



Transforming Society Through
Social Science Innovation

Intrapreneurship

Wen Chen

28 July 2021

Agenda



- What is intrapreneurship?
- Intrapreneurship vs. Entrepreneurship
- Why is intrapreneurship good for organisations?
- Intrapreneurship is Skill of the Year for 2020 (Michael Page)
- University Intrapreneurship Programmes
- Case Study: Marymount University MI²
- Case Study: York University

What is 'intrapreneurship'?

Aspect

**What are 5 words that you associate with
'intrapreneurship'?**

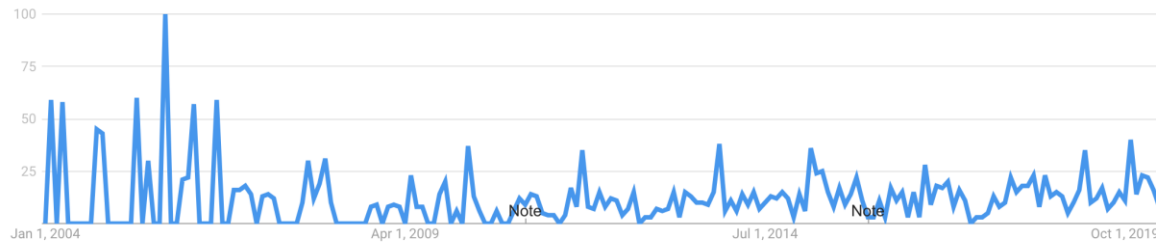
Please take 2 minutes to type your responses in the chat

What is 'intrapreneurship'?



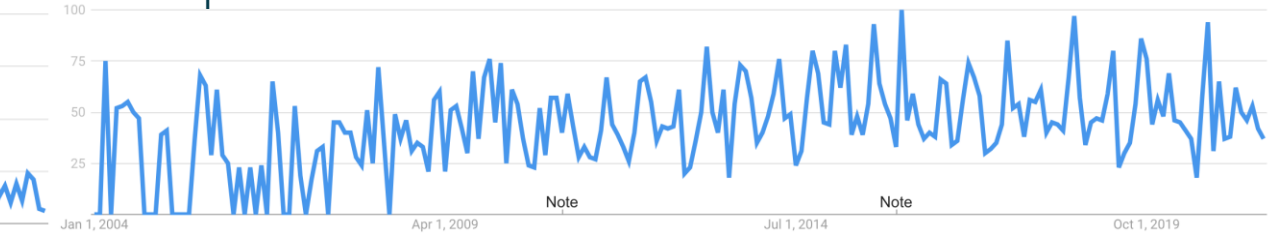
UK

Intrapreneurship

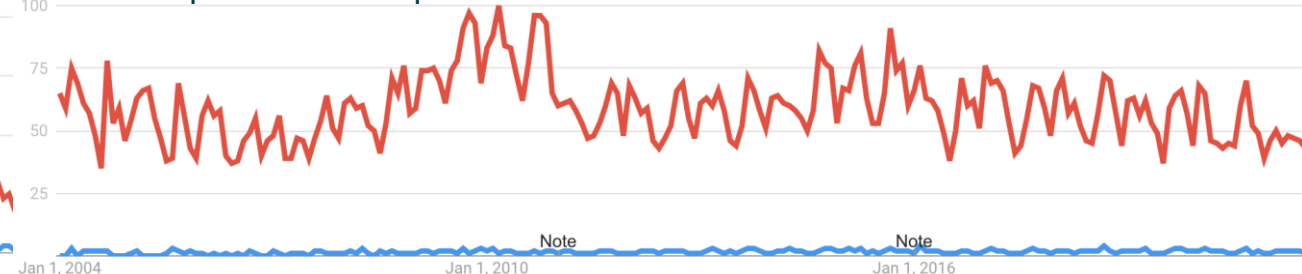
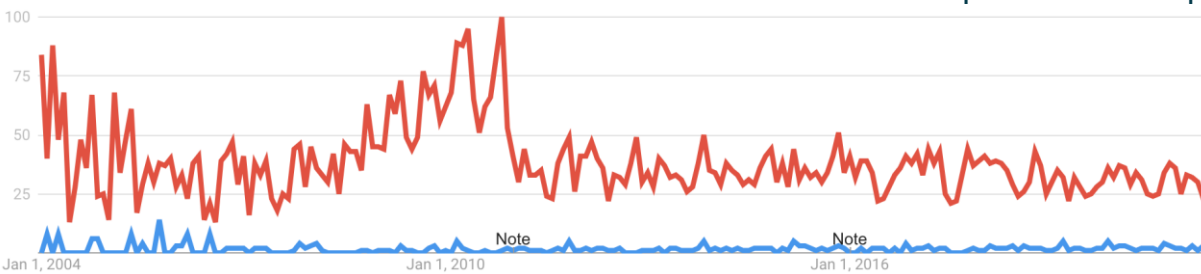


US

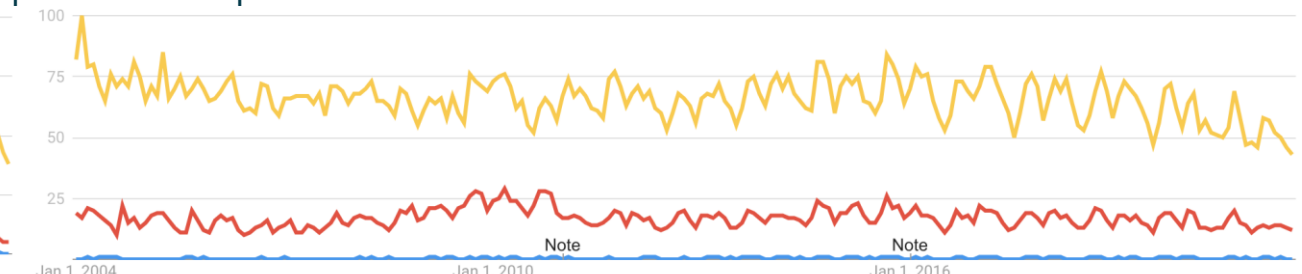
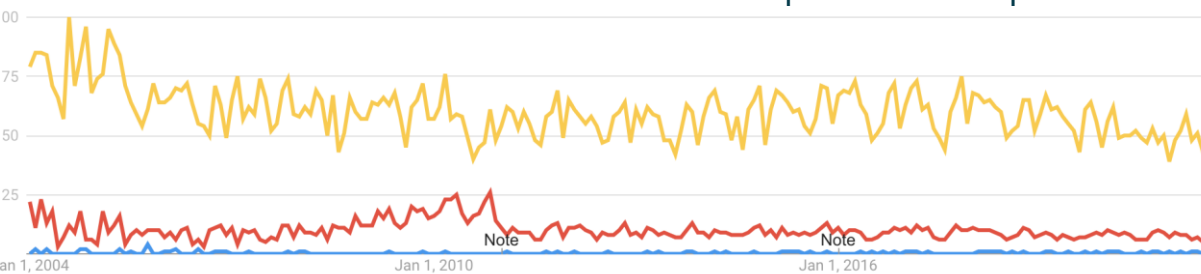
Intrapreneurship



Intrapreneurship vs Entrepreneurship



Intrapreneurship vs Entrepreneurship vs Innovation



What is 'intrapreneurship'?

Origins of the term are disputed. Some cite the beginning of modern intrapreneurship in 1974 when Art Fry and Spenser Silver at 3M created the Post-It Note by using 3M's intrapreneurial policy of allowing employees to spend 15% of their time working on their own project ideas. The term is thought to be coined in 1978, when Gifford Pinchot III and Elizabeth Pinchot used the word in their paper "Intra-Corporate Entrepreneurship," and again in their 1985 book "Intrapreneuring." Steve Jobs is credited with popularizing the term in the 1980s. In 2011, London hosted the first intrapreneurship conference.

What it is: an **intrapreneur** is someone within a company that **takes risks** in an effort to **solve a given problem**. In other words, it's an **employee** that takes on the **mindset of an entrepreneur within a company that they do not own**. (inc.com) Intrapreneurship may result in **a new business or venture within an organization**. Sometimes the new business becomes **new section**, or **department**, or even a **spinoff**. (MIT Sloan)

If you would like to propose a different definition, please type into the chat

What is 'intrapreneurship'?



YEAR	AUTHOR(S) / PUBLICATION	CONTEXT
1978	Pinchot & Pinchot - University paper	Reported to be the first time that the terms 'intrapreneur' and 'intrapreneurship' were published in writing.
1982	Macrae - The Economist	Intrapreneurship was used and credited to Pinchot.
1982	Haller	First formal academic use in a Master's thesis
1985	Time Magazine	Article published called 'Here Come the Intrapreneurs'.
1985	Newsweek	Article published in which Steve Jobs said that intrapreneuring was what the Macintosh team were doing before the term was even conceived.
1992	The American Heritage Dictionary	Included the term 'intrapreneur' in its 3rd 1992 edition as follows: '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'. Pinchot was credited as the originator of the term.
2015	The American Heritage Dictionary	Still includes the term 'intrapreneur' in its 5th 2015 online edition. Definition is '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.'

- intrapreneuring
- corporate entrepreneurship
- internal corporate entrepreneurship
- entrepreneurial activities within an organisational setting
- corporate venturing

The intrapreneurship phenomenon appears to have started in the US, apparently driven to an extent by economic conditions, and has been picked up by other countries as they have worked to strengthen and restructure their commercial economies, for example in India, Eastern Europe and Latin America..

Intrapreneurship vs Entrepreneurship



A 2016 article from Larry Myler, “Our research on this topic has revealed four material intra/entrepreneur disconnects that, if not acknowledged, can hinder innovation, and actually leave an organization worse off than if the jump to intrapreneurship had never been attempted in the first place.”

Risk vs. Reward – Entrepreneurship is a high-risk, high-reward situation. Intrapreneurs, however, have the relative safety of a reliable paycheck and their actions can be considered low-risk.

Culture – Entrepreneurs build their own corporate culture, but intrapreneurs must navigate within an established one.

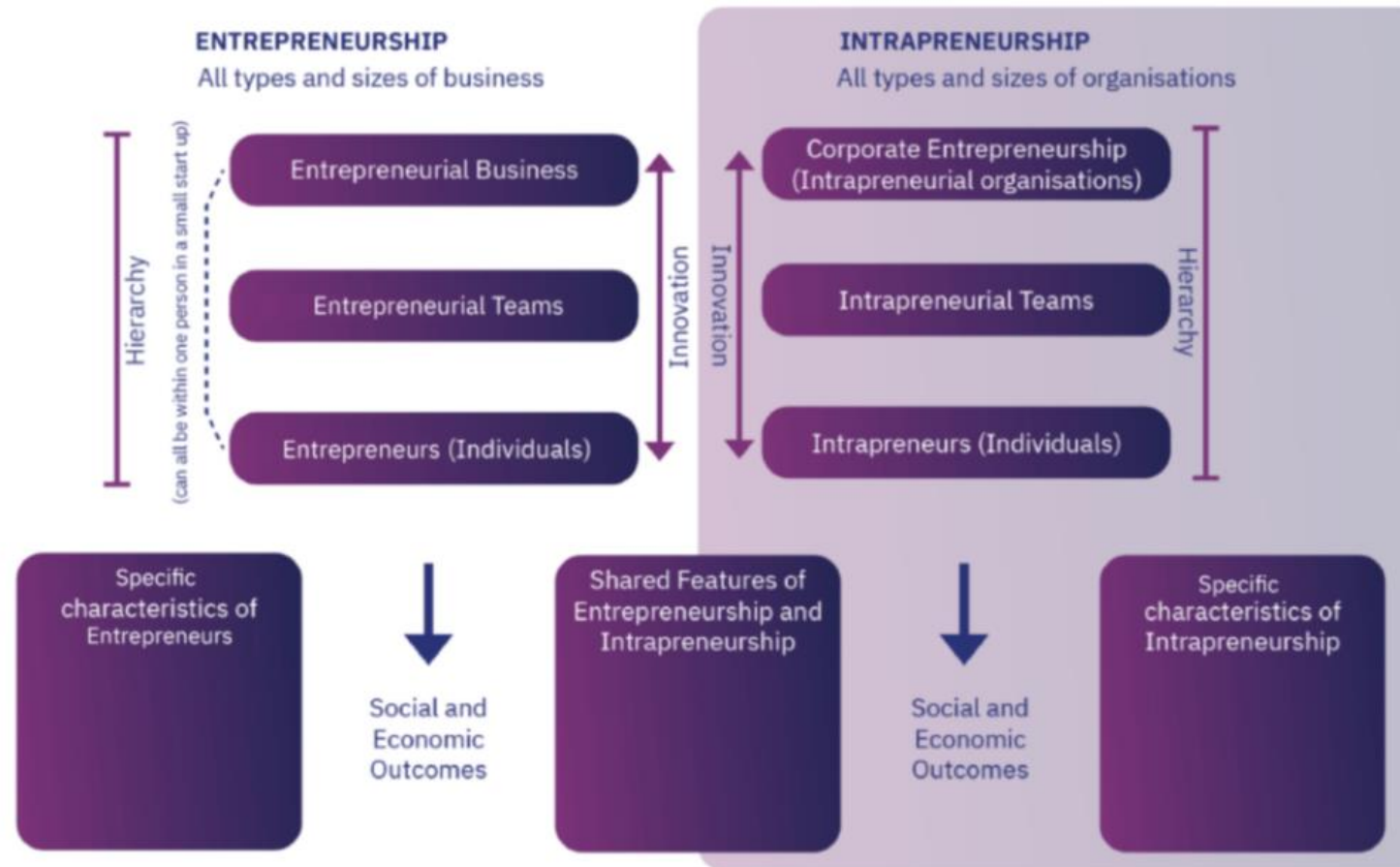
Autonomy – Because entrepreneurs go into business for themselves, they tend to have more control over business decisions than intrapreneurs who operate within a more structured system of corporate checks and balances.

Resource Attainment – Some organizations provide manpower, funds and time for intrapreneurial activities, which can give intrapreneurs an advantage over entrepreneurs.

Many intrapreneurs work in industries where traditional entrepreneurship is too expensive or where competition is too large. One of many great intrapreneurship examples is DreamWorks Animation. The media behemoth that gave us “Madagascar” and “Kung Fu Panda” offers classes in script writing to its animators so they can develop and pitch their own scripts within the company.

Intrapreneurship vs Entrepreneurship

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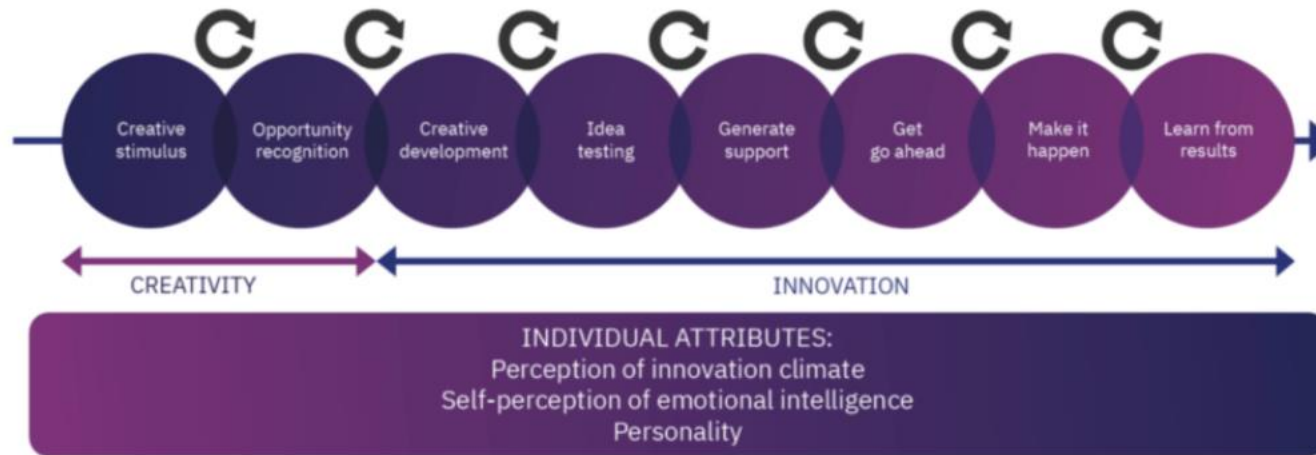


- Organisational level
- Team level
- Individual level

Descriptive model of intrapreneurship

Intrapreneurship vs Entrepreneurship

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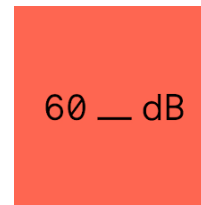
The Intrapreneurship Process

Why is 'intrapreneurship' good for organisations? Aspect

Research from Deloitte states that 88 percent of the companies on the Fortune 500 list in 1955 did not exist by 2015. Most went bankrupt, a few were acquired, some merged.

What made the difference between the companies that vanished and those that survived? According to Deloitte, the two key differentiators for the longest-lived companies were improving their current products and harnessing the power of their employees' innovation. Intrapreneurs can work within current structures, but in order to succeed they must learn how to break the right rules and bring the mentality of a scrappy start-up to a giant company.

Mature organizations struggle to innovate successfully, but without innovation, they can become obsolete. Their options for a survival strategy are to bring new and inventive creations in from the outside or to grow them in-house through intrapreneurship.



Intrapreneurship takes place NOT just at private companies but also at non-for-profit organisations, government entities, etc.

Intrapreneurship declared must-have skill for 2020 **Aspect**

Intrapreneurship has been named the most desirable skill for 2020 by global recruitment specialist Michael Page, as it launches this year's top 100 skills list.

When polled, just 15 per cent of people said they understood the concept of intrapreneurship – but when pressed, were unable to accurately explain it. Of those who said they understood, just two in five (37 per cent) actually provided a correct definition.

Once given a definition of the term, two thirds of workers (62 per cent) say they recognise themselves as intrapreneurial, but just 12 per cent currently list it on their CV, something that Nick Kirk, Managing Director of Michael Page UK&I, says job seekers must address in order to make themselves stand out from other candidates.

University intrapreneurship programmes



UK

- Glasgow University Abacuss Scheme
- Vitae researcher development programmes: Discovering Intrapreneurship and Innovation session
- MSc Engineering Management programme in the University of York,

US

- Marymount University MI²
- Penn State Lion Launchpad
- Virginia Wesleyan University MBA
- Thomas Jefferson University online Innovation MBA
- The Culinary Institute of America, Culinary Intrapreneurship Bachelor's Degree Concentration

**More to add here; will arrange
into table or matrix form**

If you would like to add examples of other programmes, please type into the chat

Case Study: University of York

MSc Engineering Management programme in the University of York

The logo for Aspect, featuring a stylized green 'A' followed by the word 'spect' in a dark blue, sans-serif font.

To be updated

Case Study: Marymount University MI²

Aspect

To be updated



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