

# Intrapreneurial Culture In The Indian organizations: Opportunities & Challenges

---

\*Yogesh Kumar

\*\*Shikha Rana

## ABSTRACT

Innovation through intrapreneurship is always a less-traveled path. Generating ideas is a herculean challenge and a promising endeavor. Modern-day corporations have formulated a way to do just that, i.e., to encourage 'Corporate Entrepreneurs' or 'Intrapreneurs' to develop ideas that could potentially become future ventures. Few researchers even proclaimed that Intrapreneurs are more significant as entrepreneurs create organizations while intrapreneurs drive them to glory. The paper discusses the opportunities and challenges in creating and developing the intrapreneurial culture in context to Indian organizations.

**Key Words:** Intrapreneurial Culture, Innovations, Indian Organizations

### 1. Introduction

Intrapreneurs are the persons who take direct responsibility for converting a basic idea into a finished profitable product through innovation and assertive risk-taking, in nutshell intrapreneurs are passionate employees of the organization. Hence, they are more excited by the challenges, the innovation aspects despite other incentives, perks, or rewards. They have a motive of establishing the new benchmarks for the organization which would lead to growth and prosperity of the organization, they work hard for a better tomorrow.

Now the question that arises to every mind after knowing about the intrapreneurs is that, Are they desirable in every organizational culture? And the answer to the question is simply "No". Organizations who have limited resources are already committed and can't afford any type of experiment, due to which intrapreneurship is not approachable there.

Intrapreneurs unlike entrepreneurs, who come with their own money and establishes a new venture i.e, bet own their money to provide job opportunities to other peoples, are the one who works for the entrepreneurs as an employee, and bet their employer's money.

According to Global Entrepreneurship Monitor(GEM), a study was made in the year 2008, which was conducted in 11 countries, and concluded that on average less than 5% of the entire employees are Intrapreneurs. Intrapreneurship is twice as high in high-income countries in comparison to low-income countries.

It can be said that intrapreneurship is the process of motivating and encouraging employees to think, dream act, and create as if they are entrepreneurs themselves.

### 1.1 Intrapreneurial Culture

Intrapreneurial culture is the building up of an environment which has intrapreneurial orientation. Setting an Intrapreneurial culture is not an overnight event, it takes ample time to create awareness and implement an intrapreneurship culture into any organization. Innovation through intrapreneurship is the less-traveled path. Managing ideas is a herculean challenge and a promising endeavor. Today's corporate has formulated a way to do just that i.e, to encourage and motivate intrapreneurs to develop ideas in such a manner that could potentially become future ventures.

The idea was developed by the inOtrapreneurs in such a manner that it should hold the core competencies of the organizations.

As told by Naresh Chand Gupta, Adobe CEO that creative ideas may originate from anywhere and that calls for a robust system to nurture and develop those ideas into something noteworthy, likewise, Adobe has forayed into the incubation program and has been running it for the past three years for its Indian employee base, modeled after the same strategies used by its global seed program which was a huge success.

Today's mantra for the survival of any organization is innovation. The time has gone where employees only had to do their traditional jobs, now the time has come where

---

\*Student, MBA, School of Management, IMS Unison University, Dehradun

\*\*Assistant Professor, School of Management, IMS Unison University, Dehradun

the employees need to generate the innovative ideas to meet the cutthroat competition and for the sustainable survival in the global environment. Every employee must become a seed for a new idea to survive in this highly competitive global market. Employee engagement here is of key importance and is possible only through intrapreneurship.

In the year 1976, a concept was developed by Gifford Elizabeth Pichot named Inter-corporate Entrepreneur, where the innovative term 'Intrapreneur' was lime lighted. Their book intrapreneuring combines their research and practical applications which they undertook in Sweden. In the year 1986, John Naisbett was citing intrapreneurship as a way for established businesses to find new markets and new products

## 1.2 Need for Intrapreneurial Culture

An intrapreneurial supportive and favorable culture will be built through organizational supportive structure which would maximize the likelihood that people meet, share their views and opinions, learn and also listen to and from each. An intrapreneurial culture is the one which is supportive and enhances trustworthiness amongst the employees.

This generally translates into a two-pronged approach of-

- i. Building an Intrapreneurial ecosystem to tap the innovation potential of its workforce, and
- ii. Developing deep collaborative relationships with innovation partners to complement the organization's capabilities. Here, we share our understanding of the Intrapreneurial ecosystem, and what it takes to establish one that is self-sustaining and thriving.

## 2. Strategies to develop Intrapreneurship culture

Intrapreneurship is effective in attracting and retaining talent within the organization hence, it can be said that when the individuals of an organization are provided with an opportunity to think, create and execute themselves, there is always a feeling in individuals which is much higher than simple job satisfaction.

Some of the ways for doing it are listed below-

### i. Identifying Intrapreneurs in the organization

The main task is to know about your intrapreneurs within the organization and just to identify them as not all people in an organization are intrapreneurs hence intrapreneurs are already present in the organization the only need is to find them, nurture them, and boosting them.

### ii. Provide equal opportunities to all

Always motivate and welcome the individuals of an organization to come up with their thoughts and views, with no discriminatory practices to be practiced. Everyone is to be treated equally and equal opportunities to be given.

### iii. Be transparent with the employees

No secrets to be kept unnecessarily, every information should be kept accessible to the employees. Trusting our employees with valuable company information will make them feel like to be a part of the company which will attract them to play roles in the process of decision making. Due to which the organizational goals will be always prior in the minds of employees than their individual goals.

### iv. Empower people

Only "encouraging" people don't work. An organization must involve its intrapreneurs in decision-making and participation. Each person must feel ownership for the improvements and advancement they have generated. For this, employees need to be encouraged to create solutions independently of the chain of command.

### v. Provide resources

In order to go ahead and make a success of innovations, ideas, and thought processes, it is essential to let intrapreneurs know of resources. One of the biggest difficulties for intrapreneurs is the inability to obtain the necessary resources, at the right time to move a project forward. By creating resource availability for intrapreneurs, companies can empower more ideas and increase the likelihood of creating new & viable areas of business.

By giving people sufficient resources, tools, support, and recognition at the workplace, it is easy to create an Intrapreneurial culture. It makes for happy and engaged teams that can innovate and make businesses more productive.

### vi. Increase the risk-taking quotient

Remember that the fear of risk suffocates intrapreneurs. Every organization has a certain boundary for bearing risk, which is clear to their employees. As intrapreneurs make decisions, they must be willing to take an intelligent risk, they should also be prepared for all the maltreatment if they are unable to succeed in their task.

### vii. Give time and space to the employees

For any individual to think out of the box and come up with new and innovative ideas and solutions, they need time and space.

**viii. Search for the solutionist, not for the obstructionist**

The problems can be easily noticed by everyone within the organization and advertised but an intrapreneurs have a solution-seeking approach they don't focus on criticizing the problems but finds a unique way for overcoming them.

**ix. Encourage collaboration & healthy competition in the organizations**

As it is the era of teamwork and collaboration so to create an intrapreneurship culture within an organization they both are quite necessary.

Additionally, intrapreneurial employees should have a healthy sense of competition so that they are constantly challenging one another and also don't get too complacent. They need to feel like there can be a better benchmark to keep them continuously motivated.

**3. Intrapreneurial culture- Opportunities**

Entrepreneurs establish a new business entity and hire the employees for full filling the purpose, goals, and missions of the business, as the entrepreneur only thinks at the time of starting how to establish a flourishing business but as soon as the business is established in the market it starts to receive the heavy competition, as it's the era of innovation and competition.

In this phase, some hired employees are brought up with the mindsets in such a manner that they feel the business is their own entity and work on assisting and making the future innovative decision making, by giving the ideas, thoughts, and outputs.

Developing an Intrapreneurial culture always is a better opportunity to the organizations as they help the entrepreneurs in finding the solutions to the questions-

- How to do things in a most unique and innovative manner?
- How to make the optimum utilization of resources?
- How to manage the cost-effectively and efficiently?
- How to make a healthy competitive culture in the organization?
- To find the problems before its being observed by the customers
- How to search for the solutions without being a resistor to the problems

In India people usually have an entrepreneurial skill due to which they are capable of establishing their new business ventures but the issue arises in the survival of the business,

as they only have the culture of making single-minded decisions which are not much sound at times when the person used to think individually he is not able to cover all the dimensions. For which the intrapreneurial culture is established in with the capable employees puts their innovative ideas and thoughts for making the survival of the business.

**4. Research Perspective**

Various researchers have highlighted the importance of intrapreneurship in the growth and development of organizations (Alpkan et al., 2010; Kearney et al., 2013). Contemporary researchers have identified that performance of intrapreneurs is a critical factor that may significantly impact the overall organizational performance (Neessen et al., 2017; Saboor et al., 2020). Areas like customer focus, customer transformation, the transformation of business models and innovation in organizations can be improved through intrapreneurial initiatives and may help the organizations in getting a competitive advantage in the market over its competitors (De Jong et al., 2011; Heinonen & Korvela, 2003; Bucherer et al., 2012; Rigtering & Weitzel, 2013). The present research studies revealed that research on intrapreneurs is still in its exploratory stage and needs exploration (Elvan- Gela et al., 2021).

**5. Challenge for Intrapreneurial Culture**

As it's an evolving concept in India and we know that adopting any culture is not an overnight game to play it takes healthy time to create awareness among the peoples to adopt and run it.

In India, the organizations have a phobia of failure but in the case of intrapreneurial culture, we usually have to aside it, as innovation always takes an ample of experimentations which are not always successful. Indian organizations don't have a culture of promoting experiments rather the organizations emphasize working in the pre-established boundaries which act as a challenge in the way of setting an intrapreneurial culture. The culture developed in Indian organizations is of making the constant criticism, which is an action of disapproval; due to it, the zeal in the employees for their innovative ways may be negatively affected. The intrapreneurs do not have any accelerators or incubators like that of entrepreneurs.

The main challenge in the Indian context is the lack of organizational support as the culture here embraces failures which develop a fear in the mind of the employees to try the innovations. The Indian organizations have very limited resources due to which operational constraints

come into the picture, due to which new things can't be tried as they need plenty of time and resources.

## 6. Road Ahead

Intrapreneurial culture is an evolving concept, and when considered in Indian organization's culture, it is much more required as this would help the organizations to grow and compete across the globe. It is still an untouched topic that needs more exploration and emphasis by the researcher so that the culture may be developed which would enhance the effectiveness and efficiency of the organizations.

## References

- Alpkan, L., Bulut, C., Gunday, G., Ulusoy, G., & Kilic, K. (2010). Organizational support for intrapreneurship and its interaction with human capital to enhance innovative performance. *Management decision*.
- Bucherer, E., Eisert, U., & Gassmann, O. (2012). Towards systematic business model innovation: lessons from product innovation management. *Creativity and innovation management*, 21(2), 183-198.
- De Jong, J. P. J., Parker, S. K., Wennekers, S., & Wu, C. (2011). Corporate entrepreneurship at the individual level: measurement and determinants. *ELM research reports*. Zoetermeer: *ELM*, 11(13), 3-27.
- Galván-Vela, E., Arango Herrera, E., Sorzano Rodríguez, D. M., & Ravina-Ripoll, R. (2021). State-of-the-Art Analysis of Intrapreneurship: A Review of the Theoretical Construct and Its Bibliometrics. *Journal of Risk and Financial Management*, 14(4), 148.
- Heinonen, J., & Korvela, K. (2003, September). How about measuring intrapreneurship. In *Conference Proceedings of 33rd EISB (Entrepreneurship, Innovation and Small Business)*. Conference in Milan, Italy (pp. 1-18).
- Kearney, C., Hisrich, R. D., & Antoncic, B. (2013). The mediating role of corporate entrepreneurship for external environment effects on performance. *Journal of Business Economics and Management*, 14(sup1), S328-S357.
- Neessen, P. C., Caniels, M. C., Vos, B., & De Jong, J. P. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. *International Entrepreneurship and Management Journal*, 15(2), 545-571.
- Rigtering, J. P. C., & Weitzel, U. (2013). Work context and employee behaviour as antecedents for intrapreneurship. *International Entrepreneurship and Management Journal*, 9(3), 337-360.
- Saboor, M. J., Yasmin, R., Paracha, A. T., & Amin, S. (2020). Linking Intrapreneurial Skills With Intrapreneur's Performance: Mediating Role Of Rewards. *International Journal of Management*, 11(08).

## Websites

- <https://search.proquest.com/openview/b1db390deeac681ba17c6a874759324d/1?pq-origsite=gscholar&cbl=2029988>
- <https://www.tcs.com/blogs/intrapreneurship-ecosystem-corporate-innovation>
- <https://search.proquest.com/openview/b1db390deeac681ba17c6a874759324d/1?pq-origsite=gscholar&cbl=2029988>
- <https://go.gale.com/ps/anonymous?id=GALE%7CA7789454&sid=googleScholar&v=2.1&it=r&linkaccess=abs&issn=00410861&p=AONE&sw=w>
- <https://www.hrtechnologist.com/articles/culture/creating-an-intrapreneurial-culture/#:~:text=WHAT%20IS%20INTRAPRENEURSHIP%3F,to%20move%20the%20business%20forward.>
- <https://www.peoplematters.in/article/entrepreneurship-start-ups/how-to-create-an-intrapreneurial-culture-19155?>