due to hierarchical structures where intrapreneurs find it difficult to communicate their ideas to superior managers or struggle to find a route to promote their ideas. In SMEs, this is not the case as the visibility of intrapreneurs is more obvious to the managers due to smaller organizational structure and direct regular contacts. Here intrapreneurs find it easier to approach managers with their ideas, plans or proposals and Carrier (1994) labels the manager as the main inhibitor or the best catalyst for intrapreneurship progression.

Lessem (1986) points out that if intrapreneurs are to flourish in all their guises then it will require organizations which are willing to accommodate their varying attributes. Lankinen et al (2012) note that large firms tend to be bureaucratic and in environments of that nature, nurturing intrapreneurship will be difficult as it would require a radical shift in the internal way of working. To support this, Carrier (1994) too adds the possible friction between intrapreneurs and managers in such large firms due to different or incompatible innovation objectives. These large firms usually place a strong emphasis on stability and efficiency rather than innovation. Indeed, Carrier (1994) feared that any unexpected contributions from an employee may not always be welcomed and sometimes can even be seen as a potential threat. In large corporations, Carrier (1994) thought that intrapreneurs may prefer to work anonymously due to fear of opposition towards their projects or inciting jealousy among other employees who may not enjoy the same flexibility, freedom or privileges as they do. In SMEs, the cooperation of colleagues and other employees are usually more forthcoming due to close friendly connections.

Carrier (1994) also highlighted differences with rewards and recognition among intrapreneurs between SMEs and large organizations. Although in both scenarios the most attractive and stimulating rewards seem to be symbolic or financial recognition and more freedom to project implementation and capital availability, the author found that in SMEs promotion is seen as a bigger priority among intrapreneurs.

Antoncic and Hisrich (2001, 2003) then gave significant evidence to demonstrate that intrapreneurship has substantial impact on organizational and economic development regardless of the size of an enterprise. The intrapreneurship concept which was initially an attempt to illustrate the innovation process inside large organizations has now fully evolved into a major strategy consideration for any

organization regardless of their size. This will be further explored and discussed in more detail in the later part of this chapter.

The following table (2.1) presents a chronological list of some of the prominent definitions of intrapreneurship proposed by different researchers:

Author/year	Intrapreneurship definition
Nielsen et al (1985)	Intrapreneurship is the development within a large organization of internal markets and relatively small and independent units designed to create, internally test-market and expand improved and/or innovative staff services, technologies or methods within the organization.
Pinchot (1985)	Intrapreneurs are any of the ‘dreamers who do’... those who take hands-on responsibility for creating innovation of any kind within an organization. The intrapreneur may be the creator or inventor but is always the dreamer who figures out how to turn an idea into a profitable reality. Intrapreneurship is not just a way to increase the level of innovation and productivity of organizations... it is a way of organizing vast businesses so that work again becomes a joyful expression of one’s contribution to society.
Lessem (1986)	Intrapreneurship forms a bridge between enterprise and development and intrapreneurs are the agent of enterprise development cutting across the division between management and enterprise.

Author/year	Intrapreneurship definition
Luchsinger and Bagby (1987)	Intrapreneurship is associated with ventures that are generated within an ongoing organization and intrapreneurs are the new business heroes.
McGinnis and Verney (1987)	Intrapreneurship is the harnessing of the entrepreneurial spirit of the small organization and blending it into the culture, or set of shared assumptions, of the larger, more established firm.
Rule and Irwin (1988)	Intrapreneurship refers to the entrepreneurial capability of an established corporation - the means and methods by which the organization identifies new ideas, products and philosophies. It largely involves a process of problem solving and team work in organization.
Hisrich (1990)	Intrapreneurship is a hybrid form of entrepreneurship.
Kuratko et al (1990)	Intrapreneurship is the autonomous strategic behaviour of the employee to exploit a given business opportunity.
Stevenson and Jarillo (1990)	Intrapreneurship is a process by which individuals either on their own or inside organizations pursue opportunities without regard to the resources they currently control.
Vesper (1990)	Intrapreneurship involves doing new things and departing from the customary to pursue opportunities.

Author/year	Intrapreneurship definition
Oden (1997)	Intrapreneurship is a form of management that transfers resources from an area of low productivity to an area of high productivity.
Hisrich and Peters (1998)	Intrapreneurship is the spirit of entrepreneurship within the existing organization.
Sharma and Chrisman (1999)	Intrapreneurship is the creation of new organization or an instigation of renewal and innovation within that organization.
Antoncic and Hisrich (2001)	Intrapreneurship is entrepreneurship within existing organizations, a process that goes on inside an existing firm regardless of its size and leads not only to 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 and Hisrich (2003)	Intrapreneurship refers to emergent behavioural intentions and behaviours of an organization that are related to departures from the customary and is defined as an activity-based or activity-oriented concept operating at the organizational boundary and stretching current organizational products and services, technologies, norms, orientations, structures, or operations into new direction.
Chasteen (2003)	Intrapreneurship is a method managers can use to confront disruptive technologies and instil an entrepreneurial attitude inside their company.

Author/year	Intrapreneurship definition
Jarna and Kaisu (2003)	Intrapreneurship is an entrepreneurial way of action in an existing organization more specifically in a small company.
Sayed and Gazdar (2003)	Intrapreneurship involves implementing an entrepreneurial climate and controlling various corporate entrepreneurial activities could be a manager's key in nurturing intrapreneurial thinking.
Toftoy and Chatterjee (2004)	<p>Intrapreneurship is a process by which an individual or a group of employees, in association with an existing organization creates a new organization or instigates change or innovation within an organization.</p> <p>It represents a collection of formal and informal activities within an organization leading to the implementation of innovative ideas and behaviours.</p>
Burns (2005)	Intrapreneurship is an important tool of entrepreneurial management and it can be an isolated activity, designed to see a new project into the market place, either as part of the existing organization or as a spin-off from it. It may also be part of a broader strategy to reposition or re-invigorate the whole organization or even re-invent an entire industry.
Stull (2005)	Intrapreneurship refers to the specific intentions and behaviours of employees at multiple organization levels involving one or more of the dimensions of entrepreneurial orientation (risk taking, innovativeness, and proactiveness) and the focus of intrapreneurship are on employees at multiple levels engaging in some level of entrepreneurial activity.

Author/year	Intrapreneurship definition
Subramanian (2005)	Intrapreneurial activity is a potential source of rent on account of complementarities between the basic asset and the downstream asset and involves a diversion of unobservable effort away from the basic activity of the firm.
Mohanty (2006)	<p>Intrapreneurship is the practice of creating new business products and opportunities in an organization through proactive empowerment and is propelled by an individual's or a team's willingness to take calculated risks and act to create business opportunities that serve an organization's needs for growth and improvement.</p> <p>It is an approach that can be adapted in an attempt to define specific strategy and action plans in which to incorporate employee contributions.</p>
Seshadri and Tripathy (2006)	Intrapreneurship involves taking ownership by operating with an entrepreneurial mindset and it enables employees of an organization to unleash their passion often resulting in generating new avenues for business growth or alternately provides radically different ways of doing existing business.
Antoncic (2007)	Intrapreneurial organizations are those that engage in new business venturing and are innovative and proactive continuously renewing themselves.
Anu (2007)	Intrapreneurship is the process by which large organizations seek to utilize, maintain or retain the edge in innovation and profit-making by asking employees to spawn businesses within the business. Intrapreneurial activity within an organisation can foster a culture of motivation and empowerment amongst employees, ultimately resulting in increased revenue.

Author/year	Intrapreneurship definition
Bieto (2008)	Intrapreneurship is the set of strategies and practices which a company undertakes to promote, cultivate, and manage the entrepreneurial competencies in the organization to create the context conditions that make feasible the development of new ideas and business projects or the renewal of key ideas upon which the company had been founded.
Jong and Wennekers (2008)	Intrapreneurship is a special case of entrepreneurship with a sequential process referring to employee initiatives in organizations to undertake something new for the business, without being asked to do so.
Molina and Callahan (2009)	Intrapreneurship play a key role in fostering critical learning as a way to develop an organization's competitive advantage and intrapreneurs could be the only sustainable resources capable of developing this long-term competitive advantage.
Ping et al (2010)	Intrapreneurship means carrying out entrepreneurship activity in existing enterprise and is an effective way to promote enterprises and achieve sustainable development.
Åmo (2010)	Intrapreneurship is a tool for employees to realize their entrepreneurial vision and it represents a bottom-up process where innovation initiatives originate from the employee and its characteristics are rooted deeply with the employee itself.

Author/year	Intrapreneurship definition
Bosma et al (2010)	Intrapreneurship refers to employees developing new business activities for their employer, including establishing a new outlet or subsidiary and launching new products or product-market combinations.
Ping et al (2010)	Intrapreneurship means carrying out entrepreneurship activity in existing enterprise and is an effective way to promote enterprises and achieve sustainable development.
Bosma et al (2011)	Intrapreneurship is the bottom-up and proactive work related initiatives of individual employees where major activities include opportunity perception, idea generation, designing a new product or another recombination of resources, internal coalition building, and persuading management, resource acquisition, planning and organizing.
Parker (2011)	Intrapreneurship is the practice of developing a new venture within an existing organization, to exploit a new opportunity and create economic value.
Veronica and Zenovia (2011)	Intrapreneurship represent the initiation and implementation of innovative systems and practices within an organization, by some of its staff under the supervision of a manager who takes the role of an intrapreneur, in order to improve the economical performance of the organization, by using a part of its resources, namely those that previously have not been used in an appropriate manner.

Author/year	Intrapreneurship definition
Halme et al (2012)	Intrapreneurial bricolage represents entrepreneurial activity within large organizations which are characterized by creative bundling of scarce resources, and illustrate empirically how it helps innovators to overcome organizational constraints and to mobilize internal and external resources.
Lankinen et al (2012)	Intrapreneurship involves unleashing the power of employees obtaining entrepreneurial skills and mindsets.
Ross (no date)	Intrapreneurship is a process of innovation and progressive change within an organization.
Veronica et al (no date)	Intrapreneurship is an example of employees' motivation, which through their creative spirit is indispensable for their company, thus becoming a key component of this phenomenon.

Table 2.1: Intrapreneurship definitions over the years

The above table showcases some of the intrapreneurship definitions from different aspects however, with the recent economic environment growing more complex and competitive; intrapreneurship has evolved into a much more metamorphosed phenomenon in different organizations.

2.5 Organizational complexities in the 21st century

Pinchot (1985) had strongly emphasized that “*The Future is intrapreneurial*” (pg 320). The current economic environment is getting progressively more competitive, demanding and challenging. Organizations thereby, are struggling with the management of complexities. If the nature of the organizational complexities is analyzed, they appear to be influenced by organizational factors such as organizational structure, resources and culture and in some cases environmental factors like customer demands and market competition. The traits of modern society such as extensive globalization, revolutionary changes in technologies and standard of living act as catalysts in enhancing such complexities. There are the challenges of keeping up with a balance of innovation dynamics and efficient resource management as per market competition and then there is the need for creating an interesting and creative working environment. Such steps are more crucial today as organizations are faced with severe challenges of high staff turnovers which might lead to a loss of efficient intrapreneurs. Clarifying that, Parker (2011) points out that when an employee identifies a new venture opportunity either internally or externally, the employee usually faces two choices: they can keep this opportunity a secret so as to quit the firm eventually to exploit it in a new independent firm or they can choose to disclose it to the firm with the hope of earning some company profits that arises from this joint development. However, loss of innovators can have serious impact on the flow and progression of organizational innovation and which is why Parker (2011) questioned whether managers can actually design contracts and work environments to minimize the risk of talented employees quitting and starting their own ventures. In the current economy where there is fierce competition among

different organizations in order to establish a stronger and firmer hold in the market, retaining such talented intrapreneurs should become a top priority for organizations. Any conclusive ways in which to ensure that is now a major concern.

According to a worldwide study conducted by IBM (2010), Chief Executives from the leading global firms consider the current economic trends as substantially more volatile, much more uncertain, increasingly complex and structurally different. Such developmental changes however are part of the new world where the conscious developments of people and organizations have a part to play (Lessem 1986). Benton (1996) believes that organizations must have to have a certain amount of competitive nature to thrive and that competition is a good thing for personal and professional growth. For Charan (2001) in today's business environment, no growth means lagging behind in a world that grows every day. If companies don't grow, competitors will eventually overtake them. Ironically, these organizational complexities can actually keep the competitive nature of different organizations highly active. In order to survive and be successful, organizations have to constantly work on their products, services and business models to maintain their competitive advantage. Intrapreneurs will be actively engaged with their innovativeness to structure and bring the right developments for their corporations. The competitive advantage for managing organizational complexities can come from identifying and adopting intrapreneurial initiatives as key organizational strategies.

2.6 Intrapreneurship - the effective solution for organizational complexities

In order to attain a competitive advantage and strategic renewal within an organizational framework, a pivotal role is played by organizational innovativeness according to authors like Dougherty and Hardy (1996), Ellonen et al (2008), Zhang and Bartol (2010) and Bysted (2013). Jong and Wennekers (2008) demonstrated how intrapreneurship has this element of innovation within its framework and this is why Nicolaidis and Kosta (2011) recommends adopting intrapreneurship as it comes across as the unique competitive advantage.

Authors such as Peters and Waterman (1982), Kanter (1984) and Antoncic (2007) have considered intrapreneurship to be a characteristic of successful organizations. Organizational complexities can therefore be addressed substantially by creating a proper route for innovation development and progression which comes from intrapreneurial initiatives.

2.7 Addressing organizational complexities

Within an organizational framework, organizational complexities can sometimes stem from the attitude towards innovation and thereby the culture adopted or practiced. For instance, if a firm is overly bureaucratic with rigid and conservative policies then such culture will not encourage innovation. They usually do not tolerate failures or appreciate innovation outside the firm's interest. Such circumstances do not create the ideal platform to innovate as intrapreneurs and their ideas or resources and facilities will be bound by strong control and restrictions. The communication

between different organizational members will suffer as intrapreneurs will struggle to put forward their innovative ideas and this can further divert and rupture the growth and progression of an innovation culture. Morris et al (2008) suggested that when intrapreneurs struggle to execute their innovative ideas, they will most likely get frustrated with the level of organizational rigidity leading them to consider quitting the job or the project.

Today the competition in the global market is quite fierce and organizations constantly need to adapt and make innovative changes to meet the requirements of different customers or clients. If the culture within an organization is resistant to change and reluctant to experiment with new ideas, business models or markets then that might discourage the enthusiastic spirit of innovators. Fry (1993) demonstrated that this inherent resistive nature of organizations can prevent the progression of innovation. According to Bysted and Jespersen (2013), increasing employees' innovative work behaviour is a complex process and they believe that it involves developing an internal climate supportive of idea generation and realization through the use of financial, participative and decentralization mechanisms.

This now leads us to intrapreneurial firms where the scenario with innovation progression and encouragement is much different. Hornsby et al (2002) found that an intrapreneurial culture allows employees the freedom in their work processes along with tolerating failure, which then encourages innovation. Baruah and Ward (2013) observed that the opportunities to explore new ideas, ventures and projects and new technologies can exist within a flexible organizational environment which intrapreneurship offers along with the resources for innovation practice. This culture in which communication trust and support plays a prominent role, gives employees the enthusiasm and spirit to function as an organizational team. Scheepers (2011)

believes that this helps in achieving organizational objectives. It is one of the reasons why authors such as Silva et al (2006) and Camelo-ordaz et al (2011) have observed a strong relationship between intrapreneurship and technological innovation.

One of the complexities observed in bureaucratic firms is job dissatisfaction leading to high turnovers. Scheepers (2011) believes that employees who find their jobs challenging and rewarding can be motivated by the nature of the work they perform. Antoncic and Antoncic (2011) have identified a critical association between employee satisfaction, intrapreneurship and firm growth. They observed that employee satisfaction comes from organizational and management support and organizational values that are vital characteristics of intrapreneurial firms. They found the elements within the employee satisfaction construct to be predictive activities associated with intrapreneurship. Adding to this, Davis (2009) observed a strong connection between job satisfaction and creativity and knowledge creation which, according to Bysted (2013), leads to more innovative initiatives and performance within a firm.

Lankinen et al (2012) observed that intrapreneurs have the potential to find new combinations of resources that build competitive advantage which can thereby help them thrive in hostile environments. Scheepers (2011) reports that an intrapreneurial climate where formal acknowledgement and encouragement of different skills and talents takes place, financial resources for new initiatives are provided and organizational freedom are supported can increase the route for innovation. Toftoy and Chatterjee (2004) have suggested that corporations, by becoming more intrapreneurial and by initiating a creative working culture, can retain the interest of different intrapreneurs which can address the complexities associated with high turnovers of staff.

2.8 Organizational benefits from adopting intrapreneurship

Mohanty (2006) found that paradigm-breaking companies invest in and nurture intrapreneurship from which they can execute effective innovation processes leading to innovations in new products, services and processes and superior business performance results. Substantial benefits in terms of profitability and innovativeness, strategic renewal and performance and international success can be attained from intrapreneurship and this is why organizations today seem to be adopting intrapreneurial initiatives. Antoncic (2007) stated that firms which structure organizational values by aligning towards intrapreneurial activities and orientations are more likely to have higher growth and profitability in comparison to organizations that lack those characteristics.

One of the benefits intrapreneurs enjoy as part of their role is access to company's resources along with the organizational brand name and reputation acting as a shield by default. Pinchot (1985) described these intrapreneurs as “*dreamers who do*” (pg xv). Intrapreneurs being the smart innovators within an intrapreneurial climate of an organization work on the design and creation of new ideas, products, ventures and business models and are thereby an important part of intrapreneurship. By having intrapreneurship within an organizational framework, companies can now address some of the issues associated with organizational complexities. Toftoy and Chatterjee (2004) highlighted some of the other benefits that intrapreneurship can bring within an organizational framework such as enhanced individual or group performance. An intrapreneurial culture tends to orient an organization to make effective adjustment to changes in the market and to unusual business environments. It also promotes a higher quality of inter-personal relationships and cooperation

among colleagues and brings beneficial attitudes towards jobs. The authors also showed that intrapreneurship brings group and organizational psychological well-being.

An intrapreneurial company provides the best possible environment for intrapreneurs to thrive and excel in the activities in which they are good at and this includes the relentless pursuit of innovation and creativity, as described by Toftoy and Chatterjee (2004). Pinchot's (1985) prediction about the future being intrapreneurial is quite evident now. The economic complexities demand the implementation and substantial use of innovative strategies like intrapreneurship to keep-up with the challenges of the environment. Mohanty (2006, pg 103) conclude that "*what is innovative about intrapreneurship today is the realization that it can be achieved systematically*". With the significant benefits that organizations can derive from intrapreneurship, there is no doubt that we have come to a highly relevant time in which organizations need to incorporate intrapreneurial dynamics within their key strategies.

2.9 The challenges while adopting intrapreneurial initiatives

When the concept of intrapreneurship first arose, some authors did not realize or acknowledge its potential. For instance, Duncan et al (1988, pg 17) called intrapreneurs the '*latest figment of journalist's imagination*'. They considered intrapreneurs to be as rare as the type of business that might successfully manage them. They strongly believed that the conventional corporation would not be able to supply and cope with the needs and requirements of intrapreneurs. They emphasized that although organizations might have the resources, the climate and culture to

nurture intrapreneurs did not exist. However, today the importance of intrapreneurship has been demonstrated in several literatures. Large firms like 3M and IBM who started intrapreneurial trends back in the 80's still have their strategies prioritized within this framework and their successful history is enough to highlight the impact intrapreneurship has on innovation growth.

As discussed earlier in this chapter, innovation can be nourished, facilitated and developed within an intrapreneurial culture of an organization. Today, an intrapreneurial company is the best possible platform in which an intrapreneur can thrive and engage in the pursuit of organizational innovation and creativity. Innovation, although it plays an important role for firm's survival in today's competitive environment, it can be quite chaotic or unplanned and also systematic depending on its nature (Toftoy and Chatterjee, 2004). Some of the organizational and environmental challenges that influence intrapreneurial growth which organizations face today were not quite so evident 20 years ago.

2.9.1 Challenges on intrapreneurship from organizational influences

Nurturing intrapreneurial initiatives can sometimes be difficult as it usually puts pressure on the firm and demands a radical shift in the internal way of working according to Lankinen et al (2012) and these might lead to some organizational challenges. Parker (2011) questions whether organizations can strategically identify and groom prospective and future intrapreneurs but it must be noted that not all intrapreneurs can be motivated and facilitated in the same manner. Intrapreneurship

being incubative by nature requires commitment from top-management for its proper survival and growth.

If the structure and environment of an organization does not provide any encouragement for innovation then the existence of intrapreneurship and nourishment of intrapreneurs is very bleak. Intrapreneurial activity should therefore be appropriately rewarded according to Scheepers (2011) and one of the prime responsibilities for top-management leaders is to emphasize organizational culture to allow and appreciate failure as a means of encouraging intrapreneurs (Rule and Irwin (1988), Toftoy and Chatterjee (2004), Mohanty (2006), Seshadri and Tripathy (2006), Arslan and Cevher (ND)). Today organizations might face the challenge of selecting and using suitable motivational techniques. Scheepers (2011) investigated these techniques within the intrapreneurial reward system. Lack of systematic encouragement and empowerment of innovative actions can deteriorate innovation propensity. So for intrapreneurial firms, Scheepers (2011) found that formal acknowledgment, social incentives and organizational freedom can boost and encourage innovation. The intrapreneurial spirit of employees can be disoriented and damaged if there are any inconsistencies, only sporadic enthusiasm or lack of commitment of the top management (Seshadri and Tripathy, 2006). Antoncic (2007) suggested the development of an organizational culture to embrace more intrapreneurial characteristics such as open and quality communication, formal controls, intensive environmental scanning, management support, organizational support and values. Antoncic and Hisrich (2003) proposed a multi-dimensional concept of intrapreneurship and suggested managers should analyze, nurture and promote these dimensions as it will be effective in improving organizational performance. This might also be a conclusive means of grooming and facilitating

intrapreneurs. Accordingly top management leaders must prioritize intrapreneurship in their management criteria.

The challenges of intrapreneurship should be tackled not only by the sincere managerial commitment of the top leaders but also by the intrapreneur's own dedication. Lessem (1986) believes that the intrapreneur cuts across the division between management and enterprise as they form a bridge between enterprise and development. The learning aspects of an intrapreneurial environment are influenced by the structure of the industry according to Lankinen et al (2012) and intrapreneurs learn by significantly engaging with it and seeking information. Ahmad et al. (2012) predicted the long term growth and sustainability of any organization that manages an internal eco-system of intrapreneurial work-force. Mohanty (2006) found intrapreneurship to be successful only when intrapreneurs are motivated to take action and value an innovation policy projecting the organization's culture and operating principles.

Mohanty (2006) suggests managers make their organizational commitment more clear to employees by using distinct policies and practices alongside demonstrating dedication and willingness to make systematic changes. Internal opportunities such as developmental training, funding and mentoring should be provided for intrapreneurs by top-management so as to utilize their skills, capabilities and knowledge. Managerial commitment appears to be the key for addressing intrapreneurial challenges which requires a high degree of risk propensity and this is why Lankinen et al (2012) have emphasized that managers both corporate management and middle management, play a vital role in supporting and encouraging it.

2.9.2 Challenges on intrapreneurship from environmental influences

The extent of globalization today has led to wider international activities for firms pursuing larger scale R&D and global market competition. Companies are constantly looking for better opportunities to expand their knowledge-base and for renewing and revitalizing their organizational strategies. Such an urge to compete in the international market place and gaining a larger customer-base wasn't as fierce two decades ago. The new technologies that come in with modern trends add more competitiveness to the market and according to Huse et al (2005) environment changes will initiate organizations to look for new means to remain highly competitive. It is, therefore, important for intrapreneurial firms to understand the influences from different environmental factors.

Morris and Lewis (1995) highlighted the environmental turbulence present in society in their model for studying the determinants of intrapreneurship. Their study involved three dimensions of the external environment: heterogeneity, dynamism and hostility which influence the approach to innovation adopted by any organization. Huse et al (2005) believe that firms operating in heterogeneous environments have to deal aggressively with a greater number of customer demands and tastes and this will push the organization to gain access to newer innovations as desired by the market. For instance, Kathuria and Joshi (2007) observe several challenges that extensive internet usage and growth in various aspects of modern lifestyle has brought. They believe these force companies to re-orient their innovation approach to maintain their existence. Customers these days can separate information about products and services from the actual products and services and

the geographical distance between consumers and providers has shrunk incredibly. Kathuria and Joshi (2007) found some of these dynamic shifts in the environment can have a negative impact on a firm, by bringing to the fore threats that didn't exist before. Today organizations might face some unfavorable external forces represented during environmental hostility which could threaten their mission and output. Huse et al (2005) believe that these hostile factors might shrink a firm's profit margin adding more pressure for attaining extreme innovation. Intrapreneurial firms now have not only the challenges to keep up with these changing trends and demands of the market, they must also take necessary steps to adapt and evolve subsequently.

Social values and norms, as part of these environmental influences, also have great influence on the innovation approaches adopted by different organizations and they tend to drive different political, social and technological changes which are also key to intrapreneurial growth and success. Intrapreneurs must learn to monitor various cultural aspects of their target market and customer base and their innovation should aim primarily to offer greater customer value and satisfaction so as to gain a superior advantage over competitors. The complexity and volatility of the environment requires an organization to be constantly alert on current and future conditions in its markets. So, Huse et al (2005) showed that having this market knowledge will help organizations in attaining long-term competitiveness through changes in their behavior and timely establishment in the market. So, for intrapreneurs, the key aspect for facing the challenges here is to be aware of the environmental changes and attain sufficient knowledge and understanding of customer and market needs and future predictions.

2.10 The key subject of focus: the Chief Executive Officer (CEO)

The earlier discussion in this chapter sheds light on the roles played by top management particularly in the development and management of different intrapreneurial strategies. As Toftoy and Chatterjee (2004) say “*The first step in intrapreneurial planning starts with sharing the vision of innovation that the CEO or principal of a firm wishes to achieve*” (pg 8). One of the classic examples of Upper Echelon theory by Hambrick and Mason (1984) showed how the organizational outcomes in terms of strategies and effectiveness are reflections of the values and cognitive bases of powerful organizational actors such as the CEO. Kitchell’s (1997) research on the Upper Echelon theory showed a direct relation between a CEO and technological innovativeness of an organization. The study of Mohanty (2006) among 800 top managers from India highlights their roles in identifying, selecting and supporting intrapreneurial initiatives. In order to have a successful intrapreneurial organization, this author recommends CEOs to create internal opportunities for employees to apply their knowledge in different contents, develop new skills and discover opportunities.

One of the critical facts to note in the model proposed by Lankinen et al (2012) (figure 2.1) is the role of top management as a key enabling factor of intrapreneurship. These authors implied how CEOs can influence the organizational culture thereby giving intrapreneurs the encouragement and enthusiasm to innovate in what they believe. On a similar note, the model of intrapreneurship proposed by Jarna and Kaisu (2003) as shown in figure 2.2 highlights the connection of management activities, organizational culture and intrapreneurship dimensions.

These authors indicated the role of the management as a key facilitator and promoter of intrapreneurship.

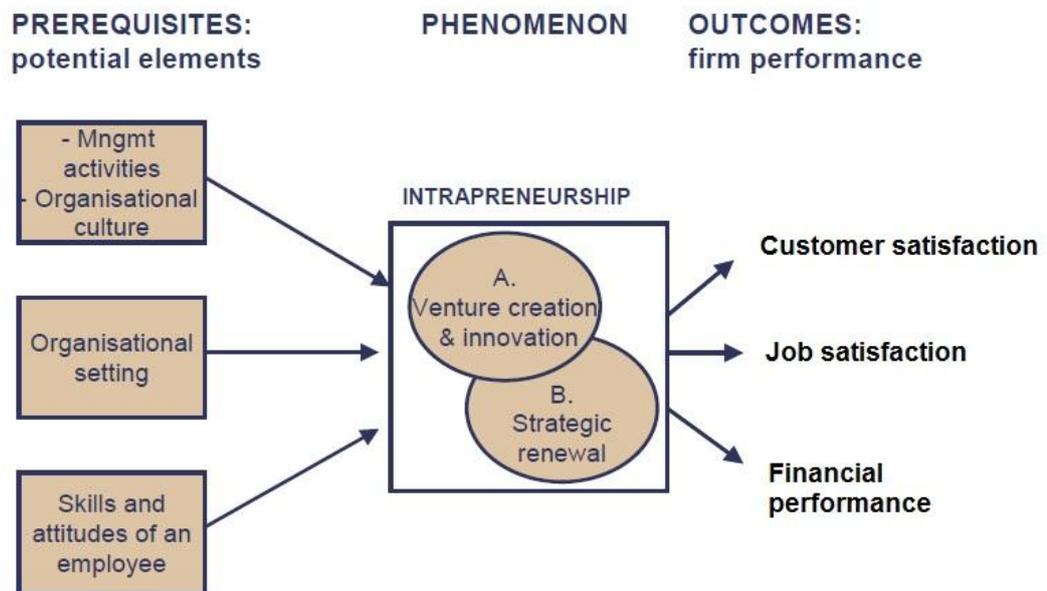


Figure 2.2: *The model of Intrapreneurship (adapted from Jarna and Kaisu (2003), pg 3)*

Such management activities as they explain can ensure a clear understanding of the vision and direction of the company thereby summarizing *“Altogether these organizational factors both direct the employees in their intrapreneurial efforts, as well as ensure that employees are empowered and committed”* (pg 4). Ahmad et al (2012) similarly highlight the key aspects that can foster intrapreneurship and this includes work discretion among CEOs such as tolerating failures and providing organizational flexibility. Camelo-Ordaz et al (2011) studied intrapreneurship in small creative firms by looking at the demographic characteristics of the company’s senior directors. Their study too captures the critical picture of top management’s

role in the context of intrapreneurship management. Rule and Irwin (1988) considered factors such as staff rotation program, new ideas screening, supporting idea development or providing leadership as part of a CEO's role for the success of intrapreneurship. They add "*senior management must take a personal commitment to support innovation. It is not so much what leaders say but what they do to support innovation and encourage intrapreneurship that counts*" (pg 47). One of the classic examples of intrapreneurship that clearly highlights this aspect of senior management's support in the success of an intrapreneur is that of Sony's PlayStation. Intrapreneur Ken Kutaragi's initial idea/proposal of developing a digital chip to enhance video gaming systems was rejected by the organization as they deemed it too risky for their business. However, Sony's president (later CEO) Norio Ohga saw the potential in Kutaragi's innovation and gave him all the support and resources to make it happen. When it was released in 1994, the PlayStation itself contributed to over 40% of Sony's operating profits making it a worldwide success. Gmail's creator Paul Buchheit too gained a lot of support from Google's CEOs Larry Page and Sergey Brin when others in the management didn't support or believe his ideas. Today, Gmail is one of the most popular and widely used email services in the world. These examples not only highlight the dedication of an intrapreneur but it also captures the important role CEOs and senior managers can have on the nourishment, development and subsequent success of an intrapreneurial project.

The recent IBM (2010, 2012) study on CEOs worldwide further verifies how CEOs can play a crucial role in creating more open and collaborative culture thereby facilitating intrapreneurship. Toftoy and Chatterjee (2004) explain that it takes a leader in top management who can understand the importance of an entrepreneurial spirit in the company's bottom line thereby concluding, "*Without CEO's*

commitment, company will fail in attempts to be more intrapreneurial” (pg 2). The current literature on CEOs’ role in the development and management of intrapreneurs and innovation climate is very vague. The model of Lankinen et al (2012) highlights that in order to understand the phenomena of intrapreneurship at an individual level better, the role of top management should be evaluated further. To understand intrapreneurs, we therefore need to gain a better picture of the role of top management. This therefore, underpins the main subject of interest for this thesis: the CEO. Their role within an organization is very crucial and understanding them and their influential characteristics and management styles will help us get a better grasp of the overall intrapreneurship concept in the literature.

2.11 Chapter summary

In this chapter, a thorough review of the different aspects of intrapreneurship was conducted starting from the first of the concept introduction to its recent developments. A chronological list of different definitions surrounding intrapreneurship was presented. The chapter further demonstrated why CEO is the focus of this thesis. In the next chapter, the role of a CEO within an organization will be discussed in detail reflecting a critical review of relevant literature on CEO study. Some of the gaps in the literature will be highlighted such as the influence of a CEO in SMEs and the characteristics that facilitate the process of intrapreneurship.

Chapter 3

Do CEO's management styles matter?

3.1 Overview

This chapter will explore different literature on CEOs and their role in organizational management. The initial section will illustrate the definition and corporate lifecycle usually associated with a CEO, followed by some of the key research streams in CEO study. The final section will highlight some of the gaps in the literature about CEOs and intrapreneurship management.

3.2 Defining CEO

CEOs are the highest ranking executives in a company and their key responsibility involves managing the overall operations and performance of the firm. This includes developing and implementing high-level strategies, making major corporate decisions, implementing and maintaining corporate policies and managing resources. They also act as the main communication link between the board of directors and the various corporate operations. These roles do tend to vary significantly depending on the size of the company and its structure. Therefore, finding a concise definition of a CEO might not be simple due to these extensive roles which they are associated with by default. Every CEO is unique, says Kelly (2008) highlighting how the CEO job description has been the subject of continuing debate. Thomas et al (2006) agree that in comparison to other management roles (such as the finance director, the marketing director or the project manager), a CEO's role in practice is far less clearly defined and they question whether CEOs should actually behave like a generalist getting involved in everything within the organization.

It is, however, obvious that CEO's have tremendous responsibilities aimed at channelling the organization's development and progress through their vision and management styles. Benton (1996) suggested that the CEO is the least studied role in an organization but is the most scrutinized and criticized. Kelly (2008) notes that use of the word 'CEO' gained momentum only in the mid 70s when managers experienced new management techniques and felt the necessity to identify specific roles. CEOs today bear an enormous weight of responsibility and their influential stories make headlines. The successful stories of Steve Jobs at Apple, Pascal Soriot

at AstraZeneca, Bill Gates at Microsoft, Larry Page and Sergey Brin at Google, are some of the familiar examples of a long list. This current era is also witnessing an encouraging rise in the number of powerful female CEOs, leading multinational companies such as GM, HP, IBM etc. According to the 2014 Fortune list of 500 top CEOs, 26 top CEOs are women occupying a total of 5.2 percent. Leading this list are prominent names such as Mary Barra (GM), Meg Whitman (HP), Virginia Rometty (IBM), Patricia Woertz (Archer Daniels Midland), Indra K. Nooyi (PepsiCo, Inc.), and Safra Catz (Oracle), to name a few.

3.3 Life cycle of a CEO

CEOs face a tough journey in this high profile job as they constantly need to prove their credibility and leadership skills in the face of all the challenges surrounding the business. These CEOs will have to bear the prime responsibility for any backlash when something goes wrong under their leadership and management. Some of the examples include: Bruno Guillon of Mulberry who had to resign in 2014 after losing two-thirds of its market value under his two years leadership. 2014 also saw Philip Clarke of Tesco resign despite 40 years of service owing to disappointing sales and fall in market share. The year 2015 too has brought many such cases. Famous among them are: Hisao Tanaka of Toshiba resigning in July due to discrepancies in their profit statements of six years, Anthony Jenkins of Barclays getting sacked in July with the board being dissatisfied with his unique and drastic cost cutting measures in the bank. Dick Costolo of Twitter too had to resign in the middle of this year despite of being named as one of Time's 10 most influential Tech CEOs in 2013. The latest

example is Martin Winterkorn of Volkswagen who resigned after the emission scandal in September 2015. These show the scale of challenges and seriousness attached to their roles, responsibilities and credibility.

CEOs occupy the most powerful position in a corporation but as Calabria (1982) says becoming and staying powerful is no easy task. Supporting this, Benton (1996) summarizes, *“It takes work, effort and commitment to get to the top ledge, and when you get there, you have to keep on working at it to stay there”* (pg. 28). So, according to Kelly (2008) understanding the different time frames is crucial for any CEO. In order to survive and thrive in their challenging role within the organization, it is vital for them to familiarize themselves with the processes they will need to go through. Kelly (2008) describes these processes as four key stages that involve anticipation, exploration, building and contributing. The anticipation stage is where a CEO has to look at the role, set expectations, discuss any issues needing immediate clarity and enter into honest exchanges of views and set the overall tone. The exploration stage is what Kelly (2008) terms as the honeymoon period where the CEO gets to know the organization, the people and the management team. The building stage involves the CEO assembling the right team to deliver and, being a tough phase, the CEO has to act here on people and their jobs/responsibilities. This comes with difficult decisions such as letting the wrong people go and restructuring the overall management. The final phase is the contributing stage where the CEO has to deliver the results as the leader with full control.

One of the few research studies to investigate the life cycle of a CEO is that of Thomas et al (2006). This study illustrated the cycles by considering the different phases and factors which a CEO is judged in an organization. As shown in the figure

3.1, the initial phases of this cycle revolve around the CEO making a personal impact.

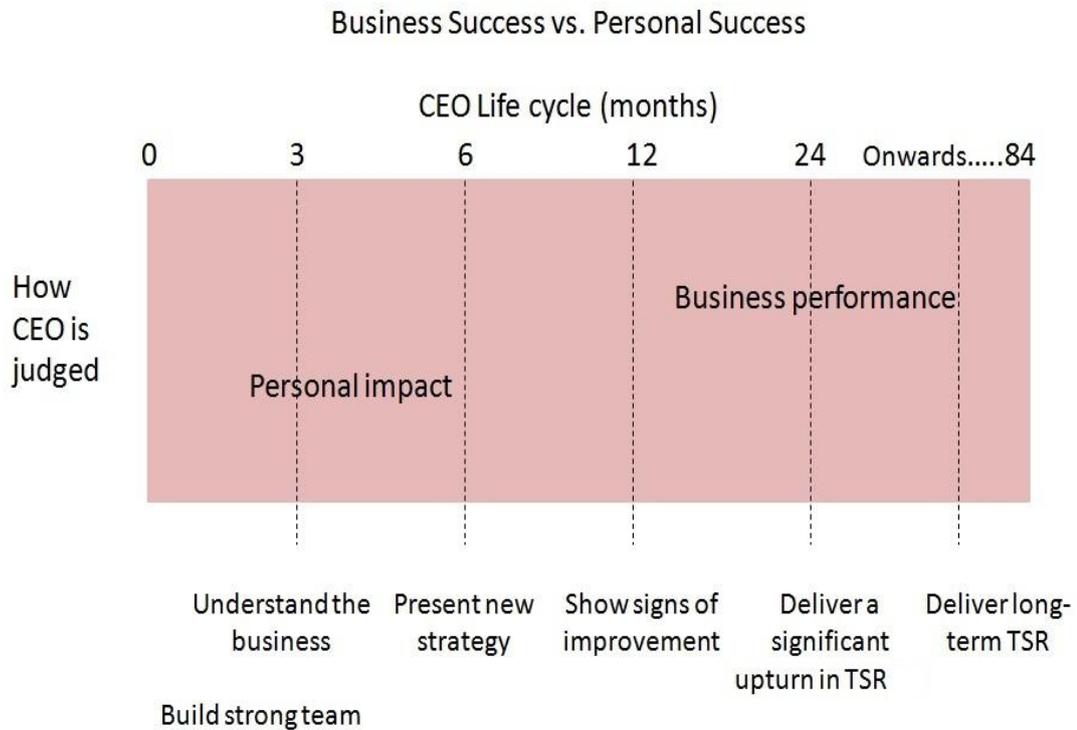


Figure 3.1: CEO life cycle (Thomas et al., 2006)

The 'TSR' in the figure represents total shareholder return which is a combination of the capital growth in the value of the share and the dividend yield.

The first couple of months are where the CEO is expected to demonstrate an understanding of the overall business and initiate the development of a strong team. This is similar to what Kelly (2008) proposed as discussed earlier. The end of six months involves the crucial step of presenting new strategies thereby progressing into the critical phase of business performance. It is that the CEO will be judged against the credibility of these new strategies and the upcoming years will need to

show signs of improvement in business performance in order for the CEO to demonstrate leadership and management skills. The authors also note that by the end of the second year, the previous track record or charisma of the CEO is not as important as their ability to demonstrate the progress of the business.

3.4 Research themes on influential CEO

According to Thomas et al. (2006) today CEOs are expected to be modest, unpretentious, engaging, flexible, diplomatic, ethical and humble. They can be successful if they adhere to high personal standards, simple principles, common-sense rules and an inexhaustible curiosity. For Kelly (2008), a CEO's job begins with leadership and without strategy and execution, this leadership is only decorative. He concludes that the best CEOs will have to be passionate and have a clear sense of the company's purpose and ambition, focusing their efforts in the right places and thereby leading their organizations to a great future and exceptional performance delivery. So, how have CEOs been studied so far? What are the key criteria and focus of different researchers? Bhagat et al (2010) emphasize that CEO ability is the composition of observable and quantifiable characteristics like education, age or experience and potentially non-quantifiable characteristics like leadership or specific management skills. Literature review suggests some core areas of CEO characteristics like demographic variables, leadership styles and personal/individual attributes which this chapter will now discuss.

3.4.1 Demographic variables

One of the earliest studies on CEO characteristics conducted by Hambrick and Mason (1984) proposed a model mapping observable managerial characteristics and organizational outcomes. They showed that organizational strategies and effectiveness are reflections of the values and cognitive bases of powerful actors in the organization such as the CEO. To date such observable characteristics stand as one of the most popular research areas on CEOs and these include demographic variables like education, age, tenure, functional background and work experience. One of the possibilities as Kitchell (1997) explains is that access to demographic information is more readily available than psychological profiles and demographics can be validated more objectively. However, there is not a high degree of consensus about these demographic studies and researchers have offered some mixed opinions about the influence of these demographic variables on organizational innovation which will now be discussed.

Authors like Schroder et al (1967), Hambrick and Mason (1984), Wiersema and Bantel (1992), Rajagopalan and Datta (1996) and Karami et al (2006) suggest that better educated CEOs are more likely to perceive higher complexity by absorbing new ideas. They say the CEOs are better at identifying and evaluating newer alternatives to deal with organizational problems and showing more acceptances towards disruptive and unconventional innovations. Such CEOs show greater openness to change and have a high capacity of processing information using sophisticated technologies to improve firm performance. However, there are authors like Nutt (1986), Bhagat et al (2010), and Jalbert et al (2010) who suggest that education level may not effectively illustrate a CEO's ability to influence organizational outcomes or decision making capabilities. The findings of Jalbert et al

(2010) illustrates that some CEOs without a degree can sometimes outperform CEOs with a degree. Education level comes across as a debatable demographic variable to demonstrate CEO's effectiveness considering these two distinct and contrasting streams of research findings. One of the possible explanations provided by Gottesman and Morey (2010) is that the amount of time between the CEO's completion of the degree(s) and the attainment of the position of CEO may be sufficiently lengthy and this might diminish any benefit that would usually come from a superior education.

Age, tenure and work experiences are closely connected demographic areas which aren't far from drawing controversial and divided opinions among researchers. Authors like Hart and Mellons (1970), Taylor (1975), Ireland et al (1987), Wiersema and Bantel (1992) and Qianbing and Pingping (2010) found CEO's age to be a significant determinant on organizational performance. Their research seems to imply that older CEOs prefer more conservative strategies. They tend to avoid risk, thereby placing a greater priority on financial security. Older CEOs also seem less keen on exploring or practising newer innovations or evaluating a variety of options/alternatives and they have also been deemed as less confident of their decisions or strategic commitments. Therefore, they are quite ready to change their choices or views when confronted with adverse consequences. Younger CEOs, on the other hand, prefer to pursue risky innovative and aggressive strategies. They place a greater value on participative management and have a higher risk acceptance. However, researchers like Hambrick and Mason (1984) have associated older CEOs with a deeper commitment and dedication to work priorities, developing a stronger bond and a better understanding of the organizational framework. Karami et al (2006) found a strong correlation between CEOs' work experience and firm

performance. They suggest that professionally experienced CEOs place more emphasis on formal strategy development especially if they have a background in management education. Authors such as Chaganti and Sambharya (1987), Hitt and Tyler (1991), Kitchell (1997), and Lin and Cheng (2011) suggest that long tenured CEOs will be more familiar with various business operations and can foster stability and efficiency-oriented strategies. These CEOs bring harmonization amidst technological disruption and changes using their credibility and experience. They can incorporate better system knowledge and their organizations will benefit effectively from their knowledge based on the outcomes of multiple past decisions and will, therefore, perform better. Hughes et al (2010) did a 12-year period longitudinal study on the football industry to investigate the impact of tenures of managers. They found that although new managers might incorporate new rapid changes to tease out the intrinsic talent among employees, such changes might be illusionary by masking the real and deep fundamental problems of the organization. They recommend giving new managers time to make positive changes by learning, diagnosing and analyzing these organizational problems, *“Longer tenures are associated with better average and cumulative performance”* (pg 586).

Kitchell (1997) also showed that CEOs with international work experience, particularly with different cultures, will develop an outward-looking and cosmopolitan mind-set and they will be more likely to be broader minded and more receptive to new ideas. Authors like Perks and Hughes (2008) have highlighted the importance of an entrepreneurial manager’s specific knowledge and past experience of international markets which can lead to opportunity identification and exploitation. They discussed how such manager’s connection with customers, tacit knowledge and vision and product-service complexity can enhance the process of

internationalization. However, there are also risks associated with long tenure, as highlighted by authors like Gupta (1984) and Rajagopalan and Datta (1996), particularly in terms of restricting the breadth of a CEO's knowledge and limited perspective or specific organization-related knowledge especially when the executive has spent a long time working within the same organization.

The word which sums up a CEO's job, according to Kelly (2008), is leadership, which leads to the next research theme on CEO characteristics.

3.4.2 Leadership styles

Leadership styles are one of the popular research streams about CEO characteristics. As Kelly (2008) says, the CEO's job begins with leadership. That author concludes that the best CEOs today have to be passionate with a clear sense of the company's purpose and ambition. They focus their efforts in the right places and, thereby, lead their organizations to a great future and exceptional performance delivery. Oden (1997) shows that competent leadership is the single most visible factor which can distinguish major cultural changes that succeeds inside an organization from those that fail. The content of leadership according to Thomas et al (2006) involves four aspects: CEOs leading themselves, their staff, customers and shareholders. Lot of research has been carried out to understand the leadership attributes of CEOs globally. One such prominent example is the extensive study conducted by IBM (2010) on more than 1500 CEOs all over the world. They defined the present era as uncharacteristically disruptive and their study reflected three leadership traits among

CEOs: inspirational leadership, customer obsession and leadership teaming across the corporate suite. One of the premier leadership qualities that CEOs themselves prioritized in that study was creativity, “*CEOs now realize that creativity trumps other leadership characteristics. Creative leaders are comfortable with ambiguity and experimentation. To connect with and inspire a new generation, they lead and interact in entirely new ways*” (pg. 23). IBM’s study showed that these characteristics closely align with organizational goals and cultures, such as, empowering employees through values, engaging customers and amplifying innovation through partnerships and they are strongly influenced by the CEOs’ intuition and evolution as leaders.

One of the classic leadership style theories that has consistently attracted a lot of research interest is that of transformational and transactional leadership, first proposed by Burns (1978). Transformational leadership is characterized by four key elements (according to Bass (1985)), namely: charisma or idealized influence, inspirational motivation, individualized consideration and intellectual stimulation. According to authors like Yucel et al (2014), CEOs with moderate transformational leadership attributes will not provide a clear vision of the strategic accomplishments and direction, as they observed that this adaptive leadership style had a significant impact on employee to the organization commitment. Researchers such as Bass (1985), Yukl (1999), Avolio (1999), Jung and Sosik (2002), Ling et al (2008), Dhawan and Mulla (2011), Ng and Sears (2012) and Stoker et al (2012) have shown that CEOs with this transformational style are charismatic role models who stimulate and motivate followers and inspire them in changing attitudes, beliefs and values. Such CEOs will produce strategic vision, communicate and develop initiatives to articulate and follow the organizational vision and mission. In the

process, they provide support, mentoring and coaching to subordinates, as well as acting as an important driver for stimulating employee creativity and firm innovation. Dougherty and Hardy (1996) believe that CEOs with such intellectual stimulation styles can facilitate the unconventional and innovative thinking which can be vital within the frameworks of innovation culture to the development of new knowledge and technology. Jung et al (2008) found that there was a direct positive effect of transformational leadership on organizational innovation.

On the other hand, CEOs operating transactional leadership focus mainly on maintaining the status quo and are more concerned with following rules and regulations. Researchers like Bass (1985), Aronson (2001), Hood (2003), Jung et al (2008) and Ng and Sears (2012) found this style to be mostly associated with exercising bureaucratic authority, motivating employees through task assignments and contractual agreement or compliance with work standards. These CEOs place a lot of emphasis on rewards and punishment to influence employees, which is why authors like Amabile et al (1996) and Bono and Judge (2004) found this leadership style to be particularly detrimental to the innovation culture of an organization.

In a separate study, Tappin and Cave (2010) outlined five CEO leadership types, based on their extensive global research of 200 CEOs from multinational companies. These leadership types are: commercial executors, financial value drivers, corporate entrepreneurs, corporate ambassadors, and global missionaries. Each of these types is based on specific characteristics and attributes. For example, CEOs with a commercial executor leadership style have a driving focus on achieving the best results in their industry. They concentrate attention on detail so as to ensure operational and strategic ambitions become a reality. Financial value drivers are the CEOs who well understand the business metrics of their industry, possessing a high

degree of skills in identifying value-enhancing corporate transactions. CEOs with corporate entrepreneur leadership styles excel in spotting breakthrough opportunities they constantly search for; are usually keen on disrupting industries in search of a better ways of doing things. Corporate ambassadors are the CEOs who have a global vision to make a broader societal impact usually operating at geopolitical level. The final leadership style is the global missionary - the CEO who wants to make a significant personal difference apart from making their companies great. These CEOs are typically customer champions inspiring people and energizing them to tap into their potential.

Another unique perspective on leadership skills was demonstrated by Bond et al (2010). The writers highlighted the need for a new kind of leadership that could potentially face the economic turbulence and challenges of mega-trends such as resource scarcity and globalization.

Effective leadership according to these writers will be vital in the next few decades of the 21st century and they thereby proposed a “4Cs” model through which leaders can meet different intellectual and practical demands. This can be achieved by working effectively within four connected areas of Change, Complexity, Context and Connectedness signifying the “4Cs” as shown in figure 3.2. A very similar model was proposed by Gitsham (2006) who focused on only three of these areas: Context, Complexity and Connectedness, which he referred as the clusters of knowledge and skills of CEOs.

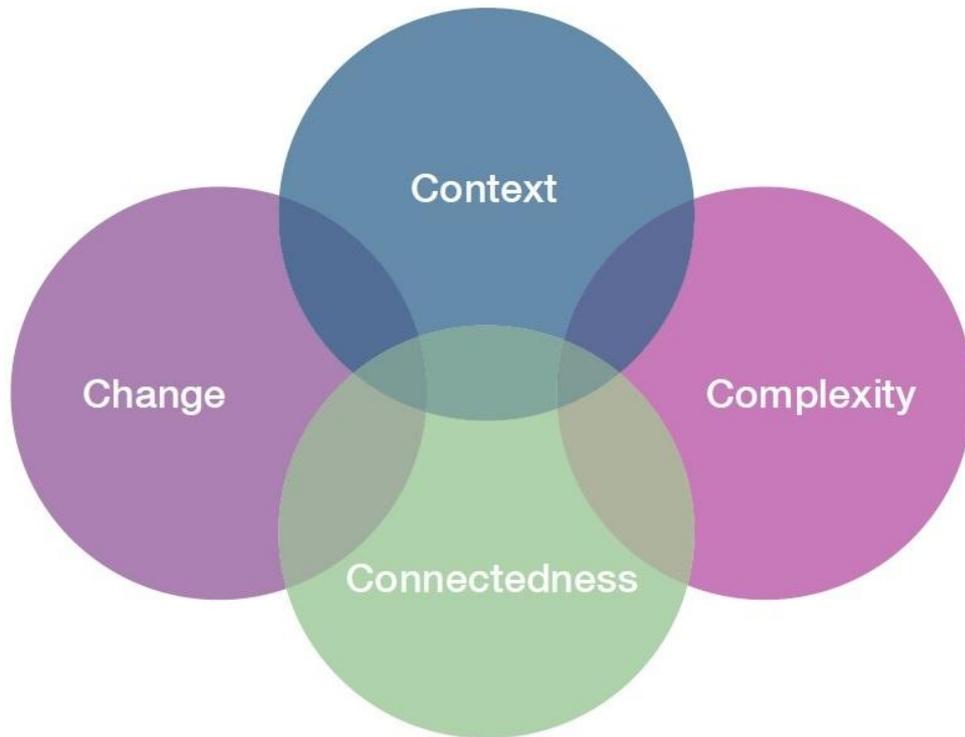


Figure 3.2: 4Cs of Leadership: A relational perspective (Bond et al. 2010)

Understanding the various levels of change that impact organization and people and being able to work effectively with the dynamics of individual and organizational change is a sign of competent leadership. These writers feel that leading through and within change requires leaders who can constantly learn, look for new insights and inspire flexible and creative initiatives. Global leaders of tomorrow need to understand how to think strategically and respond in the changing business and organizational context using tools for horizon scanning, scenario building and risk management (Gitsham, 2006). Leadership also requires the ability to grasp notions of complexity and uncertainty.

Bond et al. (2010) also list a range of discrete skills required by leaders including flexibility, being responsive to change, finding innovative and original ways of solving problems, learning from mistakes and balancing shorter and longer-term considerations. Connectedness in the 4Cs model relates to relational leadership and it represents the ability to understand the actors in the wider landscape. This also signifies that leadership skills have a committed focus on relationships in the broadest and most challenging sense of the term such as the responsibility to engage fully with stakeholders in collective sense, managing and sustaining tough conversations, entering into discussions and partnership without conventional power-roles or predictable outcomes, drawing collaboratively on others to craft and sustain new initiatives. Gitsham (2006) concluded that leadership in these circumstances would require a broader mind-set which is comfortable with complexity and ambiguity along with the support of a range of discrete skills which brings us to the next research theme.

3.4.3 Personal/individual attributes

This research theme on CEO characteristics involves personal or individual attributes. One of the main drawbacks in this research stream is that there is no agreed definition of, or set of boundaries around the characteristics studied by different researchers and evident from the literature review is an extremely extensive list of CEO attributes developed over the years. For instance, Kaplan et al (2012) did an extensive study on thirty specific CEO characteristics under the areas of leadership, personal, intellectual, motivational and interpersonal. Adams et al (2005)

highlighted that interaction between different executive characteristics and organizational variables can lead to important consequences for a firm's performance. Benton (1996) in his book '*How to think like a CEO*' has suggested twenty two vital traits which top executives needed to possess. About his research, Benton (1996 pg 38) adds "*One has to truly understand people who carry the most authority, power, and dominance in an organization - the people who oversee and sway a career...Those are the corporate chiefs - the people who have triumphantly made the treacherous climb themselves. So, I set out to learn about and understand the CEO and other Chiefs in business*". He included characteristics such as honesty and originality, self-secured, detail oriented, inquisitive, straight forward, being flexible and competitive among many others as being necessary to represent a top CEO.

Woods and Vilkinas (2005) identified six characteristics of CEO that are important to attain success within an organization and these include: humanistic approach, achievement orientation, positive outlook, sense of integrity, inclusiveness, and learning and self-awareness. They focused their discussion on influential skills such as communication, passion, creative thinking, participation and empowerment.

On a different note, Papadakis (2006) investigated three distinct personal characteristics influencing strategic decisions within an organization and these include: need for achievement, risk propensity, and locus of control. Need for achievement is similar to achievement orientation illustrated earlier in the research of Woods and Vilkinas (2005) and CEOs with this characteristic tend to be ambitious, hardworking, competitive and keen on improving social standing while placing a high value on achievements. Howell and Higgins (1990) referred to the need for achievement to be the characteristic of champions and innovators. Papadakis (2006)

showed that CEOs with high need for achievement are dominated by a desire to influence and control the context in which they operate and tend to centralize authority into their own hands. Risk propensity reflects a CEO's attitude toward risk and can be an important characteristic in predicting organizational processes and outcomes. This characteristic is also associated with innovative decision-making and change for CEOs who feel comfortable in uncertain situations. Locus of control, on the other hand, reflects a CEO's perception of how much control they can exert over events and this characteristic has been mostly associated with the prediction of organizational performance and innovative behaviour. Miller et al (1982) indicated a link between CEO's locus of control and innovation. CEOs with internal locus of control indulge in more risky, innovative decision-making without favouring formal rules. They redesign organizations to minimize environmental constraints and achieve personal impact through proactive strategies and planning and rational decision-making. The authors found externally focused CEOs to be more conservative with risk-averse behaviours and more comfortable with an authoritarian, coercive climate which potentially obstructs organizational innovation. Therefore, firms run by externally focused CEOs tend to have a low-level of innovation, as such executives have a tendency to follow and imitate competitors rather than leading the way. Internally oriented CEOs find greater satisfaction with a participative work environment with a more considerate form of supervision enhancing the creation of more 'organic organizational climate' which strongly favours innovation. Such dynamic environment where innovation occurs more frequently requires internal executives to use bold, innovative and confident strategies to control different activities in the firm.

3.5 A perfect CEO?

Having reviewed some of the prominent literature on CEOs, one of the questions that might arise is what characterizes a perfect CEO? A study of Top CEOs conducted by Reagan Consulting Inc. (2011) listed what attributes set them apart but clarifies “*the question is not designed to address which attributes the Top CEOs possess, but rather those attributes that are most likely to set the Top CEOs apart and contribute to their uncommon leadership success*” (pg. 34). 93% of the top executives they interviewed nominated the unique ability to engage and empower employees. The next highest was passion and dedication with 65% (See Figure 3.3).

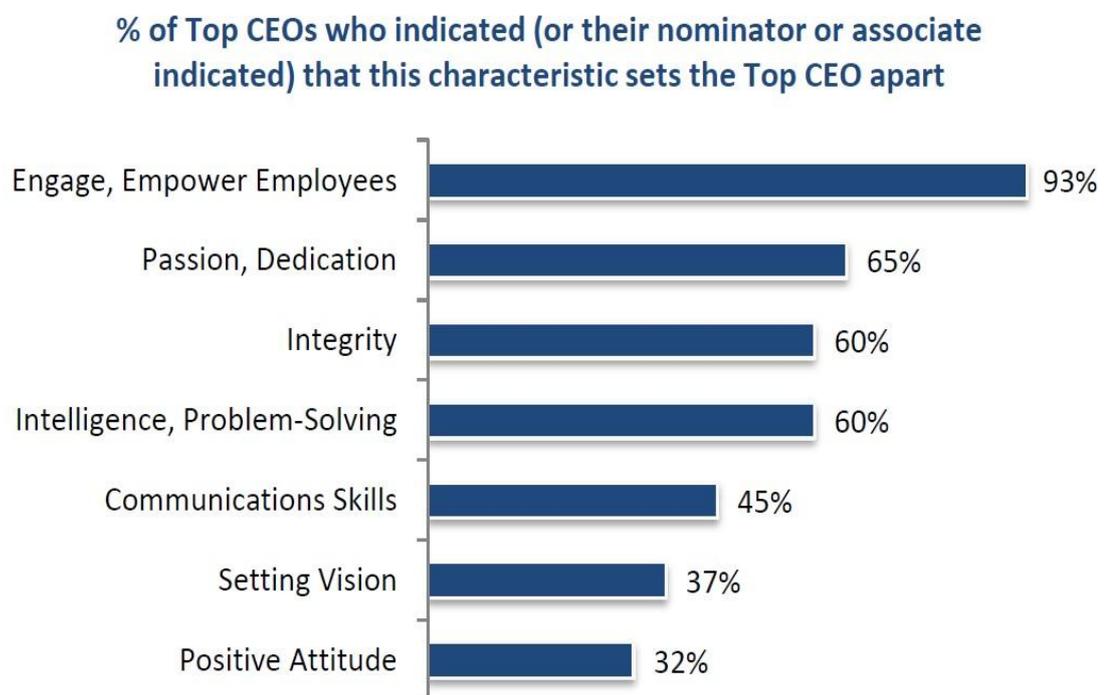


Figure 3.3: Characteristics and behaviours that set Top CEOs apart
(Reagan Consulting Leadership Series- CEO Survey, 2011)

The results suggest that above intelligence, problem solving, integrity, communication skills and others, “a *Top CEO’s ability to build consensus, motivate a team and connect with producers and staff is most likely to distinguish a Top CEO as an effective leader*” (pg. 32).

Charan (2001) has a unique outlook on a good CEO’s management styles and persona. He believes that when it comes to running a business successfully, the street vendor and the CEOs of some of the world’s largest and most successful companies talk and think very much alike. He points that there are the obvious differences between running a huge corporation and a small shop but it is the fundamentals or the basics of business which remains the same. According to that author, a good CEO regardless of the size or type of business will always have the capability of bringing the most complex business down to the fundamentals. The most successful leaders are the ones who never lose sight of these basics and CEOs who speak this universal language of business can engage in meaningful discussions with anyone of the company at any level. Thomas et al (2006) however concluded that there is no magic formula for being a successful CEO and that no particular style or a set of actions should be attributed to a perfect CEO. “*You are not going to undergo a personality transplant. You are who you are. Focusing on your character traits is therefore of limited practical value*” says Thomas et al (2006 pg 99). CEOs are not born with all the skills that would be needed to be the complete and perfect CEO and they will need to discover these skills for themselves within the context of their own personality and the challenges faced by their business and what works and what doesn’t.

So, although a perfect CEO profile may not be identifiable, however, Benton (1996) said that there was a clear need for a near perfect CEO model. He firmly maintained that such model might help people evaluate those they work with as well as set their own self-development objectives. Khurana (2001) shows that decisions about CEO succession have never been so critical to an organization's success as changes in leadership will directly affect stakeholders, which includes shareholders, employees, customers and suppliers. Understanding these characteristics will help in identifying and hiring the most appropriate CEO.

3.6 Gaps on research regarding top management and intrapreneurship influence

Authors have studied the influence of demographic variables such as age, education level and tenure of CEOs on organizational innovation performance. As discussed earlier, there have been some mixed arguments on the impact that educational level has on the management capabilities of a CEO. Authors like Schroeder et al (1967), Hambrick and Mason (1984), Bantel (1993), Rajagopalan and Datta (1996), and Karami et al (2006) have associated highly educated CEOs with a high capacity for absorbing and processing complex information thereby showing a strong openness and acceptability towards change and evaluation of newer alternatives in innovation. There are others like Bhagat et al (2010), Nutt (1986), Jalbert et al (2010) and Gottesman and Morey (2010) who found education level to be irrelevant in terms of influencing CEO's decision making capabilities arguing that the amount of time between the CEO's completion of the degree(s) and attainment of the top position in

the company might be sufficiently lengthy diminishing any benefit that can flow from a superior education. Similar contrasting controversy surrounds other demographic variables: age and organizational tenure. Some suggest younger CEOs to be more open and supportive to innovative and risky strategies when compared with senior CEOs (Hart and Mellons (1970), Ireland et al (1987), Wiersema and Bantel (1992), Qianbing and Pingping (2010), and Karami et al (2006)). Others like Taylor (1975) and Hambrick and Mason (1984) argue that experienced senior CEOs show more commitment, understanding and dedication towards the organization with a better accuracy in critical judgment. Hughes et al (2010) emphasized on such inconsistent findings especially on the impact of top manager change on organizational performance thereby suggesting that tenure theories would '*require revision to better account for the learning experienced by new managers*' (pg 572).

These researches however, don't indicate the influence of CEO's demographic variables on the level of intrapreneurship and that is a crucial research gap in this area. One of the challenges in such quantitative demographic studies is the access to a strong network of CEOs in order to test and validate the hypotheses. From the literature review, it was found that although researchers have studied different aspects of intrapreneurship such as the characteristics of intrapreneurs, the organizational structure for intrapreneurship, there are not many studies which specifically look at the influence of a CEO on intrapreneurship in SMEs. Another research gap involves CEO characteristics that facilitate an intrapreneurial climate and promotes an efficient innovation culture. There is no research that identifies the distinct management profiles that CEOs in SMEs adopt while initiating and managing intrapreneurship. Some researchers did study the influence of top management on intrapreneurs in large organizations but it is not clear what role

CEOs play within an intrapreneurial SME. In SMEs, intrapreneurs are pivotal for the ultimate survival of the firm because they are the ones generating intrapreneurial initiatives. Frustrated or unhappy intrapreneurs will eventually quit, regardless of what size or structure the organization. For SMEs, this could be a serious loss due to their small size and limited resources. One of the key points identified by Carrier (1994) was that the loss of talented intrapreneurs would make SMEs face more severe consequences or damages than in larger corporations. Also, there is the possibility that some of those intrapreneurs would utilize their potential in the geographic vicinity of their former SMEs, thereby creating fierce, direct competition. Some might even consider working for competitors, thus creating serious threats for the SME's survival. So, how do CEOs balance and manage all these factors? What management profiles do they adopt within this intrapreneurial climate? All these will be reflected and discussed in the later chapters.

Some of the key researches conducted on top management's influence on innovation will now be summarized from which the main objectives and focus for this thesis have been drawn.

Author/year	Research area
Hambrick and Mason (1984)	Studied how a manager's demographic and psychological characteristics influence perceptual processes underlying decision-making and impact organizational outcomes.
Rule and Irwin (1988)	Highlighted what senior management should do in order to develop an intrapreneurial culture and encourage intrapreneurship.

Author/year	Research area
Shatzer and Schwartz (1991)	Studied the organizational structure necessary for managing intrapreneurship.
Carrier (1994)	Highlighted the importance of intrapreneurship in SMEs and the crucial relationship of the manager/CEO with intrapreneurs.
Åmo (2005, 2010)	Introduced the 'employee innovation behaviour' construct and studied how it is related to intrapreneurship and corporate entrepreneurship and its influence in bringing organizational change.
Mohanty (2006)	Investigated how companies operating under competitive conditions continue to achieve sustained high performance and successful growth through corporate intrapreneurship.
Seshadri and Tripathy (2006)	Investigated through CEO interviews what factors create an intrapreneurial mind-set as opposed to the employee mind-set in large corporations. They studied the role of top management in facilitating or inhibiting an intrapreneurial climate within an organizational culture.
Alpkan et al (2010)	Investigated the direct and interactive effects of organizational support for intrapreneurship and human capital on the innovative performance of companies. Studied the management support for idea development and tolerance for risk taking to exert positive effects on innovative performance.

Author/year	Research area
Camelo-Ordaz et al (2011)	Studied how the demographic characteristics and personal values of intrapreneurs influence innovation performance in small creative firms.
Parker (2011)	Explored the factors that determine the exploitation of new opportunities and focused on the systematic differences between drivers of nascent intrapreneurship and nascent entrepreneurship.
Scheepers (2011)	Investigated the rewards that organizations use to motivate intrapreneurs and their study showed that rather than monetary incentives, intrapreneurs tend to value an intrapreneurial reward system comprising of formal acknowledgement, social incentives and organizational freedom of employees.
Veronica et al (2011)	Studied the level of innovation within companies by analyzing the dimensions that shapes an intrapreneurial climate along with the influence of management support, rewarding system, organizational culture and labour productivity.
Ahmad et al (2012)	Identified the organizational architecture that can be designed to foster intrapreneurial behaviour leading to better job performance.

Table 3.1: Top management and Intrapreneurship research

3.7 Chapter summary

In this chapter, the ranges of literature on the role of a CEO in organizational management have been explored and some gaps have been identified in the area of intrapreneurship management.

This includes:

- Role of a CEO in managing intrapreneurial skills within an organization
- The key CEO characteristics influencing an intrapreneurial climate
- Identifying management profiles of CEOs in SMEs

In the next chapter, the different methodologies will be discussed which researchers have used to study intrapreneurship and CEO research so far. The research philosophy for this PhD will be highlighted along with a discussion on how the research gaps identified in this chapter can be addressed by using a qualitative methodology.

Chapter 4

Research Methodology for CEO and Intrapreneurship study

4.1 Chapter overview

Research, according to Walliman (2011), is about acquiring knowledge and developing understanding, collecting facts and interpreting them to build up a picture of the world around us, and even within us. This chapter will discuss the research philosophy behind this thesis and highlight some of the methodologies used in CEO and intrapreneurship research studies along with the challenges usually involved in such studies. The research approach chosen for this PhD study will be justified, along with the overall settings of the research design involving semi-structured interviews and case studies.

4.2 Research Design and Philosophy

Research design according to Creswell (2003) refers to the plans, proposals and procedures to conduct research and this involves the intersection of philosophy, strategies of inquiry, and specific methods. Yin (2003) describes it as the logic that links the data to be collected and conclusions to be drawn to the initial questions of study. Every type of research has an implicit, if not explicit, research design. This design is the logical sequence that connects the empirical data to a study's initial research questions and finally to its conclusion. An important element in any research design is identifying the problem and Creswell (2003) explains how the selection of a research design is based on the nature of the research problem or issue being addressed. The research problem provides a reason for doing the research and helps in setting out the research plan. As Walliman (2011, pg 29) states "*The problem will generate the subject of the research, its aims and objectives and will indicate what sort of data need to be collected in order to investigate the issues raised and what kind of analysis is suitable to enable you to come to conclusions that provide answers to the questions raised in the problem*". The research problem, therefore, plays a role of utmost importance in directing the project and can be based on a question, an unresolved controversy, a gap in knowledge, or an unfulfilled need within the chosen subject. One vital fact Walliman (2011) points out within this context is the researcher's awareness of current issues on the topic area and an inquisitive and questioning mind along with an ability to express clearly so as to identify and formulate a problem that is suitable for the research project. Authors like Patton (1987) and Walliman (2011) emphasize that the data collection options

and research framework can be decided strategically by looking at some fundamental questions like:

- What is this research going to do and why?
- How is this research going to be done?
- Who is the information for and who will use the findings of the evaluation?
- What kinds of information are needed and when?
- What resources are available to conduct the study?

Crotty (1998, pg 3) offers four key elements as part of any research design and process and this involves:

- **Methods:** The techniques or procedures used to gather and analyze data related to some research question or hypothesis.
- **Methodology:** The strategy, plan of process, action or design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes.
- **Theoretical perspective:** The philosophical stance informing the methodology and thus providing a context for the process and grounding its logic and criteria.
- **Epistemology:** The theory of knowledge embedded in the theoretical perspective and thereby in the methodology.

These four elements according to Crotty (1998) will help researchers in ensuring the soundness of their research works and justifying the methodologies applied thereby making the outcomes and findings convincing to the intended audiences. The author further explains “...it constitutes a penetrating analysis of the process and points up the theoretical assumptions that underpin it and determine the status of its findings”

(pg 6). One of the most important aspects in any research design is the philosophical stance which reflects the overall set of beliefs surrounding the nature of reality being investigated. Such research philosophy can vary based on the aims, objectives or goals of the research being undertaken and so, understanding such philosophy of the researcher will play an important role in explaining any justification, assumptions or even biasness associated with the methodology. The framework for research design as proposed by Creswell (2003) in figure 4.1 highlights the interconnection of worldviews, strategies of inquiry, and research methods.

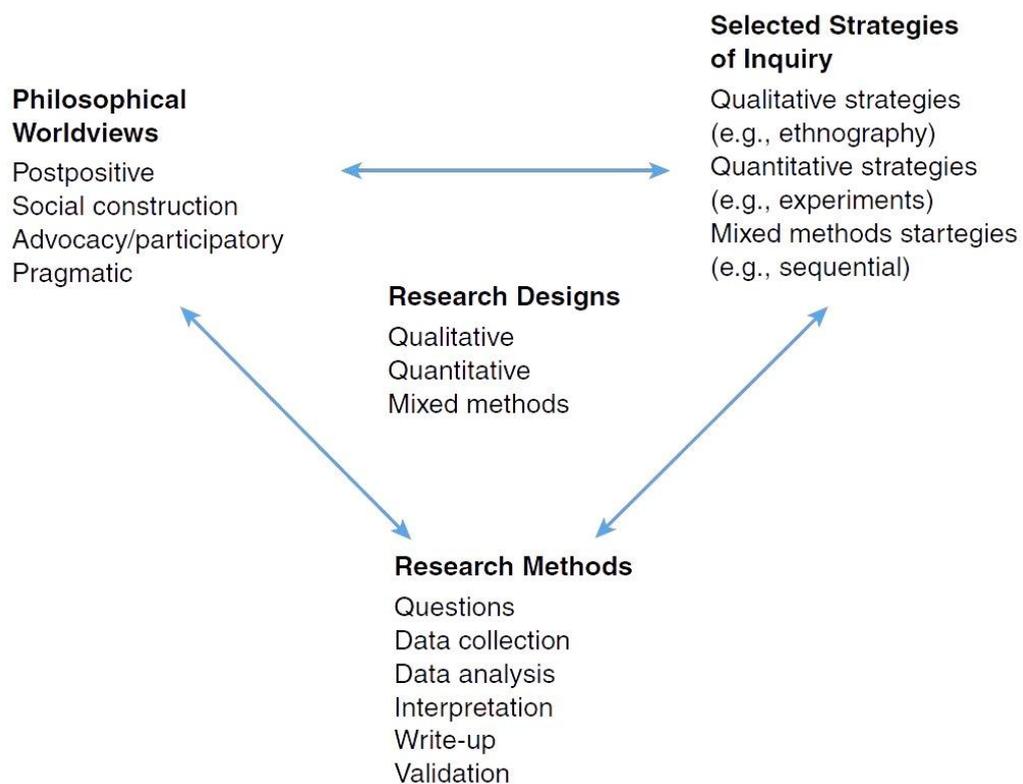


Figure 4.1: A framework for design - The interconnection of Worldviews, Strategies of Inquiry and Research Methods (Creswell 2003, pg 5)

Any research design conducted needs to address the philosophical worldview of the researcher. The term 'worldview' is sometimes referred as research paradigm by authors such as Guba and Lincoln (1994) and Sobh and Perry (2005). Such authors view paradigm as a basic belief system or worldview that guides any researcher reflecting an overall conceptual framework within which the researcher might work. Creswell (2003) regards 'worldview' as a basic set of beliefs that guide action and shows the general orientation about the world and the nature of research that the researcher holds. Such worldviews as Creswell (2003) explains are shaped mainly by the researcher's discipline area, beliefs of his/her advisers along with influence from their past research experiences. This then leads any researcher to choose a qualitative, quantitative or mixed methodological approach as part of their research design.

Before selecting any research methodology, it is important for any researcher to identify their philosophical worldview. Creswell (2003) illustrates four types of worldviews and these include:

- Postpositivism
- Constructivism
- Advocacy/Participatory
- Pragmatism

Postpositivist philosophy (also known as positivist) is based on a deterministic philosophy that an effect or an outcome occurs due to some causes. It represents a traditional form of research carried out mainly by using quantitative research where the positivists would study the problems and carefully observe and measure the objective reality that exists out there in the world. This involves developing some

form of numerical measures of observations to study and verify the behaviour of individuals or test subjects. Creswell (2003) highlights the reductionistic aspect of such approach where “... *the intent is to reduce the ideas into a small, discrete set of ideas to test such as the variables that comprise hypotheses and research questions*” (pg 7).

Social constructivist philosophy believes that individuals seek understanding of the world in which they live and work, thereby developing subjective and varied meanings and interpretations of their experiences of different events. Authors like Berger and Luckman (1967), Gergen (1985) and Hwang (1996) argue that our knowledge of the world arises through our constructions of social reality emphasizing the importance of the social environment in which learning takes place. Social constructivists therefore aim to study the complexity of such varying and diverse views of individuals by prioritizing the participants’ views of the situation or topic being studied. This kind of philosophy utilizes qualitative approach such as in-depth interviews or open-ended interviews. The researcher using such approaches would intend to make sense of the meanings others have about the world.

Advocacy/participatory philosophy is a more focused worldview addressing specific issues where research inquiry is intertwined with politics and political agenda. Here the researcher would incorporate action agenda in order to reform and bring changes in participants’ lives. This might also involve bringing changes in the institution where the individuals work or live and the researcher’s life (Creswell, 2003). There might be a collaborative aspect in such approach where the participants may help in designing questions, collecting data, analyzing information or reaping the rewards of the research according to Creswell (2003).

Pragmatic philosophy utilizes all approaches in order to fully understand a problem without prioritizing or committing to any one specific method. Researchers with pragmatic worldviews would apply mixed methods involving both qualitative and quantitative research.

Before discussing my specific philosophical worldview and chosen methodology for this PhD research, it is important to understand the various methodologies that can be applied in Intrapreneurship and CEO study and the challenges involved.

4.3 Methodologies applicable in Intrapreneurship and CEO study

There are many challenges involved in any PhD project which offers researchers a pivotal platform to build and develop their academic and research skills. One of the major challenges in this project is that it consists of two separate but very distinct research fields: CEO characteristics and Intrapreneurship. From the earlier chapters it is evident how wide and diverse these two research fields are and choosing the right methodology is therefore of utmost importance for any researcher to attain satisfactory and reliable results.

Duxbury and Murphy (2009) found intrapreneurship to be a scarce source of methodical scientific research involving actual organizations or individuals. As discussed in chapter 1, there has been a substantial plague of inconsistencies in defining intrapreneurship. This has led to a mix-up of different literature concepts and frameworks making it difficult and challenging for novice researchers like me to map a distinct research route. Authors such as Busenitz et al (2003) found the

application of other disciplines unproductive or unrevealing within intrapreneurship research due to this lack of distinctive boundaries. According to Duxbury and Murphy (2009) it can be difficult to synthesize theory, make generalizations or bring advancement in the field due to wide variance in subject matter. Therefore, they propose the importance of considering organizational, strategic, economic, innovation; team dynamics and cognitive disciplines in future research.

Some of the key methodologies involved in CEO and Intrapreneurship research, as evident in the literature review involve:

- Qualitative approach (Inductive)
- Quantitative approach (Deductive)
- Hybrid/Mixed combination
- Single level or multi-level
- Longitudinal or cross-sectional research

From the detailed literature review described in earlier chapters, some distinct studies on intrapreneurship have been deliberately selected in the following table 4.1 to illustrate these methodical variances and choices of different authors in terms of the applicable methods, sample sizes and area of focus.

Author	Applied methodology	Sample	Research focus
Stopford and Badenfuller (1994)	Qualitative case study, 5 year Longitudinal	<ul style="list-style-type: none"> • 7 UK industries 	2 stages of intrapreneurship

Author	Applied methodology	Sample	Research focus
Antonic and Hisrich (2001)	Quantitative surveys in the US and Slovenia	<ul style="list-style-type: none"> • 51 firms from the US • 141 from Slovenia 	Four dimensional measures of intrapreneurship
Amo (2005)	3 Quantitative studies and qualitative case studies	<ul style="list-style-type: none"> • 634 business graduates • 153 white-collar workers • 555 nurses and health workers • 3 Case studies 	Construct of employee innovation behaviour
Christensen (2005)	Qualitative case study	<ul style="list-style-type: none"> • 1 Danish industry 	Factors of rewards, support, resources, structure, risk
Mohanty (2006)	Quantitative surveys in India	<ul style="list-style-type: none"> • 800 managers 	Study of the intrapreneurial levers in cultivating value-innovative mental space

Author	Applied methodology	Sample	Research focus
Seshadri and Tripathy (2006)	Qualitative method using case studies and interviews	<ul style="list-style-type: none"> • 3 case studies and interviews with 30 managers and CEOs from 10 large IT companies 	Study of intrapreneurial episodes from the perspective of senior managers, what inhibits and facilitates innovation.
Bosma et al (2010)	Quantitative surveys	<ul style="list-style-type: none"> • 15000 employees 	Relationship between independent entrepreneurship and intrapreneurship.
Parker (2011)	Telephone surveys and telephone interviews	<ul style="list-style-type: none"> • 1st stage: 31845 American adults • Follow up: 1214 adults 	Study of nascent intrapreneurs and entrepreneurs.
Veronica et al (ND)	Qualitative interviews and Quantitative surveys	Interviews with 4 Austrian Firms, Surveys among 184 managers	Correlation between intrapreneurial spirit, management support, rewarding system, organizational culture and competitiveness.

Table 4.1: Variance in Intrapreneurship research methodologies

Table 4.1 demonstrates how intrapreneurship research can be carried out utilizing both qualitative and quantitative methodologies. Evidence from these studies validates the successful use of diverse methodologies such as case studies, in-depth interviewing or structured questionnaire. Duxbury and Murphy (2009) concluded that although the intrapreneurship field is still relatively young, it has seen a variety of research approaches; including quantitative, qualitative, case studies and mixed methods. They added *“Intrapreneurship.... is a multi-disciplinary phenomenon that operates at the intersection of organizational, strategic, innovation and individual study levels. Identifying entrepreneurial orientation, intrapreneurial presence, and linking such activity to overall firm performance is not an easy task for researchers....Researchers are encouraged to consider a variety of methodologies in intrapreneurship research, with the goal of advancing theory development and practical relevance in the field”* (pg. 10).

As highlighted earlier, there are not many research studies looking directly at the role of the CEO in intrapreneurship. Reviewing the literatures on CEO characteristics, it was observed that a lot of preference is placed on quantitative methodology using surveys, structured interviews and longitudinal study. In Table 4.2 for instance, 10 such selected research examples have been set out on CEO characteristics to illustrate the use of quantitative or mixed methodology involving large scale sample sizes.

Author	Applied Methodology	Sample	Research focus
Wiersema and Bantel (1992)	Quantitative	87 firms	Relationship between demography of top management teams and corporate strategic change
Rajagopalan and Datta (1996)	Quantitative	410 firms	Relationship between CEO characteristics and industry conditions
Kitchell (1997)	Qualitative and Quantitative	Personal interviews followed by surveys with 110 CEOs	Link between CEO characteristics and technological innovativeness
Adams et al (2005)	Quantitative	336 firms	CEO Characteristics and firm performance
Karami et al (2006)	Qualitative and Quantitative	508 SMEs, 132 surveys, 12 In-depth interviews	Impact of CEO demographic characteristics and firm performance
Richard et al (2009)	Quantitative	579 US banks	Impact of CEO characteristics on Entrepreneurial Orientation and firm performance

Author	Applied Methodology	Sample	Research focus
Bhagat et al (2010)	Quantitative	14500 CEO-years and 2600 cases of CEO turnover	Relationship between CEO education, CEO turnover and firm performance
IBM (2010, 2012)	Qualitative and Quantitative	1700 CEOs	Study of CEOs' response to the complexity of increasingly interconnected organizations, markets, societies and governments
Huang (2012)	Quantitative	661 firms	Relationship between CEO demographic characteristics and consistency in corporate social responsibility
Reheul and Jorissen (2014)	Quantitative	189 Belgian SMEs	Relationship between CEO demographics and planning and control system design

Table 4.2: Use of Quantitative methodology in CEO characteristics research

Although quantitative research seems to be popular among researchers involved in the areas of CEO characteristics, it is worth mentioning that qualitative research has also impacted on some distinct CEO research studies, particularly on leadership styles. For example, Bryman et al. (1988) utilized 3 case studies to study situational leadership styles, whereas Alvesson (1992) based his research on a single case study to highlight leadership expression on organizational culture. Similarly, many studies have been conducted on famous CEOs, one such example is Gaines (1993) who illustrated charismatic leadership based on a single case study involving Anita Roddick from Body Shop International.

The following table 4.3 highlights some of these qualitative research studies involving CEO leadership.

Author	Applied Methodology	Sample	Research focus
Bryman et al. (1988)	Multiple case study	3 UK firms	Situational leadership styles
Alvesson (1992)	Case study using interviews and participant observation	1 Swedish firm	Leadership and organizational culture
Gaines (1993)	Case study using interviewing and documents	1 CEO	Charismatic leadership
Feyerherm (1994)	Multiple case study using interviewing and documents	2 USA firms	Impact of different leadership behaviours

Author	Applied Methodology	Sample	Research focus
Bryman et al. (1996)	Multiple case study using interviewing and documents	3 UK community transport organizations	Transactional and transformational leadership in respect to organizational transformation.
Valikangas and Okumura (1997)	Multiple case study	1 US and 1 Japanese firm	CEOs' approaches to leadership
Jones (2000)	Case study using interviewing and nonparticipant observation	1 UK firm	Leadership in an organization committed to democracy and worker participation
Buttner (2001)	Focus groups	117 Female business entrepreneurs in USA	Leadership styles and forms of leader behaviour of entrepreneurs
Alvesson and Sveningsson (2003)	Case Study	BioTech company	Managers' accounts of nature of leadership

Table 4.3: Use of Qualitative methodology in CEO leadership research

4.4 Advantages of qualitative research over quantitative research

Qualitative research plays an important role in the exploratory phases of a research topic particularly when the phenomenon or subject to be investigated is complex and little is known about it. Conger (1998, pg 108) explains “*As our understanding becomes increasingly well-defined, quantitative analysis can then refine and validate with ‘empirical rigor’ the hypotheses generated by prior qualitative investigations*”. One of the unique properties of qualitative research is that it can be used to study selected issues, cases or events in depth and detail. Such research can be used to focus on smaller samples as opposed to quantitative studies where emphasis is placed on larger representative samples with the motive of generalizing results. This is, indeed, an advantage of quantitative research: generalizing set of findings as it involves measuring or testing hypothesis and variables by comparing and statistically aggregating a large set of data. However, this form of research is only limited to a set of structured questions, whereas in qualitative research one has the freedom and flexibility to explore and produce a wealth of detailed data and description about a smaller number of cases, incidents, events, interactions, observed behaviour or people. Burnard et al (2008) show how data analysis in quantitative research often occurs after all or much of data have been collected whereas in qualitative research, this begins during, or immediately after the first data have been collected. They also point out that such a process of analysis involved in qualitative research continues and can be modified throughout the study. Patton (1987) discusses the naturalistic nature of qualitative research as the researcher does not attempt to manipulate the program or its participants for the purposes of the evaluation unlike an experiment. Borrego et al (2009) suggest the concept of

generalizability in quantitative research is replaced by the term transferability in qualitative research. They further clarify “*Qualitative research seeks to generalize through thick description of a specific context, allowing the reader to make connections between the study and his or her own situation*” (pg 57). A major source of qualitative data is what people say which can be obtained using interviews or written document analysis and a lot of it depends on the skill, competence and rigor of the researcher. To study the phenomenon of intrapreneurship and CEOs, a qualitative approach is found to be more suitable than quantitative approach for the following key reasons:

- The study of CEO’s influence on intrapreneurship will involve multiple levels of phenomena in order to explain different events and outcomes. Such complexities in the nature of intrapreneurship and CEOs have already been highlighted in the earlier chapters. Duxbury and Murphy (2009) illustrated the challenges involved in intrapreneurship research in terms of such complex nature involving the interplay of individuals, organizations, economies, and opportunities for capitalizing on innovation. Quantitative research suffers from an inability in drawing effective links across multiple levels. Therefore, to study such phenomena thoroughly, a quantitative method will be insufficient as Conger (1998) highlights.
- A lot of quantitative research on CEO and intrapreneurship research has been based on surveys as seen in the tables earlier in this chapter. Such survey based studies are uni-directional and tend to focus on single level analysis such as behavioural or demographic dimensions. Such studies usually measure attitudes about behaviour rather than understand the actual observed

behaviour and the underlying deep phenomena. One of the critical problems in survey-based quantitative research is the nature of descriptors which are mainly used in order to generalize across a wide variety of contexts. Therefore, such descriptors employed in broader terms suffer from a lack of useful richness in detail. Conger (1998) has deemed this narrowness of such quantitative investigation as “*one of the most serious flaws...*” (pg 109). Citing some examples of leadership study, this author explains how quantitative research tends to be inadequate in explaining the deeper structures of the actual phenomena.

- In order to effectively understand the phenomena of a CEO’s role within an organization, one must also consider studying the dynamic nature over a period of time. This type of longitudinal study will offer the researcher an excellent platform to track and monitor the evolution of the CEO’s role in respect to the organization, employees or projects. Experiences of a CEO from critical events such as failure or success of a project, organizational crisis or employee turnover can be studied in-depth from such longitudinal qualitative approaches. Any researcher using such approaches will also have the advantage of studying the observed changes in their key subject and their various roles over a given time period. They can then critically link their findings to the literature and draw a deeper understanding of the topic. Such advantages are not available in a survey-based quantitative approach. Quantitative research can only measure static moments in time and cannot effectively track the details and richness of how an event unfolds over time.
- Another advantage of qualitative research is that it offers researcher opportunities to deeply immerse in the research area through direct

participant observation and interaction and understand various events and phenomena from their perspectives. Researchers can also make on-site visits to understand their subject in their own organizational settings. Using qualitative approaches like in-depth interviews also allows the researcher a high degree of flexibility to explore and study any new emerging factors or unexpected phenomena in the subject of interest.

4.5 Chosen Methodology for this study

Based on the detailed literature review and the research gaps described in the earlier chapters, the PhD focus was placed on the following central questions:

- *What are the key characteristics of a CEO that influences an intrapreneurial climate?*
- *How different management profiles of CEOs from SMEs influence the innovation framework within the organization?*

In order to investigate these specific areas, one has to understand and identify the various stages of research involved. Using the research onion model proposed by Saunders et al (2007), one can evaluate these research stages and establish an effective methodology. The starting point for any research project as shown in figure 4.2 is the philosophy followed by the research approach. The third step is to adopt

the appropriate research strategy and then establish the time frame for conducting the research. The final stages involve collecting relevant data for analysis.

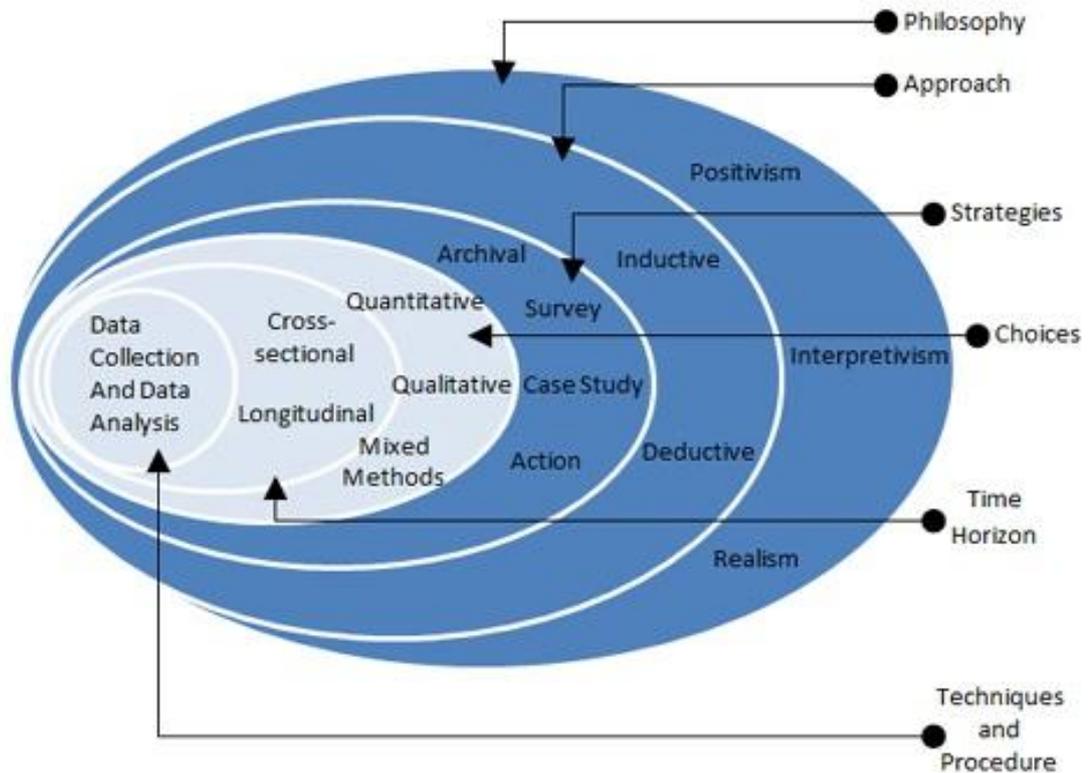


Figure 4.2: *Research Onion (Saunders et al, 2007)*

This study involving CEOs is based on the social constructivist philosophy. Using this philosophy, it is believed that the experiences and interpretation of various events will vary with CEOs in different organizations. Based on their own perception of reality, different CEOs will construct different meanings of individual situations and circumstances such as their diverse roles, activities and influences within an intrapreneurial organization. This might lead to the creation of multiple constructed

realities. The aim of this study will be to understand and interpret these varying views of the CEOs.

The next stage in the research onion is to determine the research approach. Given the complexity of the nature of this phenomenon, it will be premature to adopt a deductive approach to test any hypothesis involving CEOs. An inductive approach is therefore more appropriate at this stage because it will give a flexible opportunity to collect data and generate theory. The phenomena can be studied in detail using inductive approaches such as interviews with different CEOs and organizations and the data thereby can be examined to identify similar patterns or recurring themes. As discussed earlier in this chapter, the social constructivist philosophy follows a qualitative approach where the researcher avoids imposing their own perception of reality upon the participants.

The next stage is to select the appropriate research strategies. In this study, the focus will be to investigate how CEOs interpret their own reality in two different phases:

- Phase 1: In-depth interviewing with CEOs
- Phase 2: Case studies of intrapreneurial organizations

The first phase would involve in-depth interviews with different CEOs to study their varying roles and characteristics. The data from these interviews will be analyzed and coded for common themes and patterns. Following the findings from this initial study, the second phase would illustrate different intrapreneurial management profiles of CEOs from SMEs using a case study methodology. These cases will be constructed from data primarily derived from the semi-structured interviews with the CEOs and employees of these SMEs, website information, annual reports,

photographic evidences and site visits. The details of these methodologies will be discussed later in this chapter.

An important element in the research onion model is to determine the choices and select the right time horizon. The choice for this study is a mono-method using qualitative research in the two phases highlighted earlier. For the initial study, the time horizon will include semi-structured interviews under a cross sectional time frame. These interviews with the CEOs will be conducted within the first year of the PhD. This will be followed by a three-year longitudinal study for the case studies. Data collection is an important stage for any research project. For this study, both primary and secondary data will be utilized. Primary data such as interviews with CEOs and different employees, participant observations, site visits and photographic evidences will be collected for analysis. Secondary data will involve website information, archival and social media records and annual reports.

4.5.1 Phase 1: Semi-Structured Interviewing

As discussed earlier, qualitative interviewing varies with the approach the interviewer takes. Semi-structured interviewing enables in-depth interviews which are guided by a list of topics and questions. There is a lot of flexibility for the researcher about how the discussion flows and follow-up questions are formed. As an initial investigation, a semi-structured interviewing methodology was utilized with CEOs from different innovation-based industrial sectors of the UK. The

advantage of using semi-structured interviews is that the participants get the opportunity to fully express their viewpoints and experiences.

4.5.1.1 Semi-Structured Interview Guide

In semi-structured interviewing, the researcher follows a flexible process by using a list of questions, the 'interview guide', which covers the areas of interest in their research. The formulation of this research guide is crucial as the questions should not be so specific as to close off other alternative avenues of enquiry that might arise during the collection of fieldwork data. Silverman (1985) offered some guidelines, such as creating a particular order for the topic areas, so that the questions flow reasonably. This gives the researcher reasonable flexibility of altering the order of questions if needed. The key thing, according to this author, is to formulate interview questions or topics in a way that will help to answer the main research question and the researcher should use a language that is comprehensible and relevant to all the participants.

Kvale (1996) suggested nine different kinds of question. These are: introducing questions, follow-up questions, probing questions, direct and indirect questions, specifying questions, structuring questions, and interpreting questions, along with some silence when needed. As discussed earlier, one of the key research questions is:

What are the key characteristics of a CEO that influences an intrapreneurial climate?

The interview guide was designed with reference to that central question. The guide has been divided into three main areas: influential characteristics, managing an innovation climate and managing innovators (See Appendix 4). The first section starts with an introducing question in accordance with the guidelines suggested by Kvale (1996): *Tell me about your role in this organization?* This gives the CEO an opportunity to reflect on their various responsibilities and duties within the organization and helps to break the ice. The follow up questions in this section include topics such as the value of an innovation climate, characteristics of a successful CEO, prioritizing innovation in work commitments and the influence of previous work experiences. A lot of other questions on relevant topics were raised in the light of the discussion during the interviews.

The second section follows once the previous section has covered all the necessary topics. At the outset, the participant is given a short briefing on what the section would cover. This session starts with the question: *Tell me little bit about the intrapreneurial culture in this company?* The follow-up questions prompt the CEO to reflect on different projects and examples from their company, discussing the degree of freedom offered to employees and identifying intrapreneurial employees.

The final section deals with managing intrapreneurial skills. The topics covered in this discussion include the key challenges of managing intrapreneurs, the influence of globalization and revolutionary technologies, managing employees with different skills, specific development program for employees, motivating employees, dealing with unsuccessful projects and retaining talented employees through different schemes. (See appendix for a full list of the questions).

4.5.1.2 Sampling: Recruitment of participants

One of the features which differentiate qualitative research from quantitative is purposeful sampling, which could involve carefully selecting samples for in-depth study. One of the criteria for sampling was to select organizations which were highly active in using technology, as well as exhibiting an innovation culture. One of the priorities was to select CEOs who had several years experience working within those organizations. This would give the CEOs some timeline over which to reflect on successes and failures and to talk about the experiences of managing innovation, managing projects and managing intrapreneurs. The experience of a range of CEOs was sampled by browsing and studying the various company websites, networking sites like LinkedIn and recommendation from University networks.

In total, 35 CEOs were approached some through University networks and others by direct phone calls and emails. From this group, some organizations didn't respond to the first batch of emails and therefore, a reminder email was sent in the following months. Out of the total group, 14 CEOs agreed to participate in the study and the interviews were scheduled over a period of six-seven months depending on individual availability. The organizations which didn't respond to the second reminder email were discarded. From the final list of 14 CEOs, two participants cancelled their appointment for interview at the last moment due to conflicts in their schedules. Another participant moved job and therefore, this appointment also fell through. Accordingly, in-depth interviews with 11 CEOs were conducted. Determining an adequate sample size in qualitative research is ultimately a matter of judgement according to Sandelowski (1995). What mattered according to that author

was the experience of evaluating the quality of the information collected against the uses to which it would be put. One of the key facts about qualitative research is the deep value placed on understanding information rich cases. These 11 interviews, indeed, gave that - a very detailed insight into organizational cultures and helped determine the further case studies, which will be covered in chapter 6.

4.5.1.3 Principal ethics involved in interviewing research

This research project has been approved by the Physics Science Ethics Committee (PSEC) of the University of York. In carrying out in-depth interviews, there are certain ethical issues which might arise and will, therefore, need addressing. Two of the key ethical areas are confidentiality and informed consent. To address these, a 'consent form' was prepared (See Appendix) that explained the purpose of the interviews to the CEOs and gave assurances that their identities would be anonymized in any form of publications about the research including this thesis. The CEOs were also informed about their full right not to answer any question with which they were not comfortable and they were also given the option to end the interview at any time if they wished. The consent form was provided to participants at the start of the interview and completed before the interview began.

For the purpose of maintaining anonymity, the CEOs who participated in this initial study were assigned specific codes corresponding to their specific sectors which will be discussed later in chapter 5.

The interviews were carried out following some basic interview guidelines. The interviews were conducted in private rooms where the environment was comfortable and participants would not feel inhibited about sharing information. Before the interview, the participating CEOs were given a brief outline of the research and reasons for conducting it.

Another ethical aspect in the interviewing methodology is recording the interview sessions using audio recorders. For this, the participants have to grant permission first and, therefore, this is clearly referenced in the consent form. Recording the session ensured that no data crucial for this research would be missed. There are other things that recording the session could help with. For instance, CEOs of different descent were interviewed: Scottish, British, and Irish. Being new to the UK at that stage, I was not familiar with different accents and, therefore, I struggled to understand all the issues raised by the CEOs during the interviews. The recordings, therefore, helped me to review the discussion and to understand fully what was meant. The recordings also helped me during the transcribing stage.

Another ethical area is storage of the data and the participants needed to be informed how and where their data would be stored. This point was also covered by the consent form. In my case, the information recorded in the audio recorder was stored in the University computer and my personal laptop, both of which are password protected to ensure data security and privacy. All the paper-based transcripts derived from interviews or dealing with information of participating CEOs were securely locked in a cabinet in University campus. These records will be destroyed a year after the PhD is completed. As highlighted earlier, all the information associated with participating CEOs has been anonymized by coding each respondent.

Another ethical area involves any research dealing with sensitive issues or people such as interviewing homeless youth, people with diseases, domestic violence victims etc. Such researches have the potential of harming both interviewees and interviewer. However, these areas were not valid in this case. Although the research questions in the interviews had the potential to generate closely held views and opinions of the participants which are both a rich source of data and occasionally a little sensitive, I had been very careful handling such information. I have also worked as a representative for the Physics Science Ethics Committee (PSEC) in the University from 2012-2014 and the experience of being a member of this committee helped me to address the various ethical areas of my own research.

4.5.1.4 Record keeping during interviews

As part of a good research practice, details of all interviews conducted during this study were recorded and maintained in a journal log. The dates, correspondence details, interview summary and key information about participants and their organizations were recorded in this journal for references in the later stage of coding and analysis of the transcripts. The notes made during the interviews were also added to this journal. This journal was also maintained throughout the three year longitudinal study of the three participating organizations in phase 2. This journal log as highlighted earlier was kept locked in a university cabinet which can be accessed only by the researcher and these documents will be destroyed a year after this study is completed.

4.5.1.5 Transcribing and coding interviews

For analyzing interview transcripts, Burnard (1991) suggests that the aim should be to produce a detailed and systematic recording of the themes and issues addressed during the interviews and the researcher should be able to link these themes and interviews together under a reasonable category system. The problem with transcribing interviews is that it takes up a lot of time and one of the key elements of being an efficient qualitative researcher is to be very careful and make sure that the interviewee's words from the interview session were kept intact. In order to ensure transcription accuracy, the audio recordings were listened to couple of times and the transcribed scripts were compared against it. Some of the colleagues were also requested to review these transcripts and check them against the audio recordings. This helped in making sure that the information was transcribed accurately from the recordings. The timings for the interview sessions varied depending on individual circumstances but on average it usually lasted an hour, the shortest one being half an hour. Brief notes were made during the interviews on relevant areas. After each interview, a summary was written on the overall experience and analysis of the topics covered during the discussion. These were later compared to the notes made during the interviews.

To start with the coding process, Burnard (1991) and Burnard et al (2008) recommend carefully reading through the transcripts and interview notes to identify general themes within them. The aim here is to immerse in the data “*to become more fully aware of the 'life world' of the respondent*” (Pg 462). This should be followed by further readings of the same transcripts and identifying as many headings as necessary to describe all aspects of the content (excluding the unusable fillers).

Burnard (1991) terms this stage as open coding. After this, the researcher should group different categories under the relevant higher-order headings. This helps in reducing the number of categories by collapsing some of the similar codes which fall into broader categories. This is followed by a final list of categories and sub-headings with the removal of any repetitious or very similar headings. The 11 interview transcripts were analyzed following these guidelines of Burnard (1991). There are several computer-assisted qualitative data analysis software such as NVivo, ATLAS.ti and MAXQDA which can facilitate data analysis making the overall process easier, flexible and comprehensive. For this study, the data have been analyzed using NVivo software. This software helps in organizing and analyzing unstructured information thereby helping uncover crucial connections between different sources and justifying findings with evidence. It offers a unique workspace with a very user-friendly platform and has many distinct features which assist in visually codifying interview transcripts, checking frequency of code usage, deriving graphs and models from the codes. The initial coding steps were headed by a thematic coding framework which was developed based on the preliminary research area investigation. The codes were focused on general or broader areas such as CEO demographic variables, Organization demographics, Innovation management techniques, Innovation projects etc. The transcripts were further analyzed along with the coded data to bring out a more refined coding framework. Two main topics were then assigned for transcribing the interviews transcripts and these are: **CEO characteristics** and **Intrapreneurial Skills Management** (See Appendix 6 for a screenshot of one of the preliminary NVivo coding structure). After carefully reviewing each transcript, the relevant information were coded against the sub-headings within different CEO characteristics such as risk-taker, good communicator

and adaptable to name a few. Intrapreneurial skills management areas were also coded under different sub-headings after the transcript analysis. The final themes emerged under four distinct categories of intrapreneurial climate which will be discussed in more details later in this chapter.

One of the crucial areas in coding is ensuring the validity of the categorization put forward by the researcher. This helps in offsetting any potential bias and subjectivity of the researcher that might arise during the transcript review and coding. Authors like Burnard (1991), Taljia (1999) and Burnard et al (2008) recommends two methods for checking validity. The first is peer-review and it involves asking a colleague not involved in the study to read through the transcripts and independently identify a categorization system. This can be later compared to the researcher's own categorization, giving them a very useful opportunity for critical discussion and further adjustments to the coding system. The other method is by respondent validation. This includes corresponding with some of the interview participants and then asking them to summarize some of the main points from the interview transcripts based on their individual judgement. This gives the researcher a list of headings or main areas to compare against their coding framework. For this study, the later method was followed and the comments and feedback received from the participants were considered for some final amendments in the thematic coding framework. The initial findings of the analysis of these interviews were published in a paper titled "**Influential characteristics of the CEO that facilitate an intrapreneurial climate**" and some of the participants were forwarded this paper for their comments and feedback. Their suggestions assisted during the writing up stage of this thesis chapter.

4.5.2 Phase 2: Case study methodology

Phase 2 of this study is based on the emerging themes or patterns from the analysis of the initial study. The final chapter will use a case study methodology in order to illustrate different management profiles of CEOs. Case study research according to authors like Eisenhardt (1989), Clardy (1997) and Dooley (2002) emphasizes detailed contextual analysis of a limited number of events or conditions and their relationships. Yin (2003) defined it as an empirical inquiry that investigates a contemporary phenomenon within its real-life context and can be conducted using single or multiple case studies depending on the research question. Dooley (2002, pg 336) comments *“The researcher who embarks on case study research is usually interested in a specific phenomenon and wishes to understand it completely, not by controlling variables but rather by observing all of the variables and their interacting relationships”*. Yin (2003) suggests that case studies are the preferred strategy when “How” or “Why” questions are being posed in the research process. According to that author, a case study can be of three categories: exploratory, descriptive or explanatory. Exploratory case studies set out to explore any phenomenon in the data which serves as a point of interest to the investigator whereas descriptive case studies describe the natural phenomenon which occurs in question usually using a narrative form. One of the challenges of a descriptive case study according to Zainal (2007) is that the researcher must begin with a descriptive theory to support the description of the phenomenon or story. The third category of case study is explanatory where the researcher examines the data closely both at a surface and deep level in order to explain the phenomena in the data.

Case study research can employ various data-collection processes using both qualitative and quantitative approaches, such as participant observation, document analysis, surveys, questionnaire and interviews. Dooley (2002) emphasizes that the power and strength of case study research is the ability to use multiple sources and techniques within the data-collection process. Research issues like methodological rigour, validity and reliability according to that author can be accomplished by the following six elements:

- Determining and defining the research questions
- Selecting the cases and determining data-gathering and analysis techniques
- Preparing to collect data
- Collecting data in the field
- Evaluating and analyzing the data
- Preparing and presenting the case report

Yin (2003) predicts that defining a research question is possibly the most important step to be taken during a case study, as the form of question provides crucial clues regarding the appropriate research strategy to be used. The key research question the final chapter will focus and address is:

- *How do the different management profiles of CEOs in SMEs influence the innovation culture of their organizations?*

As evident in this research question, the focus is to define the different management profiles of CEOs from SMEs and how they influence the intrapreneurial frameworks of the organization. The descriptive case study therefore comes across as the ideal

research strategy as it provides a justified platform on which to construct and present three distinct cases to illustrate the management profiles of CEOs. Flyvbjerg (2006) suggested two types of case selection strategies: random selection and information oriented selection. Random selection of cases is suitable when a researcher wants to avoid systematic biases in the sample and the sample's size is decisive for generalization. Information oriented selection aims to maximize the utility of information from small samples and single cases. In this type of selection; cases are chosen on the basis of expectations about their information content. As Johansson (2003, pg 8) notes "*a case may be purposefully selected in virtue of being, for instance, information-rich, critical, revelatory, unique or extreme*". The case study inquiry relies on multiple sources of evidences as Yin (2003) suggests and benefits largely from the prior development of theoretical propositions to guide data collection and analysis. Based on my theoretical propositions observed during the initial study of the CEOs, I have utilized information oriented selection.

4.5.2.1 Case study motive

Case studies can be conducted and written with many different motives. One of the fatal flaws, in doing case studies as Yin (2003) points out, is to conceive statistical generalization as the method of generalizing the results of the case study. The author clarifies that while doing a case study, the researcher's goal should be to expand and generalize theories (analytical generalization) and not to enumerate frequencies (statistical generalization). In this context, one must take into account that case

studies like experiments are generalizable to theoretical propositions and not to populations or universes.

One of the most crucial aspects of the research design is to determine whether a single case-study or multiple case studies would address the research questions. If multiple cases are selected, then each case must be treated as a single case by establishing a credible line of evidence to support the conclusions (Yin, 2003). In this research, following the findings of the initial study and the emerging patterns among the interviewed CEOs, three cases were chosen for a longitudinal study with a timeframe between 2012 and 2014. Yin (2003) shows that a single case study can be longitudinal only when it is studied at two or more different points in time. This was taken into account in the approach. This longitudinal approach gives the investigator a credible opportunity to study the changes of the theory/subject of interest over time. The logic for using multiple case studies, according to Yin (2003), is where either each case selected predicts similar results (literal replication), or the cases represent contrasting results but for predictable reasons (theoretical replication). Yin (2003) further explains that a researcher has the option of deliberately selecting cases that offer contrasting situations and here one is not seeking a direct replication but rather that the subsequent findings support a hypothesized contrast. This approach is most appropriate to this study as the profiles of CEOs of SMEs studied illustrate a different management style and approach. These cases have been carefully constructed by using different data sources/evidences and data collection techniques. In each case, the CEO has been interviewed in each consecutive year using an in-depth interviewing technique. In addition, several site visits were made to the organizations concerned within that time frame. Some of the employees were also interviewed as part of this study, to add more credibility to the case constructions.

Also, information has been utilized from the company websites and annual reports and other relevant forms of data to construct these cases. Photographic evidences have also been utilized from the site visits, wherever applicable to illustrate specific aspects of the cases and this has been done only after obtaining the requisite permission of the CEOs. For interviewing procedures, the basic research steps and ethical guidelines followed are similar to those described in phase 1. One of the important procedures pointed by Yin (2003) is to determine whether to leave the case identities anonymous or disclose the identities. The author suggests that the most desirable option is to disclose the identities of both the case and the individuals. This helps any reader interpret the case report with reality and actual facts and in the process they might also recall any previous information they might have learned about the same case. In the consent form (See Appendix), the intention to disclose the identities have been highlighted to the participants in the case studies and the necessary permission has been obtained, before using their names/identities in my publications including this thesis.

4.5.2.2 Validating the case studies

One of the important aspects of any case study report is to validate the quality of the study. Gibbert et al. (2008) utilized the terminology ‘construct validity’ to refer to the quality of the conceptualization or operationalization of the relevant concept. This indicates the extent to which a study has investigated what it claims to investigate. In other words, the extent to which a procedure leads to an accurate observation of reality. Yin (2003) recommends researchers to establish a clear chain

of evidence, to allow any reader to reconstruct how the researcher went from the initial research questions to the final conclusions. The author says “*The reader should be able to conclude, independently, whether a particular interpretation is valid....Present enough evidence to gain the reader’s confidence that the investigator knows his or her subject*” (pg. 164). Eisenhardt and Graebner (2007) suggest that in any case study, the story should typically consist of a narrative format with quotations from the key informants and other supporting evidences. This story, according to these authors, should be intertwined with the theory to demonstrate the close connection between empirical evidence and emergent theory. Another recommendation by Yin (2003) to address the ‘construct validity’ is by getting the cases reviewed by peers and experts. The author believes that from a methodological viewpoint, the corrections made through this process would enhance the accuracy of the case study, thereby increasing the construct validity of the study. In my case, I have presented these case studies in two conference papers: “**Role of a CEO in adopting intrapreneurship as an organizational strategy in SMEs**” presented in the 18th Nordic Conference on Small Business Research (NCSB) held in Bodø, Norway (14-16 May, 2014) and “**Intrapreneurial Management Profiles of Chief Executive Officers in SMEs**” presented in the 7th International conference for Entrepreneurship, Innovation and Regional Development (ICEIRD) held in Cyprus (5-6 June, 2014). These papers were peer reviewed. Having feedback from both the reviewers and conference participants has helped me to improve the case study design and address the construct validity of the cases.

4.6 Chapter summary

This chapter discussed some of the methodologies used in CEO and intrapreneurship research studies and illustrated some of the associated challenges. Using the Research Onion model, this chapter highlighted the philosophical worldview of this study and the overall research design and setting of the chosen research approach. The details of the qualitative research methodologies involving in-depth interviews and case studies were also covered in this chapter. The following chapter will present the empirical research conducted through in-depth interviews of CEOs.

Chapter 5

Influential CEO Characteristics within an intrapreneurial climate

5.1 Overview

This chapter discusses the semi-structured interviews conducted with CEOs from various industries in the UK. It highlights the key factors influencing an intrapreneurial climate along with some of the influential CEO characteristics involved in nurturing and managing intrapreneurial skills among employees. The emerging management profiles among these CEOs will also be covered.

5.2 CEOs and the intrapreneurial climate

Today in any organization, new products, service innovation achievements vary largely due to issues such as different leadership style, organizational culture and innovation processes. The roles played by CEOs are vast in terms of their involvement with creativity and innovation and influencing intrapreneurs. One of the challenges pointed out by Pinchot (1985) is that there are no set formulas for determining in advance who can or cannot be an intrapreneur. So, managing intrapreneurial skills in any organization can be a challenging task for CEOs and not much research has been conducted in this field.

Most of the literature, as demonstrated in chapter 3 is focused on the demographic and personal characteristics of CEOs and top management teams. However, the influence of these on intrapreneurial climate has not so far been studied. This chapter, therefore, aims to investigate that using in-depth interviews with 11 CEOs. The CEOs participating in this study have been assigned the following codes in table 5.1 for maintaining anonymity:

Industry Sector for participating CEO	Reference code
Public Health-based technology	Participant 1
Enterprise Consultancy	Participant 2 & 3
Avionics and automotive Electronics	Participant 4
Microwave Filters and Diplexer technology	Participant 5
Simulation technology	Participant 6
Transport-related technology	Participant 7

Industry Sector for participating CEO	Reference code
Publishing-related technology	Participant 8
Water resources management technology	Participant 9
Banking-based technology	Participant 10
Fashion industry-based technology	Participant 11

Table 5.1: Reference codes for participants

5.3 Intrapreneurial climate

CEOs have the most influential positions in organizational hierarchies and have active participation in crucial firm decisions. “*Organizations have a momentum of their own and CEOs are there to slightly alter the course of direction*” says participant 9. As discussed in chapter 2, organizations today are constantly evolving and the management of various complexities within the organizational culture seems to be the biggest priority for most CEOs in recent times. This was clearly evidenced in the interviews because several CEOs reflected on the challenges they faced while tackling some of those complexities. For example, one of the complexities is the risk of being extremely innovative and creating extremely innovative products that no one is interested in. Some of them feel that as CEOs it is necessary to have the ability to diagnose their organizational environment and understand its requirements. Otherwise there is the risk of ending up with the creation of these highly effective and efficient organizations doing things that nobody would want or need. Some of the CEOs reflected on utilizing intrapreneurial strategies to be proactive with their

innovation approach but again as leaders they have to be careful with their approach. *“The key thing about being proactive is doing your research before people ask you for it.... You must be able to sell your products with good marketing strategy....otherwise you are throwing money down the drain”* clarifies participant 5. The CEOs in the interviews highlighted the importance of an intrapreneurial culture in facing global competition. Participant 6 adds *“It is essential to look innovative and be innovative at all times. It doesn’t mean you have to spend vast amount of money...It just means that you need to be prepared for change then grow and evolve. The leader needs to lead with that attitude otherwise the business will suffer”*. Participant 10 supports that CEOs have to be innovative today because the environment is changing very fast, *“CEOs are the people who drive the ship, how fast or how slow?They play an important role in that”*. He reflects on the changes he observed in the banking industry over the years. He explains that in the 80s and early 90s, they placed a lot of emphasis on copying and following whatever was popular. This made the pace of change and innovation slower. He recalls *“Everybody copied and followed the same things. That was the norm and nobody dared to challenge it”*. The recession in the 90s however, brought some major changes within the banking industry and this is when they as CEOs began to start being more objective-oriented, *“Today, you need to be able to convince the top management in order to create changes....You need to know who you need to convince first.... We need evidence every step of the way. You need to be able to prove that customers have a need for it and then we can consider the whole process... Banking industry has to be always very cautious while bringing changes”*.

So, what are the key characteristics that CEOs need to have in order to effectively manage intrapreneurs and facilitate this innovation culture that would support

intrapreneurial strategies within the organization? *“You would expect a kind of checklist of behaviours that you would want to see in an ideal CEO”* says participant 2 and adds *“Well, I think it is difficult...Ultimately, you got to be the person you are...You can’t pretend to be somebody else. We are all individuals...We all bring something a little bit different”*.

It is clear that CEOs have the challenging and intense job of leading the organization towards the fulfilment of the key objectives, mission and vision. It is equally important for them to adopt different strategies in today’s business environment to cope with the rapidly escalating complexities by encouraging employees to innovate and by supporting an intrapreneurial climate.

5.3.1 Intrapreneurial climate and CEO characteristics

Authors such as Duncan et al. (1988) have expressed doubt about the viability and feasibility of intrapreneurship and strongly argued that what intrapreneurs needed, conventional corporations would not and could not supply. According to them, the equipment, computers and laboratories are in place but the climate and culture were lacking. That is in direct contrast to the findings of this study. It was found that CEOs relied on intrapreneurial employees to maintain the innovation framework of the company in today’s challenging economic environment. The CEOs in this study have admitted to supporting and managing an intrapreneurial climate that nurtures innovative intrapreneurs. The existence of this climate and culture gives influential CEOs a platform to refashion their organizations, making them faster, more flexible and capable of using complexity to their advantage. The most critical responsibility leaders have as highlighted by Menkes (2011) is to create a context for employees to

realize their potential. This is where the attributes of an intrapreneurial climate comes into account. Participant 2 feels that it is important to give people a range of opportunities to contribute towards the organization's vision. The firm could, thereby, uncover any unutilized skills or talents that employees have. It was evident from the interviews that creative leaders have the potential to set a stage for innovation that can help them engage more effectively with customers, partners and employees.

The importance of having an innovative intrapreneurial team to manage is highlighted by the interviewed CEOs. For instance, participant 9 notes, *"You need resilient people... people who can solve problems instinctively, intuitively, naturally....You need to create processes which drives innovation... As a CEO, you have to help people out in front and onto the side"*. Similarly, Participant 10 adds *"You need people who can identify opportunities, identify how to add value....That's the most important part. Today you need to get a good balance of people with different background to get different ideas...so that the organization remains afloat with the various changes of the world"*.

As discussed earlier, CEOs play pivotal roles in setting the vision and guiding the direction of innovation in the organizational dynamics of the firm and they can facilitate and direct intrapreneurs towards fulfilling organizational visions. The interviews highlighted the different ways CEOs manage the aspects of intrapreneurship which will be discussed later in this chapter.

Four key themes emerged from the analysis of the interview transcripts which can be summarized as having prominent roles in building an intrapreneurial climate, (see figure 5.1) and these are:

- a) Organizational flexibility,
- b) Motivation and encouragement ethics,
- c) Resource management and distribution, and
- d) Employee development opportunities.



Figure 5.1: Factors influencing intrapreneurial climate

5.3.1.1. Organizational flexibility

Lessem (1986) pointed out that in order to survive in today's climate, organizations need to become more flexible and more enterprising and so do the people who run them. Innovation will need flexibility in order to flourish and evolve. Some of the classic examples that indicate the strong connection between intrapreneurship and a flexible work culture are evident from leading organizations like Google, 3M, Sony and IBM. In these businesses, employees are allowed spare time, as part of their roles, to explore miscellaneous opportunities within their interest areas, which can then be developed to benefit the organization.

Organizational flexibility was pointed out by most of the CEOs interviewed as being highly beneficial in giving employees the opportunities to explore new ideas, ventures, and projects and also to adapt to new technologies. In order to facilitate organizational flexibility, CEOs need an unbiased open-minded mindset. Oden (1997) points out that it requires an effective leader on top who has an outsider's openness to new ideas and an insider's power base to bring about effective organizational changes. CEOs need to be able to consider different options and alternatives while simultaneously giving employees a fair chance for idea generation and development. Participant 2 believes that CEOs shouldn't be restricted to a set of narrow disciplines, as that will make them run out of ideas and make their job highly monotonous. Flexibility in organizations gives employees those crucial opportunities that help them grow and develop thereby encouraging intrapreneurship. Participant 7 says, "*We totally believe in looking at all options. We don't have a set formula how to solve the issues of our clients.... It's very much looking at their individual situations and developing that*".

CEOs must be constantly looking to improve their organizations and adapt to best possible changes when situations arise. Therefore, adaptability is an important characteristic that CEOs must possess for practicing organizational flexibility. CEOs sometimes have to adapt to new organizational models based on the changing requirement of the operating environment and in turn, give the innovators the space and platform to adapt as well. Participant 10 feels that if CEOs don't adapt and take opportunities on time they will face the risk of declining and losing their hold in this ever-escalating economic market. He explains "*The CEO has to be as fast if not faster to catch up with these changes....Otherwise it will have an impact on the organization's innovation culture. If they are not the people who are able to change, the whole organization will collapse because of this*". Within this context, one of the examples I would highlight here is that of the participant from the publishing sector who started his company in the late 70s. As the CEO, he has witnessed some of the revolutionary changes in technologies, such as the introduction of computers and the internet, the booming software business, the market shift from hardcover books to ebooks and pdfs and the simultaneous curriculum changes in schools and universities. His publishing business as a result of these changes had to face some serious and severe threats over a period of 40 years but as an innovative and flexible CEO of a SME, he has managed to lead his organization to adapt to these changes and keep up with the market and customer demands. About his experience Participant 8 states "*I never wanted a large organization....I never wanted to develop a large organization. I just wanted to stay small and flexible*". Being the CEO of a small company gave him the flexibility to be an all-rounder. He feels that if he had gone into working as a mainstream publisher, he would have had to focus on a limited area such as the editorial, production or distribution side. Owning and

managing his own Publishing SME, he says *“I did bit of everything...I did the whole thing...that was the fun I enjoyed about it”*.

The participant from the fashion industry too reflected on the necessity of a flexible culture and pointed out the challenges usually associated with the fashion industry. This particularly involves the speed and frequency at which new fashion trends emerge in that market and changes the usual dynamics of the stores in different regions. These trends change the demands and popularity of particular style, theme or product in particular areas and forces different stores to lean towards adapting and balancing the necessary requirements. Accordingly, employees must be continuously updated on these new and local trends so that they can be more influential with helping customers. The same participant stressed also the need for liaising with other stores in the franchise so that they all have enough of the right products at the right time and this involves effective communication and coordination between stores in different regions to shuffle various products in and out. In this respect, the employees are given complete flexibility to implement their creative ideas to push sales and improve product standards.

Organizational freedom for employees has been deemed as an important aspect of intrapreneurial reward systems, according to Scheepers (2011). Participant 2 considers creative people to be a bit chaotic and that if such innovators are made to change their chaotic aspects, they tend to lose their originality as well as their creativity. That hinders the growth of intrapreneurship. Therefore, the participant suggests that CEOs should learn to accept a measured chaos and manage those employees with a bit of open-mindedness and flexibility. Participant 5 adds *“We don't have any policy like Google with 10 or 20 % time.....We don't do anything like that. As a small company we are very flexible in everything that we do that extends*

to development of innovations”. He reveals that his company supports any innovative ideas coming from the employees. In order to process those ideas, they simply have to talk to the developers who would then assess the business viability of the ideas.

It is worth noting that CEOs in the interviews feel that organizations shouldn't restrict the range of ideas as long as they adhere to organizational standards and values. This was all part of a CEO's ability to manage risk. In order to carry forward their visions and goals for the organization, CEOs must have the abilities to take risks and manage situations around them. They have to constantly experiment with new ideas and plan and incorporate changes in their technologies, products and business processes. Participant 1 insists on giving substantial freedom to different innovators in the company. However, any ideas or project that has any potential threat or harm to public health is strictly forbidden. As pointed out by Miller (1983), substantial product innovations require certain amounts of risk taking. CEOs, as participant 2 feels, must develop the skills to face, drive and manage risks. Participant 9 states that an organization cannot move forward if somebody, somewhere was not prepared to take a personal risk.

5.3.1.2. Motivational and encouragement ethics

A lot of research has been done on monetary reward and promotion as an important part of the corporate culture and this is still to some extent very true as evident in some of my interviews. As participant 6 observes *“Obviously you have to pay people but you have to pay people fairly.....you don't have to pay them the best wages.....we cannot afford the salaries Microsoft does... Salary has to be fair”*.

Rewards according to authors like Thompson et al (2005), Lumpkin (2007) and Scheepers (2011) can have a strong effect on employee behaviour and one of the complexities that top management encounter here is the selection and use of motivational techniques or rewards which would orient the employee's dedication strongly towards the innovation goals of the organization.

In the interviews, most of the CEOs emphasized that what we need today is the empowerment of employees and making them feel valued for their role and giving them opportunities to contribute towards the organizational vision. This was reflected by Participant 11 who states that their fashion company has a culture that allows everyone the space to express their own ideas such as merchandising the shop floor or giving feedback on new products to the designer team. He believes that this gives the team members a sense that they are having an influence on fashion trends and the company image along with satisfying customer demands. One of the participants from the Engineering firm shows how that company is open to any ideas from their team. Any employee who has an idea would have to go through the process of making a business case for it, by working with other departments in the business. The employee there is given the full responsibility for driving his or her idea and is fully involved in the process of implementation. This not only gives the employee the chance to understand the company more deeply but also motivate and empower the employee. Supporting this Participant 3 says *“Give people power, give people resources but also responsibility to deliver things no matter how small. I think the more you try and manage people, the more you take away their ability to think. Give them small projects and build that capability, build those muscles: leadership, creativity and innovation. They got to practice them. They are going to fail as well... people will then hopefully go on to deliver bigger and better projects”*.

Authors like Kelly (2008) have labelled the CEO as the architect and visionary of the organization. One of the key influential aspects as part of a CEO's role in this regard is the ability to paint the vision of the organization to the intrapreneurs. As Oden (1997, pg 51) states "*At the heart of the innovative culture lies the vision of the leader....Developing the vision, though, is not enough...The leader must be able to inspire others with the vision so that others want to say yes to it*". Most of the participants in the interviews highlighted the importance of being the organizational visionary. Participant 2 feels that people have to believe in what the organization is doing and adds "*This is our vision, these are our values...People have to believe it and if they don't, then they won't be committed*". Participant 4 adds, "*It is very important for a CEO to have a vision to be successful....wanting the company to be successfuland take it forward*". The CEO needs to focus on the vision for the organization which set the direction for creativity and innovation and provide the focus for priorities and goals. Similarly, Participant 10 too associated with visionary skills, good commitment and passion as some of the important characteristics in a CEO within an organization. He further explains "*A good leader can change the organization...They will create these changes and implement something to put the company in the right course.... They are strong enough to persuade people to buy their ideas.....Some people may be very clever intellectually but they may not have the EQ, may not have the persuasive power to convince others*". He emphasizes this as one of the important characteristics of an influential CEO and notes "*So, I think the vision for a good leader is important but being able to execute this and turning this vision into reality is the most important part for the top executive....being able to explain and translate the vision to the people....*".

Intrapreneurs need consistent encouragement to uplift their level of commitment and CEOs through their charisma, can boost the innovator's confidence. Charismatic CEOs encourage and motivate employees by giving them opportunities in the organization to develop and grow their skills. As Scheepers (2011) highlighted, managers who want to implement intrapreneurship can motivate employees by providing social incentives and formal acknowledgement. Social incentives include giving recognition for intrapreneurial activities, creating a culture of celebrating employee achievements, helping employees to overcome obstacles, increasing job responsibilities and providing rewards equitably for performance. Supporting this Participant 2 says *"It's not always financial....It's a mixture.... Recognizing when somebody has done something well and celebrating that and rewarding people with as much as you can say at a team meeting....congratulate them"*.

CEOs must be inspiring to facilitate motivational ethics and must have the personality to encourage strong employee involvement in the innovation cycle of the firm. For participant 1, CEOs have very strong personalities and they are charismatic with strong will power and tend not always to play by the rules. As influential leaders in the organization, CEOs must show the charisma to gain employees trust and motivate their level of commitment. They must make employees feel comfortable and confident around their leaders with any approach, idea or problem. The importance of motivational aspects in the intrapreneurial climate is illustrated by participant 1 who believes that it is important to encourage people to innovate and come up with new ways of doing things but it is equally important to give them the opportunity to implement those new ways without any fear of punishment if it doesn't work out. He further adds *"Mistakes are important and valuable as well...The more mistakes we make, the more we learn to make it better"*. Participant

9 shares a similar view and says *“If someone’s trying to move things forward and being prepared to push things then if it goes wrong then I don’t care because they were trying and trying in the right way”*.

5.3.1.3. Resource management and distribution

Identifying the genuine and practical ideas of different innovators is an important part of intrapreneurship management. Successful CEOs will efficiently facilitate, support and drive those ideas. *“You have to select innovation as your entry gate for the organization”* says participant 9, who adds *“You also have to constantly work on the culture....We are social beings and we tend to affiliate ourselves with the general direction of travel and the more you can create an innovation direction of travel, the more you get people going forward”*. So, as part of their role, CEOs have to listen to a lot of ideas, propaganda, responses and challenges. They must also provide innovators with the necessary resources, so that they can carry out their intrapreneurial tasks and innovations in the interest of the business. Understanding smart innovators and resourcing them in a logical manner is an essential feature of intrapreneurship management according to some of the CEOs. To promote and enable this process of innovation, CEOs must also have ability to analyze resource distribution and management, and then properly align those functions to the organization’s vision. This can be very demanding and challenging to facilitate, therefore CEOs need to have a certain degree of credibility to be influential and effective.

An influential CEO according to participant 2 is someone who is *“credible in the bigger innovation eco system....someone people want to follow within an*

organization and go on a journey with". As credible leaders, they will have a sound understanding of all the major issues and requirements of the firm. Participant 3 emphasizes the importance for any CEO to be recognized as credible leaders because it helps in networking aspects in the corporate world. This includes making connections with employees, business partners and organizations.

Participant 6 indicates *"You might consider a business that no one has ever done before....it is much more difficult to sell.... So, learning those and understanding how to sell and market something which hasn't been built require you to persuade people to do something completely different..... Selling something which has never been created is highly innovative...there's a lot of resistance you encounter...you have to overcome that"*. So, a lot of the CEOs in the interviews reflected on the need to be analytical in assessing and overcoming issues of risk. Analytical understanding of resources in terms of requirements of situations, people and organizational issues will help them manage intrapreneurship more effectively. However, CEOs who tend to be deeply involved in many organizational activities or issues might have an element of risk of losing focus or being diverted from the higher vision of the company. Kelly (2008) felt that leaders who fail are those who micro-manage and overcomplicate everything. Some CEOs become too absorbed with routine tasks leaving little time or energy for issues requiring reflection, systematic planning or creative thinking. This is supported by participant 5 who adds *"If you knew too much about the products, you might get sucked into it.... and get diverted from the main things such as keeping the company profitable, ensuring that performance indicators are met, targets are met.."* They must thereby learn to use their analytical skills so as to prioritize relevant issues and problems of resource management without losing focus. Participant 9 feels that it is a *"terribly misleading and damaging belief"* for

people to assume the CEO as “*the genius and hero*”. From his 25 years experience he considers “*I am yet to come across it as being true... I think what you have to have is the ability to know when it makes sense to be deeply analytical and rational and when it makes sense to realize that this isn't an emotional issue you are dealing with...If you have the right skills and abilities and processes in place to address today's issues and not yesterday's issue then being able to motivate people and bring them together in pursuit of that overarching objectives are very important*”. He believes that as the CEO, one must to able to do the whole range and if they can't then they will need to have people around them who can. He further adds “*I don't think you can get away from the need for a CEO to be able to stand up.... Literally stand up and articulate why it is what the organization is seeking to do what it is doing*”.

Participant 10 explains “*Different organizations have different requirements....It is very much dependent on the industry's individual characteristics and needs. We need to adapt and change...You have to convince people why you want these changes. We need to find ways with limited resources to cope with these changes of the market, which includes both customers and regulators.... Business and changes: they are both important*”. He further points “*Banking is a highly regulated industry. If you want to bring some changes, it will be scrutinized....So, the changes we can bring about will be relatively more modest compared to some industries. Everything here has to be done from a very risk based approach such as launching any new services... 'Have you assessed risks? What risks have you observed?'*... *Country risks, customer risks, product risks?...* *So, you have to see these from few different angles and justify why you want to do this in your business strategy.... You have to ask a lot of questions now.....*”.

There is a factor of vulnerability CEOs from the SMEs associated, as participant 4 illustrates with, *“Everybody working here is aware that as a small company we don’t have huge reserves of cash and we depend on our customers to pay their salaries...if a customer is late paying then that potentially has direct impact on the wages people are involved in the company”*. By using the current sales target and making direct link between customers and the turnover attained each month; this CEO tries to maintain their company’s focus on what they all need to do. He says *“This helps people to focus on doing the right thing...innovating the right thing rather than doing some core things that doesn’t actually lead to any business”*. Participant 5 adds *“You can be extremely innovative but the company can still fail around it because you are not making any profits as nobody wants what you have innovated”*.

5.3.1.4. Employee development opportunities

In an intrapreneurial work environment, it is important for CEOs to give innovators opportunities to excel and grow their skill. This is why many organizations today have some form of employee development scheme or program inbuilt in their framework and culture. Employees will be motivated to commit towards innovation only if the work environment is interesting and they get opportunities to sculpture their skills and fulfil their aspirations. One of the participants in my study recounts *“I went for that job when I was 23....I went for that job because my mother had circled that job in a newspaper. I went there for the job.... I didn’t want it but it sounded interesting”*. He later went on to become the CEO of that company and has now over 40 years of successful experience there. I also had the opportunity to interview

another participant who had a similar story. That participant joined in a clerical role in one of the successful companies in the UK as part of an internship. Today he is leading that company as its CEO. Participant 10 too started as a trainee, within the banking sector and gradually moved into higher roles in the foreign exchange and treasury department of his company. In the late 80s, he was assigned the responsibility of setting a new banking operation for that industry in London and act as the lead in the UK. These examples represent a small fraction of those many cases we witness globally and it shows the phenomenal impact different developmental opportunities can lead employees into within an organization.

On the other side, there are cases when organizations don't support employees or give them opportunities to develop. Participant 3's case reflects one of those. This participant had his projects initially managed by a university. However, a change of director and the management system brought several changes. The new management decided not to pursue his project and failed to support his ideas. He recounts "*So, I had a choice...Do I stop doing this - something that I fundamentally believe and identify the real need for or do I go out and do it myself?*". He firmly believes an organization shouldn't restrict any good ideas and emphasizes "*An idea lives if it is a good idea with a market and a need.....it will evolve into whatever it needs evolving into*". He therefore went on to pursue his belief and started his now very successful company. This case, well illustrates the effect on a successful entrepreneur and of the failure of an organization to provide appropriate support for a brilliant intrapreneur. It shows how important it is to retain talents and ideas within the organization by providing a range of different development opportunities.

A lot of the reflections in the interviews were about how to identify intrapreneurial skills among employees. The CEOs had some mixed opinions on their expectations

of the level of innovation and different job roles within the company. Participant 6 supports an open culture in his engineering firm and says *“At the end of the day we are paying for their time....so, we want their time to be used as effectively as possible.....So, if somebody wants a particular program or training that allows them to do their job more creatively...if they talk about it then we can get it”*. Participant 9 suggests *“In some people....they don’t have an innovative bone in their body and at one level it doesn’t matter because they are happy doing what they are doing and we are happy that they are doing it as well”*. Some people according to some of the participants will take the idea of working in teams and coming up with new ideas and tackling problems very well whereas some won’t be interested. They just want to carry on with their day-to-day job duties. So, the expectation of innovation varies with employees and their job roles. Participant 8 cites this example from his company *“The guy who’s packing the boxes, you don’t want him to be innovative. He’s done that for 20 years. He knows the best way of doing it. He doesn’t want you involved but he puts the right books at the right boxes at the right time but if something comes along....some technology or something...then that’s my job to ask him if that will help him with his job or whatever”*. This participant summarized *“We are a small organization and so, everyone becomes a specialist in their own area. If they don’t know what is happening, what is evolving in their area, the whole thing falls apart”*. Some of the other CEOs believe in harnessing the natural talents of their employees. As participant 1 clarifies *“I am not going to try and make them do something that is not natural to them. I would say I wouldn’t encourage them to be innovative....I would encourage them to be participative and that’s the critical thing”*.

The participant from the fashion industry has a different aspect to highlight on employee development. He defines retail as an attractive incubation industry which he believes a lot of young people use to explore development opportunities and utilize it as their first rung on their career ladder. He therefore notes “*This presents the usual but not inconsiderable challenge of managing people who are not used to being managed*”. He further adds “*I feel it is my responsibility to provide sufficient training and the correct atmosphere to prepare these employees*”. For this, the company invests heavily in different development and training schemes for the team so it sets staff retention targets high. The business offers store exchange opportunities for different staff members and this could be within this country or outside, depending on what the employees prefer. They also award employees for their efficient service.

The common element seen in all these examples is communication. A strong intrapreneurial climate exists in organizations where there is a substantial level of interaction between CEOs and employees. This is a significant way of identifying the intrapreneurial talents and skills. Many of the participants in the interviews insisted on good communication inside the organization as one of the biggest necessities for effective intrapreneurship. As participant 3 points out, they can gain insight into the ongoing matters of the organization through effective communication. It is essential to create an atmosphere where people feel comfortable to commit to and contribute towards the organizational innovation process.

By understanding employees and their aspirations, CEOs can facilitate in providing them opportunities to utilize their skills in a justified way. Intuition is one of the crucial characteristics that can help CEOs in understanding employees. This characteristic will also assist CEOs in reading people, situations, environment and

opportunities relating to the organization. Participant 1 feels this characteristic usually comes from “*the information you have allowed your mind to accumulate over the years...the more information you have in your mind...the better your intuition is going to be*”.

From the discussions, the key characteristics of an influential CEO emerge under the four key themes that contribute to the facilitation and management of an intrapreneurial climate. These are represented in figure 5.2 shown as follow:

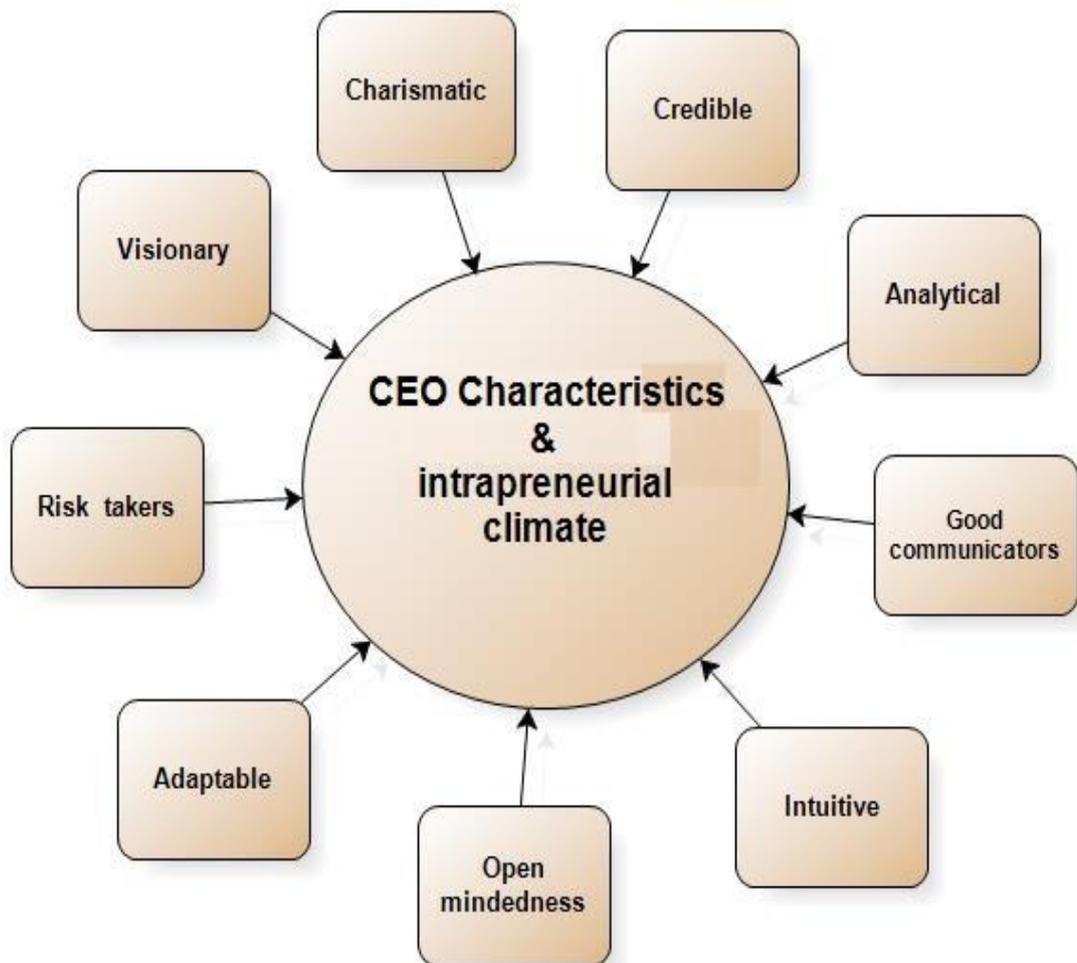


Figure 5.2: CEO characteristics and intrapreneurial climate

5.4 Managing organizational skills in an intrapreneurial climate

An intrapreneurial climate is about giving intrapreneurs the opportunities to innovate and different strategies can be implemented by CEOs to manage intrapreneurial skills within their organization. Some of these strategies emerged strongly in the interviews and are illustrated here.

5.4.1 Harness natural strength of innovators

Participant 1 says, *“Not everyone is creative or innovative....Some people are creative, some people are highly analytical, some are very practical.....people are very different and for me, as part of an innovative eco-system is to ensure that you harness the natural strengths of everyone in the organization....innovation is not something that is then produced...innovation is something that naturally then follows”*.

Some of the CEOs suggested that the successful management of organizational intrapreneurial skills comes from harnessing the natural strengths of the innovators. They emphasized that not everyone in the organization has the same capabilities to deal with innovation. The conditions of an intrapreneurial climate are best met when everyone is participative towards their role in the innovation culture. The CEOs believe that setting the conditions to harness the natural capabilities of intrapreneurs gives a natural flow of innovation progression. They feel that it is important for everyone to have ideas but not all ideas generated within an organization are new or practical and one of their roles is to identify and nourish those genuine and practical ideas that have the capability to make a difference in the firm’s innovation outcomes.

For participant 2, changing natural aspects of intrapreneurs will make them lose their originality and creative values which will then hinder the development of an intrapreneurial climate. That CEO believes that one of the best ways to manage the talents and skills of intrapreneurs is to accept their natural abilities and harness the best out of it.

5.4.2 Add fresh intrapreneurial perspectives through new recruits

Participant 5 says, *“You get somebody with a different view coming in...that’s very helpful. That’s a good quick way we found of driving innovation.”* This CEO believes that combining new talents from outside the organization with the existing intrapreneurial skills of the organization can create a stronger innovation culture. Some innovators need new environments or new positions to give them better opportunities to explore and practice their intrapreneurial skills. Participant 2 firmly believes that intrapreneurial organizations need a churning of new talents once in a while to have a stronger innovation flow. This CEO says, *“We do need some churning once in a while and somebody highly innovative does need to move around or they will get bored or frustrated”*. Participant 10 shows how after the recession in the early 90s the banking industry tried to implement new changes by bringing in a lot of American bankers into the British banking. This facilitated the process of incorporating changes and introducing new concepts and ideas. He adds *“The market did very well after these changes”*.

Several benefits can be derived in an intrapreneurial climate by recruiting new talents as this brings along fresh perspectives, visions and elements to the

intrapreneurial skills and abilities of the current innovators. Oden (1997) showed that when employees are given free access to information, when they are allowed and encouraged to enter into partnerships and learn with others inside and outside the organization, innovative ideas multiply. These new recruits according to the CEOs who have the experiences of other organizations can add new and diverse viewpoints to the current innovation process. They can add more diverse ways of practising innovation; implement methods that might be more profitable. Their new vision and diverse skills can influence the current intrapreneurs to adopt fresh outlooks and approaches for intrapreneurship. The new recruits can bring along new innovative ways of handling and developing products and their fresh viewpoints and outlooks is crucial to the intrapreneurial dynamics of the organization.

5.4.3 Create web of innovators

Organizational intrapreneurship can be managed effectively by creating a web of talent across different hierarchical positions. Participant 9 states, *“We spend a lot of time going around the organization...But what I try and do is create webs of people regardless of where they sit in the hierarchy...finding a task for people to work on...making sure they are all in kind of touch with each other and then when opportunities come up, I will suggest they get involved”*.

Due to the existence of formal hierarchies in organizations, intrapreneurs sometimes do not get the opportunity to interact or work with others from a different department or position. However in an intrapreneurial climate, it is essential to have a strong flow of innovation interaction. Connecting people from different organizational

hierarchies strengthens this culture and provides an efficient platform for different innovators to meet and learn from each other. Participant 1 feels that intrapreneurs should be given enough time to develop their involvement criteria and creative skills. An intrapreneurial climate must give opportunities to different employees to work together to help them understand their creative skills. Binding and connecting people with different skills, talents and perspectives and providing them with enough flexibility to practise innovation will give the organizational climate a strong intrapreneurial drive. Through this process, the intrapreneurs will learn different skills and ways to develop their creativity.

5.4.4 Allocate specific tasks to intrapreneurs

Organizational intrapreneurship can sometimes be managed by allocating specific tasks to different intrapreneurs based on their skills and interest. As participant 1 states, *“I am not going to try and make them do something that’s not natural to them”*. Intrapreneurial skills will flourish and develop only when the right conditions are maintained or provided. If intrapreneurs are forced into projects or ventures outside their interest range, the flow of innovation is reduced. Innovators then find their jobs difficult or boring and do not flourish and use their creativity. Having specific tasks aligned to the interest, skills and calibre of the intrapreneurs gives them the opportunity to develop and enjoy their roles. Emphasizing this, participant 2 says, *“Don’t try and make a creative person do all the delivery...then they will hate it and will be rubbish at it. So, I think you have to work people’s strength”*. This CEO indicates how specific roles within groups have been allocated so that people associated with a particular role could concentrate, prioritize and contribute

efficiently. Participant 10 demonstrates how the organization has specific teams working on specific projects. Such practice according to the CEOs is a good way of managing intrapreneurial skills within the organizational climate.

5.5 Limitations and risks associated with an intrapreneurial climate

Through an intrapreneurial climate, CEOs can effectively develop the skills and talents of different intrapreneurs. However, CEOs must balance the level of creativity and innovation practice of an intrapreneurial climate; otherwise such climates do tend to have certain risks. Organizations should not base all their commitments and priorities only on innovation and creativity as this affects the intrapreneurial climate adversely. Participant 1 warns, *“I think it will be awful to be in an organization where everyone is utterly wired only with creativity and innovations because nothing will get done.....you know the whole organization will collapse and get fatigue...you need everything...you must ensure that you have all the strengths you need, operations, strategic thinking...making sure all of that fluently works together”*. Participant 10 notes *“It is not possible to change all the time especially with banking. You need a steady ship...I cannot rock the boat just because I got some new ideas...I have to be very consistent, very precise and very safe....Any marginal error here could be very different compared to other industries”*. An intrapreneurial climate should offer a bit of variations to different intrapreneurs and participant 9 supports this by adding *“Make sure that there are enough varieties of what you offer and I suppose....they find the work challenging...otherwise boredom is the worst.”*

The aspects of organizational flexibility for intrapreneurs should be practised with some restrictions. Participant 2 believes, *“I think we can adjust and give somebody the freedom to work on something....They are encouraged to have ideas...but then what are some of the risks and what are some of the opportunities...Is it taking up too much time or damaging the business?”*. Part of a CEO’s role is to look at all the options and making sure that any act of intrapreneurship does not consume too much time or damage the business financially or unlawfully. Any ideas or projects arising from this intrapreneurial climate must cater to all the ethical implications and moral codes of the organization. CEOs must maintain their ethical reservations and restrictions when it comes to health and safety. Participant 9 says, *“The uncomfortable truth is when you take risk, it can go wrong....then as an organization you need to think how you respond”*. The CEOs also pointed out that an intrapreneurial climate should not promote and encourage any intrapreneurial activities that might have any potential threat or risks towards people’s health.

5.6 Emerging management profiles among CEOs

Following the analysis of the in-depth interviews with the 11 participating CEOs in phase 1, some varying but consistent management profiles were observed.

The first profile arising from this analysis represented cases where the CEO tends to lead the innovations by playing a dominant role as an innovator. For instance, participant 8 who has over 40 years of experience in publishing quoted earlier in this chapter *“I did bit of everything...I did the whole thing...that was the fun I enjoyed about it”*. For him, the early 1970s had only some basic tools like typewriters and

drawing boards to begin with but soon this was replaced by computers, internet and other sophisticated technologies that we see or use today. This constantly challenged him as a CEO and such changes at times even posed a threat to his business. He says *“It was really a quick moving innovative process...”* and he has managed to successfully address all these significant innovation changes over this period. He recounts *“We are a small organization....So; everybody becomes a specialist in their own area. If they don’t know what’s happening, what’s evolving in their area, the whole thing falls apart...”*. Participant 4 showed a similar trait of being strongly involved with the innovation framework of the company and he particularly emphasized for a CEO to be familiar with different technologies. He states *“My personal background is very much technology based....I have always been excited about creating technology. So, my whole background drives a direction of innovation towards this job.... It is really important that the person who is running the company actually fully understands the technology that is being designed for its customers and used internally...Otherwise you can’t make effective decisions without understanding actually what the engineers are doing. So, yes, it’s really important in my view for the leader to have strong technical background”*. He further justifies, *“Diverse technical background gives me a broad understanding and allows me to explore different aspects of what we are doing and not just looking at it from one angle”*. The example of participant 3 too represented the aspects of leading innovation as a CEO. This participant says *“You need to be well read in terms of the areas you are developing...understanding the whole lot I think is a great way to generate new creative options. I have always been in sales and marketing environment, I did an MBA taught at the end of the 90s, which was a very broad qualification, got me to understand the issues in terms of finance, product and*

operation which I didn't previously understand and when you understand the dynamic and how all these things link together, you start to explore more options...Lately I started to get involved in running organizations". He further adds *"I have worked in construction, I have worked in engineering, education, arts and entertainment, membership organization and I think the principles are the same in terms of being very focused on delivering the benefits to a customer, a benefit that they know right now they need. So, you need to be innovative and introduce new items in thinking... I am always trying new things and it doesn't always win favour from people who are risk averse or don't see the opportunities that you see".* This participant currently runs a successful consultancy company where he leads the innovation and delivers various programmes.

The second observed profile illustrated cases where the CEO tends to supervise and guide the innovation process, acting more as a facilitator for the intrapreneurs. They deliberately adopt passive roles when it comes to innovation, so that other employees can get opportunities to take on dominant roles in different projects as innovators. They tend to provide development opportunities for the intrapreneurs so that the overall work culture remain interesting, engaging and challenging for them. As evident in the reflection of participants 2, 6, 10 and 11 where they demonstrated facilitative roles emphasizing their priorities towards creating an innovative environment and giving intrapreneurs the right opportunities and platform to be creative. They discussed how they create a flexible innovation opportunities to allow different intrapreneurs to express and develop their skills. Participants 2, 10 and 11 showed how they encouraged training or skills development program within their organization based on the employee's specific needs or requirements with participant 2 even going to the extent of allowing an employee to write her own

preferred job description. In the example of participant 6, the company's innovation is looked after by his brother who has a background of software engineering but as the CEO; this participant takes on more of a facilitative and management role. He says *“My brother, a software engineer is the head of technology and is a very logical thinker...He sees deeply on how things work but managing that kind of IT brain or working with them sometimes results in big clashes because I see things from a much more emotional angle”*. The case of participant 2 illustrated how an open innovation scheme was adopted by the CEO, giving people with diverse creative skills an opportunity to build their skills and excel in different projects. This participant adds *“My role is to encourage innovation, to reward innovation, to talk about it and make sure we understand what the impacts are through an innovation....”*. Participant 11 from the fashion industry highlighted how they encourage active engagement among employees by allowing them to express their creativity and ideas with the merchandising of the shop floor or by giving feedback on new products to the designer team.

The third profile showed how some CEOs tend to move between the roles of leading innovation and facilitating other innovators. For instance, Participant 5 who is involved with the innovation aspects of the company explains that as a CEO, one must learn to balance their skills. One of the statements from this participant highlighted *“If you knew too much about the products, you might get sucked into it.... and get diverted from the main things such as keeping the company profitable, ensuring that performance indicators are met, targets are met..”* . This participant shows how he is now involved with innovation research as well as maintaining a facilitative role towards other engineers inside the organization. Participant 9 earlier discussed how to manage intrapreneurial skills by creating a web of talent across

different hierarchical positions thereby highlighting some evidences as a facilitative CEO. He says *“In some ways what I am doing there is trying to continue the cycle that worked for me in the past of being asked when I was very junior in the organization... to work on very big things which gave me a huge opportunity ...so, it’s just trying to find...you know that sort of opportunity really”*. He further explains how as a CEO he has been actively involved in several innovation roles within the organization, *“We are all product of our experiences...I think one really good trick you can pull up is to continue to be shaped by circumstances and be able to be sufficiently responsive to take advantage of them...I have been here for twenty years. So, what I have done in that time is working in nearly every bit of the organization.....from chain projects to operational managements to project management to internally focussing, externally focussing”*. Participant 1 similarly displays a balance between the role of a facilitator and innovator.

Using these findings as a framework, three intrapreneurial management profiles of CEOs can be summarized as shown in figure 5.3. These include:

- ***Profile 1***- The Facilitator
- ***Profile 2***- The Innovator
- ***Profile 3***- The Facilitator and Innovator- a combination profile

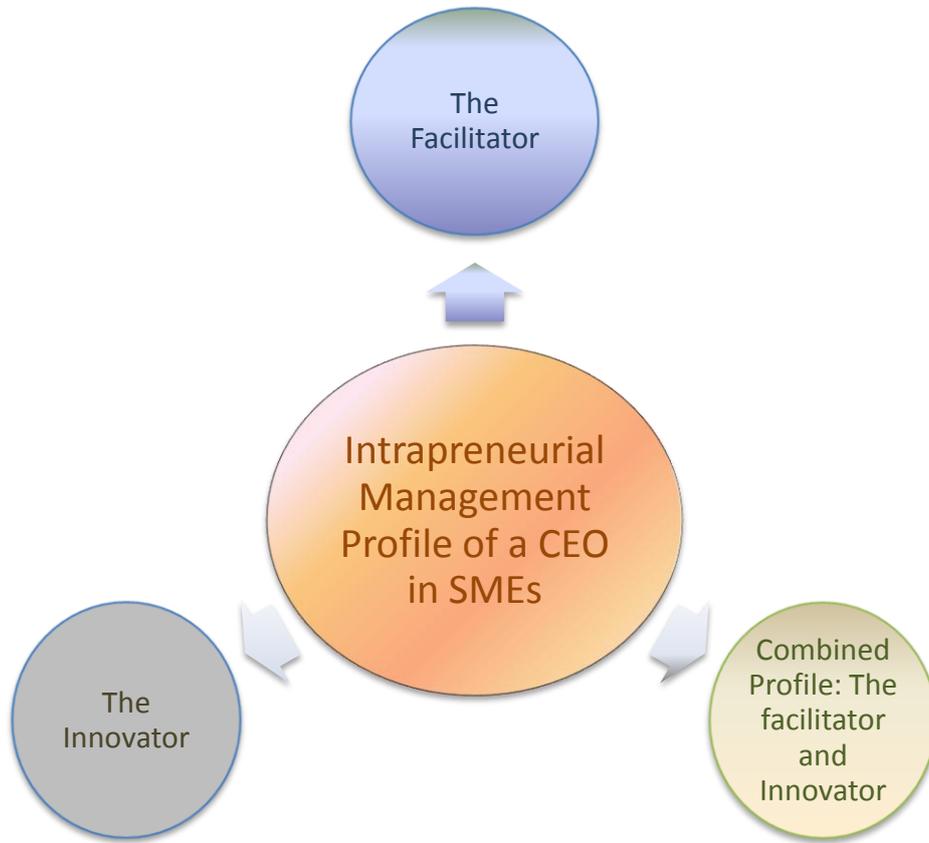


Figure 5.3: *Intrapreneurial management profiles of CEOs*

The following table 5.2 summarizes the emerging profiles among the interviewed CEOs in phase 1:

Participants	Observed management profile
Participant 2 Participant 6 Participant 10 Participant 11	Facilitator
Participant 3 Participant 4 Participant 7 Participant 8	Innovator
Participant 1 Participant 5 Participant 9	Combined profile: Facilitator and Innovator

Table 5.2: Emerging management profiles among CEOs

For further analysis of the various characteristics associated with these profiles, the cases of participant 1, 2 and 7 were selected for a three year longitudinal study. The following key factors led to the selection of these cases:

- These cases represented three distinct management profiles
- Willingness of participation of the CEOs
- Availability of the CEOs, the employees and their organization for this longitudinal study
- Organization's vicinity being close to the University of York

After seeking necessary permission from these participants to waive their anonymity, the three case studies were constructed which will be discussed in chapter 6.

5.7 Chapter summary

Through this chapter, the key CEO characteristics associated with an intrapreneurial climate were discussed as identified using a semi-structured interviewing methodology. The findings also suggested three distinct management profiles among CEOs. Using these findings as a framework, three cases were selected from this sample for a three year longitudinal study to illustrate the roles of these CEOs. The next chapter will discuss these cases in details demonstrating the intrapreneurial management profiles of CEOs from SMEs.

Chapter 6

Intrapreneurial management profiles of Chief Executive Officers in SMEs

6.1 Overview

Following the findings from the initial study, this chapter presents three detailed case studies to illustrate some distinct management profiles CEOs in SMEs tend to adopt within an intrapreneurial climate. These case studies have been constructed from information derived from in-depth interviews with the CEOs and different employees from these organizations, website information, annual reports, photographic evidences and site visits.

6.2 Intrapreneurship and SMEs

SMEs are considered to be the powerhouses or shining stars of European businesses. However, Narula (2004) claims that although SMEs continue to have the advantages of flexibility and rapid response, the traditional disadvantages due to size limitations still exist. Rosenbusch et al (2011) propose that developing and embracing an innovation orientation can help SMEs lead towards more ambitious goals, allocate resources in areas that can create more value and inspire a challenging organizational culture. Carrier's (1994) study as discussed in chapter 2 has demonstrated some significant differences of intrapreneurial culture in SMEs, as opposed to large organizations. That author has shown how intrapreneurship makes an impact in SMEs. Bridge, O'Neill and Martin (2009) implied how the culture of small companies could be tied in with the needs, desires and abilities of its owner especially in the areas of decision making. They show that in larger organizations, decision making takes place at three distinct levels: Strategic, administrative and operational and these are usually managed by different teams. However, in small businesses, decisions are made by the same person, usually the owners and there are no formal or recognized boundaries or hierarchical split amongst them. The authors feel that there is a lack of clarity about the type of decision being taken, with little distinction in thought between strategic and tactical decisions.

CEOs occupy the most powerful position in a corporation adopting different management profiles but as Calabria (1982) says becoming and staying powerful is no easy task. Seshadri and Tripathy (2006) highlight the intrapreneurial spirit of employees can be disoriented and damaged if there are any inconsistencies, sporadic

enthusiasm or lack of commitment at top management, including the CEO. It is difficult to assess the influence CEOs of SMEs have in the process of initiating and developing intrapreneurship as there is no substantial research that clearly identifies any distinctive profiles or management styles. This chapter will illustrate three key management profiles of CEOs emerging from the initial study using a case study methodology. The key research question this chapter will focus and address is:

- *How do the different management profiles of CEOs in SMEs influence the innovation culture of their organizations?*

6.3 Intrapreneurial management profiles of CEOs

The roles played by CEOs in any organization are vast in terms of their involvement with creativity and innovation and their ability to utilize their management strategies to create the right opportunities within the organizational environment for developing intrapreneurs and their ideas. Lessem (1986) suggests interweaving both action and learning within the businesses integrated development in order to develop intrapreneurs. Every business needs the right people in the right jobs. The emergence of successful ideas within an organization occur due to the tireless persistence and practical imagination of the intrapreneur (Pinchot and Pellman, 1999). These intrapreneurs learn significantly by engaging and seeking information from the innovation culture of the organization. As Pinchot (1985) explains, intrapreneurs are naturally action-oriented and they do not necessarily need a highly developed mechanical or technical imagination. The author adds, "*The ability to visualize the*

steps from idea to actualization is one of the basic and learnable skills of intrapreneuring” (pg 40) therefore, intrapreneurs will be helped by an ability to imagine business and organizational realities in the way their customers will respond to innovation. Yadav et al (2007) argue that innovation is more than just product development and that CEOs in different firms must first learn to detect technological opportunities and then proceed towards refining and extending these products for deployment. Charan (2001) believes that CEOs must also have the capability to link business needs with an intrapreneur’s natural talent. Based on the organizational framework and innovation requirement, the management profiles of CEOs tend to vary. From the initial study, the following cases were selected for further in-depth study on the management profiles of CEOs:

Participant	Management profile
Participant 2	Facilitator
Participant 7	Innovator
Participant 1	Combined profile: Facilitator and Innovator

Table 6.1: Selection of case studies

6.3.1 The Facilitator

The first intrapreneurial management profile is that of a facilitator and CEOs with this profile are largely focused on creating an innovative environment to give intrapreneurs the right opportunities and platform to be creative. Although the CEO might participate with innovation, their role is predominantly that of supervising innovators.

One of the benefits of SMEs, according to Carrier (1994), is that intrapreneurs have easier access to the top management. If the CEOs are acting as facilitators, then this can be used as an efficient opportunity to identify the specific needs and aspirations of any intrapreneurs and, by satisfying those needs, motivating and guiding them. Mohanty (2006) found intrapreneurship to be successful only when intrapreneurs are motivated to take action and value an innovation policy projecting the organization's culture and operating principles. Oden (1997) supports by emphasizing the need for high level leaders to be facilitators so that they can let others learn to take responsibility (and credit) for implementing the company's vision, values, and principles. Tappin and Cave (2010) highlight that the best CEOs will have the ability to simplify and prioritize different strategies, thereby giving their teams and business an efficient clarity and motivation. This is something in which the facilitator specializes. Facilitators have the capabilities efficiently to lead teams, build projects, divide tasks and facilitate innovation. It must be noted that without the right people in the right jobs, a company cannot grow and thrive. For instance, Charan (2001) shows that if the person making crucial organizational decisions is not suited to the job, the quality of the decisions will be poor. As a result the whole company will suffer. CEOs as influential facilitators will therefore use their time and efforts to place

particular intrapreneurs where their strengths can have the most impact within the innovation framework of the company.

As intrapreneurship facilitators, these CEOs will emphasize building an organizational culture which encourages intrapreneurs and allows and accepts failures as a learning process. They will make a conscious effort to reduce the negative consequences of failure on intrapreneurial activities. CEOs with this management profile tend to be very approachable and encouraging. They have good communication skills which makes intrapreneurs trust them and confide with their ideas or projects. They have a high degree of credibility, which makes them efficient with networking and associating with other colleagues, employees or organizations. One of the cases that illustrate this profile is that of Professor Nicola Spence, the Chief Executive of Science City York.

6.3.1.1 Case profile of a Facilitator: Professor Nicola Spence

Science City York (SCY) is a leading provider of business and innovation services with a successful history of over 17 years specializing in developing SMEs and new infrastructure to support the region's growth sectors. The firm provides professional, high-quality business and innovation services and leveraging significant investment to support growth. Their priorities include improving SME engagement with the education and research base, facilitating early stage businesses, helping them reach their goals and leading and partnering events to support business and innovation. SCY was established in 1998 as a unique partnership between City of York Council and the University of York. In 2007 it was incorporated as a company limited by guarantee.



Figure 6.1: Professor Nicola Spence, Chief Executive (Science City York)

Today they have partnership with organizations like the University of York, City of York Council, Bionow, Food and Environment Research Agency (FERA), Business and Education Partnership for York and North Yorkshire (NYBEP), Visit York, York Professionals, York Science Park and York St John University. The company has proven a significant track record of successfully securing funding for clients, with over £30 million raised so far. Examples of successes include £330k for Innovate York in 2012, £1.8m for Wastevalor in 2012, £2m for Specialist Business Services (mentoring & workshops) in 2010, £15.5 million for the University of York (Heslington East Campus) in 2010, £4.4 million for Biorenewables Development Centre in 2010, £2 million for Sand Hutton Applied Innovation Campus in 2010,

£80k for York St John Phoenix Centre in 2009 and £1.6 million for Centre of Excellence in Mass Spectrometry in 2008 among many others.

'Creating value through innovation' is their vision and true to this statement, Science City York, led by Professor Nicola Spence as the Chief Executive, has been transforming the innovation framework of several businesses. Professor Spence joined this organization in 2009 after working as a Chief Scientist at the Food and Environment Research Agency (FERA). She states *"Science City York is an independent organization with a mission to create value from innovation and grow the knowledge economy in and around York. We do this by supporting businesses, creating specialist infrastructure, driving innovation and connecting people through our networks and events"*. She emphasizes that part of their role is to form partnerships with other innovators, service and community organizations, researchers, educators and investors. SCY are working alongside City of York Council to strengthen York's economy by encouraging and supporting innovative companies to move to York, helping those companies to gain investment, increasing the skills-base in York by creating more high-value jobs and overall by developing economic efficiency. Professor Spence says *"There is a massive opportunity for York to be a city that leads Europe in certain technologies and certain business clusters"* and by encouraging the Council to adopt innovative strategies, SCY is helping it to work more effectively. SCY has successfully introduced several changes in the Council's practice, such as changing the hierarchical business model to a more network focused one with a cultural shift inclined towards being more responsive and proactive, building innovation training into staff career professional development routes and using innovation tools and techniques in the council activities. One of the unique qualities of this company is that apart from involving

the York City Council and other organizations, it also encourages active participation and engagement from the whole York community, thereby creating a strong network and breaking down the barriers that traditionally hold back progress. With an exceptionally talented intrapreneurial team, this organization has utilized an innovative mentoring scheme to help several successful SMEs like Shakespeare Hydraulics Ltd, Kiroco, Comfizz, Uniqua, Insiglytics, Little Barn bakery, Fresh Horizons, Gordon Rhodes or Chillipeeps to name but a few. Each of these SME cases has its own unique successful experience of being mentored or guided by Science City York using specific strategies.

As part of her role as the CEO, Professor Spence highlights the importance of translating the higher vision to her employees so that they can participate and contribute effectively towards its success. She adds *“As an organization we meet every two weeks to discuss the higher vision and the priorities for delivery and twice a year we sort of make time to sit down and revisit our higher level vision..... ‘Well, this is what we said we going to do, are we actually doing it and if not, why not?Is it still valid? If not, what is?’ So, I think it is important to take time out from the delivery to say this is what we said is going to be.....Are we really doing it?....What do we need to rethink ...? What things have stopped us from doing it? How do we deal with them?”*

6.3.1.2 Professor Spence as the Facilitator- management profiled CEO

Innovation climate according to Professor Spence is *“the lifeblood of an organization”* and says *“Every organization I have ever worked with, the business is knowledge... and the business is driving value...intellectual or financial value... from knowledge, from ideas, from creative thinking”*. One of the key responsibilities of a facilitator is to resource intrapreneurs to encourage their ideas, proposals and projects and Professor Spence in this aspect adds *“You got to give the innovators the tools, technologies, gizmos or apparatus and whatever it is they need and you have to trust them...and they got to deliver and once you are confident that they will deliver, you have to keep on giving them the state of the art equipment...then they will deliver tremendous value”*. She highlights that her job as a leader here is also to challenge these innovators to deliver and a lot of it involves *“brokering the expectations of an innovator with the needs of a business”*. Heather Nivan who is the Innovation Lead in SCY adds *“You need a CEO who understands the competences of the staff and gives them the autonomy to get on without micromanaging them. That’s something I am very lucky to have here with Nicola....She leaves me to start fires around the place and provide support when you need it in terms of either advice or mentoring or enabling you to go off and make that project happen. So, for me that is really important and not micromanaging, understanding the competences of your staff and understanding how they work and allowing them to work their strengths”*. Heather started her intrapreneurial role in SCY over 7 years ago when she was originally hired to run the Creative York Business network which now has over 450 businesses in and around York. She recounts *“My skills set was originally around helping them to network events and*

provide business challenges for the creative digital network in the city. Then I set up the phoenix incubator in York St. John University and started providing spaces and infrastructure for the creation of digital businesses in the area...My role in SCY has changed quite a lot over these years". As part of her CPD, she was later given an opportunity to do a Master degree in Management. She says *"We are pretty well supported. When I said I wanted some training, they enabled me half of the time-off and paid for my Masters course which is quite nice. They do understand the value of staff, you need to train them and you need to provide them the skills to do their jobs well....In terms of flexibility, I am pretty much left on my own devices to crack on and get on with it which is really important"*. As an intrapreneur, one can occasionally taste failures as part of their innovation exploration. This however, shouldn't be discouraged by facilitative CEOs as Heather reflects. It is more important to focus on the learning process in such circumstances as she explains *"Ideally, you need to focus on the learningyou'll learn ten times more if you fail than if you succeed and certainly that's how's I work it. The first thing I would do if I had any problem is go down with the fishbone diagram and see where did it break? And try and learn from it"*. She demonstrates how in SCY they try things on a very small pilot scale and scale it up if it works. That approach has worked very well over the years. She also adds that as an intrapreneur, it is also important to look the part. She clarifies *"As part of being innovative for the city, you need to look the part... You need to kind of live and breathe that to be in an innovation specialist kind of role, if you want people to take you seriously which is kind of strange but it is the case. So, certainly my office has been part of the program to ensure that everyone has the kind of technology they needed in order to do their job"*.

Within an innovation climate, Professor Spence has found creative intrapreneurs to be particularly challenging and difficult to manage and suggests *“I think you have to work people’s strength...Don’t try and make a creative person do all the delivery...then they will hate it and will be rubbish at it”*. At SCY, she allows, for instance, the creative lead to focus on ideas and innovations in a project, while getting a separate project manager involved in the specific technical details, such as sorting Gantt charts or milestone planning. Heather supports this approach of management and adds *“I am quite creative but I am rubbish at managing....I can come up with an idea and I can design the project, I can design the whole concept but someone has to sit down with a spreadsheet as I am not very good at it. So, again it's about the challenge of having the right skills set in your team in order to take your idea right through to development because that's the hardest bit”*.

Brendan Tannam who has been working as the Innovation Project Coordinator since 2013 says *“Nicola is very friendly and approachable....Overall very good experience working with her... She has a lot of good connections in the city. So being able to tell when meeting with the Council the good work we are doing here...She can pass on the good word...That is quite important....She was quite helpful with some of the projects we did, building connections and giving advices on things and people to talk to....”*.

As a facilitator, Professor Spence also recognizes the importance of diverse set of people and their varying creativity levels regardless of their educational qualifications. She explains *“There is an expectation that you do need a baseline of education and higher education for some sort of technical competency. But I also accept that if somebody is intrapreneurial and has got ideas to make things happen then that’s very valid. Sometimes you need a combination of those people actually*

because somebody who had a lot of education (higher education) may have been a little bit constrained with their thinking. So, I enjoy meeting with people who had no formal education but who has an idea or passion that has made something happen”.

This is why she supports an open innovation scheme where she believes that innovative ideas can come from anywhere *“You should not restrict yourself to a kind of narrow set of discipline because actually you will soon run out of ideas...I have valued that enormously and that changed my thinking completely in the way I do business...Being open to that ideas can come from anywhere”.* She further clarifies *“We do that with a bit of consultation so that people know that they are encouraged to have ideas...I think we can adjust and give somebody the freedom to work on something and come back with an idea or proposition... I tend to try and focus on what is it, what will you achieve by that and how will that make a difference in the organization...show me the evidence and show me how it is going to work....”.* She cites examples where crucial innovations in SCY have sprung from ideas developed by their administration team. She also mentored an open innovation forum on their website, where they post different challenges and anybody can participate to put forward their innovative solutions, *“So, over the past 18 months we had 8 to 9 challenges posted and we got loads and loads of people involved not necessarily from York but anybody anywhere in the world can sign up and contribute to an idea”.*

One of the challenges SMEs usually face is to have adequate and diverse specialists to enhance the innovation frameworks. This is primarily due to limitations in size structure and budget constraints. *“We aim to be at the leading edge of delivering innovation services, working with the most innovative companies and therefore being innovative ourselves”* says Professor Spence. Despite having a small structure,

SCY has been working successfully across different sectors such as energy, health, environment, gaming and education. So, how has this company managed to achieve that? Professor Spence explains “*We can't be specialist in all of those sectors but we can have a process which brings in expertise and specialist from anywhere and I think that creates this big pool of individuals who wants to help us to be innovative and I think that is really transformative...You can never get all the smart people in your organization...You can never afford to and even if you did manage to find all the smart people, there will always be somebody somewhere else just as smart or smarter..... So, you need to create the right environment so people want to work with you, want to contribute...It means that we are not constantly have to build a bigger team because we can access smart people anywhere in the world*”. To address that one of the steps they adopted was a three year unique mentoring approach called ‘Specialist Business Services’ by which they brought in a lot of external talents and specialist expertise to have a multi-dimensional engagement with clients. This enabled around 200 businesses across Yorkshire to access support from specialist business mentors, a series of interactive business workshops and ‘Action Learning Sets’. SCY thereby facilitated a total gross value added (GVA) increase of £5.2 million. This created 141 new jobs and helped to develop over 50 new businesses. For instance, Shakespeare Hydraulics Ltd, a family-owned business established in 1989, which deals with engineering supplies and on-site hose repair services. The company was severely affected by the recession, with reducing sales and profit margins. SCY assisted the company to do an independent evaluation, providing them with a business mentor who helped them to devise a strategic business plan.

Professor Spence said that it is important as a CEO to discover what other skills people have aside from their usual assigned roles “*....and you can do that by just*

talking to people” and says “We are very problem driven and opportunity driven”. She brings together small groups of people with different skills to try and tackle a problem or innovation and instead of allocating specific roles, she encourages people to identify themselves as being interested in that team/project and to offer specific roles. *“People in this organization likes to work with innovative organizations...We encourage everyone to come up with solutions...With innovations there has to be a problem worth solving for some people otherwise they can’t see the point of having some kind of idea....We make sure everyone can share a problem and then come up with a way of solving it...Sometimes people feel quite pleased that they were the one who came with the idea”.* Professor Spence confirms that this approach has worked well so far, which is why they are fully committed to it. However, she sometimes finds people especially young employees in the organization a bit reluctant to contribute and she therefore tries to give them deliberate opportunities such as asking someone to discuss their projects in a team meeting or encouraging someone to lead an event. Through this process she finds that one can uncover many interests, motivations and experiences of the employees which the organization may not previously have been aware of. Supporting staff is a big priority for Professor Spence and she explains that understanding what her employees need to excel in their job roles is a crucial part of a successful intrapreneurial climate. She adds *“I support the staff by encouraging them to do personal development. So, you knowdoing a marketing qualification or a technical qualification.....and talking through with people what their motivations are and what are their aspirations....Are there things that we are not using but we could use?So, you got to have a bit of flexibility in an organization to let people grow and develop”.* As a facilitative CEO, she also had occasions when she gave her staff member opportunities to design their

own job roles based on their aspirations. She highlights that such steps are important to retain intrapreneurial employees and notes “.....*So, it is important to understand when people want to develop, want to do something more or something different and by saying I am happy to think about that and what is it that we need to do....that gets them to commit to the organization*”.

Professor Spence also helps in setting up innovation training workshops to up-skill City of York Council, SMEs, Universities and Third Sector organisations. Apart from running different annual events to promote innovation and networking such as APptitude, Venturefest Yorkshire and Innovation Showcase, Prof Spence also manages several projects to encourage innovative companies, SMEs or micro-businesses to gain investments for development and growth.

One of the projects Professor Spence reflected on her interviews is APptitude which gives people opportunities to use technologies to help their business, “.....*So, we decided to talk to people who wanted creative technology solutions to whatever the problem is and talk to organizations that might have the solutions.....So, we had a workshop couple of months ago to bring those groups together*”. This workshop brought out some brilliant creative technological solutions for several business projects without requiring a large budget.

The annual ‘Venturefest’ event (as shown in figure 6.2-6.3) similarly brings together different entrepreneurs, innovators and investors with a competition for app developers and the people wanting the solutions.



Figure 6.2: Professor Nicola Spence presenting an award at the Innovation Showcase (Venturefest Yorkshire, SCY, 2014)

This event also hosts an investment competition which funds two prospective projects. People in business have the option of advertising if they needed a particular app but the problem here is that they don't usually know what they want their apps to do. So, one of features of Venturefest is the opportunity to talk to the creative designers and ask them to consider the scope and scale of what they might later design. She adds *"It is making technologies and creativity more accessible to businesses which otherwise won't really know"*.



Figure 6.3: *Venturefest Yorkshire (SCY, 2014)*

‘Innovate York’ is another example where they have collaborated with the City of York Council to build York’s innovation community by hosting a series of innovation events, embedding innovation in council services and facilitating collaboration across industries and the community on a local, national and international level. It is a two-year programme and Professor Spence adds “*Innovate York was really about an idea to create a catalyst for change in the city partly driven by less resource, less money, less public services and also driven by a sense that there are better ways to do things and better ways to design services, there are better ways to have an impact but this needed a change in behaviour, change in culture, a*

change in how services are perceived". SCY realized that the Council had over 500 different services and less money to deliver those services. They therefore decided to work with some of the heads of these services to put things in place and meet objectives such as providing dementia sufferers more support and independence in their home rather by working closely with health providers, social workers and dementia sufferers. Three of SCY's intrapreneurial team members are now participating in this particular project to deliver innovative services alongside Council employees. About this project Brendan Tannam says "*With Innovate York program, there are some challenges in just kind of explaining the benefits of it to the people because there is council money spent on it.... So, people want to see return for that....So, there's the challenge of explaining the benefits to the people...You want people to get their head around but most people are quite positive*". Intrapreneurs Heather Nivan and Brendan Tannam in their interviews clearly emphasized the importance of having someone like Professor Spence sitting on the board of Venturefest, which gives them the convenience of easy access to different organizers. It also helps them sell their vision and get various deals signed or processed.

6.3.1.3 Adopting this management profile

As CEO Professor Spence believes in encouraging innovation and promoting its credentials and one of the steps they have actively embraced in their priorities is to explore methodologies to measure the social impacts of the projects they are involved with, "*My role is to encourage innovation, to reward innovation, to talk*

about it and make sure we understand what the impacts are through an innovation and make sure that we measure them as far as we can so that when we talk about them, people know that not only we say it, we do it and we create impact and value through doing it". She believes this helps in understanding their innovation focus, emphasizing, *"You have to be focused on higher vision of what you are doing and then organize yourself so that you got people who are focused on delivering those things"*. She points out that as a small company everything they do is very visible and open. *"I am very much involved in a day-to-day basis. I want to know what people are doing and when people had successes, I want to praise them for that and make sure we share that success with the rest of the team"*. Therefore she tries to lead by example through her commitments and priorities. *"It is very important that I am credible as someone in the bigger innovation ecosystem...whether it is York or it is the region or whether it is nationally...That is very important"*, she emphasizes that innovation has always been part of Science City York's priorities in terms of how they do things differently and indicates that employees won't be encouraged to be innovative unless they see it as a priority. She adds *"So, it's very much about everyone in the organization understand what we are here to do and what our values are, what our priorities are and getting them to recognize how their role contributes to that common goal"*. The employees have to feel that they are learning and improving, that they are contributing to the organization. She says *"My job here is to sort of take that, support that and drive it....sort of share in the successes and challenges of the organization"*. She tremendously values intrapreneurial talents in her organization and as the CEO, she reflects on the challenges to retain such employees by creating an exciting work environment. She explains *"Obviously, we want to keep innovative people.....you have to listen to them, you have to give them*

opportunities to explore and make sure the tools, the processes, the technologies are exciting enough to keep them here otherwise they will feel that this doesn't feel like the right place to beThere is a sense of....you need to create the right enabling environment as well as people in it so that people can say 'Yeah actually it feels like the right place for me to be' and we always think about how do we improve that.. sometimes you support and develop someone....if they feel confident enough to start something new....that can be very goodthat feels like success as well as that presents us the challenge and opportunity to bring somebody new in”.

When asked to reflect on her key characteristics, Professor Spence answered, *“I would associate myself with passion, drive, motivation and a real interest in connecting with other organizations.....also share those values and personally that is one of the things I enjoy in the role...”* . She further adds, *“It's very important you can identify and work with other innovative people out there and that they feel motivated to work with me....”*. Within the organization her priorities are dedicated towards creating, supporting and driving a culture which will make people contribute to the common goals and mission of SCY. She emphasizes, *“People have to trust you. People have to be able to communicate with you...people have to buy into the vision that you are creating for the organization...to feel part of it...to be able to listen to...they got to feel that they are in an organization that they want to be involvedwhatever they contribute is recognized and valued and also they are learning and developing in an organization...So, I think you have to create that sort of priorities and sort of culture within the organization”*. She believes that a CEO has to be authentic in terms of who they really are otherwise people won't believe in or follow their credibility, *“If I want one of my staffs to do something, then I really need to know what it is that I am expecting him/her to do....I need to have been there*

and done it myself.If I am expecting you to do this all day long, I need to understand what it is about and what the challenges are, otherwise I am not going to understand when you tell me it is not working, you don't like it, you can't do this....So, I have to feel like I am walking in the shoes of people in the organization”.

As the innovation Lead, Heather Nivan did a lot of projects under the guidance and supervision of Professor Spence and she adds “*Nicola has a huge amount of passion and support, to provide a lot of support to her staff. She is quite strategic in terms of how she thinks. She understands that she isn't an expert in innovation but understands that there are staffs that are and allowed us to crack on and go find the opportunities and enabled us to be able to do that. She also helped us in terms of selling the vision and ideas to other senior people within the city and also bringing opportunities into the organization from other spheres which we can then work on”.*

Before Science City York, Professor Spence worked primarily as the Chief Scientist at the Food and Environment Research Agency (FERA) in Sand Hutton. There, as a leading researcher, she had many opportunities to manage scientific projects, programs and other scientists putting together multi-disciplinary teams for delivering scientific solutions. Previous to that, she acted as the Commercial Director for the Central Science Laboratory (CSL) and played a leading role in successfully merging CSL into an integral part of FERA. She adds “*I understand that in teams to deliver anything you need to have a range of personalities and I know that from my experiences of working with academics.... I got good intuition in terms of who are the people who want to generate ideas and what motivates them and who are the people who wants to turn those ideas into practical solutions.....With me as a leader how do I bring those elements together to create something that is of value?Those years of working in an academic organization again sort of gave me some basic*

skills and experience to understand many issues that are relevant to business”.

Professor Spence attributes her management credibility from her past experiences as a researcher and scientist “*I was an academic for more than 20 years and I did a PhD, wrote papers, and had all that rigour in terms of analyzing information.... I mean obviously I started as you know a researcher and I sort of begin to manage researches, manage programs and manage relationships.... I always had the tendency to ultimately take leadership role”.* Her academic career, she reveals had given her tremendous creative opportunities to design experiments or projects, “*I think really an academic career gives you tremendous creative opportunities...you know.... I spent decades working in a laboratory essentially thinking up ideas, being driven by curiosity..... I mean, one hand it has the constraints of funding...you know research programs but I think research is an incredibly creative environment if you have the freedom to explore and develop ideas and design things...So, I think I was very lucky.....I had tremendous opportunities to be creative and I think what I didn’t realize then was that was applicable in kind of any business context”.*

Professor Spence credits her academic background with giving her some basic skills and experiences to understand many issues relevant to business. “*You take with you all sort of skills and experiences while along the way.....now I can stand back and understand things from a technical, political and economic perspective and I wouldn’t be able to do that if I hadn’t actually had that experience”*, she feels that these experiences have given her good intuition to identify people who have the credibility to generate ideas and turn them into practical solutions and what technique or approach motivates these intrapreneurs. During the progress of this case study in 2014, Professor Spence took-up a new role, as Chief Plant Health Officer in the Department of Environment, Food & Rural Affairs (DEFRA) where her role

involves advising ministers, industries and others about the risks posed by plant pests and diseases and ensuring that adequate measures are taken to minimize their impact. She is currently involved with this organization.

6.3.2 The innovator

The second intrapreneurial management profile is that of a CEO who acts as a key innovator within the organization. The definition of an entrepreneur is someone who *“is an undertaker who notices and seizes opportunities; converts those opportunities into commercial ideas; adds value via processes, effort, capital, or capabilities; and confronts the risks of the competitive market to apply those ideas”* (Kuratko, 2009). Gündoğdu (2012) feels that today a traditional entrepreneur acts as an innovation hunter ideally from beginning, until the end of any business life cycle. There are many instances where an entrepreneur has started a company, taken the overall charge as the CEO using a thorough knowledge of their business metrics. As Pinchot (1985) says, people seem to become intrapreneurs when circumstances drive them to an act of will and decide to make a new business concept into a reality within their company. Such intrapreneurs must thereby learn to cross the barriers that divide the organization into functions, such as marketing, engineering, research, manufacturing, sales and finance and this is possible by taking responsibility for all aspects of the business they wish to start. So, CEOs with this management profile act predominantly as the intrapreneur innovating for their company. Bridge, O’Neill and Martin (2009, pg 187) highlights this feature of SMEs, *“There is often only one person, the owner, in a management role, and this role will embrace all aspects of*

managing the business”. The advantages with this is that there is an overall view of management in various areas like production, finance, technical, legal or marketing undertaken by that same person thereby reducing occurrences of conflicts between different functions or areas. However, the risk as these authors point is that various functions in such SMEs may not develop evenly as the amount of management time that can be focused on a problem is very limited. But Charan (2001) strongly believes that as a CEO has insights into how the organization really works and how to link people’s actions and decisions to the right priorities and strategies, their active participation with innovation will add significant advantage to progress the level of intrapreneurship.

Mohanty (2006) found intrapreneurship to be successful only when intrapreneurs are motivated to take action and value an innovation policy projecting the organization's culture and operating principles. Tappin and Cave (2010) believes that CEOs are far-sighted leaders who have the ability to paint a sophisticated and compelling picture of the future for their employees, customers and shareholders. If they are innovating themselves then their understanding of the organizational dynamics will help to derive significant intrapreneurial benefits. They will therefore progress efficiently and keep up-to-date, the pace of innovation management in a fierce time of globalization and market competitiveness. So, CEOs who adopt this innovator profile tend to be highly active in leading innovations, spotting break-through opportunities and they usually share many of the characteristics of an intrapreneur. One of the cases that represent this profile is Mr Christopher Ian Wilson, Chief Executive of Bransby Wilson Parking Solutions.

6.3.2.1 Case profile of an innovator: Christopher Ian Wilson

Bransby Wilson Parking solutions has for over 23 years specialized in car park management. It is recognised as one of the UK's leading car park management companies, providing a full range of service solutions for all types and sizes of car parks. Mr Wilson is leading the innovation framework of this business as the Chief Executive.



Figure 6.4: Christopher Ian Wilson, Chief Executive, Bransby Wilson Parking Solutions

What is unique about the approach is that they deliver a personal service to every customer and as Mr Wilson explains, “*We take a creative and entirely bespoke approach to every customer requirement because every car park is unique and every solution deserves a fresh approach*”. Their clients include hotels, casinos, public houses, retail outlets, business parks, developers, schools, hospitals, universities, housing associations and private organisations and Mr Wilson says “*We are proud to say that we have never lost a client nor left any problem unresolved.... Our personal, innovative and creative way of doing business ensures that we get the results our clients require*”. Their approach involves helping customers to plan, build, run and improve their car parks by considering layout, pricing structure or parking behaviour patterns.

The company also works closely with their clients to bring together people who need car park spaces with people who have spare places thereby mutually helping them generate healthy income from underutilized land. Mr Wilson explains “*At Bransby Wilson we pride ourselves on delivering a personal service to every customer....We can help in getting every aspect just right from the pricing structure and layout through to on-going management. By taking the time to understand all aspects of car park, from layout to parking behaviour patterns we can help drive up revenues*”.

Bransby Wilson Parking solutions also provide technological solutions for their clients and Mr Wilson reflects “*We believe that technology can help to improve quality and reduce costs, but it should be used appropriately*”. Some of the areas in which they have expertise include:

- Installation of high quality Pay & Display machines.
- Offer advice on the location and charging rates, providing a maintenance and cash collection service.
- ANPR (Automatic Number Plate Recognition) technology, including the setting up of cameras at the entrance/exit of car parks to photograph vehicles, automatically identifying any that have breached car park rules, and sending the registered owner of the vehicle a Parking Charge Notice in the post.
- Pay on foot machines,
- Keyboard entry registration systems,
- Pay by phone systems or Vehicle Registration Systems (VRS).
- Control and enforcement services via their associate company- Minster Baywatch and they assist in issuing Parking Charge Notices to offending vehicles either using their own patrols or by giving the clients the choice to serve their own.

With a national coverage in the UK, Bransby Wilson Parking solutions has established itself as one of the leading businesses in its niche market with a range of loyal customers that involves organizations such as the NHS, the Rank group, W Boyes and Co Ltd to name a few. The Northumberland Tyne and Wear NHS Foundation Trust, for instance, has applauded this company adding: *“Bransby Wilson has been extremely helpful in the introduction of car parking measures. Their advice on all aspects of car parking has been invaluable...very supportive...a very good working relationship”*. W Boyes and Co Ltd, another well-known company in the UK, have associated with Bransby Wilson Parking Solutions and referring to one of their projects at the Stockton area, they emphasize *“Bransby Wilson have provided W.Boyes with an excellent service in the installation of the Pay and Display*

Car Park at our Stockton Branch. Christopher Wilson has controlled the whole operation with no disruption to our business, providing professional and effective car park management services”. They have labelled Bransby Wilson Parking Solutions as a “solid and reliable company and experts in their field”. A similar testimony is being provided by the Rank Group which is one of the top organizations in the entertainment sector and after collaborating with Bransby Wilson Parking Solutions, they explain that they have witnessed a marked improvement in the availability of spaces at their operational sites receiving a lot of positive feedback from customers. They further add “Bransby Wilson have helped us with the effective professional control of unauthorised parking across our estate. As and when required, Bransby Wilson have promptly reviewed individual sites providing us with a selection of cost effective ideas and initiatives to control parking to ensure our car parking spaces are kept free for our customers to use. With very little guidance they understand our business and our requirements and are able to visit a site and assess the problems and devise solutions”.

6.3.2.2 Mr Wilson as the innovator - management profiled CEO

Mr Wilson has been leading the innovation for the company all these years bringing together people who need car park spaces with people who have spare places, *“To me, innovation is solving a problem by thinking outside the box and coming up with an idea which isn’t necessarily in the market place or off the shelf. It’s actually creating something for you to arrive at the goals for solving the problem. I think I try to instil the idea that ‘no’ is never really an option and that we keep thinking and we*

keep coming up with solutions to satisfy our clients' needs. There is always a solution that might not be the most immediate one but there is always a way around every problem and it's my job to find it and actualize it".

The great thing about the business as Mr Wilson admits is that it is a new concept and after 23 years, there are still no set criteria to run it. He observes that they follow a flexible approach and says *"whatever the client wants, whatever the market wants, we could supply.....so, it is about changing our product around"*. He further adds, *"Personally what really interest and excites me as a CEO is new ways or reasons of doing things. It's about time, change, people's expectationsyou actually got to think aheadWhat will the market require in 2 or 3 years time? the real reason why our business was successful is because it was different and it stood out"*.

Bridge, O'Neill and Martin (2009) noted how in small businesses, the owner-managers usually acquires most of their business knowledge on the job. The authors point that if such owner-managers are in the job for a long time then that will enable them to gather deep experience and *"the business systems employed are likely to be of their own devising, based on experience, and are unlikely to be changed unless experience also suggests it is necessary."* (pg 183). This is evident in Mr Wilson's case. For over 9 years he remarkably worked alone as the sole employee of the company doing everything in terms of marketing, sales, finance and innovation. As a small company, he says growing, restructuring and prioritizing innovation can be a big challenge especially as there was no R&D team. He says *"Innovation has to be worked.....why we succeeded I believe is actually getting the right idea and it worked...It was the right research and straight away you got a great product, a great service that is different and people take notice of"*.

The role Mr Wilson plays in this company is evident in the reflections of all the employees interviewed as part of this case study. Catherine who works as the administrator for Minster Baywatch clearly states “*Innovation in this company stems from Christopher*”. Linda who was the first employee hired by Mr Wilson 14 years ago recalls “*It has always been very nice working with Christopher. When we first started it was only just the two of us... He is very good at what he does...he adds some good ideas*”. Jenny who is the marketing administrator in Bransby Wilson says “*Christopher is very imaginative....He always comes up with loads of ideas and he is very creative.....He has a down to earth personality....He is always helpful when we ask him questions and he goes into detail...anything we need help with*”. Supporting this Joanne who works as a Supporting Operations Manager says, “*Christopher is very approachable and friendly person. He is very hard working... when we have meetings; he is full of ideas.... He is very polite and ...quite happy to talk about any queries you got*”. For Allison, one of the important qualities in a CEO is to be approachable which she thinks Mr Wilson is. She adds “*He is a business role model*”. She feels that a healthy organization is where employees and their leaders have a two-way process, “*If you are interested in their business, they should be interested in you....Like a two-way process if you know what I mean. They should be concerned that the staffs who are working for them are happy so that way they will probably work better*”. She further shows how despite being on a temporary contract, she has always been part of all the company’s social activities and events which she finds quite welcoming and motivating. She adds “*Christopher is a nice man....Because they have social events here and even though I am only a temporary person here, don’t know how long I am going to be here...they have always included me in them*”. All these employees in this company have responsibilities mainly in

administrative areas such as customer services, dealing with emails and phone calls, invoice management and marketing. With Mr Wilson playing a lead role in the innovation process, these employees add a supportive role in the overall business management.

One of the first projects of Bransby Wilson Solutions Ltd was with the Novotel Hotel in York where the aim was to generate income from their underused spaces. Mr Wilson recounts *“Novotel Hotel in York was our first car parking site where the business started. I was a student straight out of university and it was difficult to get credibility really because I had no trading experience. Luckily one of the managers agreed to try my early ideas... he liked me and my ideas and that’s how we set up the business..... We still have that site now even after 23 years”*. Since then the company has grown and gone from success to success. For instance, their innovation helped Halifax Thomas Street generate 33% return on investment and Pontefract Newgate Street with 18% return on investment. Mr Wilson explains, *“So, we have taken over contracts from National Car Parks which are possibly the biggest parking operators in the UK. One particular site in Swindon run by Network Rail which we took over from NCP and increased turnover by over 700% on the site and obtaining full occupancy constantly and also taking over Control and Enforcement contracts for NHS hospital sites etc. We are working with Network Rail, NHS, Reel cinemas, Mecca Bingo and Casino and currently working on projects with York College andvery wide variety of clients really”*.

Figure 6.5 shows an under-utilized space in Wall Street (Hereford). The follow-up figures 6.6-6.7 illustrate the innovative transformations brought in by Bransby Wilson Solutions Ltd. with distinct parking spaces and pay and display machines. Figure 6.8-6.9 shows similar transformation of Carlisle Street (York). Figure 6.10 shows some of the innovation implemented in York College whereas Figure 6.11 shows the transformation of Peel Street (York).



Figure 6.5: Under-utilized space in Wall street, Hereford (Before)



Figure 6.6: Transformation of Wall Street after the innovation of Bransby Wilson Solutions Ltd.



Figure 6.7: Transformation of Wall Street after the innovation of Bransby Wilson Solutions Ltd.



Figure 6.8: Under-utilized space in Carlisle Street, York (Before)



Figure 6.9: Transformation of Carlisle Street after the innovation of Bransby Wilson Solutions Ltd.



Figure 6.10: Similar innovation projects of Bransby Wilson Solutions Ltd. in York College



Figure 6.11: Similar innovation projects of Bransby Wilson Solutions Ltd. in Peel Street (York)

Mr Wilson believes that innovation spread around individuals and the business as a whole. As CEO what really excites him are new ways of doing things and having proactive consideration of what the market might require in 2 or 3 years time. Now as the leading innovator in the SME he reveals that he has to undertake significantly different roles several times a day. *“There is an all rounded knowledge in setting up and running a small business”* he says further adding, *“You need to wear a different hat several times a day. So, you know you are doing your marketing, your sales, your finance and everything is constantly in your head... You just have to be well rounded with everything. And ultimately as the business progresses, the CEO will have the strength, knowledge and experiences which counts for an awful lot in the business”*. About CEOs like him, he says *“They have to be the one leading it, a sense of control I guess..... That’s their idea and they built the business”*. Supporting this, Catherine who acts as the administrator for Minster Baywatch says *“Christopher represents the company very well...I have seen him selling our services to central clients and he is always eager to give the history of the company and give all our information and all our stats and that really sells the company very well”*.

Mr Wilson uses his expertise and experience to review individually car parking operations and policies for his clients. This includes implementing appropriate car park management, space optimisation and revenue generation systems. His role as the CEO also involves auditing, designing and installing new signs, marketing and management of monthly permit systems. He also leads the process of designing and installing of Vehicle Registration Systems, Pay & Display machines and providing patrolled enforcement and control services. Scott who works as the Operations Manager says, *“I play a supportive role to Christopher...He is somebody who will keep you on your toes...entrepreneurial definitely.... can find a solution to most*

problems....Sometimes he can make a problem out of the solution..... Very refreshing to work with....It's a small business and he is pretty much involved with everything ...”.

6.3.2.3 Adopting this management profile

Mr Wilson says “*So, with technology it's me leading through how we want to go through the practicality of solving new technologies....it is the nature and size of our business. It's me dealing with the innovation and trying to drive it forward*”. This company was established in 1991 by Mr Wilson who saw an opportunity after finishing his university studies at Physical Education and Sport Studies from York St John University, “*The concept came after I left college and realized that there were office buildings that had spaces - car parking spaces that was vacant and people were looking for space outside and it was the whole supply and demand wanting to link up people who were looking for space with space that already existed, but wasn't open or publically marketed*”. He highlights that in the early 90s car parking was mostly run by the Council and some large operators like the National Car Park and some limited guest houses or pubs letting out spaces on an informal basis, “*At the time there was no real threats in the market at all because it was a whole new concept*”.

Mr Wilson had trained in sports and physical education and wanted to pursue something on that line and starting a company was never the plan however, this business concept occurred when he observed car parking spaces being left vacant in

different locations in York, which he was aware that there were other people desperately looking for parking spaces, *“I think the initial concept was that there were businesses with empty buildings, empty car parks and spaces and people who at that time wanted to use that space ...that was where the idea was born. The business idea came about I thought I would try it out and I hadn't started a career in sports at that stage. So, it was like.....here's an opportunity and an excuse to stay in York”*. After finishing University during his summer holidays, he decided to do some research on his ideas after spotting this niche market and a potential business and in 1992 he won the ‘Shell LiveWire Start-up Competition’ for innovation and entrepreneurship which paved way for his business eventually encouraging him to embark in business as a sole trader.

Mr Wilson reveals that because the concept was so new and unique in the early 90s, he had a hard time convincing people about it. He adds, *“The concept was very different, not something easy for people to get their head around...If you say you are an accountant or a builder, people will know what you are but if you say you let parking spaces or you are a space manager, it was very difficult to explain to people”*.

The initial phase wasn't easy. As a novice entrepreneur, he faced a lot of challenges mostly due to his lack of business knowledge and expertise, *“In the early stages, the challenges were lack of business knowledge...probably because it was a different idea, I did not have any background or trade credentials and the concept was different”*. He believes that as the business has progressed, his role as CEO has evolved as he has personally developed knowledge and experience. It is this development that has counted in progressing the innovation track of the company.



Figure 6.12: Achievements at various sports events

One of the challenges employees face in such small companies is acceptance of changes which is an important part of an intrapreneurial climate. As Joanne who works as a supporting Operation Manager explains, *“It is a very laid back company compared to bigger organizations. So, actually getting staff motivated for changes is challenging. They could be stuck up in their ways...Say if I wanted to do these changes, most of them are ok but you do get resistance as opposed to bigger organizations where you are used to changes all the time...They are used to the culture...But here it is more laid back”*. So, intrapreneurial employees might find such culture challenging and limited to explore and implement their ideas and innovation.

In the earlier discussion, one of the possible risks associated with such management profiles in SMEs is where the various functions within the company may not develop evenly as the CEO sometimes might struggle to dedicate the time and prioritize his/her focus on different organizational problems. This was evident in some of the

employees' reflection on Mr Wilson. For instance, Linda noted "*Christopher is very good at what he does. He adds some good ideas but it's all putting them into practice....time to do everything he dreams of.... He dreams of all these things but he doesn't have time to put all of these into practice*". Scott similarly comments "*Christopher is probably too involved with the day-to-day going on!The one thing I would like to say is we would like more conciseness in the direction we are going....but this is a small company and sometimes that is lacking in terms of the nature and environment we are in*". So, CEOs with this profile do tend to struggle with their focus and priorities due to their active involvement with different sectors of the company. In the process, they might even fail to recognize intrapreneurial talents among other employees. One of the risks as Bridge, O'Neill and Martin (2009, pg 187) point out is that owner-managers from SMEs identify closely with their businesses as they see it "*almost as extensions of themselves*" (pg 187). Such deep attachment or bonding of CEOs with their organization could create challenges and limitations for other intrapreneurial employees. This is reflected on the views of Mr Wilson who feels that expecting the staff members to have the same motivation and interest in the business as him will be unreasonable as he feels that his connection with the company is very deep, having established and worked on its every aspect and dynamics for two decades now, "*The key issues with our company is probably my expectations are probably far too high. Nobody I expect will have the same interest and beliefs as me Expecting staff to have my motivation and interest in the business of course is very rare really for anybody to have the interest that I have in something that I spent 23 years of my life working on for*".

6.3.3 The Facilitator and innovator- a combination profile

The final management profile in this chapter is a CEO with the characteristics of a facilitator and innovator who finds a good balance with the facilitation of innovation as well as leading innovation. Oden (1997) supports this by emphasizing the increasing need for managers to be innovators and intrapreneurs in addition to being a facilitator. Gündoğdu (2012) feels that to survive the challenges of the new economic framework a new prototype is required, somebody who can act as a leader to form a suitable environment and also strongly encourage innovations and empower intrapreneurs and their ideas. This new prototype, the author says is *“interested in research and development and characterized 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”*(pg 301). CEOs with this profile will have the capabilities and talent to adapt in this dynamically changing environment responding efficiently to the market and customer demands along with the needs of the business, shuffling and adopting roles as required. As Charan (2001) emphasized, the most successful leaders are the ones who have the capability to speak the universal language of business and can bring the most complex business dynamics down to the fundamentals. CEOs with this combined profile will excel in such aspects of business and intrapreneurial skills management. The case study that represents this profile is Mr Methven Forbes from Robin Lane Medical Centre.

6.3.3.1 Case of a combined management profile-Facilitator and innovator:

Methven Forbes



Figure 6.13: Methven Forbes, Chief Executive, Robin Lane Medical Centre

Methven Forbes, Chief Executive of the Robin Lane Medical Centre has been associated with this health-related business for over 10 years. The organization has transformed from a small practice to an innovative health firm delivering services fit for modern 21st century lifestyles and Mr Forbes has played a pivotal role in shaping and facilitating this entire developmental process. As a medical centre, the vision

isn't restricted to a traditional health and wellbeing approach. It also incorporates delivering proactive education programmes led by clinicians to prevent and delay the development of health conditions.

Over ten years Mr Forbes has managed to bring in several innovative services that transcend the traditional norms of an appointment-based health service. This include introducing a smart phone app, an Urgent Care Walk-In Service, the Pudsey Wellbeing Centre, a community eye clinic, a community newspaper 'the Pudsey Town Observer' and a café house called 'Café Lux' (as shown in Figure 6.16).

ROBIN LANE MEDICAL CENTRE
What you can expect from your local GP Practice **NHS**

Robin Lane | Pudsey | LS28 7DE | Tel 0113 25 76 787

OPENING HOURS
8am to 8pm Monday to Friday
8am to 4pm Saturday

URGENT CARE WALK-IN SERVICE
Every day Mon to Fri from 8am to 12noon - no need to phone for an appointment
If it's urgent, just turn up and we guarantee you will be seen!

FAMILY FRIENDLY *Parent groups!*
Play area | Breastfeeding and pram area | Expert clinicians
Baby change facilities | Cafe next door (breastfeeding and pram friendly)

Social events! **ELDERLY CARE**
Practice Matron | Personal care plan | Direct number
Specialist help and advice

SMARTPHONE APP
Register as a patient | Request appointments | Set reminders | Order prescriptions
Text a Doctor or Nurse | Record your health | Videos and leaflets

TO REGISTER

- IN PERSON anytime 8am to 8pm Mon to Fri, or 8am to 4pm Sat.
- ONLINE at www.robinlanemedicalcentre.com
- Via our SMARTPHONE app. Search "Robin Lane Medical Centre" in apps store.
- TELEPHONE 0113 25 76 787 and we will send a registration form with return envelope.

Map showing location of Robin Lane Medical Centre in Pudsey, Leeds.

Figure 6.14: Flyer showing the facilities provided by Robin Lane Medical Centre including the smart phone app

The smart phone app (as shown in the Flyer display Figure 6.14), which is one of a kind in the UK allows patients to book appointments, order prescriptions, have video consultations with their GPs, send secure text messages to clinicians and set appointment reminders. The Urgent Care Walk-In Service was primarily established for registered patients from 8 am to noon reducing the overall demand for appointments by 26%.



Figure 6.15: Newspaper article on the Pudsey Wellbeing Centre published in Yorkshire Evening Post

Figure 6.15 shows an article published in Yorkshire Evening Post and it highlights the role Mr Forbes played in developing this Pudsey Wellbeing Centre and securing

an Arts Council grant of £96,500. The article also applauds this centre for organizing events such as open mic nights, painting classes and singing sessions for dementia sufferers.



Figure 6.16: Pudsey Wellbeing Centre alongside Café Lux

“Everything we do, got to make a difference.....For us it’s innovation with a purpose...a purpose is about the impact... and making difference in the health and wellbeing in people’s lives... that might be a system change or a service delivery...might be a growth or an expansion....The end result is what’s the added value to the patients and what’s the added value for the health and social care economy?...and does it offer public value?..because ultimately we spent tax payer’s money ”, clarifies Mr Forbes. He tries to bind this health centre with different community projects and charitable trust events in order to promote a platform for wider innovation. Figure 6.17 shows the advertisements of some upcoming community events to be held in Café Lux during one of my site visits in 2014. Figure 6.18 similarly shows some open mic night events held here as part of the community projects.



Figure 6.17: Advertisements of various Community Events in Café Lux



Figure 6.18: Open Mic night event held in Café Lux

Isabel who works as the Practice Matron defines Robin Lane Medical Centre as the hub of activities and development, *“It’s not just like working in General practices...It’s far more than that...it is much more than a medical centre...It’s a community hub for the patients of Pudsey but also for volunteers and neighbourhood, services for the local authority, for social services.... There’s lot of integration going on... and so, I feel that working in this environment has encouraged me to be creative...There’s a lot of inspiration drawn on being driven by providing quality care and always there is a real focus on how can we do better and how can we work smarter ...how can we do this in less time but be more effective... and looking at what’s out there that we can tap into or actually what can we do that could make us more efficient really....with that comes challenges but it is actually quite inspiring”*.

With over 55 employees and more than 40 volunteers, this health centre situated in Pudsey, a suburb of Leeds has made a remarkable name in the field of health innovation. Its success may be judged by the fact that it has been awarded two GP enterprise awards for the year 2013: for outstanding practice team and for improving quality and production in health innovation (See Figure 6.20). A report published on the GP website (2013) applauded this practice for launching a range of services and projects that aims to move from a reactive primary care model focused on curative health to a proactive model focused on wellbeing.

Dr Linda Belderson has been practising in Robin Lane Medical Centre for over 24 years as one of the general practitioners and has witnessed some enormous changes over the years *“The whole general practice has become increasingly more complex in lots of different ways.... there’s been a lot of things we introduced and generally are very exciting...we introduce things to work better ... as a practice and also increase practice income ... but not everything works and things need changing and adjusting with time”*. She reports that as a practice they would like to get bigger and try more innovative things which other health firms are not so keen on. About Mr Forbes Dr Belderson adds, *“He is particularly good at the sort of strategic level of management and also at the sort of looking at new ways to develop the practice, new ideas, so, it’s really.....particularly in the level of strategy and the bigger picture... he is imaginative, sort of thinking outside the box, working closely with the other partners... He is hardworking and committed”*.



Figure 6.19: Dr Linda Belderson with Mr Methven Forbes

Some members of the Pudsey Adult Time to Spare (PATS) group who regularly volunteer for Robin Lane Medical Centre were interviewed as part of this case study. The various events organized by this group can be seen in a display board inside Café Lux (See Figure 6.21). These events are distributed within each weekday as shown in the photo. One of the volunteers Mavis says about her volunteering experiences *“I think it gives me a sense of wellbeing. I enjoy it. I like it...I like the people I volunteer with. I like the group of people. I like the events that happen.... I like being part of it...I am not a sales person but I enjoy being part of it and I think it gives you.....someone said last week ‘a reason to get out of bed in the morning’For me not just that but it’s a sense of belonging”*. About Mr Forbes she adds, *“He is really dynamic. He is an ideas guy, good motivator..... He’s like holding*

the wind in your hands..... So busy but he is a great character. He is sort of holding all strings together. He's good at what he does”.



Figure 6.20: Robin Lane Medical Centre team receiving the GP Enterprise Award 2013 (Outstanding Practice Team)

Another member Jean reflected how the volunteering experiences has helped her socially after retirement, *“I love it...when I retired and realized I got loads of hours in the day to fill which helps me to do that ...I also found helpful for my own wellbeing. Mentally I feel a lot better, my memory much improved. I feel like I am actually using my brain for good effect. That’s a good thing like I said socializing and meeting different peopleit’s great...I really enjoy it”*. About her role, she reports that along with leading the promotion and advertisement of the PATS group,

she also volunteers at the reception, working with the Walking Group, Steering Group among others. She found Mr Forbes to be a great motivation, “*Methven’s style of management is charismatic. He’s a great motivator, great ideas, difficult to pin down but he’ll listen to your concern and he’ll address them....if you carefully pin it down and speak to him. He has got wonderful creative skills, lots of passion*”. Another volunteer Caroline similarly supports that picture, “*He’s great fun to be around. He’s a joyful, dynamic sort of person....sometimes you would like to pin down a little bit more.....An ideas man, gets things going, initiates things, gets people inspired...*”.



Figure 6.21: Activities classes organized by volunteers in Robin Lane Medical Centre

6.3.3.2 Mr Forbes as the combined management profiled CEO

Excerpts from one of the interviews for this study, Mr Forbes recounts, *“I joined Robin Lane Medical Centre in 2004 as the practice manager. The practice was going through quite some significant changes at that time. So, I suspect they wanted someone from outside the NHS to come in and bring a fresh pair of eyes really. The organization has changed incredibly since 2004. We were originally a small practice and in a space of I would say 7 years, we transformed. The number of patients we looked after almost doubled. We launched new services that has quite wide national appeal actually. We are the first practice in this country to launch our smart phone application for access to health care, for patients. Patients use it for request of medication; take consultation from doctors and nurses, all range of things. We launched a wellbeing centre.... this is where we are now and again the whole point of this wellbeing centre is not to prescribe solutions but actually to use this like an eco-system where we bring stakeholders together, people from community together. We empower them to explore ideas, to look at what could be done for the community and deliver that to the community. So, our role becomes much more facilitative and that’s really part of the vision of the wellbeing centre. It includes the community coffee shop and a restaurant and a music venue as well. We won funding from the council for £100,000 to turn the wellbeing centre into a key music location, to really enhance community. We have a community eye clinic. We have a NHS contract for that, one of the largest contract”,* says Mr Forbes and about his creative role he explains *“I am creative in the sense that I got lots of ideas and a lot of those are generated by giving myself exposure to lot of different things.... how different places*

do things and then thinking about how they work.....What is their added value and what is there in our context and bringing them back here for consideration. I think another characteristic is around how you want to sell a benefit perhaps a change you want to make and that's really based on what people trust of you. Another strength is in the implementation side because I know how the NHS works and how the organization works and with a good understanding of systems and how system works and what impact system does... it gives me an intuitive sense of how to implement things in the best possible ways”.

Being an innovative leader and facilitator can be a challenge and Mr Forbes feels that a CEO shouldn't be the only one doing all the creative thinking themselves. They must also ensure that there is enough capacity within the organization to innovate and implement different ideas. People within an organization can come up with different ideas but the role of an innovative CEO according to Mr Forbes is to facilitate genuine and practical ideas that will make a difference in the firm. He adds, *“I won't encourage everyone to be innovative ... I would encourage everyone to be participative and that's the critical thing”*. He suggests that an organization should not be utterly wired only with creativity and innovation as nothing will get done and there is a risk that the organization and talent within will get fatigued and therefore collapse. Mr Forbes says, *“Promoting innovation is a big priority..... I think success isn't something you can always determine beforehand..... At the end of the day, I am the leader and it's my role to promote innovation.....create the conditions to encourage innovations but not everyone will be innovative....”*.

As a facilitator, Mr Forbes applies a unique strategy of creating an eco-system that offers a framework, guidance and security in which to develop ideas, *“What we want to do is to create an eco-system so that there is enough guidance, enough of a*

framework, enough security but actually doesn't prevent or prescribe people creativity or ideas....We allow that to develop, we have created an environment where that can be cultivated and that's more or less how we are actually... You can't prescribe innovation but you can prescribe an eco-system that allows innovation".

Within this eco-system he found that one can harness the range of natural strengths of everyone. He points out how by bringing stakeholders, health members, volunteers and community members together in the same innovation platform, binding and creating a strong network of talent has empowered their organization to explore new ideas and deliver extensive innovation services thereby enhancing overall performance and growth. *"Part of creating an ecosystem, will be around say: you have two people in a room, one is naturally creative, the other one much more practical. You get them working today.....so, how you tend to identify creativity is by giving enough flexibility so people have room to be creative".* He notes that it is essentially a case where one will never know if people are creative unless they are given the time to be creative. He also reflects on motivational aspects as part of his role, *" Motivating level of commitments comes down to people's belief in their organization....if people feel they believe what the organization is trying to do and people believe they can have an influence in the shaping of that...So, it's not that they can come up with a different vision of their organization but people should feel that they get the vision they agree with...they are allowed to play genuine part to shaping what that looks like...that's how you motivate people...Rewarding them, supporting them for their efforts and appreciate them for their efforts and sometimes your appreciation...I have done that myself.....I have seen my receptionist really stressed in the reception because we had staff calling in sick.....you value them by taking off your time and answering some calls for twenty minutes...showing value*

and appreciation". As the CEO, being there to provide support for staff and other workers and giving them the time makes a lot of difference. This was evident in my interview with Dominic, a newly appointed manager in 2013 at the Well Being Centre who exclaims at her excitement to work with such an innovative firm, "So far I have enjoyed it...I found that I have been able to sort of explore ideas... I have not felt like I have been able to not do anything... In my last role in the last organization, I found that I was quite restricted with things I could do.....So, I found the sort of opposite here.....which is really good... There are lot of people I can go to if I need any help.....we got quite a good mix of expertise I would say, very easy to meet with people and discuss ideas". She credits a lot of this flexibility to Mr Forbes saying "Methven has been supportive in that way... easy to talk to, not feel like I couldn't come to him. I think he has a role to play in this flexible culture here.....He is pretty flexible and if you have a good reason to do something then he always supports that".

According to Mr Forbes, CEOs who are doing the innovation have very strong personalities "The innovative culture is really important...if it is the CEO who is doing the innovation.... you tend to find that they are very strong willed, they are shakers and movers....very strong personalities, very charismatic, tend not to play by the rule". At Robin Lane Medical Centre, Mr Forbes as an innovator has helped the organization evolve and grow. For instance, he has utilized his visionary leadership skills and wider perspectives to create the smart phone app that allows patients to book appointments, order prescriptions, send secure text messages to clinicians and set appointment reminders. He also initiated the development of a café house and local community newspaper which he believes is the heart and soul of the wellbeing centre. Innovation is a big part of any health care system and supporting this Mr

Forbes adds, *“Everything about health care is based on innovation...the funding of the NHS is for innovation...every drug we use was innovated....every medicine we use was innovated....every single service, building, structure have come about by innovation...so, innovation is behind the resonance....the right way around for the healthcare provisions....I think for us as a practice as long as we are holding to the value of everything we do then it begs the question around what more can we do around a patient....what we do is it working?? Are there better ways of doing??....and for that to be able to answer those questions...it’s not just the analysis of the status quo ...it’s the other side of the status quo which is: What if?...What could happen?...What could be?... Creativity and innovation is the transition to simple practicality around that”*.

Isabel who works as the Practice Matron reflects, *“I have worked with Methven for three years and he was one of the first Managing Partner in Leeds to employ a Practice Matron. It was an innovation of Methven that they should have one matron who would support the care homes and support the elderly and work quite closely with a GP with an interest in elderly care.... I wouldn’t be in this job if it wasn’t for him and he had to initially convince other GPs to invest in this role and not to invest in another GP because he felt that the advanced nursing role would provide more of a holistic approach with the elderly and we wouldn’t be focused totally in medical conditions and the medical management....We look for more social care isolation, nursing issues and more of a multi-disciplinary approach to careso, I find Methven is very innovative...He is very much, a thinking ideas and wanting to move with the time and giving time to sort of develop and implement in practice before moving on to something else...So, within this proactive there are lots of innovativeness, ideas and fresh things happening but sometimes the change can be a*

little bit exasperating but I think being part of a culture where we want to do things better and want to move on with time and using technologies and GPs really pushing the frontline services, I think Methven is absolutely the orchestra of that.”.

6.3.3.3 Adopting this management profile

Mr Forbes explains, *“The innovations we brought in because we deliberately wanted something: to deal with an issue such as urgent care. It wasn’t some sort of creative destruction thing. It was planned. We knew we have an issue therefore we went through a process of doing that. Part of the reason why we had to do that is because of the tactics involved...we had to deliver new innovative service. You can’t just wake up in the morning and say: Right! This is it now”.* He highlights that building a management profile is a gradual process of learning from different experiences *“So, we do a lot of learning from others and we come back and look at where we are at, what our needs are and we are always customizing what we do...deliberately plagiarizing different ideas around the world and then bring back and use ourselves”.* He gives several examples of trips they undertake to different conferences or other health organizations in, for example, Utah and Colorado to increase their range of experiences and expertise, *“It builds a mental portfolio of what works and what doesn’t work...The reason why we do this health trip is to stimulate the creativity processes ...every trip I have been on or every educational seminar, I brought something back to think about...That’s about feeding creativity”.* Citing an example from a recent visit to Kaiser Permanente in San Francisco, he recounts *“We saw some of the things they did and thought....oh that would be a*

really good ideaWhy don't we try that! It doesn't necessarily link in with any strategy. It really feels like we could trymaybe it's lessons in there actually... innovations happen for lots of different reasons and that for me is a big lesson and actually it goes back to the ecosystem thing that we can't presume how innovation happens too much or presume what it is going to do for us. The thing we can presume is that if you get the ecosystem right then we'll have done our best to allow innovations to develop and I think there's something about pace of change of innovation because there were times when our pace of change was too much and so it was exhausting... Now we did manage to get our management structure right properly and almost finally look like an eco-system in place and I can see how much that's changing. It's incredible really and I wish I had known that two years ago and it goes back to what we were saying: the value of people. It's the people who make all the difference and our role is to create the eco-system and lead by example..... ultimately the kind of answers we as an organization is going to need to both protect our future and make a difference for our patients... We will need other people; we will need people's ideas and thoughts”.

He firmly believes that CEOs who have experience with different positions and roles are much more accommodating and challenging in their management roles *“Intuition is only as good as the information you allowed your mind to accumulate over the years.... so, intuition is being able to come to decision on a sub-conscious level rather than being able to come through a rational process The more experience and the more information you have in your mind, the better your intuition is going to be. I know CEOs who have only done that one type of role and they are only able to think in only one type of way.... Then I know CEOs who have done different positions, different roles, and different experiences, therefore they generally turn to*

be much more accommodating, much more challenging in terms of transformation and thinking differently”.

Reflecting on his background, Mr Forbes emphasizes how his upbringing in an impoverished city of Dundee, amidst a family of labourers, tradesmen, carpenters and bakers had a major influence on his work ethics now. Mr Forbes admits that he has never been quite bright at school with no consistent record of good grades *“Actually I didn’t do very well at all in school. You can almost class me as a high school dropout because I never came out with A levels or higher grades”*. However, when he was 17 he got an opportunity to work for a fading memorabilia shop that was on the verge of collapse with the owner having run out of options for creativity and new innovative ideas. Mr Forbes used this opportunity to bring in several new innovative changes in terms of stock control, merchandising and design and it transformed the entire business around in just over a year impressively paving way for further business expansion. About that experience, Mr Forbes explains *“That was a very big taste of you know the value of creativity and ideas then also the satisfaction of seeing it work and completing your journey....having the idea or some thought to actually implement and seeing it work...Actually you get the taste of something...that was one of the earliest memory”*.

Mr Forbes later moved to Cornwall where he worked for a bus company mostly in the administration aspects, adding creative elements to the operational designs. In that post he was supervised and trained by a national award-winning Director, which again had a massive impact on him. He then worked for the NHS, as a practice manager in a small rural health centre in Cornwall. He recounts *“It was my first job for the NHS and it was really where I cut my teeth...lot of fun and really rewarding job...I introduced a new appointment system here..”*. It was this post that he credits

to have provided the managerial opportunities to build-up his executive profile. Working with different teams, national leaders, politicians or stakeholder organizations, Mr Forbes gradually developed those practical skills required in an Executive role such as pitching for finances, planning and designing projects or managing staff. *“I have come a long way...”* he confesses adding, *“I have done an MA degree in innovation... some of the experiences I have had.... All works really well and that's how I am designed”*. As for his next innovation steps as the CEO of Robin Lane Medical Centre, Mr Forbes states, *“My job is to create that environment...my innovations tends to be about systems, innovation service, design innovation and innovations in how we process information or make decisions. For me at Robin Lane for the last 10 years, when you get to see the difference you made in people's lives and the difference that we as a team can make..... I think it is hugely rewarding...what we do really makes a difference.....we act as a catalyst for doing the best we can for our community. We are on a journey....all the things we talked about are things we just done or things we are about to do and we got the new general practice up and running and we are open 6 days a week...then it's going to grow our thinking and that itself will be an experience...if we have done this or that and that didn't work then what's the next step?...you keep pushing the boundaries of what we are.....We really want to stretch the boundaries of what primary care is and push its role to the maximum potential....For us the next 5 years is really pushing the boundaries”*.

6.4 Chapter summary

The roles played by CEOs in any organization are very extensive in terms of their involvement with creativity and innovation but there were no substantial researches that clearly identify any of their distinctive management profiles especially in the process of intrapreneurship management. This chapter utilized a case study approach to illustrate three cases from SMEs. The primary advantage of any case study as Neale, Thapa and Boyce (2006) state is that it provides much more detailed information than other methods such as surveys in order to provide the complete story. The cases were constructed from data primarily derived from semi-structured interviews with the CEOs and other employees from the involved SMEs, website information, annual reports and site visits.

It was found that under different CEO management styles, the opportunities intrapreneurial employees get in order to develop their skills will vary. These three cases displayed three distinct management styles of CEOs which primarily emerged from the initial in-depth study among 11 CEOs. The first case: Professor Spence as a facilitative profiled CEO was seen mentoring different projects, workshops and people to up-skill York City Council, SMEs, Universities and various third sector organizations. She added, *“My role is to encourage innovation, to reward innovation, to talk about it and make sure we understand what the impacts are through an innovation....”*. She supported an open innovation scheme, giving people with diverse creative skills an opportunity to build their skills and excel in different projects. She tried to lead by example through her commitments and priorities where she encouraged her employees to participate actively in various innovative roles and

projects or events like APPtitude, Venturefest Yorkshire and Innovation Showcase. The second case centred on Mr Wilson as a leading innovator and he was seen using his expertise and experience to review individually car parking operations and policies for his clients. He makes personal site visits to assess and review the innovation opportunities that could be implemented. He pays particular attention to the individual specifications or demands of his clients. One of the prime differences in the management profiles of Professor Spence and Mr Wilson is their approach towards innovation. Mr Wilson believes in taking a lead in his ventures and learning the management skills in the process. In his case, the initial phase wasn't easy as a novice entrepreneur. He explained how he faced a lot of challenges mostly due to his lack of business knowledge and expertise. He however, believed that as the business progresses, the CEO will eventually have the strength, knowledge and experiences which will count a lot in progressing the innovation track of the company. Professor Spence's case on the other hand, illustrates how CEOs can strategically address the disadvantages associated with SMEs such as limited skills or resources. She adopted a unique three year mentoring approach through which she invited several external talents and specialist expertise to engage with their clients and this way, she managed to work successfully across different sectors such as energy, health, environment, gaming and education. The third case involving Mr Forbes similar to Professor Spence, displayed a unique strategy of creating an eco-system that offered a framework, guidance and security to develop ideas. He commented, "*You can't prescribe innovation but you can prescribe an eco-system that allows innovation*". For over 10 years, he has played a pivotal role in shaping and facilitating the transformation of Robin Lane Medical Centre. Several innovative services which include a smart phone app, an Urgent Care Walk-In Service, the Pudsey Wellbeing

Centre, a community eye clinic, a community newspaper ‘the Pudsey Town Observer’ and a café house called ‘Café Lux’ are all result of Mr Forbes’s hard efforts. Similar to Professor Spence, Mr Forbes too tries to give different innovation opportunities to his team. He tries to bring stakeholders, health members, volunteers and community members together in the same innovation platform, binding and creating a strong network of skills to explore new ideas and deliver extensive innovation services thereby enhancing the overall performance and growth.

These cases represent different scenarios and if the development prospects of intrapreneurs are considered then one of the questions that might arise in this discussion is which management style of CEOs is recommendable? Based on the case studies used in this research, the answer might perhaps be the CEOs who have facilitative tendencies in their characteristics. Such CEOs tend to offer their employees flexible development opportunities by encouraging them to lead projects and participate in the innovation frameworks of the company. They also see failure as important part of intrapreneurship development thereby encouraging their employees to take risks with their innovation. Professor Spence’s example showed how she went to the extent of allowing one of her employees to design her own job profile based on her preferences and areas she felt she could excel more. She recalls *“We had somebody in our business who was developing her role in a different way and we got to the point where she got a new job description and she was given the freedom to develop that.....So, it is important to understand when people want to develop, want to do something more or something different and by saying I am happy to think about that and what is it that we need to do....that gets them to commit to the organization”*. So, these examples do provide evidences to suggest that such CEOs do play a strong role in nurturing and developing intrapreneurial

skills. On the other hand, the opportunities to develop intrapreneurial skills might seem a little bit limited for employees under CEOs with the leading innovator profiles. Although such CEOs will have the advantage of being personally involved in various areas of the company thereby reducing the occurrences of conflicts, there is also the risk of time management. Their deep attachment or bonding can sometimes lead to potential problems within an intrapreneurial climate as such CEOs might struggle to spot intrapreneurial skills among employees. Their expectations on finding the same level of dedication, commitment or motivation among other staff members could be an issue. Because of the active participation as a lead innovator, some areas within the organization may not develop evenly as the CEO might struggle prioritizing their tasks and various responsibilities. As these CEOs prefer to be more involved in leading the innovation frameworks, employees might find this organizational culture little restrictive or limited to explore their own independent ideas or develop their innovation skills. The employees in Mr Wilson's management had responsibilities mostly within administration and finance aspects. In the interviews, they didn't express much preference to take on active roles in the innovation cycle of their company and were happy with the work space arrangements they had. So, any intrapreneurial employee working in such organizations might find it challenging or even intimidating to communicate their ideas to these CEOs whose association and understanding of the company's innovation ethics is very deep and personal.

DISCUSSION & CONCLUSION

Intrapreneurship is an established field of organization management research and with over 25 years of impressive history, this area has captured the interest of both corporate organizations and academics equally. Intrapreneurship represents an innovation culture within an organization through which employees undertake new business initiatives and pursue different opportunities. Authors such as Åmo (2005, 2010) and Bosma et al (2010, 2011) have categorized this research field under innovative employee behaviour emphasizing that employees engage with intrapreneurial strategies usually by their own initiatives and enthusiasm. It therefore, represents a bottom-up organizational process where intrapreneurial ideas sprout and originate from proactive employees and gradually move up in the hierarchy of the organization. However, these intrapreneurial ideas in order to attain success will need the support and facilitation of sponsors and decision makers at the top management level. Hambrick and Mason (1984) showed how the organizational outcomes in terms of innovation strategies and effectiveness are reflections of the values and cognitive bases of these powerful organizational actors in the top management such as the CEO. They tend to play a crucial role in determining the fate and progress of the innovation initiatives put forward by their intrapreneurial employees. This is evident for instance, in some of the most successful organizations like SONY, IBM, 3M, CISCO, Ford or Google where the success of various intrapreneurial projects and their respective CEO's support has been clearly witnessed over the years. If the examples of Ken Kutaragi of SONY PlayStation or Paul Buchheit of Gmail are analyzed, then without their CEOs' support in the critical stages of their project initiation, development and subsequent establishment, the

stories could have been different. It reaffirms the fact that the support and guidance from CEOs can breathe life and stability into the creative ideas and projects of intrapreneurs. It then raises the question: How CEOs can play such important roles in determining the fate and overall success of an intrapreneurial project? Within this context, it is necessary to understand which specific CEO characteristics and management styles can influence such intrapreneurial culture within the organization. As Toftoy and Chatterjee (2004) summarize, “*Without CEO’s commitment, company will fail in attempts to be more intrapreneurial*” (pg 2). The literature so far does not explain these complex phenomena of how CEOs contribute towards the initiation and facilitation of an organizational culture promoting intrapreneurial and innovative employee behaviour. Authors such as Benton (1996) and Thomas et al (2006) show how the CEO is the least studied role in an organization given the complexity and nature of their diversified roles and responsibilities. The main focus of this thesis was therefore placed on this subject: to investigate these phenomena of CEOs and how they contribute towards the success of an intrapreneurial climate within the organization.

Organizations regardless of their sizes which want to reap the benefits of intrapreneurial strategies must understand what factors promote such innovative behaviour among their employees and what makes them want to develop new ideas and contribute towards the higher vision and mission. Parker (2011) points out that when an employee identifies a new business opportunity or innovation proposition, the employee usually faces two choices. The first scenario is that this employee will keep this opportunity or innovation idea a secret from the organization so as to quit the firm eventually to exploit it in a new independent environment thereby following an independent entrepreneurial route. On the other hand, if the employee is confident

and happy with the support and facilitation provided by their organization then they might choose to disclose it to the firm with the hope of getting the necessary resources and facilitation to progress their innovative ideas and interest. In this context, the CEO will have a very prominent role as they are the powerful leaders who can ensure that their organization promotes such an intrapreneurial climate and strategies supporting proactive employees. This intrapreneurial scenario if promoted by the CEO is usually a win-win situation for both the employee and the organization as authors like Anu (2007) and Veronica and Zenovia (2011) suggest. For the intrapreneurial employee, the benefit lies in the fact that they can pursue their interest, follow and develop their business ideas and projects using the resources and networking of their established organization. Authors like Silva et al (2006), Jong and Wenekers (2008), Nicolaidas and Kosta (2011) and Camelo-ordaz et al (2011) have demonstrated a strong relationship between intrapreneurship and technological innovation which help organizations in attaining or establishing competitive advantage. If the business ideas and initiatives of the intrapreneurial employees succeed, then the organization not only gains a competitive advantage, they also get their resources utilized strategically and improve their overall productivity. Authors such as Antoncic and Hisrich (2001, 2003), Toftoy and Chatterjee (2004), Parker (2009) and Lankinen et al (2012) have emphasized the importance of CEOs within the overall picture of intrapreneurship but what we lack today is a clear understanding of their influential characteristics and management styles. It is clear that CEOs will have tremendous responsibilities aimed primarily at channelling the overall intrapreneurship development and progress through their vision and management styles. Having identified these gaps, the objectives of this thesis was therefore placed on addressing some of these areas. The empirical findings from this

study make the following contributions to the literature of intrapreneurship and CEO:

- Explain the key factors influencing and contributing towards the success of an intrapreneurial climate
- Identify some of the key CEO characteristics that help in the nourishment and development of intrapreneurship
- Illustrate three distinct intrapreneurial management styles of CEOs from SMEs

This qualitative study is based on the social constructivist philosophy with the view that different CEOs construct or interpret different meanings of individual situations, circumstances and experiences. This leads to the creation of multiple constructed realities and the aim of this study was to capture, understand and interpret these varying views of the CEOs within the context of intrapreneurship using in-depth interviews and case studies. The overall study was conducted in two different phases:

- Phase 1: In-depth interviewing with CEOs
- Phase 2: Case studies of intrapreneurial organizations

The first phase involved in-depth interviews with 11 CEOs from different industries with the main objective of studying their varying roles and characteristics thereby identifying similar patterns or management profiles. Four key themes were identified following the coding and transcription of the interview transcripts to study different influential CEO characteristics.

These were:

- Organizational Flexibility
- Motivational and Encouragement Ethics
- Resource Management and Distribution and
- Employee Development Opportunities

The study found how different CEOs adopt different approaches based on their individual management styles and organizational culture primarily aimed at nurturing, harnessing and encouraging intrapreneurial employee skills. For instance, there were cases where the CEOs deliberately allocated specific tasks to their intrapreneurs based on their skills and capabilities. There were others who encouraged adding new diverse talents to an intrapreneurial team in order to drive innovation. Intrapreneurial skills were deemed by the interviewed CEOs as a big part of their organizational culture, one of the participants in this context explained “*You need resilient people....People who solve problems instinctively, intuitively, naturally*”. One of the essential elements therefore, within an intrapreneurial climate is to provide development opportunities for the intrapreneurs so that the work culture remains interesting, engaging and challenging for them. Some of the participants showed how they encouraged training or skills development programmes within their organization based on the employee’s needs or requirements. The participant from the fashion industry highlighted how their organization offers employee development and engagement opportunities through store exchange schemes within or outside the country. These findings are similar to the suggestions of Rule and Irwin (1988) who emphasized on adopting intrapreneurial strategies such as staff rotation program, new ideas screening, supporting idea development or providing leadership as part of a CEO’s role. Authors such as Jarna and Kaisu (2003), Seshadri

and Tripathy (2006), Mohanty (2006), Antoncic (2007), Bosma et al (2011) and Nicolaidas and Kosta (2011) have stated that firms which adopt and promote intrapreneurial activities and strategies are more likely to have higher growth and profitability in comparison to organizations that lack those characteristics. The findings of this study support that as it found intrapreneurship to be an important phenomenon for financial and strategic success in any organization regardless of size and structure or background. This was evident from the CEOs interviewed as part of the initial study that came from diverse organizational backgrounds such as Banking, Fashion, Health, Electronics or Book Publishing. Their intrapreneurial strategies displayed successful attributes of promoting and engaging innovative employee behaviour within the organizational frameworks.

One of the hindrances along the intrapreneurial success path is the existence of formal hierarchies in the organization framework. Such formal boundaries or divisions do limit the interaction of intrapreneurs in different teams or departments and can severely affect the facilitation or growth of intrapreneurial skills. Authors like Carrier (1994), Abraham (1997), Ping-Yi and Huai-Zhi (2009) and Veronica and Zenovia (2011) had expressed concerns over the developmental prospects of intrapreneurs arising from such existing hierarchical divisions. Intrapreneurs might fear opposition towards their projects or business ideas from other departments or employees due to lack of communication or hierarchical conflicts between departments or colleagues. This might instigate the intrapreneurs to prefer an independent route rather than intrapreneurial route which could be a big loss for the organization. One of the remedies suggested by some of the participants in this study was to increase collaboration and interaction between different members regardless of where they sit in the hierarchy. One of the CEOs showed how he deliberately

encouraged different members from different departments with varying skills to team up for a project thereby promoting open communication culture and interdepartmental collaboration. Characteristics such as open-mindedness and adaptability among CEOs were found to play a pivotal role in managing such intrapreneurial strategies and culture. The study also found CEOs who emphasized on retaining the natural skills and talents of their employees without pushing them towards change as they felt such a process might make them lose their original creativity. As one of the CEOs reflected “...*the more you try and manage people, the more you take away their ability to think of themselves*”. Another participant stated “*I don't think everyone has to be innovative but everyone can have ideas*”. Authors like Antoncic (2007) had similarly suggested CEOs to embrace such intrapreneurial characteristics including open and quality communication, formal controls, intensive environmental scanning, management support, organizational support and values to facilitate innovative employee behavior.

Bosma et al (2010) proposed two phases of intrapreneurship: a vision and imagination phase followed by a preparation and emerging exploitation phase. In this context, Toftoy and Chatterjee (2004) suggest “*The first step in intrapreneurial planning starts with sharing the vision of innovation that the CEO or principal of a firm wishes to achieve*” (pg 8). A lot of the CEOs in this study highlighted this aspect of being the visionary and setting the direction for creativity and innovation which are key to the success of an intrapreneurial climate. As one of them stated “*It is very important for a CEO to have a vision to be successful.....wanting the company to be successfuland take it forward*”. Some reflected on the importance of having intuitive skills to effectively communicate and understand intrapreneurs, read situations and analyze projects. There were CEOs who also warned of the possible

risk of over-analyzing and thereby getting diverted from the main priorities of the company. As one of them suggested, *“If you knew too much about the products, you might get sucked into it.... and get diverted from the main things such as keeping the company profitable, ensuring that performance indicators are met, targets are met.”* These thereby need characteristics like credibility and trustworthiness in CEOs to effectively balance the intrapreneurial culture.

One of the strategies for the success of intrapreneurial climate is to motivate and encourage employees to contribute and participate with the organizational vision and objectives. For this, one of the prime responsibilities for CEOs is to emphasize an organizational culture that allows and appreciates failure as a means of encouraging intrapreneurial behavior as suggested by researchers like Rule and Irwin (1988), Toftoy and Chatterjee (2004), Mohanty (2006), Seshadri and Tripathy (2006) and Arslan and Cevher (ND). This therefore, involves the challenge of selecting and utilizing suitable motivational techniques and this was investigated in the interviews with the CEOs. Few CEOs were found emphasizing the traditional motivational techniques such as the payment of good salaries and rewards whereas a majority supported giving power and organizational freedom to pursue intrapreneurial projects as a more effective motivational technique. As one of the participants commented *“Give people power, give people resources but also responsibility to deliver things no matter how small...”*. Another CEO discussed how simple things could actually make a lot of difference within an organization such as creating a culture that celebrates employees’ achievements, increasing job responsibilities or giving credit and recognition to intrapreneurial ideas and projects. One of the participants reflected *“It’s not always financial ...it’s a mixture... Recognizing when somebody has done something well and celebrating that and rewarding people with*

as much as you can say at a team meeting...congratulate them". These views support Scheepers (2011) who found that today formal acknowledgment, social incentives and organizational freedom were more effective in boosting and encouraging intrapreneurial behavior among employees.

Following the analysis of the interviews conducted as part of the initial study, three key management profiles among CEOs emerged and these included:

- Profile 1: The Facilitator
- Profile 2: The Innovator
- Profile 3: The Facilitator and Innovator – a combination profile

The second phase therefore, utilized a case study approach to study and illustrate these management profiles of CEOs in three different SMEs. Using a three-year longitudinal study, these cases were constructed from data primarily derived from the semi-structured interviews with the CEOs and employees of these SMEs, website information, annual reports, photographic evidences and site visits.

CEOs with the profile of a facilitator have their priorities aligned more towards creating an innovative environment and giving intrapreneurs the right opportunities and platform to be creative. Such CEOs usually adopt a supervisory role within an organization as opposed to CEOs with the profile of an innovator. The case study on Professor Spence showed how she mentored projects, workshops and people to up-skill and develop York City Council, SMEs, Universities and various third sector organizations. She supported an open innovation scheme, giving people with diverse creative skills an opportunity to build their skills and excel in different innovation projects. She tried to lead by example through her commitments and priorities where she encouraged her employees to participate actively in various innovative roles and

projects or events like APptitude, Venturefest Yorkshire and Innovation Showcase. The innovator profiled CEOs on the other hand, tend to be highly active in leading innovations and spotting break-through opportunities. They play a leading role as innovators within the intrapreneurial frameworks of their company. This is usually seen in cases where a business has been developed by an entrepreneur and they themselves take the overall charge as the CEO of that company. Having thorough knowledge and good insights of the business that they have set up, such CEOs tend to be active participants when it comes to innovation. They are involved in various areas such as production, finance, technical, legal or marketing and as Bridge, O'Neill and Martin (2009, pg 187) suggest "*There is often only one person, the owner, in a management role, and this role will embrace all aspects of managing the business*". Mr Wilson's case study demonstrated how he used his expertise and experience to review individually car parking operations and policies for his clients and in the process makes personal site visits to assess and review the innovation opportunities that could be implemented. He pays particular attention to the individual specifications or demands of his clients. This is in contrast with a facilitator profiled CEO who take a more passive role when it comes to innovation, giving other employees opportunities to take on dominant roles in different projects as innovators. The third profile involves CEOs who have the characteristics of both facilitator and innovator and they have the capabilities and skills to adapt in this dynamically changing environment, responding efficiently to the market and customer demands along with the needs of the business, shuffling and adopting roles as required. The case study on Mr Forbes reflects this aspect; he has played for over 10 years a pivotal role in shaping and facilitating the transformation of Robin Lane Medical Centre. Several innovative services including a smart phone app, an Urgent

Care Walk-In Service, the Pudsey Wellbeing Centre, a community eye clinic, a community newspaper 'the Pudsey Town Observer' and a café house called 'Café Lux' resulted from Mr Forbes's vision and hard efforts. Similar to Professor Spence, Mr Forbes too tries to give different innovation opportunities to his team thereby balancing his engagement as a facilitator and innovator. He tries to bring stakeholders, health members, volunteers and community members together in the same innovation platform, binding and creating a strong network of skills to explore new ideas and deliver extensive innovation services thereby enhancing the overall performance and growth.

The three cases represented different scenarios of CEO's engagement and contribution towards an intrapreneurial climate. If the development prospects of intrapreneurs are considered then it is important to analyze which particular management style of a CEO is recommendable. Based on the evidences observed in the three case studies, the answer might perhaps be the CEOs who have facilitative tendencies in their characteristics. Such CEOs tend to offer their employees flexible development opportunities by encouraging them to lead projects and participate in the innovation frameworks of the company. They also see failure as important part of intrapreneurship development thereby encouraging their employees to take risks with their innovation. As seen in the case of Mr Forbes who explained "*I think the success isn't something you can always determine beforehand..... So, for me it's really important that people are encouraged to innovate and come up with new ways of doing things and its equally important to give them the opportunity to implement them without any fear of punishment if it doesn't work out....because the more mistakes we make, the more we learn to make it better...so, the mistakes are more important and valuable as anything else*". Professor Spence's case even showed how

she went to the extent of allowing one of her employees to design her own job profile based on her preferences and areas where she felt she could excel more. She recalls “*We had somebody in our business who was developing her role in a different way and we got to the point where she got a new job description and she was given the freedom to develop that.....So, it is important to understand when people want to develop, want to do something more or something different and by saying I am happy to think about that and what is it that we need to do....that gets them to commit to the organization*”. However, the intrapreneurial opportunities under the management of a leading innovator profiled CEO could be limited. The main reasons for this are:

- These CEOs tend to have deeper association and connection with their organizations than others. This is mainly because such businesses usually sprung from their own creative minds and they are behind their step-by-step development over the years. This makes them develop a deeper attachment to the overall organization.
- As these CEOs prefer to have more active and direct involvement and engagement in leading the innovation frameworks, other employees might find such organizational culture a little restrictive or limited to explore their own independent ideas, interest and develop their innovation skills.
- As these CEOs prefer multi-level engagement with the various roles and responsibilities, the various functions within the company may not develop evenly as they sometimes might struggle to dedicate the time and prioritize his/her focus on different organizational problems. In the process, they might even fail to recognize intrapreneurial talents among other employees.

Intrapreneurial employees therefore, working in organizations with a leading innovator management styled CEO might find the culture challenging or even intimidating to communicate their ideas effectively to their CEOs. As evident in the case study of Mr Wilson, some of his employees expressed their concerns about his over engagement and time management skills to complete different projects and responsibilities he takes on. As one of the employees commented about Mr Wilson, *“He adds some good ideas but it’s all putting them into practice....time to do everything he dreams of.... He dreams of all these things but he doesn’t have time to put all of these into practice”*. Another employee similarly reflected, *“Christopher is probably too involved with the day-to-day going on!...”*. As Bridge, O’Neill and Martin (2009, pg 187) explain, such owner-managers from SMEs identify too closely with their businesses as they see it *“almost as extensions of themselves”* (pg 187). During the longitudinal study, the employees in this company were mostly seen engaged in more administrative and financial related roles. They didn’t express much preference to take on active intrapreneurial roles in the innovation cycle of their company. This is reflected in the views of Mr Wilson who feels that expecting the staff members to have the same motivation and interest in the business as him will be unreasonable as he feels that his connection with the company is very deep, having established and worked on its every aspect and dynamics for over two decades now, *“The key issues with our company is probably my expectations are probably far too high. Nobody I expect will have the same interest and beliefs as me Expecting staff to have my motivation and interest in the business of course is very rare really for anybody to have the interest that I have in something that I spent 23 years of my life working on for”*.

These findings address a few gaps in the literature of CEOs and intrapreneurship particularly in the area of explaining the complex phenomena of CEO's involvement and engagement with an intrapreneurial culture. The empirical findings from this study will help CEOs and organizations understand their innovation climate better in terms of what management styles and characteristics of CEOs will help the development and nourishment of intrapreneurs in the bottom-up route. Organizations will be able to analyze and get a better picture of their leaders. These findings are of interest for both academics as well as corporate organizations regardless of their backgrounds and size. Different organizations can analyze the characteristics and management styles of their CEOs to see what works best for the company's innovation climate. So, these findings can be translated to other situations on organizations involved with innovation and innovative employee behaviour. Another benefit in identifying these management profiles is that it will not only help CEOs but also different organizations and employees in understanding and implementing their roles and strategies more effectively.

Any research project isn't without limitations; this study due to its qualitative nature does have a few limitations. Authors such as Patton (1987) highlights some of these methodical issues with qualitative research such as to what extent can such human reports, observations and interpretation be deemed trustworthy? What can be classified as valid and reliable data and what proofs can researchers submit in respect to that? Quantitative research as Patton (1987) notes are systematic, standardised, and easily presentable as compared to qualitative data which are longer, more detailed and variable in content with responses being neither systematic nor standardized. The author explains that *"the philosophical roots of qualitative methods emphasize the importance of understanding the meanings of human*

behaviour and the socio-cultural context of social interaction” (pg 20). The validity of such a research approach therefore depends largely on the skill, competence and rigour of the evaluator in terms of how well they understand their subjects, their subjective experience and also the connection between personal perceptions and behaviour. Central themes in qualitative methods as Patton (1987) explains are focused on depth and detail of a few cases whereas quantitative methods cover relatively large samples with the intention of generalizing results. The in-depth analysis and interpretation of the CEO characteristics offered in chapter 5 is based on the views of the participating CEOs. There might be other characteristics which could also play a crucial role in developing intrapreneurial skills which can only be uncovered using a large scale study. This research has followed all the ethical guidelines and used different forms of evidences to construct reliable and valid cases. Despite the best efforts to report all the evidences fairly in this study, the interpretation of some of the qualitative data might vary depending on different researcher’s analytical skills and experience. Another limitation of this research could be potential biasness on the views and reflection of employees towards their organization and the CEOs. The case study as Yin (2003) explains is neither a data collection tactic nor a design feature but it is a comprehensive research strategy. The three-year longitudinal study utilized as part of this case study construction too offers certain limitations in terms of evaluating the success or failure of different projects. Some of the projects initiated during this time-period will take many years to get established thereby providing limited evidences to the researcher to study the roles the CEOs played in the process of their success or failure. One of the limitations with qualitative research is generalizability of results. So, any researcher aiming to statistically verify the correlation between different CEO characteristics and their

influence on intrapreneurship will probably have to take on a quantitative approach. This again brings the challenge of finding an appropriate scale to measure intrapreneurship which at the moment is very limited.

The case studies offer theories on the phenomena of CEO's engagement with intrapreneurship. It has identified three distinct management styles and how they could influence the development of intrapreneurs. Further works could involve testing these theories using hypothesis and a large scale quantitative approach. Questions such as 'do such management styles rely on demographic aspects of the CEOs' can also be explored. Three cases are not statistically sufficient to justify such questions on demography but they do offer some interesting lead for further research.

FURTHER WORK

Intrapreneurship initially started as a concept to illustrate the innovation inside large enterprises, has now evolved and established itself as a way of improving business performance which is why organizations regardless of their size should prioritize it as one of their key management strategies. Having said that, I must acknowledge that there are many areas of potential for further research. One of the projects I will seek to undertake after this PhD will be to work on publishing a book exploring the inconsistencies in entrepreneurship research and analyze the proposed 'X'trapreneurship classification approach from a much more detailed perspective. For this, I plan to publish more papers on these areas and utilize different comments and feedback from experts and reviewers related to this topic.

My research focused only on the management profiles of CEOs of SMEs. Further research could expand this investigation to the management profiles of CEOs of large or multi-national companies. Do they follow similar styles, or are there any variations? The examples of Mark Zuckerberg of Facebook and Steve Jobs of Apple do seem to suggest these facilitative and lead innovator profiling. I also believe a large scale quantitative study analyzing the characteristics associated with the role of the CEO and the innovation culture would be another exciting area for further research in intrapreneurship. This could involve exploring the CEO and intrapreneurship model proposed in chapter 5 using a quantitative approach.

I came across two distinct characteristics: Masculinity and Femininity, which have not been explored among CEOs so far. Authors such as Mead (1935) and Stets et al (2000) have suggested that the stereotypical characteristics attributed to men and women in society influence the classification of various occupations as masculine or

feminine and this tends to affect people's aspiration and inclination towards such jobs. Rosario (2000) feels that leaders of this century will need to exhibit both masculine and feminine qualities emphasizing the significance and importance of androgynous qualities among today's CEOs. Some of these arguments seem to suggest that the CEO's characteristics and management style might vary as per their orientation in terms of masculinity and femininity traits. Therefore, further research could potentially explore whether masculinity and femininity traits among CEOs could influence intrapreneurship and innovation culture within an organization. During my literature review of CEO characteristics, I was quite intrigued by Higgins's (1997) Regulatory Focus Theory (RFT). This theory introduces two different mind-sets of individuals known as promotion focus and prevention focus orientation and these orientations tend to influence individual's behavioural preferences. It would be interesting to see how CEOs with such behavioural preferences influence an intrapreneurial climate and this could be part of the wider research indicated earlier.

APPENDIX 1



Research Consent Form

(For interviews with CEOs)

Research Project Title: Influence of CEO's innovative styles on organizational intrapreneurship

Researcher: Bidyut Baruah

I would like to thank you for taking the time to participate in my research study. My name is Bidyut Baruah and I am interested in learning about your experiences as a Chief Executive/Director of your organization.

My research is looking into the innovation styles of Chief Executive Officers (CEOs) and its impact on organizational intrapreneurship. Intrapreneurship in simple terms can be defined as the innovation that takes place inside an organization and my research is exploring how CEOs can influence or facilitate the key drivers that build an intrapreneurial climate of an organization.

This interview should approximately take about an hour. I will be recording this interview session on an audio recorder as it will assist me in analyzing your responses more accurately. All your responses will be used only for this research purpose and the output maybe used for conference publications, journal papers and PhD thesis.

You have the full right to not answer any question that you are not comfortable with and you can end the interview at any time at your own will.

I, the participant, confirm that:

I have been briefed about this research project and its purpose and agree to participate

I have discussed any requirements for anonymity or confidentiality with the researcher

I have been briefed about how the interview data will be stored during the research

I agree to this interview to be audio-taped

Participant's name and signature: -----

Researcher's name and signature: -----

Date:

APPENDIX 2



Research Consent Form

(For interviews with employees)

Research Project Title: Influence of CEO's innovative styles on organizational intrapreneurship

Researcher: Bidyut Baruah

I would like to thank you for taking the time to participate in my research study. My name is Bidyut Baruah, a PhD researcher from University of York and I am interested in learning about your experiences as an employee in this organization.

My research is looking into the innovation styles of Chief Executive Officers (CEOs) and its impact on organizational intrapreneurship. Intrapreneurship in simple terms can be defined as the innovation that takes place inside an organization and my research is exploring how CEOs can influence or facilitate the key drivers that build an intrapreneurial climate of an organization.

This interview should approximately take about an hour. I will be recording this interview session on an audio recorder as it will assist me in analyzing your responses more accurately. All your responses will be used only for this research purpose and the output maybe used for conference publications, journal papers and PhD thesis.

You have the full right to not answer any question that you are not comfortable with and you can end the interview at any time at your own will.

I, the participant, confirm that:

I have been briefed about this research project and its purpose and agree to participate

I have discussed any requirements for anonymity or confidentiality with the researcher

I have been briefed about how the interview data will be stored during the research

I agree to this interview to be audio-taped

Participant's name and signature: -----

Researcher's name and signature: -----

Date:

APPENDIX 3

CEO Demographic Information

- Name of the organization:
- The year this organization was established:
- When did you join this organization?

- What was your job title when you first joined this organization?

- How many employees have you currently got in this organization?
 - 0-49
 - 50-249
 - Over 250
- What is your highest level of education qualification?
 - High School College degree
 - Graduate degree Post-graduate degree
 - Others
- What is your age?
 - Less than 25 years 25-35 years
 - 36-45 years 46-55 years
 - 56-65 years More than 65 years

APPENDIX 4 (Part 1)

CEO interview Guide (Section 1)

1. Influential managerial characteristics

This section aims to explore the key characteristics that help top management team in managing innovation and intrapreneurship within their organization

- Tell me little bit about your role in this organization.
- How much have you valued innovation and innovative climate within your company?
- As a CEO, how do you prioritize innovation in your work commitments and projects?
- How do you balance keeping innovation a priority and managing your other day to day operational priorities?
- Do you think a successful CEO or senior manager can be represented by a set of ‘must-have characteristics’?
- Do you believe CEOs and senior managers can play a pivotal role in the management and facilitation of innovation within a company?
- Are there any specific managerial characteristics you think are important or necessary while facilitating innovation within a company?
- How much have your previous work experiences influenced your current role in this company and in what ways?

Do you think age has any significant influence on the managerial commitments and roles of an innovation facilitator/supervisor?

- What are the key changes you have observed in your ways/techniques of managing innovation in comparison to what you did in your initial phase of your career?
- Do you think CEOs or senior managers with diverse functional experiences can manage innovation and innovators better?

CEO interview Guide (Section 2)

2. Managing an innovative climate

This section aims to explore the importance of an intrapreneurial climate that can enhance an innovation culture within an organization

- How important is it to create an environment for innovative thinking and creativity in any organization?
- How can a CEO or senior manager identify different innovative intrapreneurs within this environment?
- Do you see any significant connection between your firm's performance and innovation management?
- For anyone of your employees, how do you decide how far to let them take their innovative ideas?
- Can you cite some examples of innovation projects or ventures that you guided/managed that have been successful?

What challenges or problems did you face while facilitating them and how did you tackle them?

- What about any projects that you managed that might not have succeeded the way you intended? Can you cite some examples?
- What steps do you usually take after such instances?

How would you recommend a CEO or senior manager deals with circumstantial failures within an innovative firm or environment?

CEO interview Guide (Section 3)

3. Managing innovators

This section investigates how top management team can manage the skills of intrapreneurs and progress the innovation dynamics of the organization

- Can you describe what sort of significant changes you have brought in your company in terms of innovation since you started here?
- While managing so many employees around this company what are the key challenges you usually face?
- How often do you update your innovation strategies and commitments?
- What challenges do you usually face in a corporation like yours while embracing new innovation techniques?
- What about the current economic conditions with trends in globalization and revolutionary technologies? How does it impact your company?

So, what steps have you taken to improve the innovation management in this company?

- How do you encourage employees that are not naturally innovative to be innovative and participative?
- Are there any specific programs within your company that helps in stimulating creativity and innovation among employees?
- What future initiatives are you taking to improve/introduce innovation and creativity stimulating programs?
- How do you motivate employees to perform better?
- Why do you think creative and innovative employees leave an organization?
- What steps would you recommend to retain talented employees?

APPENDIX 5 (Part 1)

Employee interview Guide (Section a)

Role and characteristics of an ideal CEO

- Tell me little bit about your role in this organization.
- What are the key roles of your CEO/senior manager in this company?
- How would you define an ideal and influential CEO?
- What characteristics would you expect in an ideal CEO?
Or
- What managerial skills do you expect from this ideal CEO?
- How influential are CEOs in terms of their supervision and facilitation?
Or
- Do you think CEOs play an influential role in innovation management and direction?
- Are they good in facilitating innovation and boosting creativity?

Conditions for good innovation practice

- Do you consider yourself to be creative and innovative?
- What are the ideal conditions for generating and practising innovation?
- How far are these conditions met in your organization?
- What is your CEO's role in fulfilling these conditions?
- Are there any specific creativity boosting or stimulating trainings or programs offered to innovators like you?
- How influential are these programs?

APPENDIX 5 (Part 2)

Employee interview Guide (Section b)

Challenges faced by employees

- How often do you get to meet your CEO?
- What challenges do innovators like you usually face today?
- What influences do CEOs have in your innovation projects?
- How flexible is your organization in terms of innovation adoption and practice?
- Can you cite some challenges you faced in a recent project?
- How did you overcome them?
- Did your CEO play any role here?
- Can you cite any examples when your innovation may not have been successful?
- How did your organization handle it?
- How do you think CEOs should deal with such failures within different innovation projects of the company?

Organizational management strategies

- What is the support system in this organization like?
- What influences your innovation drive in this organization?
- What factors motivates and boosts your creativity the most?

APPENDIX 5 (Part 3)

Employee interview Guide (Section c)

Facilities for developing intrapreneurial skills

- What are the ideal ways of boosting the motivations of employees?
- What are your views on traditional reward systems such as money or promotion?
- In current economic environments, what are the prime requirements for innovators like you to flourish and progress?
- Is your organization providing you with all the necessary facilities to develop your capabilities?
- Do you think your organization is utilizing your skills justifiably?
- Are there any skills in you that your organization is not aware of or may not have utilized yet?
- Given a choice would you like your organization to handle your skills any different?
- Are you confident with your innovation skills and drive in terms of career progression in this company?
- What are the prime reasons for innovators and intrapreneurs to quit an organization?
- What would you recommend an organization to adopt in order to prevent frequent turnovers?

APPENDIX 6

Initial NVivo Coding Framework

Name	Sources	References	Created On	Created By
CEO Characteristics	0	0	09/07/2013 09:42	BB
Adaptable	4	7	09/07/2013 09:32	BB
Analytical	7	17	09/07/2013 09:51	BB
Charismatic	4	7	16/07/2013 10:50	BIDYUT
Credible	6	12	09/07/2013 09:32	BB
Experimenter	7	18	09/07/2013 09:32	BB
Flexibility	4	9	09/07/2013 09:49	BB
Good communicator	7	26	09/07/2013 09:50	BB
Highly trustable	2	6	09/07/2013 09:32	BB
Implementer	3	7	09/07/2013 09:32	BB
Inspirational	4	8	09/07/2013 09:32	BB
Intuition	4	9	09/07/2013 09:51	BB
Modesty	5	9	09/07/2013 10:35	BB
Open-mindedness	5	13	09/07/2013 09:49	BB
Personal resilience	1	4	09/07/2013 09:50	BB
Risk-taker	6	10	09/07/2013 09:50	BB
Visionary	7	22	09/07/2013 09:31	BB
Intrapreneurial skills management	0	0	09/07/2013 09:43	BB
Employee personal development policy	7	32	09/07/2013 09:46	BB
Encouragement and empowerment ethics	7	27	09/07/2013 09:47	BB
Harness the natural talents	6	15	16/07/2013 11:20	BIDYUT
Recruiting fresh talents	4	7	09/07/2013 09:43	BB
Specific task allocation	7	12	09/07/2013 09:45	BB
Web creation of talents	6	13	09/07/2013 09:43	BB

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