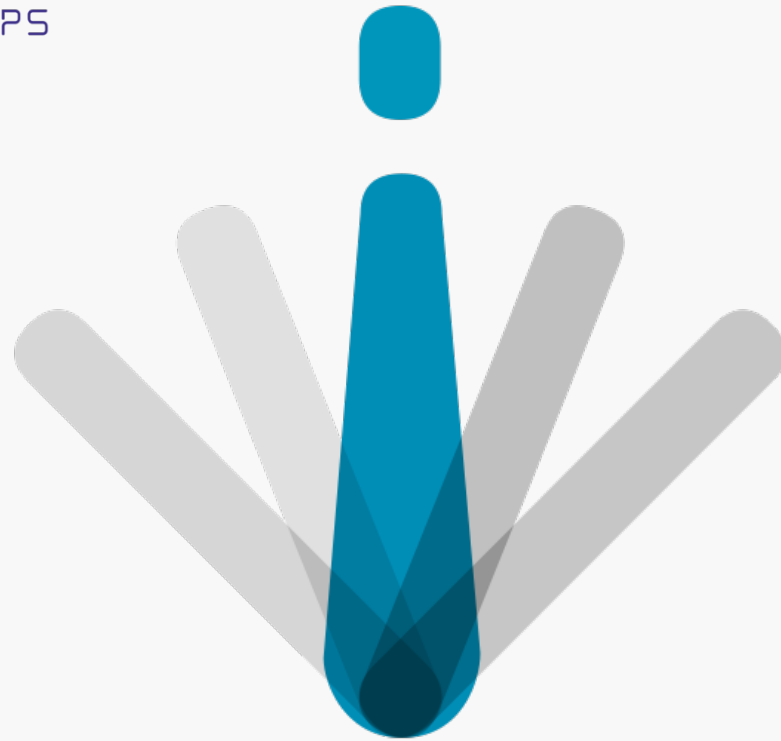




INTRAPRENÖRSKAPS  
KOMPASSEN



# INTRAPRENÖRSKAPS- KOMPASSEN



UPPSALA  
UNIVERSITET



KARL-ADAM  
BONNIERS  
STIFTELSE

# How does it work

We design, carry out, and communicate yearly investigations of the intrapreneurial climate in Swedish companies.

We aspire to develop increased knowledge about intrapreneurship and to strengthen the renewal of Swedish companies.

# Challenges as we speak ...

Digitalization



New global competitors



Sustainable solutions



Complex systems



# Intrapreneurship ...

Deals with the questions how, through whom, and with what effects new products and services are discovered and launched by already existing companies.

*“The Macintosh team was what is commonly known as intrapreneurship... a group of people going, in essence, back to the garage, but in a large company.”*

**Steve Jobs**  
September 30, 1985  
“Newsweek”





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# The temperature of intrapreneurship



## Empirical foundations



- **Literature review:**  
281+ articles published in the field of corporate entrepreneurship
- **Survey:**  
4 011 survey responses  
Representative sample of all employees in private Swedish companies  
Varying firm sizes (9-49, 50-249, 250- employees)  
Different industries (SCB classification)
- **Semi-qualitative interviews:**  
100 interviews with managers in mid-sized and large Swedish companies



## More about the empirical contents



<b>Company size</b>	<b>Percent</b>
9-49 employees	28.3
50-249 employees	24.9
More than 249 employees	46.8

<b>Gender</b>	<b>Percent</b>
Women	47.2
Men	52.8

<b>Position</b>	<b>Percent</b>
Top managers	5.2
Middle managers	18.4
Co-workers	76.4

<b>Age</b>	<b>Percent</b>
18-25	7.4
26-35	23.1
36-45	23.1
46-55	25.3
56-65	17.8
66-	3.3

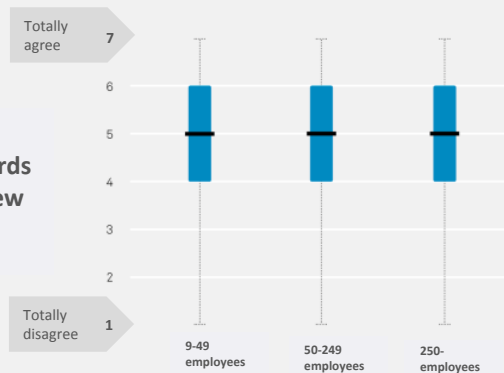




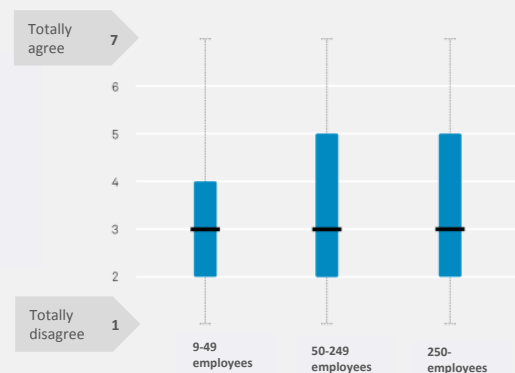
## Welcome to the country of "lagom"

- Cautiously positive attitudes towards intrapreneurship, regardless of company size
- Risk taking at low levels

Our company has a positive attitude towards the development of new products and services

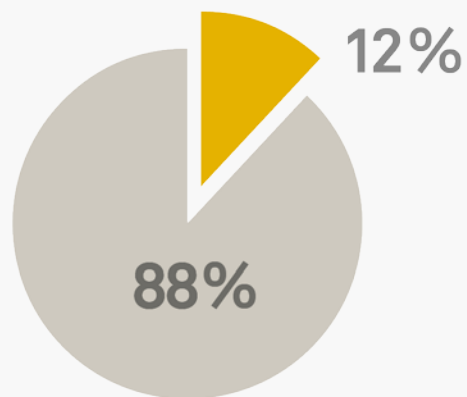


Our company is characterized by a high degree of risk taking

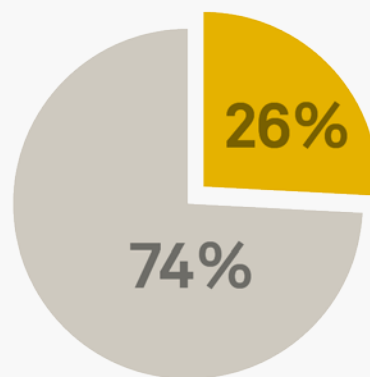






## How many are engaged in intrapreneurship?



 Intrapreneur  
 Employee

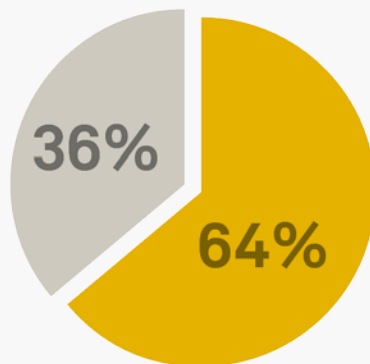


 Participated in intrapreneurship  
 Employee



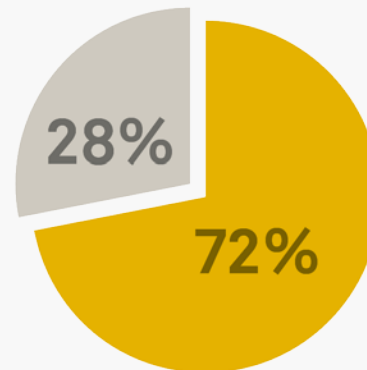
## Man or woman?

I am currently heading the development of a new product or service in our company



■ Man  
■ Woman

I am currently actively participating in the development of a new product or service in our company



■ Man  
■ Woman



## Swedish intrapreneurship is a ‘top-down’ process

**42 % of all top managers**

**26 % of all middle managers**

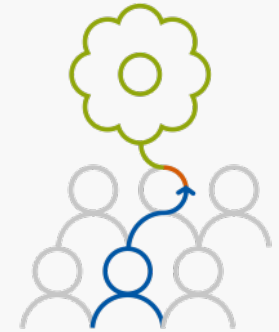
**6 % of all co-workers**

are heading the introduction of a new product or service in their company



## The importance of ideas originating from the outside

- Mostly internally generated new products and services, but also a relatively large proportion of co-operative projects
- Significantly lower importance of acquisitions and corporate venture capital investments
- Modest recruitment of people with intrapreneurial experience



## Differences between industries

### **Money for new initiatives**

### **More established routines for intrapreneurship**

### **Greater emphasis on recruitment of people with intrapreneurial talent**

### **More experimental projects**

Smaller proportion of new products and services from top management

Relatively high degree of disruptive renewal

### **Low profitability**

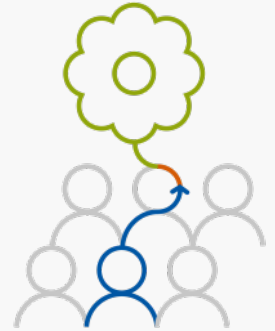
### **Less established routines for intrapreneurship**

### **Lesser emphasis on recruitment of people with intrapreneurial talent**

### **Fewer experimental projects**

Larger proportion of new products and services from top management

Relatively low degree of disruptive renewal



# How important is company size?

## Small companies:

- Work under greater time pressure
- Are less likely to renew themselves through acquisitions or corporate venture capital investments
- Are to a lesser extent engaged in disruptive renewal
- Put less emphasis on the recruitment of people with intrapreneurial experience
- Tend to have lower overall degrees of renewal



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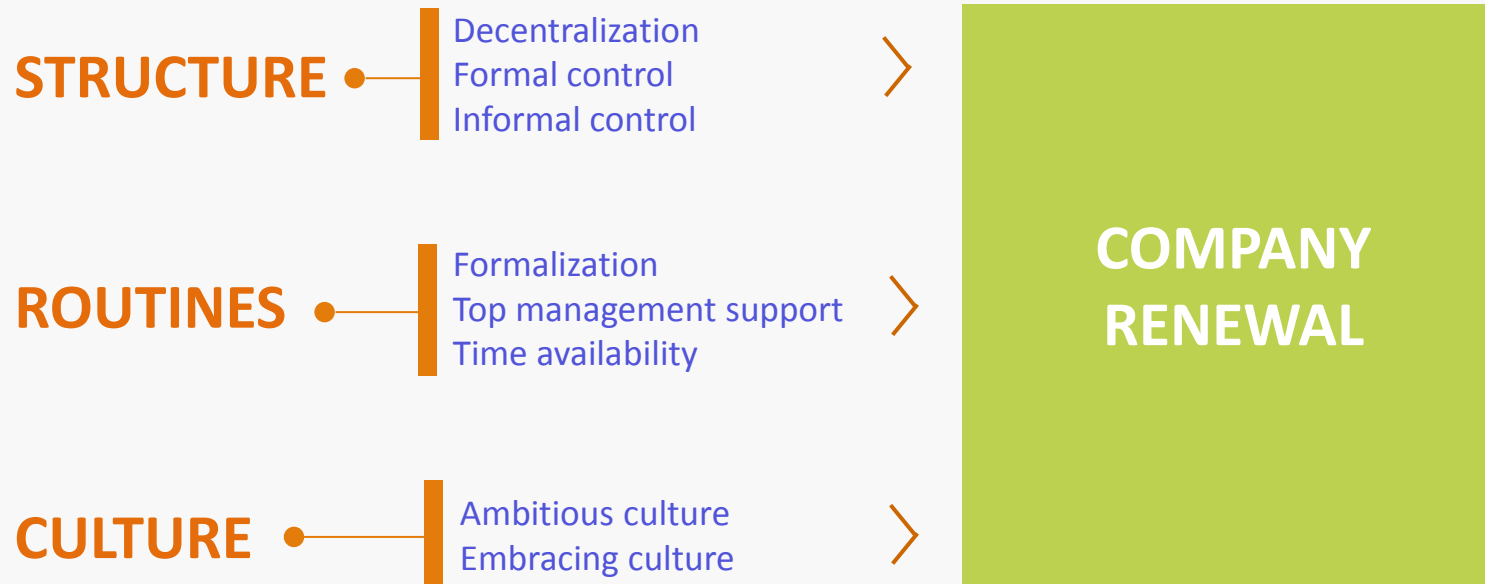
# The drivers of intrapreneurship







# Drivers





## Examples of what the measures describe

**DECENTRALIZATION:** "I feel that I'm my own boss and don't need to double check all my decisions with someone else", "I can work very independently and have great degrees of freedom to do my job as I see fit"

**FORMAL CONTROL:** "My boss gives me special recognition if my work performance is especially good", "The rewards I receive are dependent upon how well I perform at work"

**INFORMAL CONTROL:** "In my company middle managers show great interest in the development of new products and services", "In our company employees are encouraged to come up with ideas for new products and services"



## Examples of what the measures describe

**FORMALIZATION:** "Our company has a formal and standardized process that describes how projects develop from idea to final product or service", "In our company the development of new products or services is carried out under careful control, reporting, and assessment by top management"

**TOP MANAGEMENT SUPPORT:** "Top management encourages innovators to bend rules and established routines to keep new and promising ideas on track", "My company supports many small and experimental projects while at the same time realizing that some will undoubtedly fail"

**TIME AVAILABILITY:** "I feel that I'm always working under time pressure at my job (reversed)", "During the past three months my workload has prevented me from spending time on developing new ideas (reversed)"



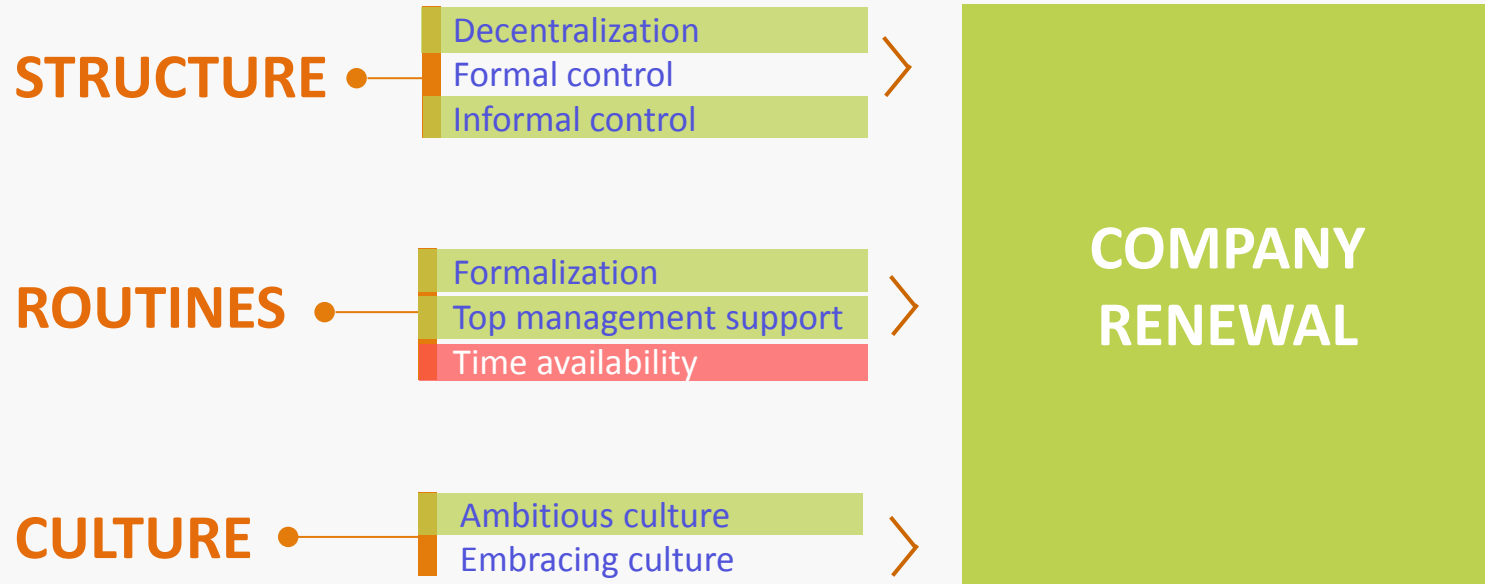
## Examples of what the measures describe

**AMBITIOUS CULTURE:** "In our company we are determined to stay a step ahead of competition", "Our company has a positive attitude towards the development of new products and services"

**EMBRACING CULTURE:** "In our company we are forgiving if someone fails with his or her work", "In our company all knowledge is seen as common property"

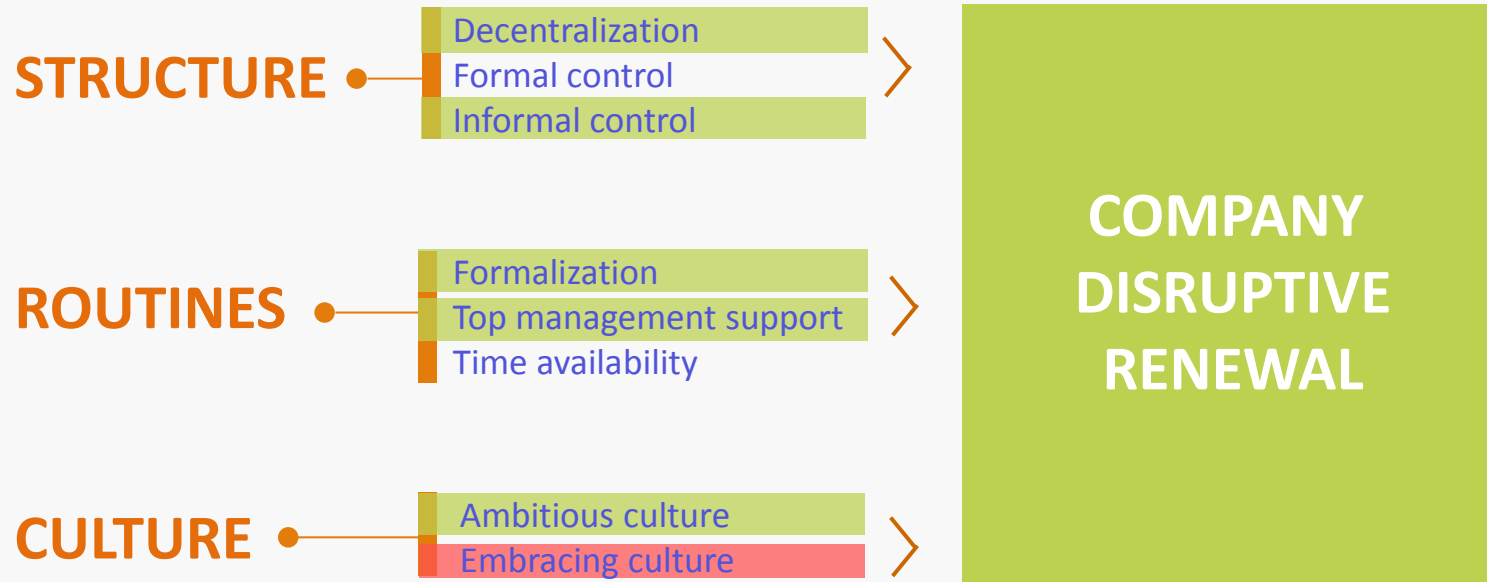


# Results renewal





# Results disruptive renewal





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# Compass bearing





# Future vision

Higher degrees of risk taking

Larger proportion of women who head or participate in intrapreneurial ventures

Greater degrees of openness towards ideas from the outside, for example acquisitions, corporate venture capital investments, or the recruitment of people with intrapreneurial experience

The adaptation to different types of intrapreneurial processes when moving from product renewal to services





# What more should one take along?

## **Risk taking**

Sustainable competitive advantage requires living intrapreneurship

## **Top management support, ambition, and informal control**

Companies that renew themselves are characterized by top management support for new intrapreneurial initiatives, an ambitious culture, and informal control mechanisms

## **System design**

Companies that are able to renew themselves are characterized by formalized routines for renewal activities