



### WOLF IN THE FLOCK: INTRAPRENEURSHIP AND ITS EXAMPLES SÜRÜDEKİ KURT: İÇ GİRİŞİMCİLİK VE ÖRNEKLERİ

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#### ABSTRACT

Intrapreneurship refers to the action of promoting entrepreneurship within an existing organization. It involves encouraging and supporting employees to take on entrepreneurial roles and create new products, services, or processes, as well as developing new business models within the confines of their own organization. Intrapreneurship has emerged as a key strategy to promote innovation, create a culture of creativity and risk-taking, and guide growth within organizations. The aim of this research is to explain the development, characteristics, and benefits of intrapreneurship, and to identify the differences that set it apart from traditional entrepreneurship. The study emphasizes the importance of creating an intrapreneurial culture within an organization, and the critical role that entrepreneurs/managers play in promoting and sustaining such a culture. Additionally, this research provides exploratory insights into current examples of intrapreneurship from Turkey and around the world. Through work, it is demonstrated that intrapreneurship is an important tool for revealing the innovative potential of an organization and increasing company success by encouraging employee creativity. Therefore, it appears that companies placing importance on intrapreneurship, considering their employees' ideas, and implementing them is an important step towards gaining a competitive advantage.

**Keywords:** *Intrapreneurship, Corporate Entrepreneurship, Examples of Intrapreneurship, Importance of Intrapreneurship.*

#### ÖZ

İç girişimcilik, mevcut bir organizasyon içinde girişimciliği teşvik etme eylemini ifade eder. Çalışanları girişimci roller üstlenmeye ve yeni ürünler, hizmetler veya süreçler yaratmaya ve kendi kuruluşlarının sınırları içinde yeni iş modelleri geliştirmeye teşvik etme ve destekleme uygulamasıdır. İç girişimcilik, yeniliği teşvik etmek, yaratıcılık ve risk alma kültürü yaratmak ve kuruluşlar içinde büyümeyi yönlendirmek için kilit bir strateji olarak ortaya çıkmıştır. Bu araştırmanın amacı, iç girişimciliğin gelişimini, özelliklerini, faydalarını açıklamak, iç girişimciliği geleneksel girişimcilikten ayıran farklılıkları belirlemektir. Çalışma, bir kuruluş içinde iç girişimcilik kültürü yaratmanın önemini ve girişimcilerin/yöneticilerin böyle bir kültürü teşvik etme ve sürdürmede oynadıkları kritik rolü vurgulamaktadır. Ayrıca bu araştırma Türkiye ve Dünyadan güncel iç girişimcilik örnekleri sunarak keşfedici bir araştırma niteliği taşımaktadır. Çalışma ile, iç girişimciliğin, bir organizasyonun yenilikçi potansiyelini ortaya çıkarma ve çalışanların yaratıcılıklarını teşvik ederek şirket başarısını arttırmada önemli bir araç olduğu ortaya konulmuştur. Bu nedenle de şirketlerin iç girişimciliğe önem vermesi, çalışanlarının fikirlerini dikkate alması ve bunları uygulamaya koyması, rekabet avantajı elde etmek için önemli bir adım olarak görünmektedir.

**Anahtar Kelimeler:** *İç Girişimcilik, Kurum İçi Girişimcilik, İç Girişimcilik Örnekleri, İç Girişimciliğin Önemi.*

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## 1. INTRODUCTION

In today's business world, it is increasingly important for businesses to not only be competitive but also innovative and flexible. In this context, the concept of intrapreneurship has an important place in the innovation and growth strategies of businesses. Intrapreneurship means encouraging and supporting entrepreneurial activities within an existing organization. These activities involve employees developing new products, services, and business processes to create new business models and make the organization more innovative. Intrapreneurship plays a critical role in helping businesses gain a competitive advantage, better respond to customer needs, and increase efficiency in business processes (Christensen, 2013).

Intrapreneurship is when individuals working within an organization develop innovative ideas and contribute to the process of bringing those ideas to life. Unlike traditional entrepreneurship, this concept aims to improve business processes, develop new products, or venture into different business areas by using the resources within the organization (Holt et al., 2007).

Intrapreneurship is an approach that contributes to the growth and competitiveness of organizations. It enables employees to realize and develop their potential. Additionally, it helps to accelerate the innovation process within the organization by increasing communication and collaboration among employees (Burns, 2008).

However, the intrapreneurship process may also include some challenges. In particular, the culture and management approach of the organization can hinder the acceptance and implementation of innovative ideas. Therefore, the support and guidance of leaders within the organization are important for the intrapreneurship process.

In this study, the concept and importance of intrapreneurship will be discussed. Additionally, the benefits and challenges of intrapreneurship, tools and techniques used to encourage it, as well as the culture and role of leaders.

## 2. CONCEPTUAL FRAMEWORK

### 2.1. DEVELOPMENT OF INTRAPRENEURSHIP

Gifford and Elizabeth Pinchot are known as the authors who first used the concept of intrapreneurship in 1976. The authors stated that intrapreneurs could take a certain amount of risk and receive a portion of the gains as a reward for their completed work, which they could use to support future intrapreneurial activities. Intrapreneurship is crucial for businesses to support innovative ideas and allow employees to generate new business ideas using their creativity. This way, businesses can become more innovative and competitive. Intrapreneurship refers to developing innovative ideas and business models using existing resources and talents of companies (Smothers, 2019).

When the concept of intrapreneurship is examined in the literature, the following terms used in the same sense as the concept are identified.

**Table 1:** Intrapreneurship terms used in the literature and their references.

Intrapreneurship	Pinchot, 1985; Kuratko et al, 1990; Luchsinger & Bagby, 1987; Hostager et al, 1998; Carrier, 1996; Antoncic & Hisrich 2001, 2003; Heinonen & Korvela, 2003; Wennekers & De Jong, 2008; Baruah & Ward, 2015
Corporate Entrepreneurship	Vesper, 1984; Guth & Ginsberg, 1990; Covin & Miles, 1999; Covin & Slevin, 1991; Stopford & Baden-Fuller, 1994; Dess et al, 1999; Hornsby et al, 2002; Zahra, 1991,1993a, 1995; Zahra et al; 2000; McFadzean, O'Loughlin & Shaw, 2005; Burns, 2008)
Corporate venturing	Mac Millan, & George, 1985; Sykes & Block, 1989; Garud & Van de Ven, 1992; Stopford & Baden –Fuller, 1994; Miles & Covin, 2002)
İnternal corporate entrepreneurship	(Schollhammer, 1982; Jones & Butler, 1992; Bulut, Tütüncüoğlu & Aksoy,2009)
Firm-level Entrepreneurial Orientation	(Lumpkin & Dess, 1996, 2001; Knight, 1997; Davis, 2007; Culhane, 2003; Wiklund & Shepherd, 2005; Covin & Slevin, 1991)
Continued Entrepreneurship	(Gray, 1989; Davidson, 1990)

**Source:** Based on Ağca, V., & Yörük, D. (2006). Differences between independent entrepreneurship and intrapreneurship: A conceptual framework. *Afyon Kocatepe Journal of Economics and Administrative Sciences*, 8(2), 155-173.

## 2.2. THE IMPORTANCE, CHARACTERISTICS, BENEFITS, AND DIFFERENCES OF INTRAPRENEURSHIP FROM ENTREPRENEURSHIP

Both academics and practitioners have been interested in the concept of intrapreneurship since the 1980s. Intrapreneurship became particularly popular in the early 2000s with the rise of the start-up economy (Laforet, 2013). The increasing interest in intrapreneurship is mainly due to the rapidly growing number of competitors, the inadequacy of traditional business management methods, and talented employees becoming small-scale entrepreneurs by leaving their organizations. Moreover, the interest in intrapreneurship is based on the fact that it revitalizes firms in terms of profitability and economic growth, and improves their performance (Icerli et.al, 2011). Today, many companies develop intrapreneurship programs to support their employees in discovering and developing new ideas. These programs not only increase competition in existing markets, but also enable companies to discover and develop new business opportunities (Laforet, 2013).

Intrapreneurship is the process of developing entrepreneurial skills and attitudes in an established organization, such as a company or university. Dees and Anderson (2006) consider intrapreneurship important because it can lead to innovation and growth within the organization, in addition to the development of new products and services. In the academic context, intrapreneurship can play a vital role in promoting innovation and entrepreneurship among students and academics. As Kuratko and Audretsch (2013) point out, intrapreneurship can help universities create an innovation culture and entrepreneurial thinking, which can lead to the development of new technologies and the creation of new businesses. In addition, intrapreneurship can be a valuable tool for universities that want to establish relationships with industry and the wider community.

According to Sánchez-Barrioluengo et al. (2019), intrapreneurship helps universities establish partnerships with businesses, engage with local communities, and promote economic

development. Creating an intrapreneurship culture provides many economic, social, and strategic benefits for organizations.

Some examples of the benefits of intrapreneurship culture in organizations are:

- Economic benefits: Intrapreneurship can lead to the creation of new products or services, which can drive revenue growth and increase profitability (Senge, 1990).
- Social benefits: Intrapreneurship can lead to increased employee engagement and job satisfaction, as employees are given the opportunity to pursue their passions and make a meaningful impact on the organization (Aparicio et al., 2020).
- Strategic benefits: Intrapreneurship can provide organizations with a sustainable competitive advantage by fostering a culture of innovation and creativity. This can help organizations stay ahead of the competition and adapt to changing market conditions (Kaygın, 2012).

Therefore, it is important for organizations to invest in an internal culture of entrepreneurship and provide their employees with opportunities to develop entrepreneurial skills and attitudes (Kuratko & Audretsch, 2013).

If we look at the characteristics of the concept of intrapreneurship:

- Risk-taking: Intrapreneurship entrepreneurs are not afraid to take risks when implementing new ideas and make courageous decisions.
- Creativity: Intrapreneurship entrepreneurs are talented in developing new and creative ideas.
- Innovation: Intrapreneurship entrepreneurs focus on innovation to renew or create entirely new business ideas or processes.
- Entrepreneurial skills: Intrapreneurship entrepreneurs must have entrepreneurial skills, including knowledge and experience in areas such as risk management, financial planning, marketing, and sales strategies.
- Teamwork: The intrapreneurship process often requires teamwork. Intrapreneurship entrepreneurs collaborate to develop and implement ideas (Antoncic & Hisrich, 2001).
- Intrapreneurship entrepreneurship provides many benefits to an organization, including:
  - Innovation: Intrapreneurship entrepreneurship strengthens the innovative aspect of an organization and facilitates the discovery and implementation of new ideas.
  - Competitive advantage: Intrapreneurship entrepreneurship helps organizations gain a competitive advantage by allowing them to differentiate themselves from their competitors through new ideas and ventures.
  - Business growth: Intrapreneurship entrepreneurship can help organizations grow and expand into new markets and customers through new ideas and ventures.
  - Job satisfaction: Intrapreneurship entrepreneurship allows employees to have more control over their work, that leads to increased job satisfaction.
  - Employee motivation: Intrapreneurship entrepreneurship increases employee motivation by giving them the opportunity to be more creative and productive through new ideas and ventures.

- Collaboration: Intrapreneurship entrepreneurship promotes a culture of collaboration within the organization and helps employees communicate better with each other (Kuratko & Audretsch, 2013).

There are specific topics that distinguish intrapreneurship from independent entrepreneurship. Table 2 below attempts to explain the characteristics of the differentiation between independent entrepreneurship and intrapreneurship.

**Table 2:** Differences between corporate entrepreneurship and independent entrepreneurship.

Intrapreneurship Entrepreneurship	Independent Entrepreneurship
Occurs within an existing organization	A new organization is created
Uses Business Resources and infrastructure	Creates own resources and infrastructure
The risk rate is low	The risk rate is high
Funded by the organization	Financing is usually provided by the entrepreneur
Profit sharing is possible	All profits belong to the entrepreneur
Employees are often not entrepreneurs	An entrepreneur can be both an employer and an employee

Source: Covin, J. G., & Miles, M. P. (1999). Corporate entrepreneurship and the pursuit of competitive advantage. *Entrepreneurship theory and practice*, 23(3), 47-63.

### 3. METHOD

This study was designed using an exploratory research model to examine the conceptual framework and application examples of internal entrepreneurship. Exploratory research can be useful in limited experience or knowledge accumulation related topics and generally helps to better understand a concept or event. The lack of comprehensive studies on internal entrepreneurship necessitated the use of this method. Data was obtained using the document scanning method. Document scanning is a commonly used data collection method based on collecting data from existing records and documents (Karasar, 2016).

### 4. EXAMPLES OF INTRAPRENEURSHIP ENTREPRENEURSHIP FROM THE WORLD AND TURKEY

- Google: Google is a pioneer in the field of internal entrepreneurship. The company provides its employees with freedom and support to bring their projects to life. Google runs a program called "20% Time" to encourage its employees' entrepreneurial spirit. Within this program, employees are allowed to dedicate (Entrepreneurial Innovation at Google, 2011).
- Apple: Apple exhibits an innovative approach to intrapreneurship. The company runs a program called "Startup within a Company," which offers employees the opportunity to establish a small business within the company (Viki et al., 2020).
- Arçelik: Arçelik is one of the leading companies in Turkey in the field of intrapreneurship. The company runs a program called "Garage Hub," which allows employees to bring their own projects to life (<https://shiftdelete.net/arcelik-garage-innovation-hub-ile-citayi-yukseltti>).



- Turkcell: Turkcell is a successful company in the field of intrapreneurship and runs a program called "Turkcell Platform". This platform will contribute to the realization of bright business ideas proposed by entrepreneurial-minded Turkcell employees with Turkcell's competence and support. (Foreks Haber,2022).
- The "New Chip Card Travel Technology" developed by Pegasus Airlines is a good example for intrapreneurship. The company aims to support its employees and young entrepreneurs in spreading the innovation and innovation culture (Biçkin, 2020).
- Anadolu Group- Big Bang: Anadolu Group runs a program called "Big Bang" to promote an entrepreneurship culture. This program enables its employees and young entrepreneurs to bring their innovative ideas to life. The events organized within the scope of Big Bang include activities such as "Hackathon", "Demo Day" and "Mentorship"(Anadolu Group Sustainability report,2021).
- LinkedIn - InCubator: LinkedIn runs a program called "InCubator" that allows its employees to bring their innovative ideas to life. This program helps employees turn their ideas into projects, create prototypes, and bring those projects to life.
- Adobe - Kickbox: Adobe runs a program called "Kickbox" that allows its employees to bring their innovative ideas to life. This program provides employees with a box containing a set of tools and resources, and employees use these tools to try to bring their own projects to life.
- 3M - 15% Time: 3M allows its employees to dedicate a 15% time slot each week to themselves. During this time, employees can work on their own projects. The goal of this program is to encourage employee creativity and increase the company's innovative ideas (Elert & Stenkula, 2022).

## 5. CONCLUSION

Intrapreneurship entrepreneurship, especially in recent years, has become increasingly important. This is due to factors such as globalization, rapid technological developments, and increased competition, which put pressure on businesses. Intrapreneurship entrepreneurship has emerged as a solution to cope with these challenges. The literature emphasizes that certain factors are important for the success of internal entrepreneurship. These factors include leadership, employee motivation, organizational culture, and creating an innovative environment. To make intrapreneurship successful, organizations need to take these factors into account. Intrapreneurship entrepreneurship can help organizations improve their performance by generating and implementing innovative ideas. Therefore, adopting and implementing intrapreneurship is seen as an important factor in gaining a competitive advantage (Rule & Irwin,1988).

Through this study, it is concluded that intrapreneurship is an important tool for organizations to remain competitive, innovate, adapt to changing market conditions, encourage employee participation, and increase employee satisfaction. As a result, intrapreneurship presents organizations with an important opportunity. Through this approach, employees can contribute to the organization's goals while also achieving their personal development. Organizations, in turn, can become more competitive and successful by generating and implementing innovative ideas.

In conclusion, digital entrepreneurship is a rapidly developing and growing field as part of the new normal. To be successful in this field, it is important to remember that factors such as innovative ideas, the ability to adapt to technological trends, expertise in online marketing strategies and the ability to constantly learn and adapt are important.

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