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SUSTAINABLE INTRAPRENEURIAL DEVELOPMENTS:
A CRITICAL REVIEW

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ABSTRACT

      The Indian economy today is being faced by a burgeoning need for innovation. The present scenario is not only vastly competitive, but is also portrayed by ceaseless market challenges transpiring at a brisk pace. Its development and that excessively consistent one that can clear a way to manage this test of globalized times.Intrapreneurship is by all accounts one method for catalyzing this arrangement of self reestablishment for delayed focused increases. The customary view of enterprise endeavor being the area of a couple of 'selective' people is being supplanted by the acknowledgment that an inescapable 'intrapreneurial culture', focused on the client encounter and driven by pioneering esteems, is vital to supported advancement and upper hand. Some organizations, including the likes of Dell and Google, have formalized the role of the intrapreneur through official positions such as the 'Entrepreneur In Residence' (EIR) or 'Chief Innovation Officer', whilst others have sought to 'buy-in' intrapreneurs by acquiring start-ups with an entrepreneur in situ(Webb 2013). It has becomean tyrannical requirement for the organizations to help/support new businesses with the end goal to keep up and hold their imaginative workforce as the enthusiasm for 'doing your own thing' attitude is mounting among them. This change is therefore promising associations in advancing creating inward business visionaries – ambitious innovators. Hence, in this paper, an attempt has been made to postulate a perspective that adds to the enduring challenges and deliberations/discussions in organizations pertaining to the Intrapreneurial process. The whole analysis is derived out of the existing case studies on the subject.

KEYWORDS: *Intrapreneurship; Organizational Culture, Innovation, Competitive Advantage.*

INTRODUCTION

      The most talked about and discussed term in the corporate world today is Entrepreneurship. Its craze is very much noticeable because of the huge upsurge in the number of entrepreneurs these days. This is because "entrepreneurship" has somehow managed to grab a lot of eyeballs. But here is an alternative unacquainted term in the corporate world 'Intrapreneurship' which may not be as alluring as "entrepreneurship". Business undertaking might be said to could easily compare to enterprise. Since while business enterprise makes associations; it is enterprise endeavor that drives them to magnificence. (Teltumbde, 2006). We can discuss in superfluity on the existing literature availablewhich highlights the benefits of entrepreneurial approach to business but also constantly presents new challenges that are faced by organisations. The original word "intrapreneur" was coined by Gifford Pinchot III in a 1978 paper written with his wife Elizabeth. It was later popularized by Steve Jobs in a 1985 Newsweek article. Jobs said, "*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.*"

      It is often seen that many companies hire talented people to "think like entrepreneurs," but few offer workplace cultures that provide creative thinkers the reins to generate innovative ideas. The business

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visionaries who are traditionally characterized as business visionaries inside time regarded organizations are portrayed as intra-authoritative progressives — who battle by testing the norm and driving a steady want to change the framework from inside in this manner impelling plausible hierarchical obstruction — who don't normally fit in such societies. By the by, they are driven by their inside locus of control, rethinking organizations, revamping/transforming them subsequently pushing them up to new highs. Enterprise endeavor ought to be imbued in the general culture of the business: embraced as a center practice and coordinated towards hierarchical objectives. Organizations should along these lines turn out to be knowledgeable in the strategies and practices for actuating business endeavor on the off chance that they are to achieve a maintainable upper hand (Webb,2013). Though research shows that it is this notion of entrepreneurship which is typically associated with new business creation, new product development and offerings by individuals, that there is an increasing need for business organizations to become more entrepreneurial to not only survive but to thrive and prosper but there are leaders/organisations out there which are still apprehensive in adapting to this need of the hour.

Though, few leaders understand the value of intrapreneurs, still companies that slip into stagnation and remain bogged down with inflexibility lose market share because of a lack of innovation. As a result, they often find their board of directors seeking CEO replacements and top intrapreneurs jumping ship for more progressive employers.

Here are five reasons why I believe CEOs and other top executives often don't support innovation, even though the business climate of our time demands it:
• The demand for short-term gains nearly always wins the day.
• They missed out on innovation education.
• Top executives are risk-averse.
• They don't see why a networking culture is important for open innovation.

OBJECTIVES OF THE STUDY:
By means of this research paper, the author aims to fulfill the following objectives:
• To examine the way smart leadership encourages intrapreneurship in a culture of innovation
• To study the extent to which leadership helps intrapreneurship in the contemporary scenario in Indian and global context.
• To discuss the exemplary Intrapreneurial success stories in the present era of innovation

1.1 Why Intrapreneurship is imperative in today's environment?
The relentless pressures of competition stemming from globalization, technological changes, etc., today are increasingly buffeting organisations. One of the pathways for companies to weather these storms is through unleashing the entrepreneurial spirit latent in its employees and enabling them to carve out new paths, initiate new ventures, defy the status quo in their organisations and break fresh ground. An enterprise endeavor helpful culture would expand on approaches and practices – upheld by hierarchical structures – that amplify the probability that individuals meet (likewise by possibility), convey transparently, share thoughts and data, tune in to and gain from one another, and build up a culture of common trust and support (Anfuso, 1999; Bingham, 2003; Eesley& Longenecker, 2006; Ekvall, 1996; Fishman, 2000; Frohman, 1998; Russell and Russell, 1992; Sherwood, 2002; Thwaites, 1992; Ulijn&Weggeman, 2001). Literature shows that if an employee is willing to walk after entrepreneurial opportunities, he or she can decide to do so within a company. Or, by using Pinchot's words, 'you don't have to leave the corporation to become an entrepreneur.' Typically, an intrapreneur is a corporate entrepreneur, which allows entrepreneurship to occur in an existing organisation (Hisrich, 1990; Heinonen and Korvela, 2005), usually in large corporate settings (Thornberry, 2003).
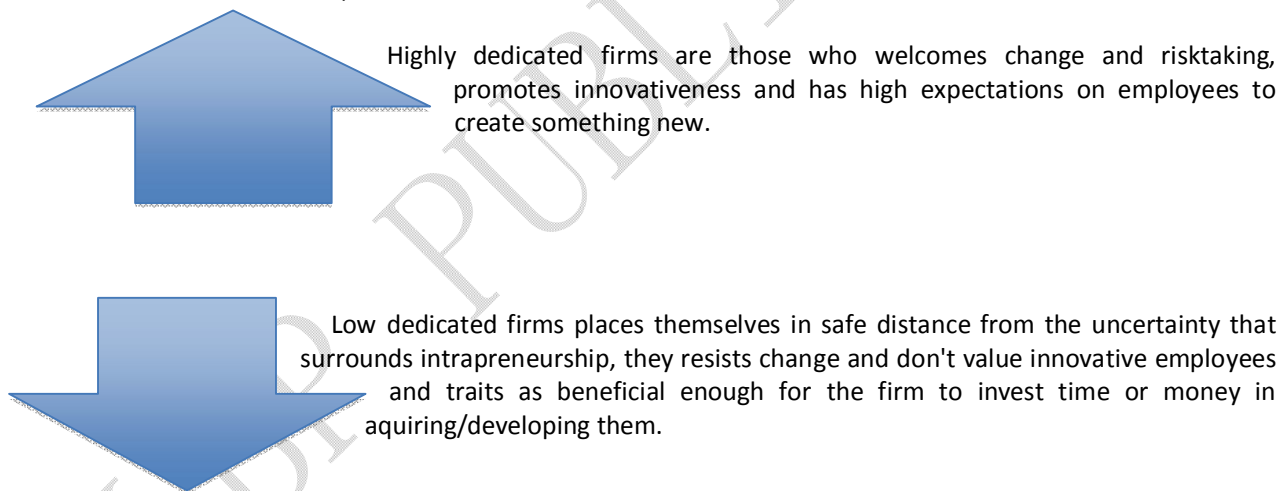
The effects of globalization have prompted many companies to reconsider their traditional management practices. There are many competitive advantages accompanied with inculcating an intrapreneurial culture. Progressiveorganisations not only need to have intrapreneurs amidst its team, but

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also need to offer a favorable environment in which they can prosper and thus help preserve or show advancement in a company's market standing.

*From a Company's Perspective:*Most organisations do not realize when and what changes are required and how to accomplish them, especially when the managers do not feel compelled. The whole organisation should constantly breathe an air of innovation and excitement. This can be accomplished by sustaining an intrapreneurial code inside an association, representatives can be engaged and encouraged to end up organization "change specialists" who can bring new thoughts easily on the table by sending and embracing their finishingact through moderate hazard taking capacities. Additionally it becomes even more imperative for the company to keep a check on aspects that can/would restrain the intrapreneurial philosophy. Hwengere& Emily (2002) describe these factors as:

• Organizations protection from change,
• Problems in asset distributions to new thoughts,
• Lack of preparing and support for workers,
• Low rewards for progress combined with surprising expenses of disappointment,
• Lack of framework for promising activities.
• notwithstanding these; corporate organization may likewise hamper or back off undertaking endorsement.

However, literature shows that organisations can engage in CE and intrapreneurship to a higher or lesser degree. Their dedication to intrapreneurship can be viewed as a spectrum, (figure 1 pg. 3), that ranges from the highly dedicated firm that encourage creativity and free thinking to the non-dedicated firms where hierarchal structures and individual work tasks are common (Antoncic&Hisrich, 2003; Brazeal& Herbert, 1999; Covin&Slevin, 1989).

Highly dedicated firms are those who welcomes change and risktaking, promotes innovativeness and has high expectations on employees to create something new.

Low dedicated firms places themselves in safe distance from the uncertainty that surrounds intrapreneurship, they resists change and don't value innovative employees and traits as beneficial enough for the firm to invest time or money in aquiring/developing them.

Source: "The spectrum of intrapreneurship" developed by the authors with theory from Antoncic&Hisrich, 2003; Brazeal& Herbert, 1999; Covin&Slevin, 1989

From an Employee's Perspective: It is the fear of failure that drives almost everyone away from taking business risks. Nonetheless, the ones who prevail as business visionaries will in general have huge numbers of indistinguishable gifts and attributes from conventional business people and also a pledge to the association and its objectives. Working inside a current organization—instead of propelling an autonomous new company—offers various points of interest to such people. Access to the organization's assets expands their odds of progress, forexample, while keeping up a salaried position gives them included security if there

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should be an occurrence of disappointment. Business visionaries additionally gain encounter that they can apply to future pioneering adventures, and in addition an invigorating workplace, (Byrd et.al, 2002).

On the contrary, there are companies where leaderseven today focus disproportionately higher on financial performance, outdated/inflexible processes than on innovation and generally lose sight of the fact that hiring, nurturing, and rewarding intrapreneurial talent is the cornerstone for success, and I dare say, survival in today's unsteady business climate.

Although eminent companies have significantly contributed in encouraging the rewards of these efficient employees. But the point to be pondered upon is the emphasis of this concept by the Indian enterprises, which form a formidable part of the innovative India!

1.2 Building a Climate for Intrapreneurship in a Culture of Innovation

Research has shown that the organisations ability to promote innovations in their business climate is the key to their survival and growth in this dynamic business environment. The increased competition and recession has put up the critical question of survival in front of all organisations whether big or small. In this context existence of entrepreneurial activities within the organisation has emerged as a means for organizations to augment the innovative abilities of their employees and, at the same time, increase corporate success through the conception of new corporate ventures. An intrapreneur is expected to behave like an entrepreneur where he takes direct responsibility for identifying a new market potential and giving shape to that idea.Some primary activities related to Intrapreneurship include opportunity perception, idea generation, designing a new product or another recombination of resources, internal coalition building, persuading the management, resource acquisition, planning and organizing.

In recent years, organisations have established "*innovation units*" or "*incubators*" to stimulate new ideasand utilize the same for wealth creation. Several big companies today actively promote intrapreneurship within their organizations, allowing their employees to spend 10 to 20 percent of their time on innovative ideas that are unrelated to their normal jobs.

It has been well-documented that big firmsstereotypicallyhave a tussle with innovation. Once firmsreach a certain dimension, their investors become more unadventurous, their front-runners less entrepreneurial and their employees less enthusiastic to stick their necks out with "out-of-the-box" ideas that may not work out, subsequent leading them losing their jobs. With no innovation, firms get too "comfortable" with their past triumphs, and ultimately go out of business. Although significantly this is the rule, there are several examples where entrepreneurship within a large company or Intrapreneurship can and does flourish.

Intraprenuerial Success Stories:

Although the market has witnessed a staggering growth in business by allowing the free flow of ideas of their employees and thus, nurturing intrapreneurship. There are innumerable examples where companies have encouraged this concept to a great extent.

A lot of companies are known for their efforts towards nurturing their in-house talents to promote innovation. Here are examples (Vocoli,2014) of some of the best products and businesses that were born out of intrapreneurship inside a big company:

1. **APPLE**: Steve Jobs, the ultimate intrapreneur and entrepreneur created a solid string of innovative products including, but not limited to: Apple Computer, Mac, iPod, iTune, iPad, iPhone, iCloud, Pixar and much more!

2. **GOOGLE** allows time for personal projects. Some of Google's best projects come out of their 20 percent time policy.

• One of these is something you probably use multiple times a day, Gmail. Buchheit, the creator of Gmail, started on the project in 2001 and worked up to its launch on April 1, 2004 (April Fools but not really.) Gmail became the first email with a successful search feature and the option to keep all of your email (hello 1GB of

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storage) instead of frantically deleting to stay under your limit. The initial launch was by invite only, quite the hot commodity. Now, it's considered a faux pas not to have an email address ending in @gmail.com.

• Other intapreneurial babies of Google are **Google News, AdSense, driverless cars, Google Glass and other innovations inside of Google.** The much talked about Google news is an outcome of an intrpraneurship opportunity given to an Indian employee Krishna Bharat.

• At Google, former CEO Eric Schmidt initiated the 70/20/10 time and resources model for managing innovation. Employees spend 70 percent of their time and resources on their core business, 20 percent on related ideas, and 10 percent on unrelated new businesses. This model has served Google for ten years and will continue to do so

3. **VIRGIN AIRLINES** - Its founder Sir Robert Branson hired a young, budding designer Joe Ferry to bring a solution for the problems posed by specification for upper class cabin in their airlines. Flying colours of success could be seen with the idea of herring bone configuration of the private sleeper suites – a paradigm of creative and unique thinking.There are other numerous feats achieved by Virgin in the fields of: Air, hotel, casino, books, music, Megastore, mobile, wines, games, Galactic.

4. **SONY:** Ken Kutaragi, a relatively junior Sony Employee, spent hours tinkering with his daughters Nintendo to make it more powerful and user friendly. What came from his work is one of the most recognizable brands in the world today, The Sony Playstation.
   Benefit: Many Sony bosses were outraged at his work, thinking that gaming is a complete waste of time. Luckily someone in a senior position saw the value in the product and thankfully so, because now Sony is one of the world leaders in the prosperous gaming industry. This shows that company leaders should always be open to innovation—no matter how farfetched and pointless it may seem.

5. **3M COMPANY**is well renowned for its "bootlegging" policy that allows employees 15 percent of their time at work to develop pet projects. In the mid-1970s, 3M researchers, Spenser Silver and Art Fry, stumbled onto the idea of applying Silver's semi-sticky adhesive to a piece of paper to serve as a bookmark. Since then, Post-It notes have stuck to countless surfaces in innumerable applications.

6. **W.L GORE**(who most people know from Gore-Tex fabric) gives employees "dabble time" or 10% of their work day to develop new ideas and work on personal projects. One employee, Dave Myers, identified that one of their products, ePTFE a coating for push-pull cables, could be used for comfortable to use guitar strings.
   Benefit: The coated strings proved to only be marginally more comfortable but they kept their tone longer than conventional guitar strings. After W.L. Gore launched them under the brand name ELIXIR Strings, they are now the No. 1 selling acoustic guitar string.

7. **LOCKHEED MARTIN** - It wouldn't be a post about intrapreneurship without the famous "Skunk Works" project. Skunk Works is another name for Advanced Development Programs or ADP. Lockheed Martin basically allowed Kelly Johnson, Skunk Works founder, to work as an autonomous organization with a small, focused team to build **P-80 fighter jets**.
   Benefit: Skunk Works created some of the most innovative aircraft models, including the SR71. Kelly Johnson was the director of the project, a person who gave "14 rules of intrapreneurship".

8. **SUN MICROSYSTEMS** - Patrick Naughton, a developer, almost left Sun in 1995 because he believed they were missing out on the fast-growing PC consumer market. He was convinced to stay and help Sun set up a group dedicated to the consumer market. This is where group member, James Gosling, created an elegant object-oriented programming language called Oak, which was later renamed Java.
   Benefit: This was initially created to help set up Time Warner cable boxes. When that deal fell through, Bill Joy, co-founder of Sun, recognized the value of Java and that it could be implemented across all

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different platforms. As you know, Sun has since merged into Oracle and Java now runs the world with 930 million Java Runtime Environment downloads each year and 3 billion mobile phones run on Java.

9. **FACEBOOK -** Originally called the "awesome button," the Facebook Like button was first prototyped in one of Facebook's infamous hack-a-thons.Facebook has never released statistics based on the like rate and certain time frames. But to all of us in the computer using world it is pretty evident how the invention of the like button affects us on a daily basis. Companies like Facebook, who are constantly innovating and changing, are some of the most successful out there.

10. **PRICE WATERHOUSE COOPERS** -The Chief Innovation Officer Sheldon Laube spells out the many ways companies can recognize and reward employees for implemented ideas. Laube suggests that leaders evaluate cash rewards for effectiveness and fairness. He also mentions alternative types of recognition, including certificates, medals, and personalized communication from senior leaders.

Thus this is the scenario where companies provide freedom and encouragement to their employees to establish new, contemporary ideas. Though the list is non exhaustive but Richard Branson puts it "***Perhaps the greatest thing about an enabled intrapreneurship form is that often everyone becomes enabled in what they are doing and they would feel like they own the companies.***" So are the Indian companies geared up to embrace this situation when employees are working for themselves and not for someone else?

Thus an attempt has been made to pen down a few Indian endeavors as well. To iterate a few:
1. The service called "Shopping Trip 360" introduced by **INFOSYS TECHNOLOGIES**to help retailers and consumer packaged goods (CPG) companies to acquire visibility in in-store activity is an intrapreneurial effort . This can prove to be the trend setter for the other Indian companies as well. Various MBA institutes and B -schools have also shown their contribution by including global entrepreneurship programmes which include 20 entrepreneurs and intrapreneurs in the campus.
2. **BHARTI AIRTEL–**
a. Sanjay Mittal, exsenior vice-president took the entrepreneurial plunge in 2012 when he was offeredpartnership along with infrastructure, mentoring, funding and even a year's salary to launch UCIT Managed Services, a company that manages video and audio web-conferencing services.
b. Another gentleman, Moloy Kumar Mukherjee, came up with an idea that was turned into a business by a senior team within the telecom company. The product iFasal, which was developed within Airtel, provides real-time access to the prices of crops, seeds, pesticides, weather information and farming advisory to farmers.
3. **WIPRO -** India's third-biggest software exporter, has opened up various technology challenges at the firm, which involves open invitation for ideas to solve critical problems. The intrapreneurs helped Wipro develop a platform made for the Indian garment industry, which will bring down operational costs and help compete effectively with rivals from Bangladesh and China.
4. **MICROLAND - A** mid-tier firms, this Bangalore-based IT infrastructure services provider is also following a similar path. An executive team headed by chairman and managing director Pradeep Kar selects ideas from employees. VM Kumar, chief marketing officer at Microland, said customers these days do not pay for the resources like manpower and infrastructure. They carry out transactions based on the business outcome. "For that, we have to innovate, which needs an entrepreneurial mind-set," said Kumar.
5. In **HCL TECHNOLOGIES**, founder Shiv Nadar who provided the early support to Rajendra Pawar and Vijay Thadani to set up NIIT, which became a pioneer in the field of IT education in India.

From a worldwide point of view, in a progression of 2010 worldwide studies among 263 best business visionaries and industryleaders, Ernst and Young found that 82 percent of the respondents

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"concurred firmly that the capacity to develop was basic to the development of their associations." For a considerable lot of these pioneers, the investigation appears, supporting inner advancement is the thing that drives their organization's aggressive edge and capacity to continue development (Meek, 2011). This demonstrates numerous organizations are currently peering toward development and imagination as trademark business capabilities/proficiencies for headway and development. Such a culture, thrives the intraprenuerial blood swinging to ensure that organization's DNA encapsulatesall the four forming its integral part i.e. risk taking behaviour, ownership, accountability and innovative thinking. Both the individual and the organizational process level need to build a common understanding of the entrepreneurial opportunity considering the challenges ahead.

All said and done, even those organizations that have received representatives from a dynamic culture are currently observed battling endeavoring to strike a harmony between the arrangement of the bigger mission and vision of the organization with the coveted innovative soul of the youthful workforce. This is on the grounds that despite the fact that these organizations wish to procure skilled individuals to think and carry on like business people; not very many organizations give chances to them to release their innovative potential and have their get control over their very own hands. They overlook that sustaining and compensating these ambitious innovators is as basic as achieving them. The objective is to engage them by giving the trust, opportunity, and assets they should be fruitful. On the off chance that the best administration does not guarantee that the inventive part fits consistently in their administration style, odds are, that they may bounce to different organizations for more adaptable/open work societies.

CONCLUDING OBSERVATIONS AND SUGGESTIONS

From the above discussion we can infer that great ideas and products came as a result of letting your employees think, experiment, and play. However, how its done is different and callenging for every company. An official "20% time" tenet may work at some organizations, while hack-a-thons are an alternate idea for others. What's important is that you get hold of the inclusiveobjective of engaging employees, and probably cherry-pick a system for employing that concept that is a fit with your company culture.

There is a dire need of innovation within the organizations in today's scenario. If these exemplary business standards and different yet unique strategies can be opted by the entrepreneurial firms then why can't these existing organizations utilize their opulence in fostering innovation more readily? The epicenter lies in the fact that the leaders within a company say CEO, manager, executives are not treated as people who enable others and that's the reason why renowned IT companies like Wipro and Infosys have intrapreneurial structures which are not yet fully result oriented.The answer lies in following through on innovation policies and promises.

It's one thing to give lip service about encouraging innovative thinking in your company. It's quite another to follow through on your promises to intrapreneurs. They need to feel confident that you'll reward them for their ideas, and that failures won't be punished. In the corporate world, where everything happens fast, large companies need to become more responsive and adaptable. Some decide to make a few changes; others decide to go all in.Not all concepts/beliefs are worthy, just as not all products will turn to be commercially worthwhile and prosperous. In business, as in life, there are unanticipatedtroubles and unanticipatedresults. In the end, the intrapreneurial organization permits reasonable risks, with management abundantlyconscious that some of the projects will fail.

Additionally, MBA and IITs and Engineering colleges, must focus as to how to persuade and groom the students to become entrepreneurs. Government may think of giving due incentives to such entrepreneurs and the companies that prompt this concept. This can take India to the path of speedy progress.

There will be no motivation if the intrapreneurs are not able to see the whole picture of their work, only placing bolts in the right place in an assembly line will never create the same passion for the workers as creating their own car from scratch and follow it through the entire process (Pinchot &Pellman, 1999).Intrapreneurs need to receive help from the entire organisation in order to succeed with their idea,

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this implies that they need to work over boundaries, for instance they will need assistance from R&D and marketing, from different business units and from different levels of managers.

To create cultures of innovation leaders need to:
1. Inspire employees "to perform heroic feats" with a clear corporate vision,
1. Challenge innovators "to create new solutions to problems that other companies are unwilling or unable to address," and,
• Encourage employees "to test new ideas despite the certainty that . . . projects will inevitably lead to some failures."

Moral of the story: if you have an intrapreneur like Johnson in your organization, don't fight back. Instead, give them the support and resources they need to thrive. Lockheed Martin learned early that successful intrapreneurship happens when team members are allowed to define a clear path with their idea and they are given the power to modify and innovate as needed without a crazy approval process. Most big innovations need to be modified throughout their development.

For many of these leaders, the study shows, supporting internal innovation is what drives their company's competitive edge and ability to sustain growth (Meek, 2011).

Leaders who encourage intrapreneurial mindsets must build a workplace environment where it's safe to share ideas, test them, and perhaps let them fail. While no less passionate and creative than entrepreneurs, intrapreneurs perform best when they have a structured framework in which to explore ideas. This requires setting up clear guidelines defined by the company's mission. Some senior managers draft playbooks or other kinds of published instructions that give direction for employees to develop, test, and implement new products.

Hence corporate entrepreneurship/Intrapreneurship has become an important paradigm in today's business environment. The sooner we understand that Corporate Entrepreneurship is a much broader concept in comparison to entrepreneurship, the sooner Indian corporate makers will be able to encompass innovation, creativity, change and regeneration within the corporate climate or entire organization.

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