Why Implementing Corporate Innovation is So Difficult

Start up and early growth

?  

Rising demand and company growth create need for professional management

Growth through collaboration

New small ventures? Not completely sure why this is called a cycle

Now your company is awesome (?). You have become an innovative factory

Too much bureaucracy. Replace bureaucrats by innovators?

Growth through coordination

Demand for autonomy from lower level managers forces responsibilities and control to be spread

Chaos arises. Centralisation is needed

Growth through delegation
The entrepreneurial organization

Where can entrepreneurship be found?

Traditional R&D
Ad Hoc Venture teams
New venture divisions
Champions and the mainstream
Acquisitions
Outsourcing innovation

Combination: Hybrid approach
Domain framework

Corporate entrepreneurship is driven by four domains:

- **External environment**
  - Competitive intensity, technological change, product/market segmentation, product/market emergence

- **Strategic company leadership**
  - Characteristics, values/beliefs, behaviour

- **Organization conduct / work environment**
  - Strategy, structure, process, culture

- **Company performance**
  - Effectiveness, efficiency, stakeholder satisfaction

---

Innovation/venturing

Corporate entrepreneurship

Strategic renewal
Sustaining framework

Focus on organizations ability to sustain entrepreneurship on ongoing basis

- Demonstrates that sustainability is contingent upon individual members of the organization continuing to undertake innovative activities and positive perceptions of these activities by executive management, which will in turn lead to further allocation of necessary organizational support and resources.
- Demonstrates that sustainability is contingent upon individual members of the organization continuing to undertake innovative activities and positive perceptions of these activities by executive management, which will in turn lead to further allocation of necessary organizational support and resources.
Entrepreneurship is represented as an overall orientation that drives a company. The focus is on ongoing integration of entrepreneurship throughout the organization. Entrepreneurship is seen as the essence of what an organization is about and how it operates.