

The background features a white grid of small dots. Overlaid on this grid are numerous diagonal bars and circles in various colors including red, green, blue, orange, pink, and dark blue. The bars vary in length and thickness, creating a dynamic, abstract pattern.

The ultimate guide to launching an intrapreneurship program



SCHOOLAB
PARIS - SAN FRANCISCO - HO CHI MINH CITY

The authors



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Bouchard, Ph.D.**

- Professor of Strategy and Organization at **emlyon business school**
- Studies in Intrapreneurship since 2001 based on analysis of and comparison between concrete cases
- Teacher of intrapreneurship since 2005
- Author of a number of publications
- Founder of the Institut de l'Intrapreneuriat



**Guilain
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- Partner & Head of intrapreneurship programs at **Schoolab**
- Developing and operating guidance programs for 15+ companies.
- Founder of the Club des Intrapreneurs (200+ alumni from programs operated by the Schoolab)
- Has launched and operated acceleration programs for startups

Why this white paper?



We are both professionals in guiding intrapreneurs and companies in the implementation of this type of program. We have assembled our operational, strategic and academic expertise to help you understand intrapreneurship and project it into your organization.

Because we are convinced that intrapreneurship begins with an in-depth thought process about its aims, its positioning inside the company, its sponsorship and its value proposal. We are offering you elements to structure the framework for your approach, its stakeholders and operational methods. We believe that it is only through the alignment and coherence of these different elements that intrapreneurship can sustainably take root in your organizations.



Véronique and Guilain



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Why launch an intrapreneurship program?

Definitions

Intrapreneurship

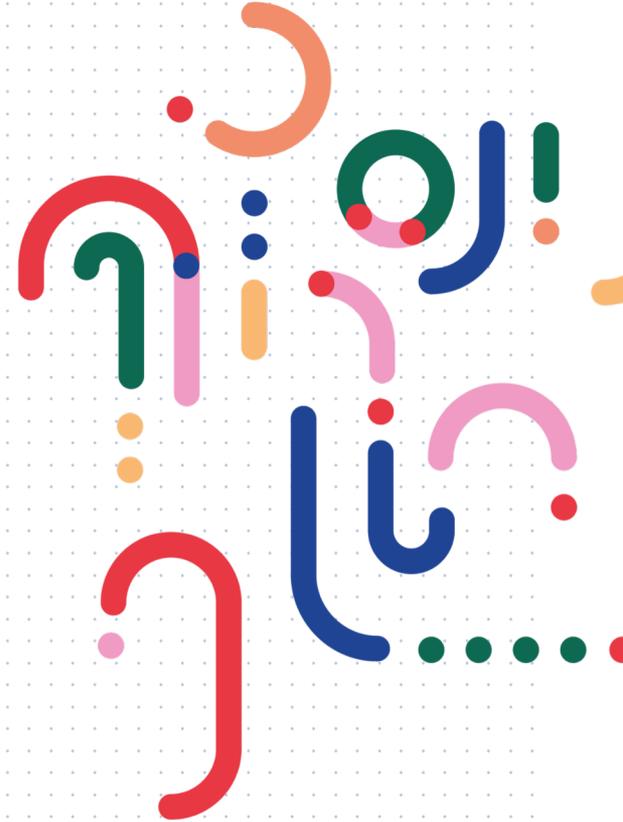
“An approach through which one or several employees, in association with their organization, take the initiative to engage upon and lead innovative activities that create value. “

(DGE Work group, 2019)

Intrapreneurship Program

“A set of resources, actions, processes, managerial tools and organizational formats implemented to encourage the adoption of entrepreneurial approaches inside established companies. “

(Bouchard, 2013)



A well established phenomenon

1983

First scientific observation of the intrapreneurial process
(Burgelman, 1983)

1990

First scientific observation of an intrapreneurial program
(Kanter et al., 1990)

Three boom periods:

- The second half of the 1980s (deregulation in the USA)
- The turn of the century (internet revolution)
- The 2010s (digital revolution)

Burgelman, R.A. (1983), "A process model of internal corporate venturing in the diversified major firm," *Administrative Science Quarterly*, 28/2: 223-244.

Kanter, R. M., North, J., Bernstein, A. P., & Williamson, A. (1990). "Engines of Progress: Designing and Running Entrepreneurial Vehicles in Established Companies." *Journal of Business Venturing*(6): 415.

The dual challenge facing companies

Human capital

Strong pressure on talent acquisition and retention

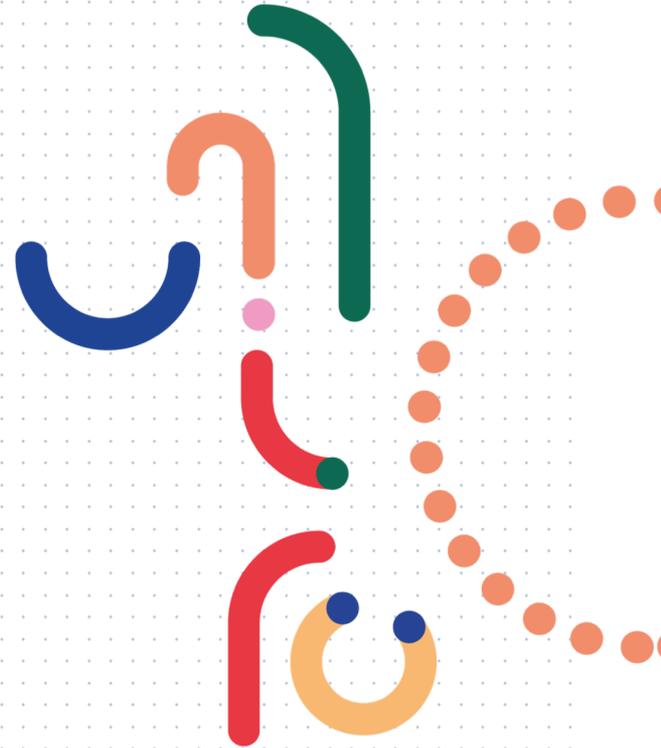
Necessity to get employees to engage with the company project

Performance

Necessity for **360° innovation**

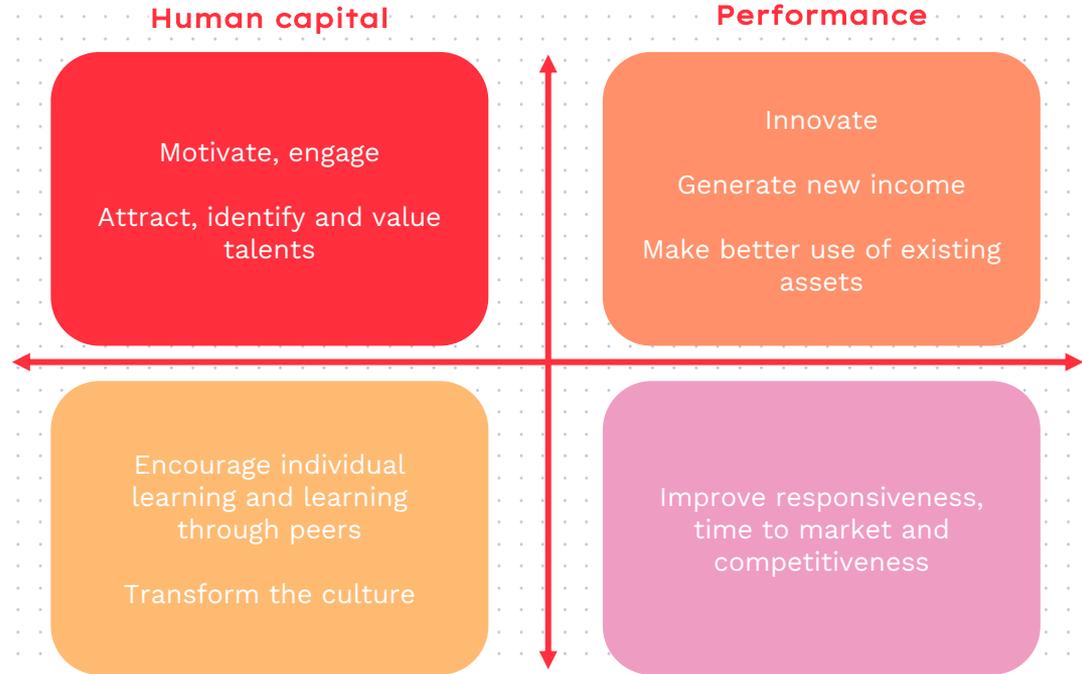
- Incremental innovation and adjacent innovation and rupture innovation
- Corporate venturing and open innovation and internal innovation

Demand for competitiveness faced with new arrivals that are agile and disruptive



The benefits of intrapreneurship

In the face of these challenges, intrapreneurship may be an appropriate solution. Intrapreneurship can also serve as a sandbox to test new models of organization and management adapted to the expectations of Generation Z* (autonomy and meaning, irregular career trajectory, change in the relationship of subordination).



The benefits of intrapreneurship

The benefits of intrapreneurship are significant, but strongly reliant on the culture of each company, the correct alignment between the objectives and the means implemented and the conditions of deployment.

The objective of this White Paper is to provide you with **keys and tools to build an intrapreneurship program** that is perfectly suited to your organization and your objectives.



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Are the conditions favorable for the deployment of intrapreneurship?

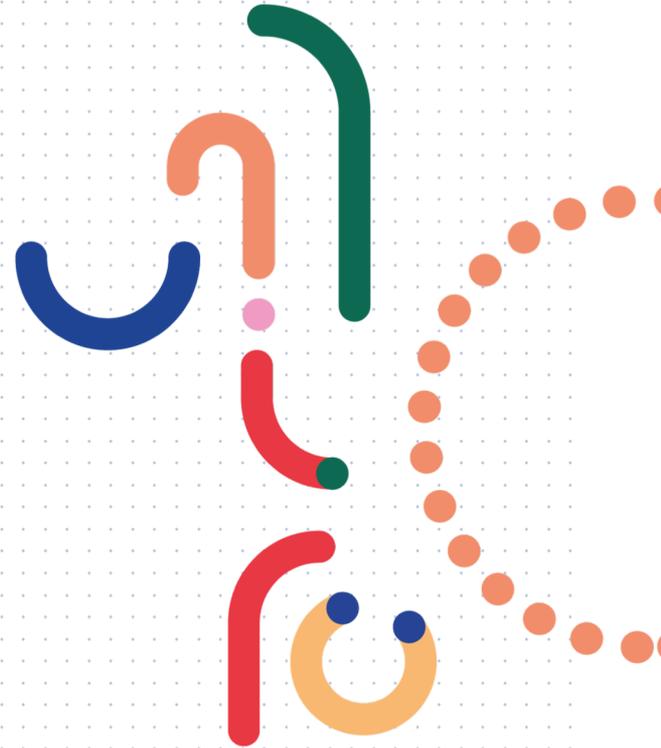
The internal and external conditions for intrapreneurship

Internally, the enemies of intrapreneurship are:

- Leaders who do not believe in it or picture it as a marketing operation
- Short term orientation
- Very rigid budgetary constraints/procedures
- ...
- Long and complicated decision processes
- An organization in silos

External conditions:

Research shows that the most favorable conditions for the deployment of intrapreneurship are those of a state of “moderate stress”: the company is under threat from external factors but it still has the resources to act and wants to mobilize them “differently”.



The internal and external conditions for intrapreneurship

Internal conditions

In your current context, identify the internal opportunities and obstacles

External conditions

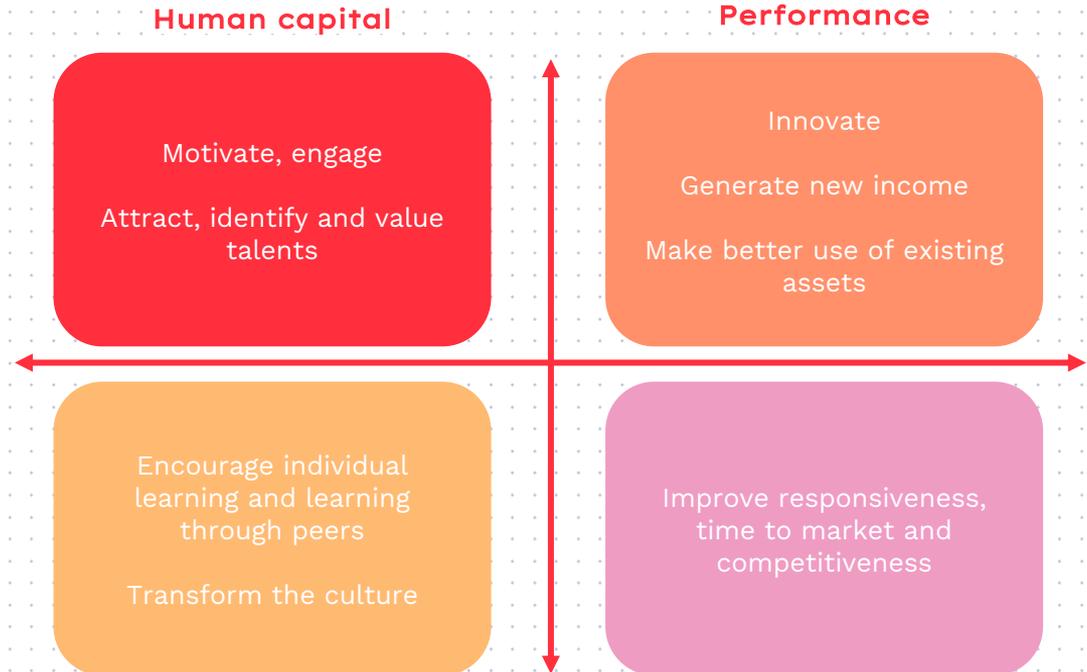
In your current context, identify the external opportunities and obstacles

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What are the aims of your intrapreneurship program and its positioning inside the company?

The benefits of intrapreneurship

All of these benefits cannot be achieved with just one program!



The major upstream decisions and choices

You cannot achieve all of the benefits of intrapreneurship simultaneously. That is why very ambitious business results are not compatible with diffuse employee engagement and the cultural transformation of the company. Focusing on innovation involving rupture implies organizational devices that are not really compatible with large-scale contribution, which is better associated with incremental innovation. Finally, a choice must be made between being open to any innovative idea as long as it creates value and focusing on a specific theme (digitization, transformation of the supply chain, etc.)

Cultural transformation,
employee engagement



Business and time to
market results

Incremental innovation



Adjacent
innovation



Disruptive innovation

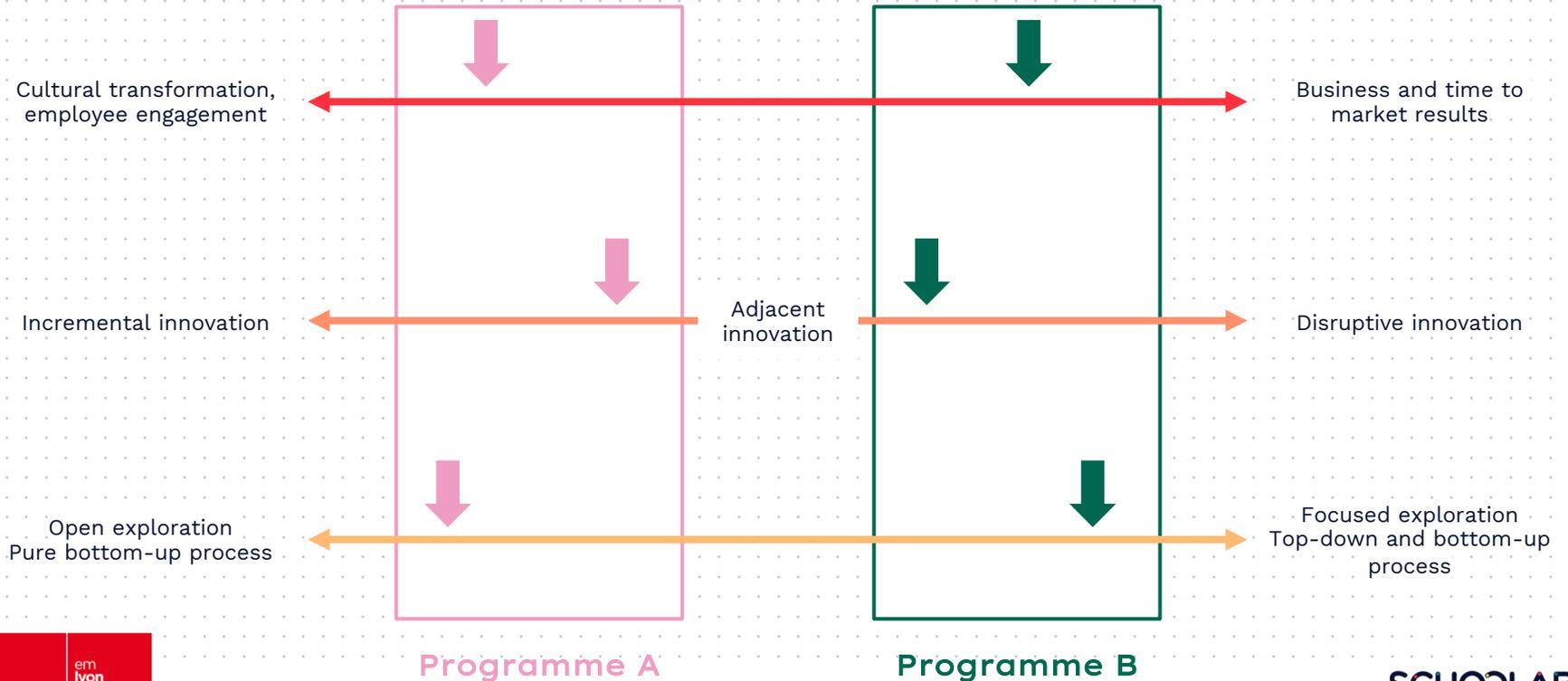
Open exploration
Pure bottom-up process



Focused exploration
Top-down and bottom-up
process

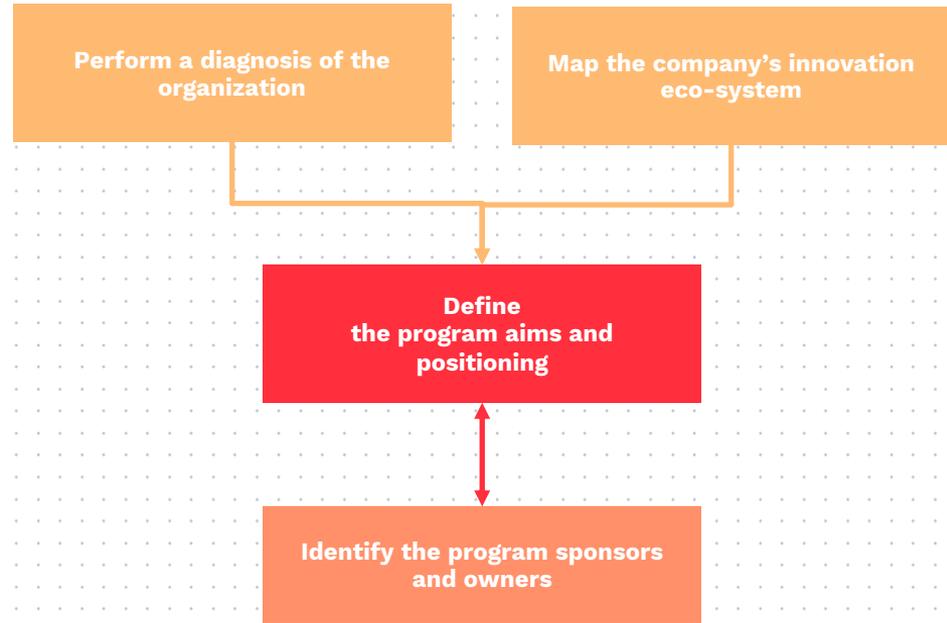
The major upstream decisions and choices

Designing an intrapreneurship program therefore requires clarity when it comes to the aims and making certain structural choices upstream.



Program aims and positioning

The aims of an intrapreneurship program depend on the “problems” of the organization and the positioning of its pre-existing innovation organizational devices. The sponsors of the program should be aligned with the aims and vice versa.



Perform a diagnosis of the organization

Profile of the organization	Main problem	Aims of the program	Critical aspects of the program
Devitalized	Degraded atmosphere (further to mergers-acquisitions for example), low motivation and engagement, absence of initiatives	Improve motivation and engagement among all personnel, stimulate initiatives	Accessibility, visibility, simplicity, proven successes.
Rigid	The processes and circuits in place do not allow opportunities to be seized because they are slow and complex	Reduce time to market, improve responsiveness and competitiveness	Should provide autonomy and “protection” to intrapreneurs while maintaining links to stakeholders
Inventive	The company has important under-exploited assets (inventions, patents, know-how, expertise)	Improve asset yield, generate new sources of income	Mechanism for identifying projects; project and intrapreneur selection criteria; governance
Disrupted	The company is facing a major transformation in its competitive, regulatory or technological environment	Transform the company vision and culture: embrace the new, experiment, innovate, collaborate	Should provide autonomy, clear markers and encourage links with relevant eco-systems
Proliferating	The company possesses proprietary technology that can be adapted into a multitude of products and applications	Accelerate and intensify the development of new products/services; accelerate internal growth	The intrapreneurial approach should become standard. All aspects of the organization should be re-designated as a consequence.

Map the corporate innovation eco-system

Very often, the company has already implemented one or several innovation organizational devices.

The success of a new program will depend on its positioning in relation to the existing devices and the links that it maintains with them.

Make a map of all the current and past innovation organizational devices

Participative innovation
Open innovation
Corporate venturing
Innovation studios/labs
Other intrapreneurship programs

Analyze the current and past innovation organizational devices

Aims
Mode of operation
Strengths and weaknesses
Governance
Links

Position the new program in the eco-system

How is it different?
How is it better?
What are the cross-cutting areas (conflict)?
How is it complementary?

Identify the program “sponsors” and “owners”

The sponsors finance, promote and assess the program

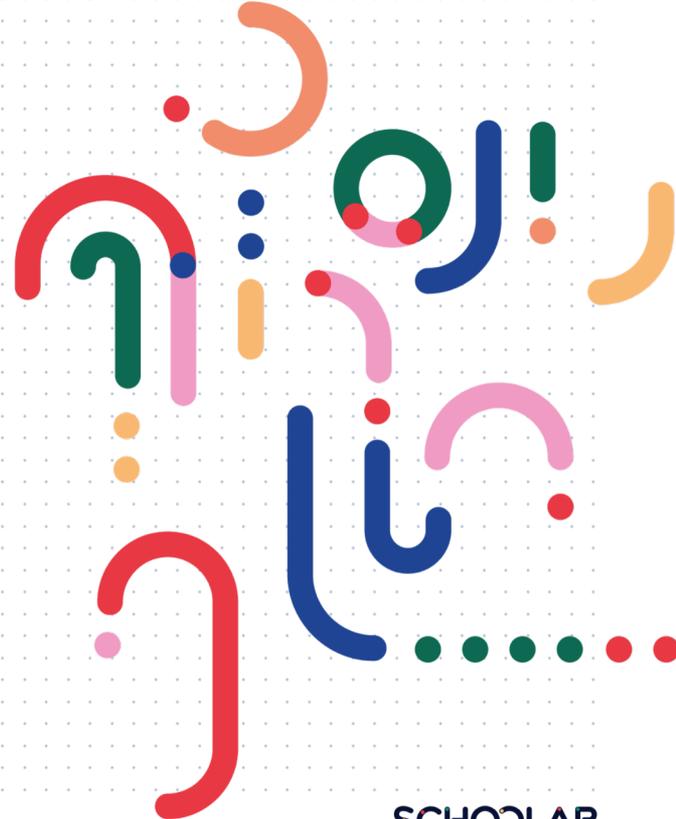
The departments that will profit from the program should be involved right from the design phase

The objectives of the sponsors should be clarified and reflected in the program’s key performance indicators (KPIs)

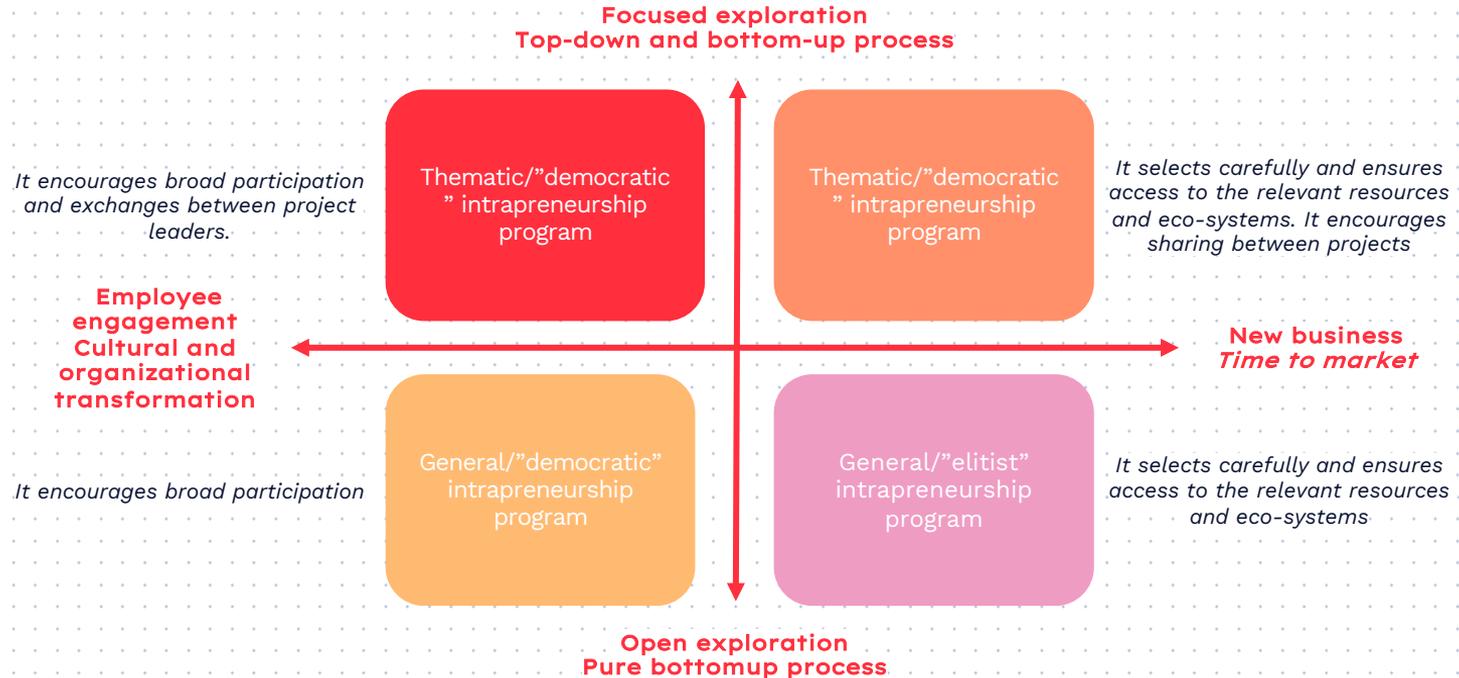
The owners implement the program and are responsible for its results

The profile of the owners should be adapted to the aims of the program

- “Social Capital” direction: an owner that is familiar with the organization and brings people together
- “New Business” direction: an owner that is an expert in innovation and biz dev



Very different programs depending on what directions you decide to move in



Define the value proposal of your program

“NAME OF THE PROGRAM is ...

(a program, an approach, a platform, a place...)

that does ...

(describe the chain of value of your program)

to allow...

(employees, departments (be specific about the typology sought))

that have

(problem)

to ...

(benefit of the program)”

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What stakeholders need to be involved and when?

The internal eco-system around an intrapreneurship approach

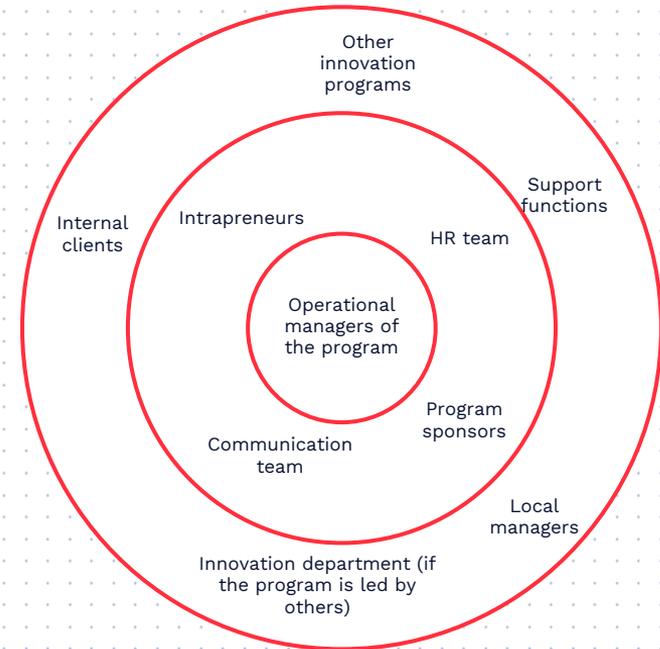
Taking the stakeholders and their issues into account is crucial to the success of an intrapreneurship approach.

It is necessary to identify all the stakeholders right from the launch of the approach as well as their level of involvement in each step in order to mobilize them at the right time and for the right reasons.

Depending on the aims of the approach undertaken, the level of involvement of the stakeholders can vary.

It is important to adapt this mapping to the objectives of your approach and to your company's context.

This stakeholder mapping is intended for those in charge of the program, but it is also essential to have stakeholder mapping for the intrapreneurs all along their intrapreneurship journey.



	Stakeholder roles	Key issues to take into account
Operational managers	Sensitize and involve the stakeholders and champion the approach, ensure its smooth running and that objectives are met	Ensure the success of the approach and be able to defend it through KPIs and deliverables
Sponsor of the approach	Integrate the approach to the company strategy and support it with the company governance	Ensure the success of the approach and be able to defend it through KPIs and deliverables
HR team	Guide and assess the impact of the approach on the intrapreneurs and other stakeholders	Have the right means to assess the boost in intrapreneur skills, plan for incentives and rewards that are appropriate to each stakeholder
Intrapreneurs	Lead the projects and carry out their development, embody and be ambassadors for the approach in their teams	Limit the frustration of those who will not be chosen after the call for applicants or after an initial phase
Communication team	Perform internal and external communication about the approach, pass on the right information at each stage	Capitalize on the experience of employees and on the projects to feed the brand image internally and externally
Local managers	Capitalize on the new skills of the intrapreneurs and spread them throughout their teams	Perform business needs on a daily basis, with one or more resources mobilized on an intrapreneurial project
Support functions	Offer expertise and resources for specific problems	Respond to solicitations that are considered to be less of a priority in addition to the usual workload
Internal clients	Support the intrapreneurs' projects operationally and financially	Integrate new products or services within their entity
Other programs	Become aware of existing initiatives to ensure alignment with them	Position the intrapreneurship program within the overall company approach to innovation

Outline for stakeholder identification

To correctly identify the key stakeholders in your context, it is important to start with the objectives and desired aim of the approach initiated to define the actions to implement for each of the stakeholders.

Objectives and aims of the approach:

Defined by the sponsor and those responsible for the approach

Stakeholder 1

Action 1
Action 2
Action...

Stakeholder 2

Action 1
Action 2
Action...

Stakeholder 3

Action 1
Action 2
Action...

Stakeholder 4

Action 1
Action 2
Action...

Stakeholder 5

Action 1
Action 2
Action...

Stakeholder 6

Action 1
Action 2
Action...

EXAMPLE - Outline for stakeholder identification

An intrapreneurship program that has the objective of strong HR transformation will not prioritize stakeholders in the same way as an intrapreneurship program that has a predominantly business objective.

Objectives and aims of the approach:

If the final aim of the intrapreneurship approach is based on a business ambition, the objectives and expectations will be more demanding for the projects. The operational manager of the approach should implement clear actions for each stakeholder.

Sponsor of the approach

Involve top management when defining the scope and the topics to integrate to the approach
...

Intrapreneurs

Define the KPIs and clear objectives for the project
Mobilize the internal resources necessary for the project
...

Internal clients / Head of Business Units

Express the business needs ahead of program launch
Sensitize the teams to collaboration with the intrapreneurs ...

Communication team

Provide good internal communication about the projects to ensure good visibility
...

Local managers

Support the intrapreneurs in their new responsibilities
...

HR team

Perform monitoring of the intrapreneurs, their improved skills and their workload
...

Outline per stakeholder

Correctly understanding the internal stakeholders and their issues is vital in order to involve **the right people at the right time**. That way, you can define a list of actions to put into place in order to get them on board right from the launch of the approach

Stakeholder

Who, what position, what responsibilities...

Objectives

...

Issues

...

Before the program

Action 1
Action 2
Action...

During the program

Action 1
Action 2
Action...

After the program

Action 1
Action 2
Action...

Focus on the Intrapreneurship Charter

The intrapreneurs are the main actors in the intrapreneurship approach. Drafting an intrapreneurship charter or mission statement is necessary because their operational reality is the one that is most affected. However, this charter should be in coherence with the objectives of the program and the means deployed.

Why draft an intrapreneurship charter?

Writing an intrapreneurship charter can be very useful for communication purposes and also as a frame of reference for the various stakeholders.

This document should be co-constructed by the different stakeholders in order to ensure that they are correctly aligned with the implications of an intrapreneurship approach.

What are the elements to include in an intrapreneurship charter?

Different elements can be mentioned in an intrapreneurship charter, notably along HR, legal or financial lines.

The intrapreneurship charter or mission statement can formalize the conditions for the secondment of the intrapreneurs and their rights and obligations in the framework of their new responsibilities. It can also specify the rights and obligations of the company in relation to the intrapreneurs.

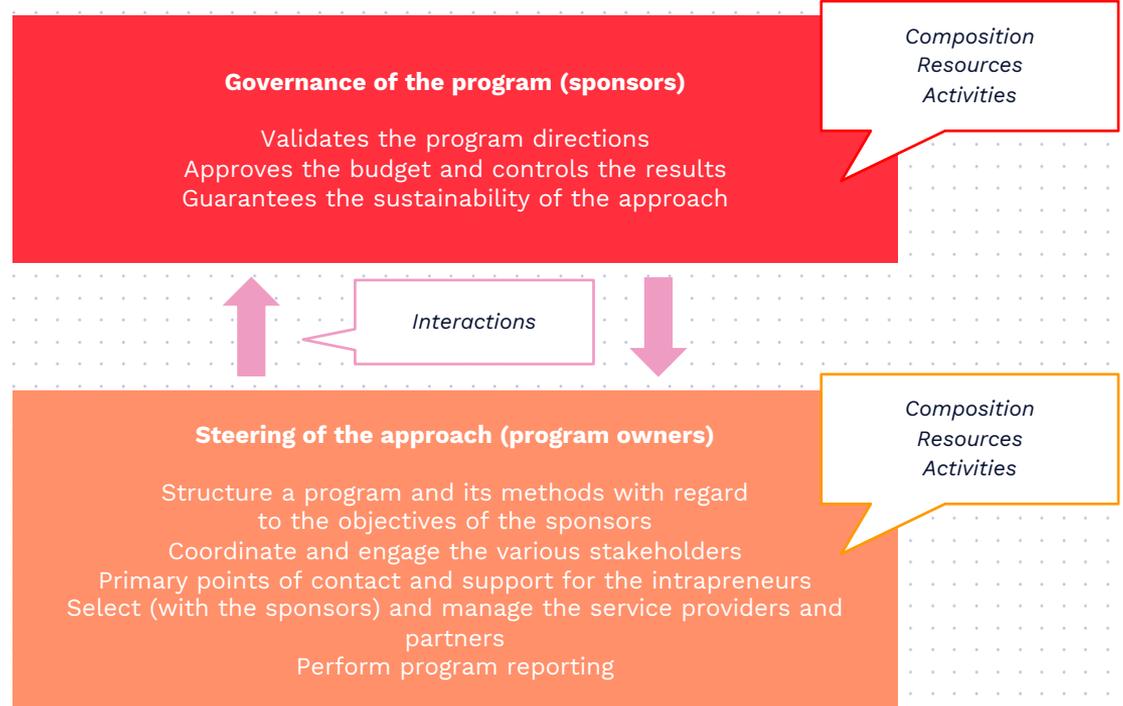
This document can also clarify elements of intellectual copyright or financial retribution related to the missions of the intrapreneurs.

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What framework should be given to the intrapreneurship approach?

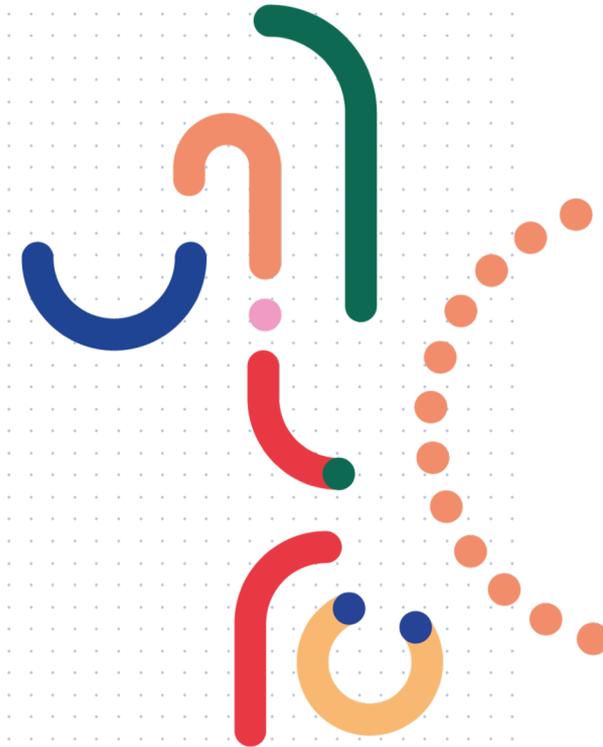
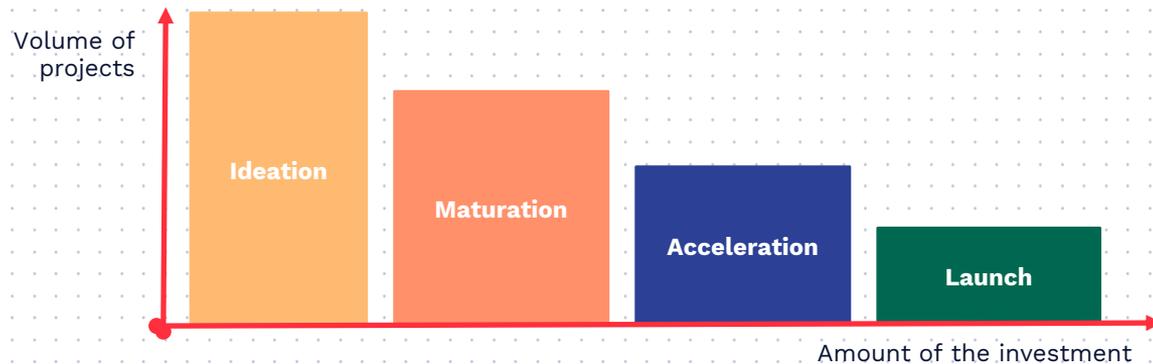
Suitable governance and steering bodies

Governance of the program should be defined upstream with clear boundaries between the roles of the sponsors (governance) and the owners who steer the operational deployment of the approach.



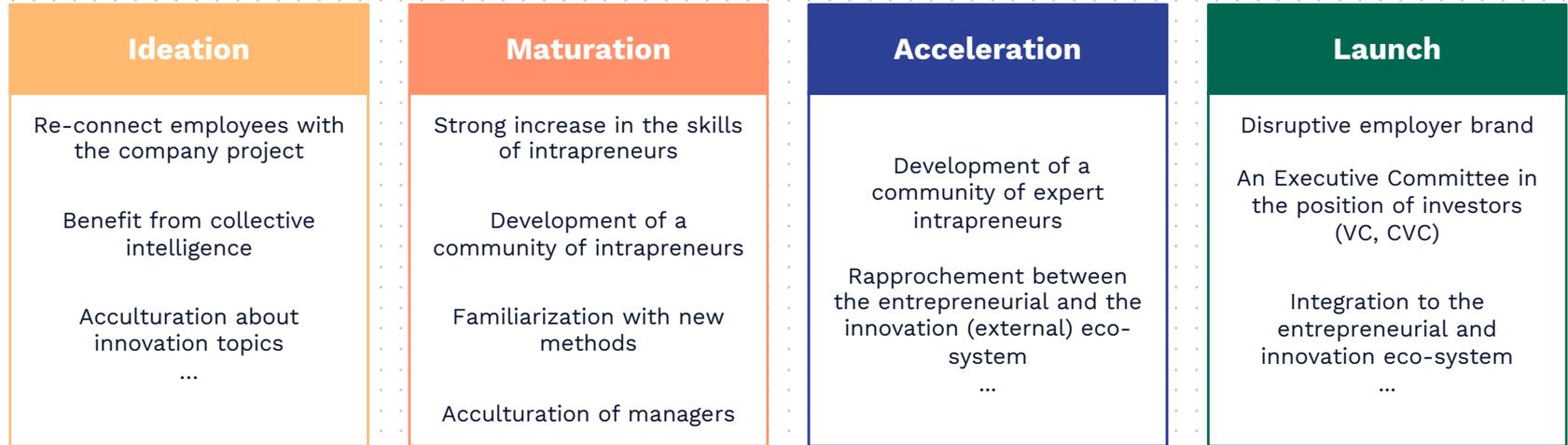
A frugal approach that is made concrete with a structured pathway in four phases

The intrapreneurship device operates as a funnel in order to constitute a framed innovation portfolio. Projects are assessed at the beginning of each phase. Each phase corresponds to a level of resources and to different and growing expectations.



Benefits in terms of human capital that change with each phase

Structure the “human capital” benefits of each of the phases of your program.



Different deliverables per different project per each phase

Structure the “human capital” benefits of each of the phases of your program.

Ideation

Structured ideas set out on a platform (structure imposed when the ideas are laid out)

Possibility for selection by a jury or vote among employees

Maturation

Concept based on user observation

Minimum Sellable Product:
first version of a product that can show intent to purchase and prove traction.

Deliverable: MSP (sometimes a MVP)

Acceleration

Concept validated by the market (MSP) and capacity to deliver the value proposal

Minimum Viable Product:
delivers the value proposal and validates the user experience on a small community of clients

Deliverable: MVP + BP including product development

Launch

Structured concept in the form of a product that can be industrialized.

Product V1 and Beta:
Product can be deployed to scale
Marketing launch of the product: internally and externally

Deliverable: Beta product + Acquisition tests + BP

Scale and budget the program

The budget should be distributed between the phases of the process with regard to the objectives and benefits pursued with the intrapreneurship program.

Note that the cost per project increases as the program moves forward because the requirements in project resources and guidance increase.

Ideation	Maturation	Acceleration	Launch
FTE* internal management of the program: FTE internal project: Budget: €25 to €50K % of the total budget	FTE internal management of the program: FTE internal project: Budget per project: €5 to €10K % of the total budget	FTE internal management of the program: FTE internal project: Budget per project: €50 to €100K % of the total budget	FTE internal management of the program: FTE internal project: Budget per project: €100 to €500K % of the total budget

*FTE = Full Time Equivalent.

Sourcing in line with the aims

The methods for the identification of ideas will vary in relation to the aims of your program.

Some examples of pathways in relation to the chosen aims:

Bottom-up approach:

Program for employee ideas to emerge for incremental and operational innovations

Ideation

Maturation

Program to refine the innovation portfolio and accelerate the most promising ideas.
The employees are called upon to submit applications to contribute to a previously defined theme.

Maturation

Acceleration

Launch

Top-down approach:

Program to launch disruptive solutions in which the employees have been selected on the basis of their skills in relation to the development of a new product or service. The top-down approach is often materialized by the creation of an autonomous structure within the company (BU, Division, Startup Studio).

Acceleration

Launch

Guidance for intrapreneurs, how to work well with providers

One key to good program management is to have understanding of the distribution of tasks with your potential partners. If you work with service providers, here is one recommendation for what you can entrust to them and what you should keep inside the company.

Internal team

Framing: framing the overall objectives of the approach with the sponsors

Ideation: Framing the themes of the program and the target population

Maturation: coaching to access the right internal resources and contacts, help with internal stakeholder management

Acceleration: Help with the identification of internal clients and experts, help with internal stakeholder management

Launch: Help with internal stakeholder management



Service Providers

Framing: Help in collecting and analyzing objectives and needs
Help with program design

Ideation: Guidance when defining themes and targeting populations, Event organization & Platform for ideation

Maturation : Educational content, Methodological coaching & opening up to the external eco-system

Acceleration: Coaching, expertise, production resources, premises and opening up to the external eco-system

Launch: Coaching, expertise, production resources, premises, spin-off guidance, alignment of internal stakeholders (IT...) & opening up to the external eco-system

Outline for building and scaling your program

Objectives and aims of the approach

Defined by the sponsor and those responsible for the approach

Ideation

Project objectives
objectives for this phase

Human capital objectives
objectives for this phase

Number of projects
volume for this phase

FTE (Full time equivalent)
Number of dedicated FTE

Budget
budget for this phase

% of the total budget

Maturation

Project objectives
objectives for this phase

Human capital objectives
objectives for this phase

Number of projects
volume for this phase

FTE (Full time equivalent)
Number of dedicated FTE

Budget per project
budget for this phase

% of the total budget

Acceleration

Project objectives
objectives for this phase

Human capital objectives
objectives for this phase

Number of projects
volume for this phase

FTE (Full time equivalent)
Number of dedicated FTE

Budget per project
budget for this phase

% of the total budget

Launch

Project objectives
objectives for this phase

Human capital objectives
what objectives for this phase

Number of projects
volume for this phase

FTE (Full time equivalent)
Number of dedicated FTE

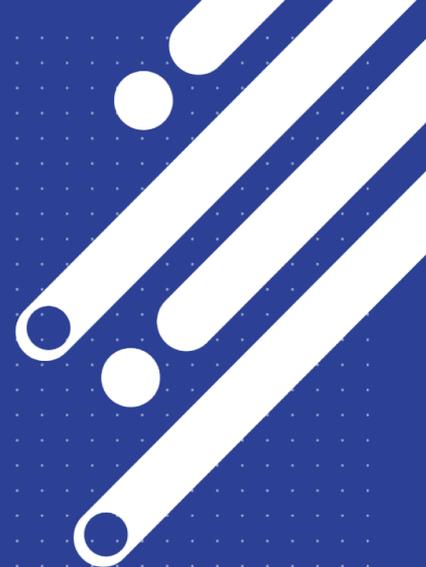
Budget per project
budget for this phase

% of the total budget



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What operational methods for your intrapreneurship approach?



Operational methods specific to ideation

Ideation

Maturation

Acceleration

Launch

Objectives

Integrate the defined objectives here

Possible methods

Platform (for leaving ideas, acculturation...)

Event (hackathon, seminar...)

Key questions to ask before launching the Ideation phase

Who embodies the call for ideas within the organization?

Is it a call for projects or a call for applications on previously defined projects or themes?

What boundaries to give the call for ideas (thematic, open, incremental...)?

What population can respond?

What is the expected level of structure for the ideas?

What content and what tools to distribute?

How will the projects and/or people be selected?

How often will the call for ideas open? Ongoing or through promotion?

Operational methods specific to ideation

Objectives

Previously defined

Platform

Detail of methods

Event

Detail of methods

Operational methods specific to maturation

Ideation

Maturation

Acceleration

Launch

Objectives

Integrate the defined objectives here.

Possible methods

Training
Coaching
Events

Key questions to ask before launching the maturation phase

Continuous operation or in rounds (if in rounds, how many projects per round)?
How often will the maturation program take place?
What are the KPIs for the projects?
How will the projects to continue to acceleration be selected?
What involvement from the intrapreneurs? Do they have time dedicated to their project?
How long does this Maturation last?
How many intrapreneurs per project on average?
In person or remotely? If in person, where will this phase take place (internally or externally)?

Operational methods specific to maturation

Objectives

Previously defined

Training

Detail of methods

Coaching

Detail of methods

Event

Detail of methods

Operational methods specific to acceleration

Ideation

Maturation

Acceleration

Launch

Objectives

Integrate the defined objectives here

Possible methods

Training

Coaching

Production and expertise resources (internal and/or external)

Hosting (internal by their original BU, internal by a dedicated Lab or external by a partner incubator)

Key questions to ask before launching the acceleration phase

Continuous operation or in rounds?

What are the KPIs for the projects?

How will the projects to continue to launch be selected?

What involvement from the intrapreneurs? What dedicated time do they have for their project?

How long does this acceleration phase last?

How are the internal clients involved in acceleration projects? Do they contribute to financing projects in acceleration?

Operational methods specific to acceleration

Objectives

Previously defined

Training

Detail of methods

Coaching

Detail of methods

Resources

Detail of methods

Hosting

Detail of methods

Operational methods specific to the launch

Ideation

Maturation

Acceleration

Launch

Objectives

Integrate the defined objectives here

Possible methods

Training

Coaching

Production and expertise resources (internal and/or external)

Hosting (internal by their original BU, internal by a dedicated Lab or external by a partner incubator)

Key questions to ask before launching the launch phase

What are the KPIs for the projects?

What involvement from the intrapreneurs? What dedicated time do they have for their project?

What exit options for the projects (internal landing in an existing BU, creation of a BU, creation of a spin-off...)?

What rules for sharing the value created?

What governance for projects in the launch phase?

How long does this launch phase last?

Operational methods specific to the launch

Objectives

Previously defined

Training

Detail of methods

Coaching

Detail of methods

Resources

Detail of methods

Excubation

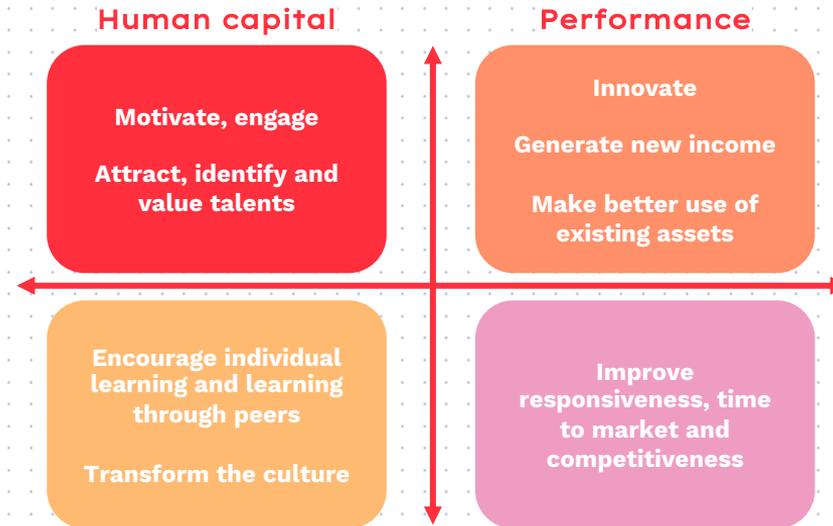
Detail of methods

Identify the program KPIs

The KPIs are built in an ad hoc manner for each program with regard to the overall aims of the approach as well as the operational methods implemented for each of the phases.

Level of contribution, recognition and satisfaction of the intrapreneurs, those around them and the employees in general
Knowledge of and interest in the program among the existing applicants and talents

New skills acquired (know how and soft skills), career development
Development of social capital via internal and external network
Perceptions: more initiatives and risk-taking, more transparency and responsiveness, more cross-over, more meaning



Number of projects at varying stages of development
Number of new products launched before/after
Income generated by the program and program ROI
Use of "slack" resources: unused capacity, patents, etc., unique know-how

Length of the development cycle for intrapreneurial projects vs normal
Order of market entrance of intrapreneurial projects vs normal



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Conclusion



Building your intrapreneurship program: the key elements

Context

Are the conditions favorable for the deployment of intrapreneurship?

Positioning / Value proposal

What is the positioning of the intrapreneurship program inside the company?

Aims and objectives

What are the aims of the intrapreneurship program?

Stakeholders

What stakeholders need to be involved and when?

Framework and budget

What framework should be given to the intrapreneurship approach?

Operational methods

What operational methods for your intrapreneurship approach?

Conclusion

There are as many intrapreneurship programs as there are companies!

We hope that the tools presented here will help you to develop a sustainable intrapreneurial approach adapted to the reality of your company:
intrapreneurship that develops the entrepreneurial and collaborative mindset and contributes to strengthening and diversifying your portfolio of innovations.

Take things further



- To take part in our accredited training courses under preferential conditions
- To interact with a panel of confirmed experts and benefit from their advice
- To dialog with and learn from your peers
- To have early access to the results of our research
- To focus the direction of our research
- To integrate the community of intrapreneurs and not miss out on anything of interest

Become a partner of
the Institut de l'Intrapreneuriat
(contact: vbouchard@em-lyon.com)



- You would like to deploy an intrapreneurial approach and would appreciate some guidance on how to frame your approach.
- You are looking for a partner to operate your intrapreneurship program with you
- You have already launched an intrapreneurial approach and you would like to audit it.
- You want to rapidly launch innovation projects (incremental or disruptive)

Let's make an appointment and talk about
your needs
(contact: guilain@theschoolab.com)

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Thank you