

Organizational Design Change and Transformation
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Module - 11
Lecture - 53
Intrapreneurship

Welcome back to the sessions on discussion on innovation. We are now on week 11 of the course of Organizational Design Change and Transformation. In this present lecture, we are going to discuss on Intrapreneurship. In the past two lectures, we have discussed on innovation and innovation framework and how it is the we have focused on the different generations of the evolution of the process of innovation. We have discussed about the sustainable innovation; we have discussed about strategic innovation also.

Here today, we are going to discuss on intrapreneurship, how the qualities of innovation and like intrapreneurship can be nurtured within the organization. Like the employees can develop the mindset of an intrapreneur and start innovation, start thinking in an innovative way and how like what are the facilitating qualities required for it, how the organization can nurture this intrapreneurship. Let us have a look into it.

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The slide features a dark blue header with the title 'CONCEPTS COVERED' in yellow. Below the header, a yellow box contains a bulleted list of topics. The footer includes logos for IIT Kharagpur and NPTEL, along with the text 'IIT Kharagpur' and a small number '2'.

CONCEPTS COVERED

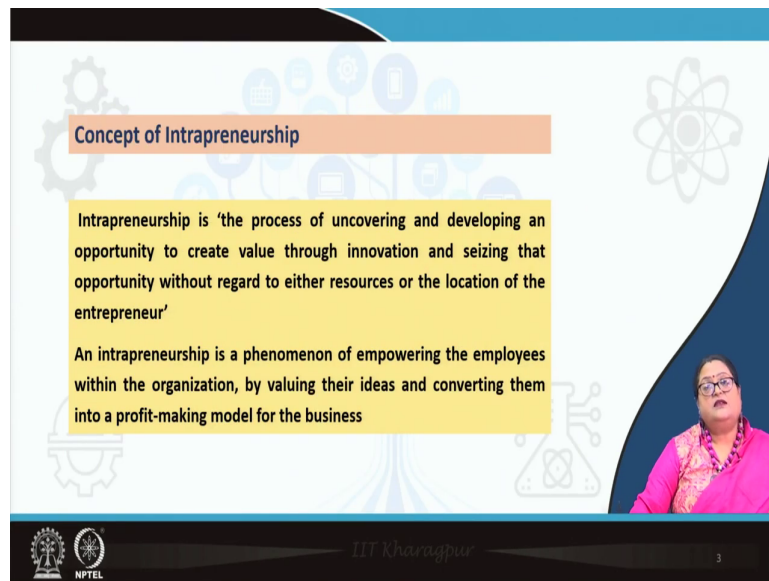
- Intrapreneurship -concept, elements and characteristics,
- Key competencies of intrapreneurship,
- Process of intrapreneurship, basic conflict stimulated in entrepreneurship game,
- Importance of intrapreneurship,
- Advantages of intrapreneurship and
- Basic challenges behind intrapreneurship

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The concepts covered here now are like the intrapreneurship, the concepts element and characteristics, key competencies of an intrapreneurship, processes of intrapreneurship, basic conflicts stimulated in the intrapreneurship game. Importance of intrapreneurship, advantages of intrapreneurship and basic challenges behind intrapreneurship.

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Concept of Intrapreneurship

Intrapreneurship is 'the process of uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to either resources or the location of the entrepreneur'

An intrapreneurship is a phenomenon of empowering the employees within the organization, by valuing their ideas and converting them into a profit-making model for the business

The slide features a light blue background with various icons representing technology and business. A woman in a pink sari is visible in a video inset on the right side. The bottom of the slide includes the IIT Kharagpur and NPTEL logos, the text 'IIT Kharagpur', and the number '3'.

Now, what is intrapreneurship? Intrapreneurship is 'the process of uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to either resources or location of the entrepreneur'. It is a process; it is a phenomena of empowering the employees within the organization by valuing their ideas and converting them into profit-making model for the business.

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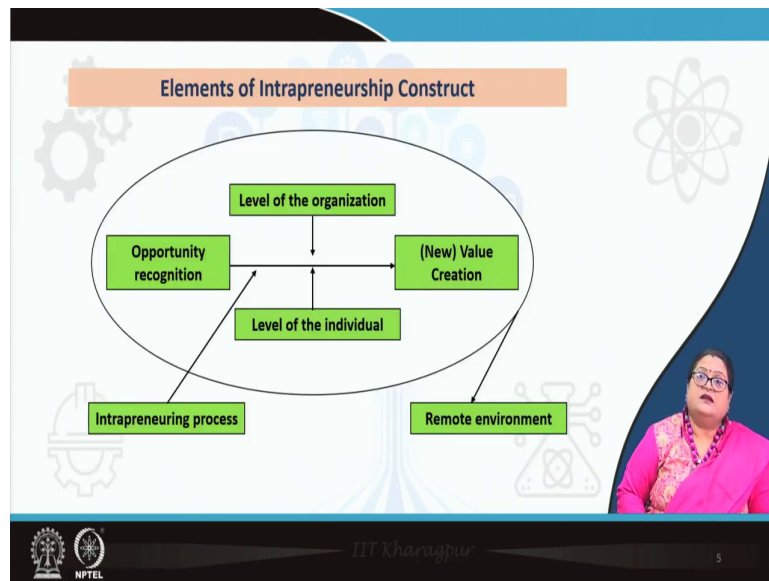
The slide is titled "Concept of Intrapreneurship" and is presented by a woman in a pink sari. The content is as follows:

- Concept of Intrapreneurship**
- Entrepreneur-**
 - Game changing mentality
 - Freedom
 - Runs their own company
- Intrapreneur-**
 - An employee
 - Value creator
 - Answers to an owner, not their own self.

At the bottom of the slide, there are logos for IIT Kharagpur and NPTEL, and the text "IIT Kharagpur" is visible.

Now, what is entrepreneurship intrapreneurship? If you talk of entrepreneur and qualities of an entrepreneur, it is a game changing mentality, it is the freedom and they run their own company. If you talk of intrapreneur, the main thing is first their employee, they are, but again, they are the value creator, answers to and owners not their own self, like they are like reporting to the owner and not to their own self.

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Now, what are the elements of an intrapreneurship construct? So, what you find? There is like a chain between opportunity recognition and the new value creation and then it happens in the context of like the organizational environment beyond which there is a remote environment. So, the opportunity recognition through the intrapreneurship process transforms into a new value creation. And it is moderated; this is moderated by the levels of the organization and the level of the individual.

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Characteristics of Intrapreneurship

Some important characteristics are as follows:

- Innovative approach
- Restoration concept
- Mutual benefit
- Calculated risk
- No investment by intrapreneur
- Profit sharing agreement
- Diversification

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Now, some of the characteristics of intrapreneurship are, it is an innovative approach, it is a restoration concept, it is a mutual benefit, it is considered concept of calculated risk, no investment by intrapreneur, profit sharing agreement and diversification.

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The slide features a light blue background with a dark blue curved border on the right. At the top left, there is a gear icon. The title 'Characteristics of Intrapreneurship' is in a white box with an orange border. The list of characteristics is in a yellow box. A woman in a pink sari is visible in the bottom right corner. The bottom of the slide has logos for IIT Kharagpur and NPTEL, and the number 7.

Characteristics of Intrapreneurship

- **Innovative approach:** a creative initiative for the progress of both the employee and the company
- **Restoration concept:** adds value to an existing company by improving the products, services, methods or perceptions
- **Mutual benefit:** an employee achieves empowerment and self-actualisation; and the company also grows remarkably.
- **Calculated risk:** The risk involved in an intrapreneur's project is well analyzed and planned before it is onboard

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First, we look into a characteristics of the innovative intrapreneurship, which is the innovative approach, it is a creative initiative for the progress of both the employee and the company. Restoration concept; adds value to an existing company by improving the products, services, methods or perceptions.

It is a concept of mutual benefit in which an employee achieves empowerment and self actualization and the company also grows remarkably. Calculated risk take the risk involved in an intrapreneurs project is well analyzed and planned before it is on board. So, you need to take calculated risk.

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The slide features a title 'Characteristics of Intrapreneurship' in an orange box. Below it, a yellow box contains three bullet points. The background is light blue with various icons like gears, a lightbulb, and a network diagram. A woman in a pink sari is visible in the bottom right corner of the slide frame.

Characteristics of Intrapreneurship

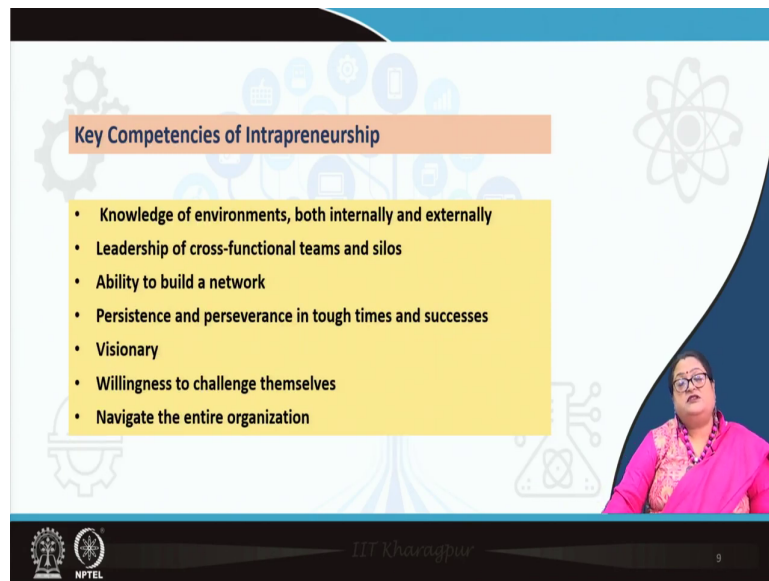
- **No investment by intrapreneur:** The intrapreneur is the brain behind the idea but need not put even a penny into the project.
- **Profit sharing agreement:** In many organizations, a profit-sharing agreement is signed mutually between the company and the employee
- **Diversification:** Intrapreneurship promotes teams with people of different gender, age groups, culture and fields

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There is no investment is the by the intrapreneur, the intrapreneur is the brain behind the idea, but need not put even a penny to the project. Profit sharing agreement in many organizations a profit sharing agreement is signed virtually between the company and the employee. Diversification, intrapreneurship promotes teams with simple like intrapreneurship promotes teams with people who are from different gender, age group, culture and fields.

So, this as many diversification with respect to like the surface level diversity or deep level diversity so, this has to know about the different culture its impact on like the performance of the work to it has people. Because to think differently and like bringing new ideas add new characteristics of perspectives to the work at hand to the product being developed and it enriches the performance and it enriches the deliverables also like new product development etcetera.

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Key Competencies of Intrapreneurship

- Knowledge of environments, both internally and externally
- Leadership of cross-functional teams and silos
- Ability to build a network
- Persistence and perseverance in tough times and successes
- Visionary
- Willingness to challenge themselves
- Navigate the entire organization

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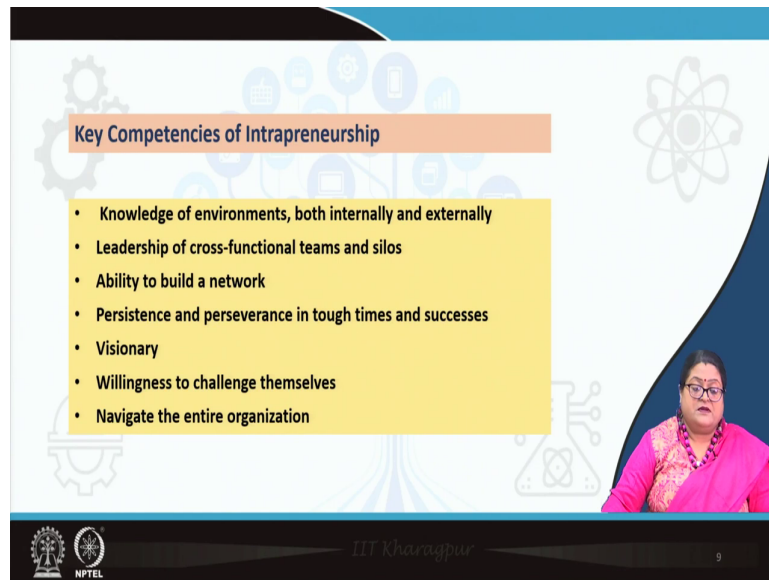
Knowledge of environment both internally and externally leadership of cross functional teams and silos ability to build a network, persistence and perseverance in tough times and succession and successes then one who needs to be a visionary and also willingness to change themselves and navigate the entire organization.

These are some of the key components of intrapreneurship because when you need to understand people when they ask to do something, deliver something new on their own where the leader is maybe supporting from the back the people may somewhat feel stressed under this newly found autonomy.

So, how to gradually like bring in those concepts how to make them slowly like dependence free with free from the dependence of the leader. So, that needs to be practiced. So, and that is

also one of the core competencies of the leader as who is like promoting intrapreneurship in the organization.

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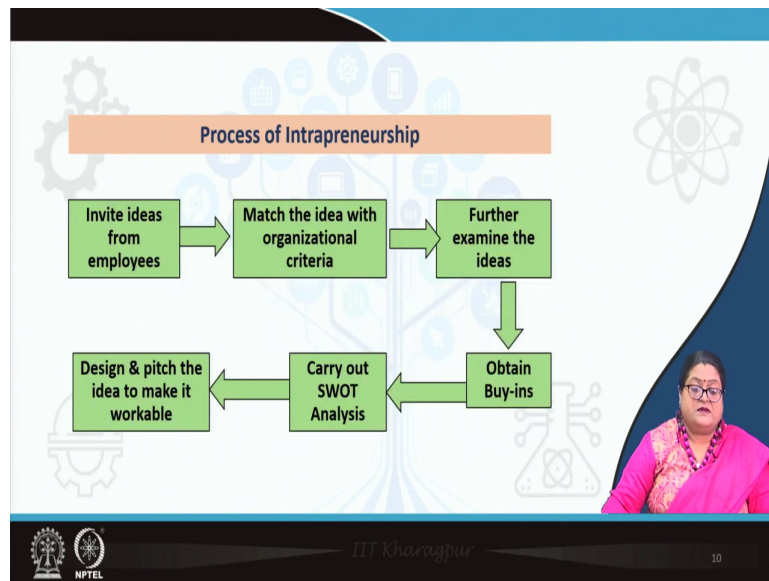


Key Competencies of Intrapreneurship

- Knowledge of environments, both internally and externally
- Leadership of cross-functional teams and silos
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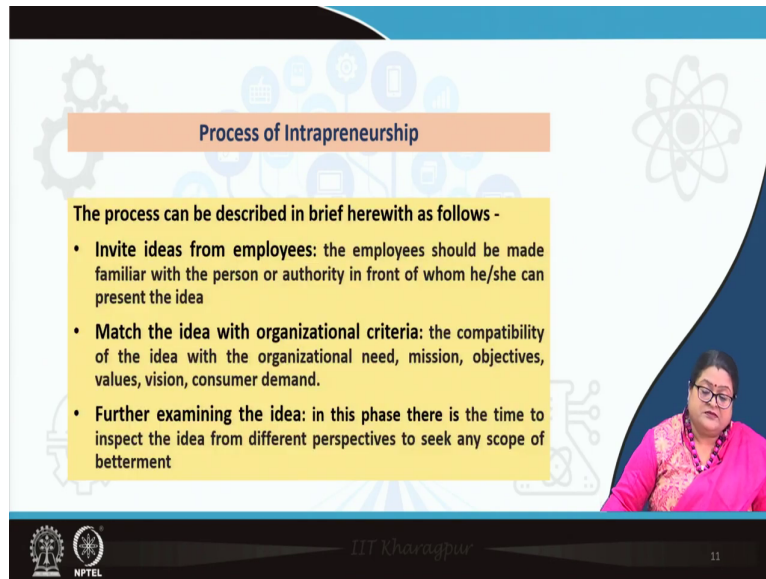
The slide features a background with various icons including gears, a lightbulb, a smartphone, a bar chart, a microscope, and a chemical structure. A video inset in the bottom right corner shows a woman wearing glasses and a pink sari. The footer contains the IIT Kharagpur and NPTEL logos, the text 'IIT Kharagpur', and the number '9'.

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So, now we will look into the process of intrapreneurship. So, invite ideas from employees match the idea with organizational criteria further examine the ideas, obtain the buy-ins, then carry out, SWOT analysis, design and pitch the idea to make it workable. So, these are the like pathway flow chart to be followed even during the process of like understanding intrapreneurship.

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The slide is titled "Process of Intrapreneurship" and is presented by a woman in a pink sari. The slide content is as follows:

Process of Intrapreneurship

The process can be described in brief herewith as follows -

- **Invite ideas from employees:** the employees should be made familiar with the person or authority in front of whom he/she can present the idea
- **Match the idea with organizational criteria:** the compatibility of the idea with the organizational need, mission, objectives, values, vision, consumer demand.
- **Further examining the idea:** in this phase there is the time to inspect the idea from different perspectives to seek any scope of betterment

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So, this process we can describe here as below. So, it invite ideas from employees. The employee should be made familiar with the person or authority in front of whom he she can present the idea. Match the idea with the organizational criteria: The compatibility of the idea with the organizational need, vision, mission objectives, values and the customer demand.

Further examining the idea in this phase there is the time to inspect the idea from different perspectives to seek any scope of betterment that is why when we are talking of diversity, diversity helps in looking at this problem from different perspectives.

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The slide is titled "Process of Intrapreneurship" and features a yellow box with three bullet points. The presenter, a woman in a pink sari, is visible in a video feed on the right side of the slide. The background includes icons of gears, a lightbulb, and a network diagram.

Process of Intrapreneurship

- Obtain buy-ins: it aims at getting the approval on idea implementation from all the related parties like team, associates, investors and even customers.
- Carry out SWOT analysis: The feasibility test of any new project can be done by identifying the SWOT (strengths, weaknesses, opportunities and threats) for both, the idea and the person
- Design and pitch the idea to make it workable: After the idea is well tested for compatibility, applicability and feasibility, it is modified and crafted such that it becomes workable for the organization

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Obtain buy-ins: it aims at getting the approval on idea implementation from all the related parties like team associates, investors and even customers. Carry out, SWOT analysis.

The feasibility test of any new project can be done by identifying the strength, weakness, opportunity and threats for both the idea and the person. Design and pitch the idea to make it workable. After the idea is well tested for compatibility, applicability and feasibility, it is modified and crafted such that it becomes workable for the organization.

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The slide is titled "Basic Conflict Simulated in Intrapreneurship Game". It features two yellow boxes with black text. The left box, titled "The intrapreneur's orientation", lists: Higher degree of newness, radical innovation; Exploration of unknown resources and pathways; Higher level uncertainty acceptance; Long-term orientation, persistence; and Need for flexibility and room to manoeuvre. The right box, titled "The organization's orientation", lists: Lower degree of newness, incremental innovation; Exploitation of existing resources and pathways; Lower level of uncertainty acceptance; Short-term orientation, quick returns; and Planning and formalisation of activities. The slide also includes a small video inset of a woman in a pink sari, the IIT Kharagpur logo, and the NPTEL logo.

The intrapreneur's orientation	The organization's orientation
• Higher degree of newness, radical innovation	• Lower degree of newness, incremental innovation
• Exploration of unknown resources and pathways	• Exploitation of existing resources and pathways
• Higher level uncertainty acceptance	• Lower level of uncertainty acceptance
• Long-term orientation, persistence	• Short-term orientation, quick returns
• Need for flexibility and room to manoeuvre	• Planning and formalisation of activities

Now, there could be some basic conflict which is generated whenever we are talking of entrepreneurship, intrapreneurship and the organizations orientation. That organization where there which may not be very risk taking, may not be open to suggestions. So, there could be like conflict between intrapreneurship, intrapreneurs orientation and this kind of traditional organizations orientation. So, let us have a look into it.

The intrapreneurs orientation is higher degree of newness, radical innovation. The organizations orientation would be lower degree of newness than then incremental innovation. Exploration in intrapreneurship, we are talking of exploration of the unknown and organizations orientation would be like exploration of the existing resources and the pathways. In intrapreneurs orientation, it is higher level of uncertainty acceptance. So, in organizations orientation, it is low level of uncertainty acceptance.

So, whether the organization is risk-averse or not. So, that is going to define uncertainty acceptance also. Long term orientation and persistence of the defining qualities of an intrapreneurs orientation and in the organization, it could be short term orientation and quick returns. Need to for flexibility and room to manoeuvre is the one of the qualities of intrapreneurs orientation, but in case of organizations orientation, it is planning and formalization of the different activities.

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Importance of Intrapreneurship

In the present day context, entrepreneurship helps an organization in many ways so that it has importance like-

- Promotes employee empowerment
- Penetrates new market
- Generates innovative growth
- Promotes economic stability
- Make optimum human resource utilization

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Now, what is the importance of intrapreneurship? In the present day context, entrepreneurship helps an organization in many ways. So, that it has importance like promotes employment, empowerment, penetrates the new market, generates innovative growth. It promotes economic stability and makes optimum human resource utilization.

So, and the employees within the organization having a mindset of entrepreneurs helps in developing intrapreneurs in the organization. So, and if you have to be intrapreneurs within a system, you are generating a new system, then you need to be like empowered for building this up as a different system.

So, it promotes employee empowerment, it helps to penetrate into the new market, but again you need to understand when there is a difference between entrepreneurs and intrapreneurs in the sense entrepreneurs are they are not somewhat constrained or restricted by the parent organizations like framework and guiding rules and principles ethical issues.

So, those are again final differences, then promotes economic stability. So, this is also important than your intrapreneurship helps in doing this and they help in utilizing like the human resource like make optimum human resource utilization.

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Importance of Intrapreneurship

- Promotes employee empowerment by strengthen its bond with the workforce by granting them authority along with responsibility
- Penetrates new market as the intrapreneur's idea sometimes lead to availing of the business opportunities prevailing in the new or existing market
- Generates innovative growth as the idea generation leads to business development, intrapreneurs, thus play vital role to nurture an entity well in the business.

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The promoting employee empowerment by strengthen its bond with the market force by granting them authority along with the responsibility. So, it is very important the employees are given authority and responsibility of their action also. Penetrates new market as a intrapreneurs idea subject lead to a willing of the business opportunities prevailing so, prevailing in the new or existing market.

So, you need to understand like what you want to do, what you want to develop, where you are comfortable, what you are going to ultimately produce and with that the business can try to find out based on this strength of intrapreneurs ideas or the proposal that a person has developed like what is the correct way of placing it in the prevailing or the existing market.

What is the market demand which are point they are stressing in that they want to develop and how we can map the intrapreneurial qualities with those demands of the business.

So, that that will help this penetration of the intra penetration of the organization into the new market with the intrapreneurial intrapreneural ideas will become more easy. Generate innovative growth as the ideal generation leads to business development and entrepreneurs thus play a vital role to nurture any entity well in the business.

So, it is very important like the like entrepreneurs are given the facilities they are given an environment where they can communicate, they can express their feelings and like rebuilt on their ideas because the generation of these business ideas leads to like future business development and so, the intrapreneurs play a vital role to nurture and entity well in the business.

So, whenever we are taking of intrapreneurs they are nurturing a particular idea in the business and once that idea is developed that is like place to the outside environment and we see like whether it generates any like return and it leads to the growth of the organization.

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The slide features a light blue background with various icons representing technology and business. A central orange box contains the title 'Importance of Intrapreneurship'. Below it, a yellow box lists two bullet points. In the bottom right corner, a woman in a pink sari is visible, likely the presenter. The bottom of the slide includes logos for IIT Kharagpur and NPTEL, along with the slide number 16.

Importance of Intrapreneurship

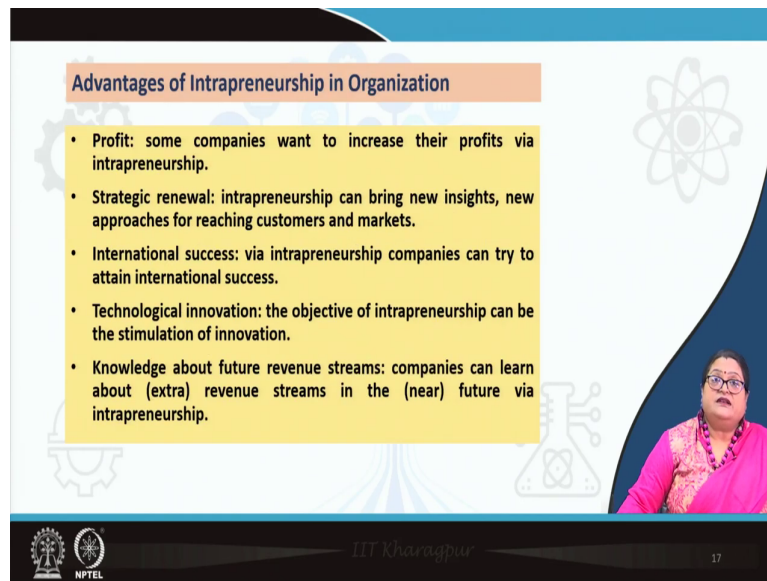
- Promotes economic stability by undertaking to address market instability and economic downturns through rapid innovation
- Make optimum human resource utilization by making opportunity to the employees for outperforming their key responsibility area

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Now, what is the importance of intrapreneurship? It promotes economic stability by undertaking to address marketing stability and economic downturns through rapid innovation. Make optimum human resource utilization by making opportunity to the employees for outperforming that key responsibility areas. So, the human resources who will be doing what kind of work what nature of work so, for how long so, these needs to be well defined.

So, make optimum human resource utilization by making opportunity to the employees for outperforming their key responsibility area. So, and that they will do because they will be engaged in the process they want to continue with the organization and it gives them a like you. It will give them a good feeling like if they have done things beyond expectations also.

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Advantages of Intrapreneurship in Organization

- Profit: some companies want to increase their profits via intrapreneurship.
- Strategic renewal: intrapreneurship can bring new insights, new approaches for reaching customers and markets.
- International success: via intrapreneurship companies can try to attain international success.
- Technological innovation: the objective of intrapreneurship can be the stimulation of innovation.
- Knowledge about future revenue streams: companies can learn about (extra) revenue streams in the (near) future via intrapreneurship.

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Now, the advantages of intrapreneurship in organization is advantages of intrapreneurship in organization is profit. Some companies want to increase their profits via intrapreneurship. Strategic renewal, intrapreneurship can bring in new insight, new approaches for reaching customers and markets. International success via intrapreneurship companies can try to attain international success.

Technological innovation, the objectives of intrapreneurship can be the stimulation of innovation. Knowledge about future revenue streams companies can learn about extra revenue streams in the near future via intrapreneurship.

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Challenges Behind Intrapreneurship in Organization

An organization going to adopt intrapreneurship faces the challenges as noted below:

- Adverse market responses
- Lack of shift of suitable resources
- Talent acquisition problems
- Cultural issues
- Multiple managers/CEOs

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Challenges behind intrapreneurship in organization an organization is going to adopt, who is going to adopt intrapreneurship faces the challenges like adverse market responses. Market is not responding in a proper way or like it is not able to follow the ideas what the intrapreneurs have told because the market may not be conceptually ready for understanding the product that is being developed.

So, lack of shift of suitable resources like when if sometimes the resources for developing this products are not there. So, what you find is it is very difficult to like because it we align to the main functions of the organization to get those resources to function in a separate domain where the people are going to experiment with the ideas may not always be possible.

There could be like talent acquisition problems also like you will like when you are taking in people you do not tell like I am just taking them for intrapreneurship. But again you are

taking people. So, based on their understanding their criteria and the personality pattern their interest. So, like whether they have an intrapreneurial qualities or not.

So, then you have to select for those purposes in the interviews and that may become a cumbersome process. So, the cultural issues could also be there and there will of course, be like the multiple managers every people will be coming up with their own ideas they will try to see the reflection of those ideas in the product developed and it may lead to a tough time.

So, it means to be a balance between your formal structures ways of doing things and flexibility that you can nurture within the organization. So, that intrapreneurship gets generated. So, it is nurtured. So, in a way ambidextrous organizational climate where there is some degree of like flexibility is there, but it is the end things are well defined together will help the in like intrapreneurship to succeed in the organizations environment.

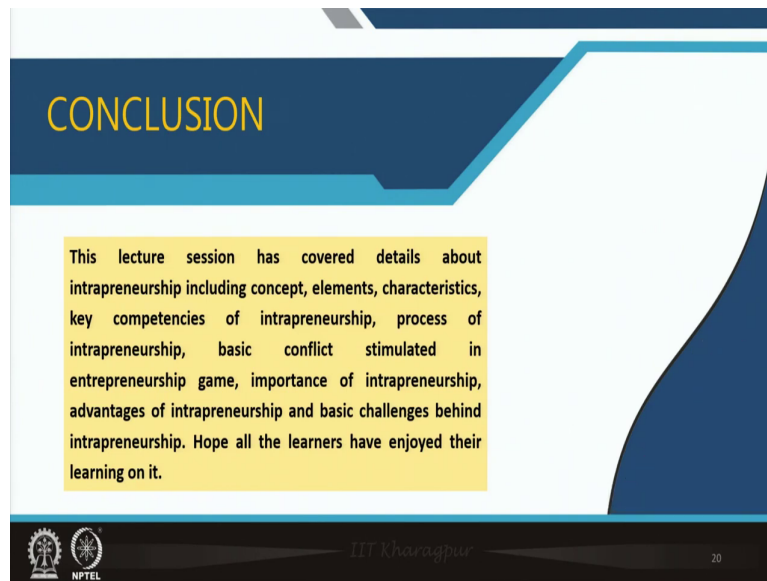
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CONCLUSION

This lecture session has covered details about intrapreneurship including concept, elements, characteristics, key competencies of intrapreneurship, process of intrapreneurship, basic conflict stimulated in intrapreneurship game, importance of intrapreneurship, advantages of intrapreneurship and basic challenges behind intrapreneurship. Hope all the learners have enjoyed their learning on it.

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So, with that we will see the references that have been given for this session and we can conclude like this lecture session has covered details about the intrapreneurship including the concept, elements, characteristics, key competencies of intrapreneurship, process of intrapreneurship basic conflict stimulated in intrapreneurship game importance of intrapreneurship, advantages of intrapreneurship, and basic challenges behind intrapreneurship.

We have also seen how the organization through its various measures can help the intrapreneurs to develop or entrepreneurs to develop within a defined framework of the organization and can organization balance between the flexibility the openness required for the nurturing of the intrapreneurship.

And also, the systematic flow required for daily functions which are repeatable in nature. So, if that blend is possible like this nurturing and fostering the growth of both is possible then the organization is going to flourish also.

So, thank you we will meet you next in the discussions on creativity and the challenges of creativity till then please stay tuned to us happy reading.

Thank you.