ENHANCEMENT OF INTRAPRENEURS IN THE GROWING CORPORATE ORGANIZATIONS

Abhishek G.
Research Scholar,
Bharath University, Chennai, India.

Dr. C.B. Senthikumar
HOD of Commerce,
Dr. M.G.R Educational and Research Institute University, Chennai, India.

ABSTRACT

In the present scenario, it is rare to find people becoming Industry Loyal or Organization Loyal. Moreover, the percentage of people leaving the organization is also very high. When it comes to senior level people, they do not want to take any ownership or control as they do not wish to take risk at that level. If the senior management doesn’t wish to take decisions or not empowered to take decisions, then the junior & middle level management leave the organization or become disinterested or non-performers. But if the senior managers/KAMs becomes an Intrapreneurs, then the arena of the organization’s culture itself changes

Key words: The Entrepreneur Within, Intrapreneur Benefits, Traits of Intrapreneurs.


1. INTRODUCTION

Intrapreneurship is the act of behaving like an entrepreneur while working within large organization. Intrapreneurship is known as the practice of a corporate management style that integrates risk-taking and innovation approaches, as well as the reward and motivational techniques that are more traditionally thought of as being the province of entrepreneurship.
2. THE ENTREPRENEUR WITHIN

The Intraperneurs will help the organization to be more focused. The Teams would be highly integrated & decisions will not be held pending. For being Intraprenerus, they needed to possess the following traits. They are

- Highly focused
- Has good control
- Has the authority to take decisions without much approval [Unless needed]
- Ability to take calculative risk
- Open Minded & not being insurred
- Good at thinking Out Of Box
- IQ & EQ
- Positive Attitude
- Transparency
- Ethically strong
- Team Dynamics & Engagement
- Supportive Leadership
- Quick Problem Solver
- Open to learn from others
- Involve People equally
- Respect & Recognize others
- Command on the job
- Distinguishing Power
- Making Impossible to Possible
- Motivator
If the senior management has 70-80% of all these traits, they are eligible to be an Intrapreneur. Not all senior members can become intrapreneurs. It needs a separate skill which is being a Brand Loyal to the Organization & who will not leave the organization until he is pushed to take the decision.

"Intrapreneurship refers to employee initiatives in organizations to undertake something new, without being asked to do so." Hence, the intrapreneur focuses on innovation and creativity, and transforms an idea into a profitable venture, while operating within the organizational environment. Thus, intrapreneurs are inside entrepreneurs who follow the goal of the organization. Intrapreneurship is an example of motivation through job design, either formally or informally. Employees, such as marketing executives or perhaps those engaged in a special project within a larger firm, are encouraged to behave as entrepreneurs, even though they have the resources, capabilities and security of the larger firm to draw upon. Capturing a little of the dynamic nature of entrepreneurial management (trying things until successful, learning from failures, attempting to conserve resources, etc.) adds to the potential of an otherwise static organization, without exposing those employees to the risks or accountability normally associated with entrepreneurial failure.

Another characteristic of intrapreneurs is their courage and flexibility to think outside of the box, which allows them to work on ideas that may change strategic direction. Even though many managers are afraid of radical changes, they are often the only way to help companies grow. Intrapreneurs share a fresh + visionary thinking and drive to make things happen that is similar to the one of entrepreneurs. In some industries, as
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in High Tech, profiles may look really similar and there are many documented cases on former employees of big companies, becoming entrepreneurs of their own ideas which were originally offered to and discarded by their former employers.

Intrapreneurs, however, must provide to already established companies a different set of skills – both soft and hard, to really make fly Intrapreneurial initiatives. This can be seen in the following comparison chart.

3. INTRAPRENEURS VS ENTREPRENEURS

As we may realize from the image above, in a list of 8 major dimensions, the only one which is equally shared both by Entrepreneurs and Intrapreneurs is Ambition. In the rest of dimensions, there exist some common ground but the differences are yet tangible as we can see:

Degree of Autonomy: Intrapreneurs may be empowered by companies (and may even have a pack of company’s shares), but in the end they are still employees who should be aligned with the vision of the CEO and major shareholders of the company.

Fund Raising Orientation: Intrapreneurs definitely should struggle through a very different funding process than Entrepreneurs. This doesn’t mean that one is easier than the other, because every initiative is different. Nevertheless, entrepreneurs have to invest a good amount of their time to raise investors, while intrapreneurships normally don’t.

Risk Bearing: In many cases, the way both profiles act towards risk taking may be similar but let’s face it… Entrepreneurs have no ticket back to home, while Intrapreneurs normally expect companies to back them up and relocate them in case of emergency.

Fast Scaling Capabilities: Intrapreneurs know how to deal with large scale production (goods and services) and count on the company structure to support them at any given moment. Entrepreneurs don’t, which is indeed why so many start-ups are sold to other companies at their moment of scaling.
Uncertainty Management: Being an entrepreneur means dealing always with uncertainty. Intrapreneurs, due to their relation with their parent company, normally have less uncertainty and as said a ticket back to home.

**Leadership Style:** Although in both cases leadership is needed, the shades of both leadership styles are different. Entrepreneur style is charismatic, visionary and authoritarian. Intrapreneurship style is more inclusive and even political wise, because most of the times intrapreneurs come from an executive profile who has evolved in the corporate ecosystem.

**Education Background:** Intrapreneurs most of the times a good high education is a must to enter the company. On the other hand, entrepreneurs can come from a wide diverse educative backgrounds and evolution.

In sum, companies need an entrepreneurial ambition from their intrapreneurs. However, their mid-term success will be driven by skills that are compliant with the corporate environments

4. BENEFITS OF INTRAPRENUERSHIP

There is always an edge if the organization has Intrapreneurs. For them, the complete department will be in their control. Thus they will be more cautious. They will make sure that the business is taken up to the next level. There are lots of benefits of having the intrapreneurship venture in the organization

- The complete department will be under their control. Thus they will be motivated to perform well
- The productivity will be good
- Team’s growth will be taken care
- The working dynamics will be good
- The attrition level will be reduced
- Employee Satisfaction Index will be on the higher level
- The support system from the Inter Department & Intra Department will be good
- Work will be getting over on time
- The blame games will be redressed
- The culture & climate of the organization would be more employee friendly

When most people think of entrepreneurs, they think of people owning their own thing. Whether that’s a small business or the next great organizations, it’s a story and lifestyle as old and revered as the employees spirit. If the organization wanted to have a high, that’s where intrapreneurship comes in!

4.1. The Innovation is Coming from INSIDE the House

According to Investopedia, intrapreneurs, “[act] like an entrepreneur within a larger organization.” Companies finds folks with entrepreneurial qualities and direct them to “take initiative…in pursuit of an innovative product or service.”

Companies who correctly foster intrapreneurship reap the benefits of innovation, an increasingly necessary result in a more competitive business environment. That last piece matters a lot, because it can be hard for older brands to keep it funky fresh. It’s tempting, both for the sake of employees and for shareholders, to rest on old laurels to ensure growth and stability. However, intrapreneurial success stories resulted in everything from Facebook’s “Like Button” and Gmail, to video projectors and Post-It Notes. That growth keeps companies at the forefront for years to come.

4.2. Reward without the Risk

In turn, intrapreneurship programs can greatly benefit employees. They teach entrepreneurial types to grow and strengthen their muscles of independence, proactiveness and innovation with the confines of a stable
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organization. Investopedia points out that “The major difference between entrepreneurs and intrapreneurs is that the fruits of success default to the organization.

On the other hand, the intrapreneur also has the comfort of knowing that failure will not have a personal cost – as it would be for an entrepreneur – since the organization would absorb losses arising from failure.

Striking out on entrepreneurial ventures can be risky, and that risk can be hard to justify with a mortgage and a few kids to put through school. The ability to innovate from within gives you stability and a place to showcase your natural visionary gift. Innovating from within also gives these employees access to more resources to make their vision a reality. That’s just a smidge easier than having to hustle for funding from the beginning.

4.3. Hanging onto the Restless Millennial

Finally, intrapreneurship may improve a company’s ability to retain employees of certain demographics. “The rise of the intrapreneur is driven in part by a restless, younger workforce to make a real impact with their careers,” according to Fast Company. Additionally, “Older generations, perhaps inspired by their younger colleagues, are thinking more about their legacy and launching new projects in the companies they’ve worked for, sometimes for decades.”

Both groups understand the need to fight for the right to be where they are, so it’s only natural that they gravitate towards opportunities that showcase their ability to get shit done and move the needle for the business in a big way.

An intrapreneur is an individual, usually a manager, within an organization who promotes innovative product development and marketing. Now you might say, “Well that sounds like the job of the R&D Manager and the Product Marketing Manager.” What makes an intrapreneur unique is that they conceive, promote, plan and implement their innovative idea. Also their innovative idea is not just a line extension of an existing product, or a minor packaging change; it is a major innovation that either creates a new product line or transforms an existing product line.

Most large companies have business processes that do strategic planning, product planning, new product development and product introduction. There are policies and procedures for accomplishing the work in these processes. Reviews and checklists are used to track progress and make decisions to ensure the new products will meet the business objectives. The R&D Manager and the Product Marketing Manager have key roles in these business processes.
But these processes are designed to control business risk and maximize the use and return of business resources. Therefore, these processes normally focus on the current business product lines and markets. When that happens, these processes suppress creating a brand new product line or breaking into a totally different market because of the high levels of uncertainty. Add to this that the majority of the business resources are focused on running the current business. It is no surprise that it is typically very difficult to get the needed technical expertise internally to plan and develop a truly innovative new product. That is one reason that so many large corporations choose to expand their product lines through acquisition instead of innovation.

So the intrapreneur is faced with a daunting task, one that is similar in some respects and yet different in others from that of the entrepreneur. The intrapreneur must overcome the organizational inertia and bureaucracy to get approval and support for their innovation. This can be much harder than the problem an entrepreneur faces since the intrapreneur cannot just move onto the next venture capitalist if they get a “No” answer. However, once they have support, the intrapreneur has an advantage because they have experienced resources available and existing relationships they can leverage. In both cases they will need good analytical and project management skills to bring their innovation to market.

5. PROCESS OF IMPLEMENTATION
The process of finding the Intrapreneurs is not that simple. It will take a good time. But it can be done in a well-defined manner. There are few processes which should be followed for the successful implementation of the program.

Process - 1: Identification of Intrapreneurs

Once the initiative is started, the first most important thing is to identify who can be selected as Intrapreneurs. From the assessments & appraisal tools, the intrapreneurs can be identified from the lot. One to one assessment can also be done to make them aware of where they stand.

Process - 2: Training For Intrapreneurs

Once the intrapreneurs are identified, then the exclusive training should be conducted for them to make them understand their role, importance in the organization, significance of the new portfolio & how they can make a difference.

Process - 3: Way Forward

The last & the final process is to have a meeting with both Intrapreneurs & teams to have better understanding & how to take this initiative forward. Here the Human Resource Department plays a major role in taking the initiative forward by the rules & regulations in place.

6. SUGGESTIONS
To make this effective process to work out in the corporate sectors, there are few suggestions which they can follow.

- Once the framework is set, they can role the program
- Keeping the check on the Intrapreneurs on how effective they are functioning
- Having Fortnight meetings initially & then it can be converted to Monthly Meetings
- Intrapreneurs effectiveness can be looped in their Performance Appraisal. Thus it will help them to perform even more better
- Role Clarity should be clear to both Mentors & Protégées
- Grievance Redressed Cell can be formulated from the HR team to know how effectively this work without breaking the confidentiality
- Pre & post Intrapreneurship Process Study can be taken to see the viable changes
- Coming out with an exclusive department for Intrapreneurs for their brainstorming.
7. CONCLUSION
This initiative will work very effectively, if the process is set efficiently. It may not involve bigger cost. But the return what an organization get would be highly impactful. By this initiative both the employer & employee would be happy. The senior level employees will also get an opportunity to explore their potential. Even if the high potential Intrapreneur gets retired, he can still continue to be a mentor for the other intrapreneurs.

REFERENCE


