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### Role of Intrapreneurs in Organizational Success and Failures

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**Abstract:** Intrapreneurship means entrepreneurship within the borders of an existing company. The focus of this paper is to study the qualities of becoming a successful intrapreneur in India and the factors which encourage employees to become intrapreneurs and capitalize on new business ideas. The survey was conducted for 100 intrapreneurs in the growing organizations in Pune. These intrapreneurs were interviewed based on their contributions to the growth of the organization as suggested by the CEOs of the same company. The ordinal data was then transformed and used for analysis. For this, log transformation (monotonic function) was used. Multivariate Linear Regression Analysis (MVLRA) was the statistical tool used. The researchers found that majority of the entrepreneurs are willing to support employees who want to capitalize on a new business opportunity within their company and such employees are highly motivated in doing the challenging tasks in the companies. Start-ups, which are dedicated to excellence, innovation, team spirit and hunger for success, have qualities that create a unique and exciting culture that helps create more intrapreneurs, who in turn make start-ups and some of the most amazing companies in the world. An intrapreneur may not be open to sharing their ideas in environments that do not recognize those responsible for the ideas. The study highlighted that the hard core intrapreneurs showcase most important skills such as persuasion, creativity, and balancing.

**Keywords:** Entrepreneurship, Intrapreneurship, Start-up Companies Culture, SMEs.

#### INTRODUCTION

'Intrapreneurship'- the term was coined by Pinchot in his paper "Intra-Corporate Entrepreneurship" where he pointed out that organizations need entrepreneurial thinking within the company so that they may prosper and grow in the rapidly changing economy. Thus, to put it in simpler words, intrapreneurship means entrepreneurship inside and within the borders of an existing company.

Who is an intrapreneur? He/she is an employee who is given the authority and support to create a new product without having to be bothered about whether or not it (the product) will in reality, become a

source of revenue for the company. Unlike an entrepreneur, who faces personal risk when a product fails to produce revenue, an intrapreneur continues to receive a salary even if the product fails to make it to the production lines.

*Thus, Intrapreneurs* are usually employees within a company who are given the task to work on a special idea or project. Besides, they are instructed to develop the project like an entrepreneur would. **Intrapreneurs** usually have all the resources, facilities and capabilities of the firm at their disposal.

In today's day, corporate strategies focus greatly on innovation. This new approach of 'entrepreneurial thinking' was developed in the nineties during the era of entrepreneurial economy. Constant and continued innovation is the only way in which organizations can compete effectively in domestic as well as international markets. This further depends on the culture and policies of the organizations. Where employees have entrepreneurial attitudes and behaviours, the organizations can improve on all aspects. For Intrapreneurship to be successful, there needs to be entrepreneurial activities which require organizational backing and resource commitments to ensure innovative results. Thus, the emphasis or major thrust of intrapreneurship is developing the entrepreneurial urge within the purview of the organizational.

Intrapreneurship is the urge of entrepreneurship within an established organization. It is a concept related to the entrepreneurial orientation of an organization. In today's corporate environment, the ability of entrepreneurship is becoming volatile, therefore, there is the need to restructure the organization and also inspire it with a new spirit of intrapreneurship. Intrapreneurs work within organizations to develop new products, encourage innovation and strengthen the employee morale. There have been numerous examples of this such as great innovators like Steve Jobs and Mark Zuckerberg of Facebook. Their entrepreneurial spirit and skills helped them create the Xbox, iPod and tablet. These are the best examples known of Intrapreneurship.

### **ENTREPRENEUR V/S INTRAPRENEUR**

As defined by Gifford Pinchot (1985), "Intrapreneur is an Entrepreneur within an already established organization". An entrepreneur is one, who initiates a new venture, innovates a new idea, takes all kinds of risks, and then comes up with new products or services. Whilst, on the other hand, an intrapreneur is an existing employee of an organization and showcases his or her initiatives in innovation and creativity in the company's products and services, with the objective of transforming them into a successful venture of the enterprise.

The major differences between an entrepreneur and intrapreneur are as follows:

- An entrepreneur is independent in his operations, while an intrapreneur depends on the owner or head of the organization.
- An entrepreneur bears the entire risk while he initiates the venture. On the other hand, the intrapreneur has not to bear the risk fully. In his case, the risk is borne by the enterprise or the organization.
- An entrepreneur has to himself/herself fund or raise capital for the venture. On the other hand, the intrapreneur is given funds by the organization in which he/she works.

- An entrepreneur works outside the organization, i.e., he/she establishes a new company by himself/ herself. Whilst, an intrapreneur operates within the organization, where he or she is currently working.
- An entrepreneur's basic motive is to successfully enter the present market and carve a niche for his/ her enterprise. On the contrary, an intrapreneur works towards bringing in, innovation, productivity and creativity within the existing organization.

### **SCOPE AND SIGNIFICANCE OF INTRAPRENEURSHIP**

Entrepreneurs are those who come up with some business idea and start their business ventures. While, intrapreneurs assist the existing business to expand, diversify and grow. In today's age, intrapreneurship is very important.

Intrapreneurship is prevalent in start-ups as well as in big IT companies like Google and Apple. The Head and CEO of Apple, Steve Jobs for example, started as an intrapreneur in Apple Inc. and came up with Mac PC. Google also had intrapreneurs who came up with a lot of new products and services. With Steve Jobs' intrapreneural abilities, Apple Inc. Company benefitted and together with this, its employees and its customers across the world have also benefitted. In the early 1980s, within Apple Inc., it was Steve Jobs, who started intrapreneurship and came out with the Macintosh computer, popularly known as Mac. Steve Jobs thus demonstrated clearly the virtue of being a very good intrapreneur, although his creativity and independence started becoming a cult within Apple computers.

Another well known example is that of Google's Innovation Time Off intrapreneurship program, which empowers and encourages its employees to spend 20% of their work time on projects that interest them and they think will benefit Google and their customers. This works from the bottom up, without organizational bureaucracy or bottlenecks. Several of Google's products and services like Gmail, Google news, Orkut and AdSense have originated from Google's Innovation Time Off intrapreneurship program.

This shows that intrapreneurship is not new, and has shown great results in the past. Intrapreneurship this is very critical and important for an organization's growth and development.

### **OBJECTIVES OF THIS PAPER**

There are two objectives of the study are:

- To determine the factors which encourage companies to embrace the idea of allowing their employees to become intrapreneurs and capitalize on new business ideas in India.
- To assess the qualities to being a successful intrapreneur in India.

### **LIMITATIONS OF THE PAPER**

There is very less secondary data available on intrapreneurship. Thus, there is high dependency on primary data and respondents' views.

## REVIEW OF LITERATURE

To support the concepts and identify the gaps in the previous work done in this field, various research papers and articles were reviewed.

Anupama Gupta and Nidhi Shrivastava (August 2013), in their paper “*An Exploratory Study of Factors Affecting Intrapreneurship*” studied various attributes of intrapreneurs and analysed the multi-dimensional approach which would stimulate intrapreneurs and orient employees. These were leadership, flexibility, organizational culture, etc. They concluded that intrapreneurship has a definite positive effect on growth, wealth and profitability of a company.

In their paper “*Entrepreneur, Entrepreneurship and Intrapreneurship: A Literature Review*”, Otilia Cadar and Daniel Badilescu (December 2015) attempted to review and come out with varied approaches for a sound understanding and working of intrapreneurship. They explained that there exists only a thin line between entrepreneurship and intrapreneurship and they further analysed the same to understand the meaning and significance of the two concepts.

In their paper *Conceptualizing Entrepreneurial Employee Behaviour*, the authors Jeroen De Jong and Sander Wennerkers (May 2009) attempted to understand employee behaviour. They discussed intrapreneurship as related to the major activities which included generation of ideas, availing of opportunity, designing new products, building coalition internally, planning, organizing, acquisition of resources etc. Here again, the authors have elaborated on the similarities and differences between entrepreneurs and intrapreneurs.

Macau, Chao, Ping- Yi, Sheu and Huai- Zhi presented their paper ‘*A Research Review on Entrepreneurial and Intrapreneurial Characteristics*’ at the International Conference on Electronic Business. In this, the authors revisited previous work done on similarities and differences in entrepreneurship and intrapreneurship. They observed that entrepreneurs tend to take higher risks and higher uncertainty bearing. On the contrary, intrapreneurs are way ahead in communication and leadership techniques. Through their research, the authors were able to provide practical references to managers and intrapreneurs to be able to carry out personnel filtering, framing policies and training.

‘*Entrepreneurship versus Intrapreneurship*’, is yet another research paper presented by Veronica Maier and Cristiana Pop Zenovia in 2011 in which once again the similarities and dissimilarities between intrapreneurship and entrepreneurship have been pinpointed. They further analysed the myriad of qualities and parameters which would help in successful intrapreneurship.

Two distinct contributions have been made to the existing literature through the paper by Bosmaa et al. Firstly, it compares international research on intrapreneurship in low and high income countries, and secondly, it provides insight into the interesting relationship between independent entrepreneurship and intrapreneurship at both, the individual level and the national level. Their major conclusion is that intrapreneurship, as per the accepted definition is not a widespread phenomenon. When considering averages, less than 5% of corporate employees become intrapreneurs. Besides, the incidence of intrapreneurship among the adult population is, on an average, considerably lower than that of early-stage entrepreneurial activity. The prevalence of intrapreneurship is almost twice as high in high income countries than in low income countries. This can be attributed to the fact that there is a combination of a relatively high percentage of adults working in multiperson organizations in high income countries, and there are higher levels of

autonomy among employees in high income countries. The authors analysed the relationship between independent entrepreneurship and intrapreneurship at the micro (individual) level as well as at the macro (national) level. It revealed that at an individual level, intrapreneurs are most likely to have intentions of starting a new independent business than do other employees. However, the researchers found a decided Correlation that was negative between 1) intrapreneurship and 2) early stage macro level entrepreneurship activity.

A possible explanation for such contrasting outcomes could be the diverging effect of per capita income on intrapreneurship (positive effect) and on early-stage entrepreneurial activity (negative effect). The same underlying characteristics drive the level of entrepreneurial activity, but its manifestation (i.e. entrepreneurship or intrapreneurship) depends largely on the economic and institutional context of the aspiring individuals involved.

Lavoie, Oster, Duke and Boland Jones also speak on intrapreneurship. in his article '*Inspire Innovators to Step Up at Your Company with Transparency*' is of the opinion that those people who are intrapreneurially-minded, think and act like entrepreneurs, but their ideas can help a company grow. By promoting intrapreneurship within an organization, the management can help the company grow to new levels of success and innovation. Many people possess intrapreneurial skills, but it is not everyone who knows how to hone them. Therefore, it is up to the top management and leaders to use and cultivate, hone in and strategically unleash these skills. Lavoie goes on to say that intrapreneurship can be fostered in any organization by the following ways: **keeping communication lines open, supporting disruptive innovation with clear lines of authority and managing and fostering an innovative culture.**

In his article *Entrepreneurs Need Intrapreneurs to Make Their Company Great*, Katelyn Oster talks about the qualities needed by an intrapreneur to market himself/herself as an intrapreneur. These qualities include, first of all, being bold and confident. One should strive to be a walking advertisement for one's business. Instead of looking at an intrapreneurship venture as a risk, one should focus on the potential rewards to be got. Thenceforth, that passion, that and all that dedication can then be used for the benefit of one's company. Phil La Duke in his article *Want to Change the World? Maybe Try Being an Intrapreneur* observed that there are advantages to being an intrapreneur before becoming an entrepreneur. Intrapreneurs can earn together with learning and at the same time face lower risk than an entrepreneur. Intrapreneurs are usually top performers and excel in the corporate environment. In his article '*5 Most-Have Skills of Intrapreneurs Inside Their Grown-up Start-ups*' Boland Jones spoke about the five unique skills that each aspiring intrapreneur must hone in order to be successful. These are persuasion, creativity, balance, avid listening and to know how to cope with failure.

Sayed and Gazdar used a sample of 101 managers, made an attempt to assess and validate the Intrapreneurship Scale developed by Lessem way back in 1988. This scale comprised of seven conceptually defined dimensions, which are, adventurer, innovator, designer (enabler), leader, entrepreneur, change agent and animateur. They concluded that the relevance and usefulness of four out of seven dimensions could be established by the alpha coefficients at the item level as well as the overall alpha and split half reliabilities. These four items were: adventurer, innovator, entrepreneur and animateur. The subscale of the other three dimensions, i.e., designer, leader and change agent however, showed relatively poor consistency estimates. Hence regarding the possibility of all future researches, the authors suggested that there is a need to assess

more extensively the intrinsic properties of the Intrapreneurship Scale by using not the ordinal level measurement but the interval level measurement.

The above papers and articles talk about the various qualities which help intrapreneurs succeed in their respective fields. In this paper, the authors have taken into consideration seven factors, which can have probable impact on organizations.

### **METHODOLOGY AND DATA COLLECTION**

The survey was conducted for 100 intrapreneurs in the growing organizations in Pune. Pune was chosen because Pune ranks first when it comes to start-ups, followed by Bangalore and Indore. These intrapreneurs were interviewed based on their contributions to the growth of the organization as suggested by the CEOs of the same company. A questionnaire was prepared in order to get candid replies from the respondents. The Likert scale was used to obtain the satisfaction level ranging from highly satisfied to highly dissatisfied. It was also descriptive in nature and the responses were described in the form of 4-5 lines.

### **DATA ANALYSIS AND RESULTS**

The factors which encouraged companies to embrace the idea of allowing their employees to become intrapreneurs and capitalize on new business ideas in India depend on the qualities that an individual employee-intrapreneur showcased. As an outcome of the study, the researchers were confident that the seven factors mentioned below would be the final predictors which would predict the dependent variable.

- a) Persuasion,
- b) Creativity,
- c) Balance,
- d) Listening,
- e) Passion,
- f) Optimism and
- g) Risk Taking Ability.

For primary data collection, researchers had prepared a questionnaire and administered it to 100 respondents. The Likert scale on a five point scale was used to measure the seven variables listed above. The scale ranged from highly satisfied to highly dissatisfied. To be able to make the model of student satisfaction, MVLRA- Multivariate Linear Regression Analysis was thought to be the most appropriate tool to use since the distribution of data was normal. Log transformation was used for verifying that the data was normally distributed. The dependant variable was the company's encouragement and inspiration for intrapreneurship development.

Persuasion by itself accounts for variance up to 82.3%. However, when the other remaining parameters are put together i.e., creativity, balance, listening, passion, optimism, and risk taking ability, they account for almost 99% of the variance. This infers that in order to explain a company's encouragement and help for intrapreneurship within, all these independent variables must be considered together, only then will there arrive a perfect fit.

**Table 1**  
**Change Analysis of R<sup>2</sup>**

Parameters	R	R <sup>2</sup>	Change Statistics						
			Adjusted R <sup>2</sup>	Estimate's Standard error	R <sup>2</sup> Change	F Change	Df1	df2	Significance F Change
a.	.907(a)	.823	.821	.0843509	.823	455.516	1	98	.000
b.	.962(b)	.926	.924	.0548220	.103	135.004	1	97	.000
c.	.977(c)	.955	.953	.0431677	.029	60.446	1	96	.000
d.	.979(d)	.958	.957	.0415315	.004	8.713	1	95	.004
e.	.985(e)	.970	.969	.0352992	.012	37.507	1	94	.000
f.	.986(f)	.973	.971	.0339904	.002	8.379	1	93	.005
g.	1.000(g)	.999	.999	.0056484	.027	3275.733	1	92	.000

a. Predictors: (Constant), Persuasion; b. Predictors: (Constant), Creativity; c. Predictors: (Constant), Balance; d. Predictors: (Constant), Listening; e. Predictors: (Constant), Passion; f. Predictors: (Constant), Optimism; g. Predictors: (Constant), Risk Taking Ability; h. Dependent Variable: Company's Encouragement

**PARAMETERS OF THE MODEL**

The parameters of the model are discussed next. Persuasion being the first parameter and going down the hierarchy, all parameters are considered for the final model in order to make a significant contribution in predicting the total sum of the company's encouragement and initial help for Intrapreneurship within. So we will look only at the lower part of the table.

**Table 2**  
**Unstandardized and Standardized Coefficients**

Model	Coefficients as Unstandardized		Coefficients as Standardized		t'	Significance
	B	Standard Error	Beta			
h.	Constant	.043	.005		9.157	.000
	Persuasion	.143	.007	.188	19.741	.000
	Creativity	.101	.006	.162	16.289	.000
	Balance	.098	.007	.098	14.381	.000
	Listening	.097	.006	.148	15.038	.000
	Passion	.270	.006	.314	48.707	.000
	Optimism	.122	.006	.174	20.006	.000
	Risk Taking Ability	.134	.002	.183	57.234	.000

a Dependent Variable: Company's encouragement and help for intrapreneurship within

Based on the MVLR (multi-variate linear regression), the model of linear regression evolved to predict the company's encouragement and initial help for Intrapreneurship, is as given below:

$$B=0.043 + 0.143 A_1 + 0.101 A_2 + 0.098 A_3 + 0.097 A_4 + 0.270 A_5 + 0.122 A_6 + 0.134 A_7$$

Explanation of A and B is as given below:

**B** = Company's encouragement for Intrapreneurship within,

A<sub>1</sub> = Persuasion

A<sub>2</sub> = Creativity

A<sub>3</sub> = Balance

A<sub>4</sub> = Listening

A<sub>5</sub> = Passion

A<sub>6</sub> = Optimism

A<sub>7</sub> = Risk Taking Ability

The person who establishes the new intrapreneurial risks also has to be a visionary leader, who anticipates big dreams and innovates his own characteristics. It was observed that the intrapreneurs are taking the energy from their psychological and physical abilities. With creativity they express their potential and they make the projects successful. Intrapreneurs are flexible by nature and are thus able to outrun the obstacles in the organization. A successful intrapreneur requires not only understanding of all aspects of the external environment; he/she must be in a position to navigate through the large, and many times maze-like, internal corporate environment which invariably gets weighed down with politics.

Launching a new product or service to market can be much more difficult within a corporate environment which is forced to follow company policy or lengthy approval processes. In order to overcome this challenge, a successful intrapreneur requires to be a visionary leader. They must have dreams and be able to overcome obstacles to achieving it by passing on the dream to others. This 'out of the box' thinking is mandatory as corporate entrepreneurs encourage change and challenge the current way of doing things through creative management styles. Bringing innovative ideas to the market within big companies normally requires the knowledge, talent, and skills of employees from many different departments. Intrapreneurs also need contemporary skills in diplomacy and the ability to drive multi-disciplinary workforce. It is rightfully said by Hisrich et al., (2010) - "A good corporate entrepreneur makes everyone a hero". They do it by building a coalition of trusted advisors and supporters within the company who are open and honest, sharing credit wisely. The assistance and encouragement from their professional-support network will help the intrapreneur persevere in the face of obstacles and adversity. Even though generating innovative ideas becomes more difficult as organizations grow in size and complexity. Intrapreneurs can focus on cultivating these important characteristics and skills effectively leads to rapid growth of organizations. Intrapreneurship is helpful in fuelling the overall development of an organization. The intrapreneurial abilities are worth a lot for the development of an individual and organizations at large. Manufacturing organizations have strongly experienced the positive impact of Intrapreneurship on sustainable development of their respective business activities. The support to intrapreneurship results into improvement in productivity and cost effective services to the customers. Intrapreneurial skills boost the teamwork; accelerate a culture of motivation and empowerment among employees, which eventually can result in increased revenue.



## CONCLUSION

Today, the world has moved a step ahead from entrepreneurship to intrapreneurship. The present study was carried out with the objectives of studying the qualities needed for becoming a successful intrapreneur in India and the factors which encourage employees to become intrapreneurs and therefore capitalize on new business ideas. It was found out that majority of the entrepreneurs very willing to support their employees who want to capitalize on a new business opportunity within their company and such employees are highly motivated in doing challenging tasks in the companies. Entrepreneurs who support employees instead of constraining them cater to their entrepreneurial spirit, allowing them to feel like they are making a big impact, regardless of age. There are millions of startups that crop up every year, but only a small percentage of those companies last beyond their first year, and an even smaller percentage of those successes thrive and still few rise to be a huge success. There are, however, some distinguishing characteristics that most startups which have reasonable success seem to have in common; a dedication to excellence, a dedication to innovation, a focus on team input, and a distinctive drive that stems from a hunger for success. All these qualities combine into a unique and exciting culture that helps to create able intrapreneurs who in their turn make startups some of the most exciting and amazing companies in the world. It is generally seen that an intrapreneur is not open to sharing his/her idea in corporate environments that do not recognize those responsible for the ideas. This would then lead to a less inspired environment hence an open line of communication is required. A worker who has the tendency to out-perform his peers on account of his steadfast drive, who treats companies with the understanding and respect they deserve and has ownership (treating a company as if it was his own), in such a scenario, it is correct to call such employees as intrapreneurs. Through the present study, the researchers observed that hard core intrapreneurs showcased the most important skills such as persuasion, creativity and balancing.

Successful organizations have dynamic people who are the initiators of new ideas and these people lead to entrepreneurial spirit. Intrapreneurs are seen to be a definite social change agent and they always believe that there is a better way to do it which leads to commitment to innovation. Intrapreneurs are propelled by the risk factor, they are able to foresee the glory and fortune on the other side of the challenge, hence, they undertake the risk and seek the rewards. Likewise, they have an appetite for challenges, so they run towards the roar of any competitive situation and perceive competition as an opportunity rather than an obstacle. They possess immense confidence and self-esteem so are able to handle a new idea as a failed project since they are secure in their abilities as an ideator and activator and confident of eventual success!

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