Designing entrepreneurial organisations Constitution for the constitution of the const Which stage of the company evolution? Management Imperatives of corporate entrepreneurship The nature of corporate entrepreneurship The entrepreneurial organization Thecasesolutions.com Levels and forms of corporate entrpreneurship

Foundations of corporate entrepreneurship

Continuous entrepreneurial performance

Understanding contexts of corporate entrepreneurship

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Start up and early growth

New small ventures? Not completely sure why this is called a cycle Rising demand and company growth create need for professional management

Growth throug collaboration

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

Too much bureocracy. Replace bureaucrats by innovators?

Growth through direction



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

Growth through coordination



Growth through delegation

Chaos arises. Centralisation is needed

Sustainable Corporate Entrepreneurship: Evolving and Connecting With the Organization

8. Low risk experimentation

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Where can entrepreneurship be found?

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

Combination: Hybrid aproach

Employees

The nature o

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Entrepreneurship:

Six Stages:

- Identifying opportunity
- 2. Defining the business concept
- 3. Assessing resource requirements
- aqcuiring resources
- 5. Implementing and managing the concept
- Harvesting the venture



Domain framework

Corporate entrepreneurship is driven by four domains:

- External envoirment

Competitive intensity, technological change, product/market segmentation, product/market emergence

- Strategic company leadership

Characteristics, values&beliefs, behaviour

Organization conduct / work envoirment

Strategy, structure, process, culture

- Company performance

Effectiveness, efficiancy, stakeholder satisfaction



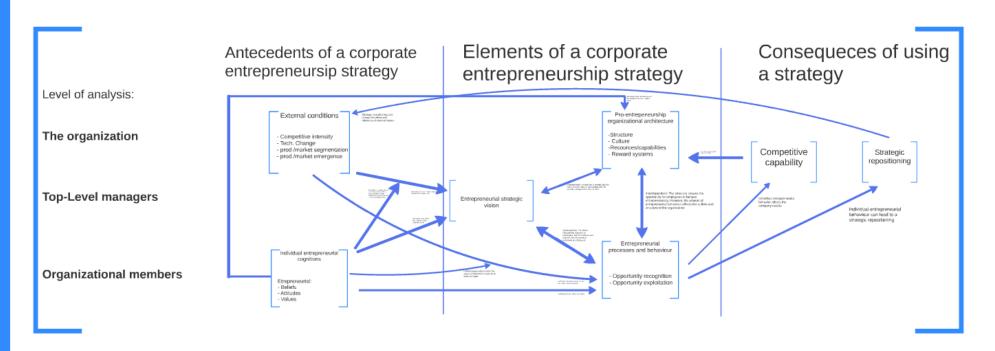
Innovation/venturing

Strategic renewal

Sustaining framework

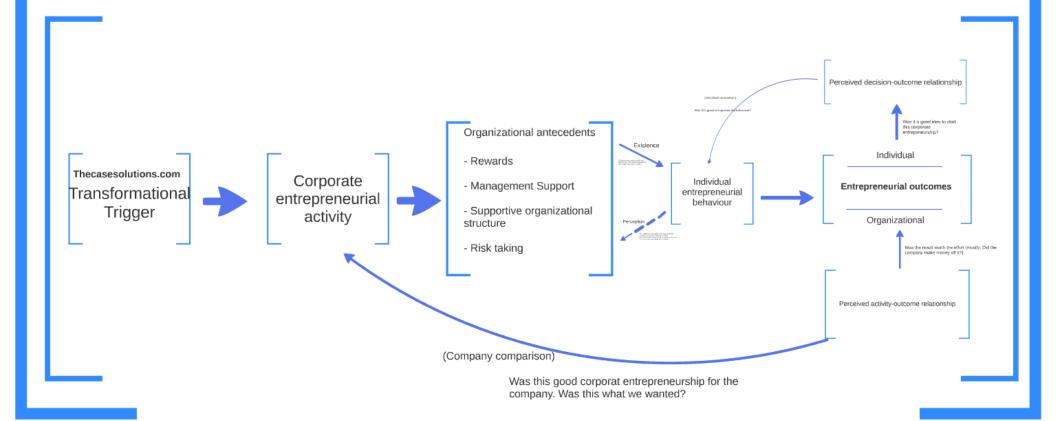
Focus on organizations ability to sustain entrepreneurship on ongoing basis

- Demonstrates that sustainability is contingent upon individual members of the organization continuing to underake innovative activities and positive perceptions of these activities by executive management, wich will in turn lead to further allocation of necessary organizational support and resources



framework

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



Thecasesolutions.com Transformational Trigger