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**Fostering Intrapreneurship in Scotland:
Internal and External Factors, Influences and Tensions**

Róisín Dooley-Nealis

MRes, MA (Hons)

Submitted in fulfilment of the requirements of the Degree of Doctor of Philosophy in
Management

Adam Smith Business School,
College of Social Sciences,
University of Glasgow
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Abstract

This research investigates how intrapreneurship is facilitated in Scottish organisations across different sectors, drawing upon four strands of literature: entrepreneurship, human resource management, organisational behaviour, and organisational theory. The overarching aim is to explore how intrapreneurship is understood and enabled in organisations, emphasising the internal organisational dynamics, as well as external shocks and influences.

The study reviews literature across individual, team, and organisational levels affecting intrapreneurship while considering external environmental impacts, synthesising these strands into a conceptual model. A comparative multi-case study approach was employed, investigating three organisations in Scotland through semi-structured interviews and documentary analysis of organisational and government policies. Interviews were conducted with management and employees at each level in the case organisations. Thematic analysis and an abductive approach were adopted to identify and analyse recurring patterns informed by the conceptual framework.

As intrapreneurship is a complex multilevel construct, institutional logics were adopted as a lens to allow for an in-depth understanding of sectoral and industry differences in the intrapreneurship pursuit to be examined. The empirical findings show the enabling mechanisms of intrapreneurship, along with organisational tensions and competing logics. It is evident that top-down antecedents or enabling conditions are necessary to enable bottom-up ‘organic’ intrapreneurial activity. The findings demonstrate the influence of unexpected external events, pushing organisations to pursue intrapreneurship, developing antifragility and facilitating organic intrapreneurship. A multilevel model of intrapreneurship is presented, which considers all influencing factors and enabling mechanisms in its facilitation.

This research contributes to knowledge, policy and practice, building upon the growing body of research on intrapreneurship. It moves beyond the individual level of analysis to provide insights into the multilevel causal mechanisms that facilitate intrapreneurship, revealing the tensions organisations face in enabling it and emphasising the need to navigate these tensions and achieve harmony. Intrapreneurship is highlighted as a key driver of innovation in the cross-sectoral cases with the potential to create change from within existing organisations. Robust evidence is provided as to how intrapreneurship may unlock untapped potential in existing organisations in Scotland and further afield.

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Author's Declaration

I declare that, except where explicit reference is made to the contribution of others, that this dissertation is the result of my own work and has not been submitted for any other degree at the University of Glasgow or any other institution.

Printed Name: Róisín Dooley-Nealis

Signature:

List of Abbreviations

Abbreviations	Definitions
AMO	Ability, motivation, and opportunity
CAQDAS	Computer-aided qualitative data analysis software
CEO	Chief Executive Officer
COO	Chief Operating Officer
EI	Emotional intelligence
ESO	Entrepreneurship support organisation
EEA	Entrepreneurial employee activity
FLM	Front-line managers
GEM	Global Entrepreneurship Monitor
HPWP	High-performance work practices
HPWS	High-performance work systems
HR	Human resource
HRM	Human resource management
ISO	Intrapreneurship support organisation
NHS	National Health Service
NSET	National Strategy for Economic Transformation

RBV	Resource-based view
SDGs	United Nations Sustainable Development Goals
SDT	Self-determination theory
SME	Small to medium-sized enterprise
STEM	Science, technology, engineering, and mathematics
TEA	Total early-stage entrepreneurial activity

Chapter 1 – Introduction

1.1 Introduction

Entrepreneurship is a process whereby opportunities are discovered, evaluated, and exploited to create new goods and services, ways of organising, markets, processes and raw materials through organising efforts that had not previously existed (Shane & Venkataraman, 2000). The development of a portfolio of an entrepreneurial mindset, skills, and leadership is increasingly viewed as necessary for innovation, progress, and growth in existing organisations, often referred to as ‘intrapreneurship’ (Antoncic & Hisrich, 2001). Intrapreneurship is a concept which shares many vital behavioural characteristics with the concept of entrepreneurship, such as taking initiative and opportunity pursuit without regard to the resources available (Boon et al., 2013). It is acknowledged that while similarities exist between the behaviours of entrepreneurs and intrapreneurs, there are key differences. Intrapreneurs must operate within an established organisation, so this may, for example, need considerable political insight and skill to accomplish change and overcome specific limitations that a business hierarchy and an internal business environment may impose on individual initiatives (Cromie, 2000; Boon et al., 2013). This research strives to investigate how organisations can support intrapreneurial activity.

1.2 Gap in the Literature and Research Objectives

This thesis draws upon entrepreneurship, human resource management (HRM), organisational behaviour, and organisational theory literature and strives to bridge the gap between these fields so as to investigate and further understand intrapreneurship and how it is facilitated. The research links concepts such as organisational structure, culture and HRM, and external shocks and influences, to explore the factors and settings that enable intrapreneurship. There is a growing recognition of the requirement for entrepreneurial cultures within organisations across all economic sectors and engagement with wider entrepreneurial ecosystems to enhance entrepreneurial activity and value creation (Stam & Spiegel, 2016). However, there is a lack of consensus regarding the dimensions of intrapreneurship, its determinants, and conditions (Urban & Wood, 2015; Farrukh et al., 2017; Neessen et al., 2019; Audretsch et al., 2024). Hence, this research aims to elucidate this gap in the literature and provide clarity regarding the components of intrapreneurship and its enabling conditions.

Past research signposts intrapreneurship as a multilevel construct, driven from the bottom-up, affecting different organisational levels (Antoncic & Hisrich, 2003; Kuratko et al., 2005a; Åmo & Kolvereid, 2005; Hayton & Kelley, 2006; Åmo, 2010; Blanka, 2019; Neessen et al., 2019; Hernández-Perlines et al., 2022). Yet, multilevel research has found intrapreneurial behaviour is to some extent dependent on the presence of encouraging organisational conditions (Boon et al., 2013). Extant literature argues that organisations which have practices that foster agility and creativity, and cultivate relationships with employees, become innovative by motivating employees to engage in voluntary intrapreneurship and scouting in and around the organisation (Park et al., 2014; Heffernan et al., 2016). However, creativity and innovation may be stifled when organisational constraints become too great.

Nevertheless, there are synergies in the literature indicating that individuals, teams, and organisations benefit from a level of control that prevents anarchy. Therefore, the importance of such a level of control that prevents anarchy but also leaves enough space for generating creative ideas is emphasised (Zahra, 1993; Im et al., 2013; Acar et al., 2019; Preller et al., 2020). Innovation organised in secret by creative corporate employees due to a lack of organisational support may lead to the activity known as ‘bootlegging’ (Augsdorfer, 1996; 2012). Additionally, there is a lack of understanding and consensus regarding the impact of the organisational structure for facilitating intrapreneurship. Bernstein et al., (2016) suggest organisations must strive to maintain enough structure (levels of hierarchy, process and control) to ensure alignment with organisational goals while empowering employees with autonomy. Hence, this research strives to explore the conditions that enable and facilitate intrapreneurship.

The potential for the external environment to influence and interact with organisations is explored in this study. Although its influence is not acknowledged in the work of Neessen et al. (2019), much previous research has found external environmental factors may encourage firms to become more intrapreneurial and has been included in previous conceptual models (Covin & Slevin, 1991; Zahra, 1993; Antoncic & Hisrich, 2001; Ferreira, 2002; Martins & Terblanche, 2003; Kuratko et al., 2004; Hayton, 2005; Srivastava & Agrawal, 2010; Castrogiovanni et al., 2011; Kuratko et al., 2015; Haase et al., 2015; Stam & Spigel, 2016). In light of circumstances affecting the global economy, it is crucial to consider the current factors within the Scottish entrepreneurial ecosystem acting upon

organisations in their pursuit of intrapreneurship. These organisations do not exist in isolation and are subject to contextual influencing factors. For instance, the 2021-2022 report from Global Entrepreneurship Monitor (GEM) discusses the COVID-19 pandemic and how it may have assisted in facilitating opportunities (Hill et al., 2022). This may be a manifestation of antifragility, which represents the capability of a system to absorb shocks and subsequently improve (Ramezani & Camarinha-Matos, 2020; Corvello et al., 2023). Therefore, this research will investigate external factors and significant world events and their influence on hindering or facilitating intrapreneurship in organisations.

Furthermore, the language of innovation and intrapreneurship is saturated with a rich vocabulary, as not only are many words offered, but different authors define or use these words in different ways (Linton, 2009; Hernández-Perlines et al., 2022). Despite the Scottish Government's encouragement of intrapreneurship across Scotland (discussed further in the following section - 1.3), intrapreneurship is used synonymously with other terms across the Scottish policy and strategy landscape. Innovation is often the selected label for outputs and aims associated with technology and life sciences due to the connotations of the word. This can be seen in the recent National Innovation Strategy document (Scottish Government, 2023a), which firmly focused on research and development, technology, and life sciences. Extant intrapreneurship literature identifies innovation and innovativeness to be a component of intrapreneurship as an action or part of the process (Kuratko et al., 2005b; Bagheri & Pihie, 2011; Neessen et al., 2019). This highlights the need for a shared understanding of intrapreneurship and innovation as well as to distinguish it from other 'similar' concepts. Therefore, this research strives to explore the varying meanings of intrapreneurship across different sectors and industries.

A comparative multi-case study approach is adopted to explore these gaps in the literature effectively. A purposive sample of organisations across sectors in Scotland were selected. This responds directly to recent calls for empirical qualitative research that probes the subtle and complex interactions between organisational factors affecting intrapreneurship (Amberg & McGaughey, 2019; Neessen et al., 2019). Much of the past research focuses on a single case, and a need is expressed for in-depth comparative case studies to analyse the multilevel nature of intrapreneurship (Neessen et al., 2019). Under a critical realist lens, which emphasises the underlying structures and mechanisms and the causal forces shaping social phenomena (Bhaskar, 2008), this research aims to close this gap by investigating the

mechanisms which facilitate the phenomenon of intrapreneurship in the context of the chosen case organisations in Scotland. Furthermore, combining multiple levels of analysis provides an opportunity to unveil a more comprehensive perspective. This approach enables the observation of mechanisms at play across levels, offering a richer insight into organisational and environmental context (Thornton et al., 2012). Thus, this multilevel research seeks to address the gap in the need for more consensus from past research regarding how intrapreneurship is best enabled. It will thus investigate and understand the causal mechanisms enabling the facilitation of intrapreneurship.

The overarching purpose of this research is to investigate how intrapreneurship is facilitated in organisations across different sectors and industries. Based on the identified gaps in the literature and emerging themes, the research questions are as follows:

1. Does the meaning of intrapreneurship vary depending on the type of organisation or sector?
2. How and to what extent do organisational culture and structure impact the facilitation of intrapreneurship?
3. To what extent do organisations strike a balance between top-down and bottom-up approaches to intrapreneurship facilitation, and do contextual factors and organisational factors influence this?
4. How does the external environment and external pressures (such as industry/sector norms, government and policies, and societal expectations), influence the adoption, implementation, and outcomes of intrapreneurship in organisations?

A comparative multi-case study approach allows for detailed investigation into each proposed research question.

1.3 Research Setting and Motivations

Intrapreneurship tackles some of the key issues that the UN Sustainable Development Goals (SDGs) set out. The Sustainable Development Goals were adopted by all United Nations member states in 2015 (United Nations, 2015). Scotland's national action plan emphasises collaboration across sectors and the importance of collective impact as a key contributor to achieving the goals of the action plan (Scottish Government, 2020c). The importance of cross-sectoral collaboration and collective impact also aligns with the mission of Scotland Can Do (Scottish Government, 2013). Here intrapreneurship is identified as an effective driver of innovation and economic growth by encouraging employees within an organisation

to take on the role of an entrepreneur, develop innovative ideas, and drive change from within (Scottish Government, 2013). Therefore, intrapreneurship and the SDGs can complement each other to drive positive change within organisations and contribute to global sustainable development. This study aligns with Sustainable Development Goals 8 and 9¹, exploring how intrapreneurship contributes to economic growth, improved working conditions, and innovation. Additionally, the research will shed light on organisational structures and practices that promote sustainable business practices.

Scotland as a nation has a rich history and heritage of inventors, entrepreneurs, innovators, and creative individuals — making it an ideal setting to investigate the facilitation of intrapreneurship in organisations. As a nation, Scotland is characterised by a blend of distinctive geographical and cultural attributes. The Central Belt area of Scotland runs between Glasgow and Edinburgh, it is the most densely populated region and Scotland's industrial and commercial heartland. It is home to a significant portion of the country's population and economic activity. More specifically, Edinburgh is home to two of Scotland's three start-up unicorns² (Gov. UK, 2021). The organisations can be described as high-tech companies. One is placed in the sports betting and daily fantasy sports industry, and the other operates in the travel industry, specifically as a travel metasearch engine. Edinburgh is also the location of the UK's largest tech incubator (Gov. UK, 2021; The Herald, 2023). Additionally, Scotland's first innovation district is located in Glasgow City, which is a hub for entrepreneurship, innovation, and collaboration (Glasgow City Region, 2019). In addition to the core funding already received from Glasgow City Council, the Innovation District will receive a further £270,000 in 2022/2023 and £450,000 in 2024/2025, bringing the total to £900,000 (Global Business Districts Innovation Club, 2024). Hence, it can be seen that the Central Belt is certainly a hub for economic and entrepreneurial activity in Scotland.

Regarding population distribution, rural Scotland accounts for 98% of the land mass in Scotland and just 17% of the total population in Scotland (6% in remote rural and 11% in accessible rural) and has consistently done so since 2011 (Scottish Government, 2021). Yet, despite Scotland's population sparsity, as of 2020, there were over 22,295 registered enterprises in the Highlands and Islands, and micro-enterprises dominate the regional

¹ SDG 8: Decent work and economic growth. SDG 9: Industry, innovation, and infrastructure.

² Fast-growing firms valued at \$1bn (£718m) or more (Gov. UK, 2021).

business base (HIE, 2020). The region also has a diverse and thriving social economy with over 1,100 social enterprises (HIE, 2020). In addition, Scotland's third unicorn, a well-known brewery and craft beer company, was founded in Fraserburgh and is now located in Ellon, both small urban areas north of Aberdeen (BBC News, 2013). As of 2022, the company was valued at around £1.8 billion (Williams, 2022). Hence, it is evident there is thriving entrepreneurial activity outside the Central Belt region.

Furthermore, Scotland's industries have evolved over time, transitioning from a reliance on agriculture, fishing, and textiles to a growing emphasis on knowledge-based services, with sectors like technology, finance, and education playing a prominent role alongside the shift towards renewable energy. As the global economy moves into a fourth industrial revolution, driven by technological disruptors, the drive towards a net-zero future, artificial intelligence, genomics and other scientific advances, means new markets and new industries will emerge (Skills Development Scotland, 2018; Scottish Government, 2022a). Such disruptions are also met by other large-scale societal and demographic shifts such as further globalisation, an ageing population and increasing diversity within the workforce. This period of change will likely be disruptive (Skills Development Scotland, 2018). Unlocking Scotland's productivity has the potential to build a more resilient economy that generates sustainable growth (Tsoukalas, 2021). This is especially crucial considering the UK's long-standing labour productivity gap compared to its international competitors (Gallie et al., 2018). Thus, intrapreneurship may be a crucial tool to assist organisations in pivoting and manoeuvring with the changes and uncertainties of the economy.

Intrapreneurship has gained significant importance and traction within Scotland in the last 15 years. Extant research argues that interest in intrapreneurship grew exponentially from 2008 onwards due to it emerging as an effective approach for business development and sustainability to respond to market fluctuations, such as that of the global crisis of 2008 (Hernández-Perlines et al., 2022). The 2010 GEM Report is the first publication explicitly discussing intrapreneurship in Scotland (Levie, 2011). New questions in the 2010 survey enabled the identification of 'intrapreneurs' in existing organisations. GEM is an ongoing study that captures critical themes of interest in entrepreneurship for policymakers. However, it must be noted that intrapreneurship is not a theme or focus of every report. In 2013, the first Scottish policy document in which intrapreneurship is explicitly stated as pivotal for organisations striving to maintain a competitive edge in a global market was

published (Scottish Government, 2013). More specifically, the Scottish Government has been pursuing an entrepreneurship-oriented agenda through plans for ‘becoming a world-leading entrepreneurial and innovative nation’ since 2013 under the ‘Scotland Can Do’ framework. Therefore, not only is the Scottish Government aiming to encourage entrepreneurship in *the traditional sense*, but there is support for enabling intrapreneurship.

More recently, intrapreneurship is acknowledged and stated as pivotal to the success of Scotland’s entrepreneurial ecosystem aims in recent strategy documents and reports, such as the National Strategy for Economic Transformation (NSET) and the Entrepreneurial Campus Report (Scottish Government, 2022a; Tuffee & Little, 2023). Interestingly, Spiegel (2016) states there is little direct research to investigate the role of public policy in entrepreneurial ecosystems. As intrapreneurship is described as critical to success in the journey to become a ‘world-leading entrepreneurial and innovative nation’ (Scottish Government, 2013), this research also takes into consideration the policies and initiatives in Scotland that aim to encourage intrapreneurship.

1.4 Contributions of the Research

This research contributes to knowledge, policy and practice, building upon the growing body of research on intrapreneurship by providing an in-depth qualitative analysis exploring the enabling mechanisms of intrapreneurship in organisations. This study extends the existing understanding and literature of intrapreneurship by adopting a multilevel approach that considers the individual, team, organisational, and external factors. Furthermore, institutional logics was a beneficial lens in unpacking the multilevel nature of this research, as intrapreneurship is a complex and multilevel construct. By moving beyond the individual level analysis (e.g. of skills and attributes), this study provides an understanding of the causal mechanisms enabling the facilitation of intrapreneurship and individual intrapreneurial behaviour.

This study contributes to the organisational ambidexterity discussion, and further extends knowledge surrounding the facilitation of intrapreneurship. Organisational ambidexterity refers to how organisations do two different things equally well (i.e., efficiency and flexibility, adaptability and alignment etc.) (Audretsch & Guerrero, 2023). Multiple tensions were identified in the pursuit of intrapreneurship facilitation. The study findings show that organisational tensions and competing logics are essential influences on intrapreneurship.

Across the three cases, tensions exist between top-down as an enabling condition for bottom-up processes to occur. Hence, this study found that intrapreneurship is not solely a bottom-up construct. Rather, top-down enabling conditions facilitate intrapreneurship and allow for bottom-up processes to occur. Organisations that can navigate the interaction between the contrasting elements and tensions to find synergy can better adapt to external shocks and pursue and implement intrapreneurship more effectively.

The research highlights the influence of unexpected external events, pushing organisations to pursue intrapreneurship. This results in the development and strengthening of antifragility, which facilitates organic intrapreneurship. Antifragility is characterised by the capability to take advantage of a shock to improve the organisation's position (Corvello et al., 2023). Hence, intentional intrapreneurship facilitation enabled the organisations to overcome and thrive through these external shocks. Therefore, this research contributes to further understanding of antifragility and its manifestation and stresses the importance of this knowledge for organisations.

In terms of contribution to policy and practice, this study showed the value of intrapreneurship in small to medium-sized enterprises (SMEs) residing in different sectors and industries, which were all at various stages of growth and existence. Intrapreneurship is highlighted as a key driver of innovation in these cross-sectoral cases. The enabling conditions of intrapreneurship have been illustrated, and it is vital for organisations to acknowledge these to facilitate intrapreneurship to its fullest capacity. There is likely much untapped potential in existing organisations across Scotland, and further afield. Unlocking intrapreneurship may enhance productivity and the innovative capacity of organisations. These contributions are detailed in further depth in Chapter 8 (Conclusion).

1.5 Structure of the Thesis

The eight chapters that make up this thesis are all succinctly described in this section.

Chapter 1 provides an overview of the thesis. The concept of intrapreneurship is introduced, and the research setting is discussed. Due to the identified gaps in the research and the noted lack of consensus with past research concerning intrapreneurship and its development within organisations, the research questions and the methodology used have been detailed.

Chapter 2 provides a comprehensive review of the literature on intrapreneurship. Extant literature has been analysed at each level to examine multilevel elements and factors that enable intrapreneurship. Concepts such as organisational structure, organisational culture, and external shocks and influences were linked to explore the settings and factors that enable intrapreneurship. The theoretical angles adopted in past intrapreneurship research were unpacked, with institutional logics identified as a fruitful lens through which to view other theoretical mechanisms. A multilevel model is constructed that highlights the interaction and interplay between the organisational levels and the external environment and their facilitation and enablement of intrapreneurship. Based on the gaps in the literature, four research questions have been formulated to gain a further understanding of intrapreneurship and its facilitation. This research adopts a critical realist approach, which is justified fully in the methodology, which leads to the identification of possible mechanisms through retroduction in the literature review. The conditions required for a phenomenon to exist can be obtained by reasoning knowledge (Danermark et al., 2002), in this case intrapreneurship.

Chapter 3 sets out the methodological approach that was selected in pursuit of addressing the aims and research questions of this project. A qualitative research design underpinned by a critical realist ontology was pursued to investigate the facilitation of intrapreneurship in organisations belonging to different sectors and industries through an understanding of causal mechanisms and context. A comparative multi-case study approach has been utilised, with case study organisations originating from various sectors and industries. Semi-structured interviews were employed as the primary research method, and an analysis of organisational and policy documents was conducted to examine how intrapreneurship may be effectively enabled. The data was thematically analysed to produce an effective discussion to answer the research questions. In addition to this, the ethical considerations are addressed, and a critical reflection on the methodological approach is undertaken.

Chapter 4 discusses and explores the Scottish context in the development of intrapreneurship. This chapter extends on the discussion of the external environment from Chapter 2 by evaluating Scottish intrapreneurship and innovation policies and initiatives in depth. Scotland's innovation and productivity puzzle and the role intrapreneurship can play in boosting productivity is unpacked. The intrapreneurship and entrepreneurship support landscape in Scotland is examined. Finally, the influence and impact of external shocks on intrapreneurial activity is considered.

Chapter 5 explores the organisational factors that influence the facilitation of intrapreneurship across the three case organisations. Through an in-depth examination of the meaning and awareness of intrapreneurship, organisational culture, organisational structure, and intentional facilitation of intrapreneurship, this chapter will provide a detailed narrative enriched by insights from interviews and document analysis, offering a nuanced understanding of the causal mechanisms facilitating intrapreneurship within organisations.

Chapter 6 details the role of the external environment and external pressures on the adoption, implementation, and outcomes of intrapreneurship. Through an in-depth examination of external shocks, ecosystem support, and government and policy impact, this chapter will offer a thorough account enhanced by insights from interviews and document analysis, providing a comprehensive understanding of the causal mechanisms in the external environment which influence the landscape of intrapreneurship within organisations.

Chapter 7 discusses and reflects on the research results. Research findings are interpreted together using literature and theory from different disciplines to explain the links between them and to provide a holistic understanding of intrapreneurship. The chapter concludes by presenting a revised model of intrapreneurship that considers all influencing factors and enabling mechanisms in its facilitation.

Chapter 8 addresses the contributions to knowledge and the implications for practice and policy, providing an overview of the research. It also outlines the limitations of the research and describes considerations for future research and intrapreneurship policies.

Chapter 2 – Literature Review

2.1 Introduction

The purpose of this literature review is to examine and understand the multilevel elements and factors that enable intrapreneurship and its facilitation. To do this comprehensively, past literature has been analysed at the individual, team, organisational, and macro-level. The review identifies key elements at each level of the organisation and explores potential underlying mechanisms that may facilitate intrapreneurship. The individual-level literature identifies key behavioural and characteristic aspects of an intrapreneur. However, the link between individual intrapreneurship and organisational level factors requires further research. Furthermore, the review distinguishes that within an organisational setting it appears not necessarily crucial for all employees to be ‘intrapreneurial’ when engaging in group or team processes. Diversity and divergence in teams concerning skills and characteristics is shown to enable intrapreneurship and improve team innovation performance. Additionally, the team level literature identifies components such as organisational culture, organisational structure, or HRM practices as potentially important in facilitating outcomes such as innovation, however, more depth is needed to fully investigate the impact of these in facilitating intrapreneurship. Crucially, the review unpacks the various theoretical and analytical perspectives and approaches adopted in past intrapreneurship research, identifying institutional logics as a fruitful lens. A multilevel model is constructed which highlights the interaction and interplay between the levels of the organisation together with the external environment and their facilitation and enablement of intrapreneurship. Based on the gaps in the literature four research questions are formulated, as the ultimate purpose of this research is to explore the factors and settings that enable intrapreneurship

2.2 Conceptualisation of Intrapreneurship and Related Terms

Extant academic research holds many different conceptualisations, understandings and interpretations of what intrapreneurship means. The comprehensive literature review of intrapreneurship research conducted by Hernández-Perlines et al., (2022) identified different terms used to label ‘organisational entrepreneurship’ by various authors. The following terms were found in their review: Corporate entrepreneurship, Internal corporate entrepreneurship, Entrepreneurial adventure, Strategic entrepreneurship, Organisational entrepreneurship, Venture ventures, Entrepreneurial intensity. As Linton (2009) states, the

language of innovation is saturated with a rich vocabulary, as many words offered, and different authors define or use these words in different ways. Similar terms have been used interchangeably and synonymously which may lead to further misunderstanding.

Despite the rise of intrapreneurship in Scotland, across the Scottish policy and strategy landscape intrapreneurship has been used synonymously along with other terms. Although the 2011 GEM Report built upon the work of the 2010 report and discussed intrapreneurship in great depth, it used the terms intrapreneurship and ‘entrepreneurial employee activity (EEA)’ synonymously (Levie, 2012). More recently, the National Strategy for Economic Transformation (NSET) evidence paper, uses the term intrapreneurship inconsistently throughout the document, despite the term being used earlier in the document (Scottish Government, 2022b). Among the different labels used interchangeably with intrapreneurship were ‘employee ownership’, ‘employee entrepreneurial attitude’, ‘entrepreneurial mindset’, and ‘entrepreneurial employee activity’ — with the introduction of the term ‘intrapreneurism’ (Scottish Government, 2022b). Arguably this confusion and interchangeability of terms may be hindering the full development of intrapreneurship across the Scottish entrepreneurial ecosystem. This study makes the case for a cohesive understanding of intrapreneurship.

Additionally, Hernández-Perlines et al. (2022) distinguish different perspectives of analysis including the consideration of organisational size. The foundational work of Pinchot (1985) analyses the relationship of intrapreneurship in larger organisations. Additionally, some extant research describes intrapreneurship and corporate entrepreneurship as entrepreneurial behaviour inside established mid-sized and large organisations (Stopford & Baden-Fuller, 1994; Kuratko & Morris, 2018). Yet, Kenney (2010) introduces the term ‘globalpreneurship’ to define the process of intrapreneurship in large multinational companies. However, it has been found that intrapreneurship improves firms’ performance in general, regardless of size (Kuratko et al., 1990; Covin & Slevin, 1991; Antoncic & Hisrich, 2004; Baruah & Ward, 2015). As much past research focuses on large firms, this research strives to investigate the applicability of intrapreneurship for organisations regardless of size.

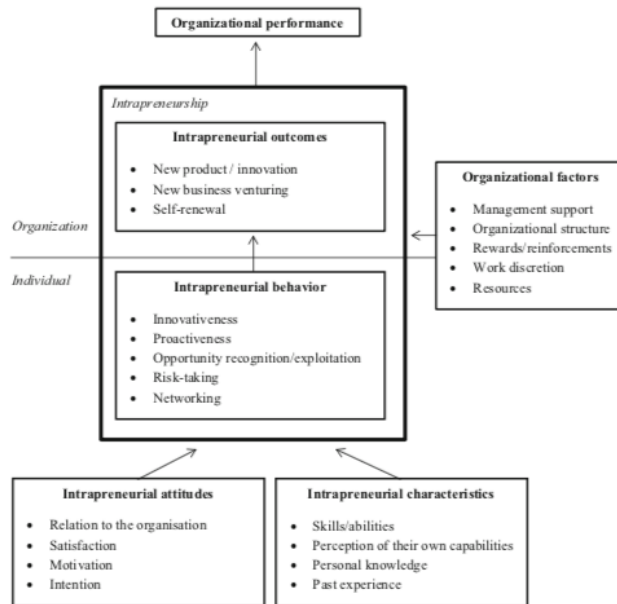
As Blanka (2019) notes, while there appears to be agreement on who an intrapreneur is (i.e., an entrepreneurial employee within an existing organisation), disagreement remains as to what exactly constitutes intrapreneurship. As stated, there are a few terms which have been

previously adopted interchangeably alongside intrapreneurship, with corporate entrepreneurship being the most frequent term (Hernández-Perlines et al., 2022). More recently, the term ‘social intrapreneurship’ has gained popularity. This refers to employees engaging in social innovation in the confines of an organisation, whether it be for-profit or not-for-profit (Summers & Dyck, 2011; Alt & Geradts, 2019; Haski-Leventhal & Glavas, 2021; Manjon et al., 2021). Thus, it lies in the intersection between social entrepreneurship, where entrepreneurs start an organisation to address social issues, and intrapreneurship in which employees pursue innovation towards new products and services (Haski-Leventhal & Glavas, 2021).

Generally, based on their review of past research, Hernández-Perlines et al., (2022) argue that corporate entrepreneurship encompasses an organisational level focus, with an emphasis on an organisation’s capacity and willingness to engage in entrepreneurship activities. Whereas intrapreneurship highlights individual and team level activities (Hernández-Perlines et al., 2022). Contrarily, Neessen et al. (2019) found that regardless of whether the definition of intrapreneurship was individually or organisationally based, the themes were similar. In general, they found that the definitions consisted of the six following themes: innovativeness and creation of new products/processes/services, new business venturing, self-renewal of the organisation, opportunity recognition and exploitation, proactiveness and risk-taking. They argue that the first three themes are goals of intrapreneurship, while the remaining three are characteristics of intrapreneurship (Neessen et al., 2019).

Moreover, it has been considered and proposed that intrapreneurship is a multilevel construct in some previous research (Åmo, 2010; Blanka, 2019; Neessen et al., 2019), with intrapreneurship operating across multiple levels of an organisation. Due to the dispersed nature of the intrapreneurship literature, Neessen et al (2019) put forward an integrative framework that provides an overarching perspective on intrapreneurship and its facilitation in organisations.

Figure 2.1 Neessen et al., (2019) Intrapreneurship Model



Source: Neessen, P. C. M., Caniëls, M. C. J., Vos, B., & De Jong, J. P. J. (2019). The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda. *International Entrepreneurship and Management Journal*, 15(2), 545–564. <https://doi.org/10.1007/s11365-018-0552-1>. Licensed under CC BY 4.0.

As can be seen from their model they demonstrate intrapreneurship is a complex and multilevel construct. Attitudes and characteristics are considered antecedents of intrapreneurial behaviour, based on the theory of planned behaviour (Neessen et al., 2019). Furthermore, they define intrapreneurship as a bottom-up process, while recognising the potential mediating factor of the organisation to enable or hinder outcomes (Neessen et al., 2019). Aligned with extant research, their model indicates the creation of new spin-out ventures is an outcome of intrapreneurship (Zahra, 2015; Kuratko et al., 2015). In addition, innovation and innovativeness is considered as an action and outcome of intrapreneurship, which is synergistic with extant research (Kuratko et al., 2005b; Bagheri & Pihie, 2011; Knox & Marin-Cadavid, 2019). This study takes the definition of intrapreneurship as a multilevel concept of intrapreneurship pursued by employees and teams which can be enabled or encouraged from the organisational level.

Furthermore, Hornsby et al. (2002) put forward a model depicting middle managers' perception of the internal environment for corporate entrepreneurship. The Corporate Entrepreneurial Assessment Instrument has developed to become one of the more comprehensive and potentially useful tools for organisations striving to implement intrapreneurship (Hornsby et al., 2002; Hornsby et al., 2013). It is an instrument that was developed to measure the key internal organisational factors that influence a firm's

entrepreneurial activities and outcomes and includes constructs such as ‘availability of funding/lack of funding’ (Hornsby et al., 2002; Hornsby et al., 2013). However, although it may be useful for assessing the organisational climate for intrapreneurship readiness, it does not take into account impacts from the external environment and its potential to enable and hinder innovation capacity.

As organisations are not existing in isolation and can be impacted by the external environment, this will be explored as an enabling and/or hindering factor of intrapreneurship, going beyond the models of extant research (Hornsby et al., 2002; Hornsby et al., 2013; Baruah & Ward, 2015; Neessen et al., 2019). Therefore, this literature review will analyse past research covering all levels of the organisation and will consider the impacts of the external environment in the facilitation of intrapreneurship. Intrapreneurship at the individual level will be deconstructed firstly in the following section. There is currently a lack of consensus regarding the dimensions of intrapreneurship, its determinants, and conditions (Urban & Wood, 2015; Farrukh et al., 2017; Neessen et al., 2019; Audretsch et al., 2024). Hence, this research strives to bridge this gap in the literature and provide clarity regarding the components of intrapreneurship and its enabling conditions.

2.3 Individual Level Intrapreneurship

2.3.1 Introduction

For entrepreneurship to be practised at all levels and functions of an organisation, intrapreneurs or corporate entrepreneurs must be willing and able to combine ideas from diverse sources and to welcome change as an opportunity to look for new directions (Cromie, 2000). There have been converging approaches to defining intrapreneurship within the literature. Some studies focus on the personality and psychology of entrepreneurs and innovators, whilst others discuss the nature of entrepreneurship and innovation in organisations (Zhao, 2005). The review by Neessen et al (2019) reflects that an intrapreneur acts within the constraints of an organisation, parameters that could be beneficial or detrimental to the behaviour and attitudes of the intrapreneur. This section of the literature review focuses on entrepreneurship in organisations or intrapreneurship on the individual level.

2.3.2 Intrapreneurial Employees

Consideration is taken to identify the key behavioural, characteristic aspects, and skills associated with intrapreneurship, through conducting a search of the literature (see Table 2.1 Key Individual Level Components). Building upon the work of Bagheri and Pihie (2011), Boon et al. (2013) identify proactiveness, risk-taking, commitment-building (with others). In addition, Cromie (2000) recognises an intrinsic need for achievement, internal locus of control, taking risks, tolerance for ambiguity, experimentation, creativity, autonomy, and self-confidence are key. Kuratko et al. (2005b) describe 'entrepreneurial actions' as any newly formed set of actions through which companies seek to exploit entrepreneurial opportunities that rivals have not noticed or exploited. This appears to be much in line with the resource-based view (RBV) of the firm, in which organisations implement strategies to exploit their inimitable internal strengths and resources (such as their people) to obtain competitive advantage (Barney, 1991). Through intrapreneurship, organisations can employ unique internal capabilities in order to exploit untapped opportunities ahead of competitors. The three key components Kuratko et al. (2005b) identify are; innovativeness, risk-taking, and proactiveness, and affirm that entrepreneurial actions take place within the context of the organisation's full range of actions, as opposed to occurring in a vacuum. More specifically, they determine that entrepreneurial actions are a result of organisational influences, along with highlighting its importance for agility and firm survival. Thus, it is imperative to acknowledge the conditions surrounding intrapreneurship both internally, and externally.

The research of Neessen et al (2019) demonstrates the influence of organisational factors and indicate that it is not sufficient to focus only on the behavioural aspects of innovativeness, proactiveness and risk-taking when researching the employee. Intrapreneurship is a broader construct and should also include opportunity recognition/exploitation, networking, and perception of employees' own capabilities, skills, knowledge and experience. In fact, the research of Chouchane et al. (2023) in a Canadian SME find that perceived organisational support (POS) predicts intrapreneurial behaviour through intrapreneurial intention which is moderated by intrapreneurial self-efficacy³. Therefore, intention has an indirect influence on behaviour, but only for workers who report a high or moderate level of self-efficacy. Their results imply that when self-efficacy is low,

³ An individual's belief in the ability to accomplish an intrapreneurial role, task, or set of behaviours (Chouchane et al., 2023).

POS would have little influence in the translating intention to behaviour when employees lack confidence in their intrapreneurial skills. This highlights the multilevel nature of intrapreneurship, with their research indicating that intrapreneurial behaviour requires both organisational support and high-self efficacy. Furthermore, Bosma et al., (2012) discover that intrapreneurs are much more likely to have the intention to start a new independent business than other employees at the individual level. In order to build employees' skills in initiative-taking and project development, Chouchane et al. (2023) propose organisations could introduce training programs. Hence, this indicates the value of the organisational level in assisting developing intrapreneurship in individuals.

The components in Neessen et al's (2019) study align to that of Dyer et al. (2009) on 'The Innovator's DNA.' They discover that top executives in most organisations they study, rather than feeling personally responsible for developing strategic innovations, feel responsible for facilitating the process of innovation. In their research, they identify five skills for stimulating innovativeness: *Associating*; which refers to the ability to successfully connect seemingly unrelated questions, problems, or ideas from different fields. *Questioning*; is the ability to challenge assumptions. Most of the innovative entrepreneurs Dyer et al. (2009) interview remember the specific questions they were asking at the time they had the inspiration for a new venture. *Observing*; discovery-driven individuals produce uncommon business ideas by observing and scrutinising common phenomena, particularly the behaviour of potential customers. *Experimenting*; the innovative entrepreneurs Dyer et al. (2009) interview all engage in some form of active experimentation, whether it was intellectual exploration, physical tampering, adjustment, or engagement in new surroundings. Experimentation is crucial for innovation and facilitating a creative culture within an organisation. *Networking*; devoting time and energy to finding and testing ideas through a network of diverse individuals gives innovators a radically unique perspective. Meeting people with diverse kinds of ideas and perspectives provides an opportunity to extend knowledge domains.

It can be said the traits associated with intrapreneurship are not dissimilar from that of an entrepreneur. However, as the extant literature emphasises, intrapreneurs operate within the confines of an already established organisation. Corbett and Hmieleski (2007) argue that the corporate context perpetuates the development of norms for expected behaviour within individuals (role schemas - patterns of behaviour that should be followed for certain events)

that conflict with the event scripts commonly used by independent entrepreneurs. In turn, intrapreneurs develop event schemas that differ from those of independent entrepreneurs. This is because the corporate context perpetuates a role schema that is often in conflict with the event schema that is used by entrepreneurs creating independent new ventures. However, role models may hold an importance in this context. Hisrich (1990) firstly introduces the potential influence of role modelling, in his paper 'Entrepreneurship/intrapreneurship' in which he examines the aspects and characteristics of entrepreneurship and intrapreneurship from a psychological perspective. The benefit role models can serve in a supportive capacity as mentors is emphasised in their paper, along with the consideration of the social context and the value of establishing connections to support resources. More recent research identifies coaching and mentoring by leaders and managers as an enabling factor of individual intrapreneurship (Wakkee et al., 2010; Moriano et al., 2014).

Observing the behaviour of others (i.e. role modelling) is a socially learned behaviour and one of the reasons why entrepreneurship rates are higher for men than for women can be explained due to there being more male than female entrepreneurial role models (Turro et al. 2020). Additionally, there appears to be a gender gap in intrapreneurship: male employees are about twice as likely to be involved in intrapreneurship (Bosma et al., 2012; Turro et al. 2020). Bosma et al. (2012) conducted a large scale international comparative study of entrepreneurial employee activity or intrapreneurship. In addition to identifying the gender gap, they argue intrapreneurship rates are highest for mid-career individuals, for highly educated, and for individuals with a high income. Ben Hador and Klein (2020) investigate the connection between age and intrapreneurial activities on employee performance, and argue this may be due to older employees being more engaged in their work and confident in their abilities. Nevertheless, future research may be needed to further investigate the discrepancies in intrapreneurship involvement, and approaches organisations can take to alleviate this.

This section highlights that intrapreneurship benefits from both organisational support and high self-efficacy in order to enable intention in intrapreneurial behaviour. The literature indicates the multilevel nature of intrapreneurship, illuminating the need for development of associated skills, the influence of role models, and a supportive environment. The following section explores the effects of intrapreneurship on individuals, including feelings of organisational belongingness and jealousy.

2.3.3 Effect of Intrapreneurship on Individuals

Identification with and feelings of belongingness in the organisation are positively related to fostering the intrapreneurial behaviour of employees (Edú Valsania et al., 2016). Identification with the organisation also serves as a partial mediator between leadership and intrapreneurial behaviour (Edú Valsania et al., 2016; Neessen et al, 2019). Taking a social exchange perspective, the research of Chouchane et al. (2023) indicates that employees who feel considered and valued by an organisation are more inclined to adopt an innovative and proactive approach at work, overcome challenges, and explore opportunities out-with their prescribed role. In addition to the relationship with the organisation, an employee's satisfaction with their job is crucial (Neessen et al., 2019). Kuratko et al.'s (2005b) research suggests that individuals' satisfaction with their line manager plays a significant role in facilitating the intrapreneurship process. These studies indicate that organisations must address employee well-being and engagement along with dynamics between employees and their direct managers in order for intrapreneurship to thrive.

The research of Biniari (2012) argues that the emotional exchanges between entrepreneurs and others in a given social context influence the embeddedness of the entrepreneurial act. This paper considers the effect of intrapreneurship or corporate venturing on individuals not involved. Biniari's (2012) work of the two case organisations demonstrates, in the 'Aster' case the envy towards the intrapreneurs was acknowledged and they anticipated their envious' emotional cues by amending some operational aspect of their venturing model reducing the operational cost of the program. As a result, the program became more integrated into the corporate context, as the culture that was created in the 'Aster' program started to manifest itself in the rest of the R&D division, and thus much of the resentment went away. Whereas in the 'Verde' case, the occurrence of envy was recognised but they interpreted it as an unreasonable reaction to the operations and the success of the program. Consequently, they became indifferent regarding their collaboration with others, forming firmer perceptions of superiority and advantage over their envious.

Literature suggests that an intrapreneur's skill set and intrinsic motivations strongly differ from the average employee, and consequently, they require a different management approach (Deloitte, 2015). According to Biniari (2012), it appears management has a role to play in mediating the emotional interactions between corporate entrepreneurs and other organisational members, therefore, there are calls for future research to investigate how top

management can better mediate the emotional impact of organisational changes caused by entrepreneurial initiatives and by looking at how they can channel envy into constructive opportunities for the organisation. Concerning emotional interactions, the research conducted by Di Fabio and Saklofske (2019) find it is beneficial to foster trait emotional intelligence (EI)⁴ as a means of further increasing intrapreneurial self-capital among young adults, therefore, specific training may be needed to enhance the different dimensions of EI. Intrapreneurial self-capital is a higher order construct characterised as a foundation of individual intrapreneurial resources utilised to overcome career and life construction challenges and includes dimensions of core self-evaluation, hardiness, creative self-efficacy, resilience, goal mastery, decisiveness, and vigilance (Di Fabio, 2014; Di Fabio & Kenny, 2011; Di Fabio & Saklofske, 2019). It generates the personal resources to tackle frequent shifts and transformations by creative strategies to confront and resource the restrictions that the world poses (Di Fabio, 2014). Hence, this section identifies the value of developing emotional intelligence to enhance intrapreneurship and organisational performance. How organisations can enable and encourage intrapreneurship in organisations will be explored in more detail next.

2.3.4 Intrapreneurship and Leadership

It is argued that entrepreneurs are leaders who identify and exploit opportunities through acquiring resources and leading/motivating others to engage and create value (Leitch & Volery, 2017). In their integrated model of entrepreneurial leadership and entrepreneurial learning, Bagheri and Pihie (2011) identify five entrepreneurial competencies, which relate to two key challenges that entrepreneurs endure. Firstly, entrepreneurs face the challenge of envisioning the future and the question of how to realise this vision (scenario enactment); and secondly, they have to influence and inspire people to accomplish their vision of the future (cast enactment). For scenario enactment, entrepreneurs need to be *proactive*, *innovative* and *willing to take risks*, whereas cast enactment requires competencies of *commitment building* and *specifying limitations*. It is worth noting that the competencies required for scenario enactment are much in line with that of past literature concerning intrapreneurship competencies (Cromie, 2000; Kuratko et al., 2005b; Dyer et al., 2009; Boon et al., 2013; Neessen et al., 2019). Boon et al. (2013) investigates the applicability of Bagheri and Pihie's (2011) model through in-depth interviews with the main stakeholders respecting

⁴ Compared to ability EI, Trait EI focuses on trait emotional self-perceptions and self-efficacy related to personality. It is based on a four-factor structure (well-being, self-control, emotionality, sociability) (Di Fabio & Saklofske, 2019).

the development of intrapreneurial competencies: employees and managers with responsibility for employee/staff development. Their research interviews with employees and managers largely confirm the relevance of Bagheri and Pihie's (2011) model as a basis for specifying intrapreneurial competencies. However, they acknowledge their study is the first attempt to test the model through an exploratory study of one sector, in particular vocational and professional education. Future research could investigate the applicability of this model in multiple different sectors. Nevertheless, the review by Blanka (2019) on individual-level intrapreneurship research found that management and leadership having a clear commitment to intrapreneurship is a crucial element to enable individual-level intrapreneurship.

Effective leadership is linked to the success of all sizes and types of organisations. In particular, leaders can also influence and stimulate the intrapreneurial behaviour of their subordinates (Haase et al, 2015). Research of Edú Valsania et al. (2016) finds that behaviours of authentic leaders⁵ are positively associated with employees' behaviours aimed at seeking new opportunities and innovative ways of solving problems. The managers Boon et al. (2013) interview recognise that intrapreneurial behaviour is to some extent dependent on the existence of encouraging organisational conditions. As stated earlier, Dyer et al. (2009) discover that top executives in most organisations, rather than feeling personally responsible for developing strategic innovations, feel responsible for facilitating the process of innovation, thus they conceivably create the organisational conditions in which to do so. This highlights the influence that leadership behaviour and organisational culture has on driving intrapreneurship in organisations.

The work of Kuratko et al. (2005a) and Kuratko et al. (2005b) highlights the entrepreneurial leadership and behaviour of managers at different organisational levels and emphasised their different roles in facilitating intrapreneurship. Nevertheless, entrepreneurial leadership research is still evolving. The foci on examining entrepreneurial leadership is traditionally twofold, depending on whether the starting point is from the entrepreneurship or leadership perspective. The core conundrum is whether the individual at the core of the entrepreneurial leadership concept is a leader leading in an entrepreneurial fashion or an entrepreneur who exhibits leadership behaviours (Leitch & Volery, 2017). Additionally, tests measuring

⁵ The behaviour pattern of a leader which leads to sustainable and maintained performance beyond expectations resulting from the leaders' relationship with their collaborators in the organisations where they work (Edú Valsania et al., 2016)

entrepreneurial inclinations quite often fail to distinguish between entrepreneurs and other groups such as managers due to the indicators used, as it seems some key intrapreneurial traits (such as, need for achievement and locus of control) are comparable to the skills needed to manage an organisation for profit (Cromie, 2000). Therefore, further research may be needed to fully examine leadership in relation to facilitating intrapreneurship, this will be unpacked further later in this review.

2.3.5 Summary

To sum up, the crucial individual level intrapreneurship components were identified and discussed. In particular, based on the literature reviewed, the key factors were; taking risks/risk-taking, proactiveness, innovativeness, experimentation and networking (see Table 2.1 below). As was noted, similarities can be drawn between the behaviours and traits associated with intrapreneurship, leadership and entrepreneurship. This highlights the importance of developing 'loose skills' associated with these concepts in order to add value in various contexts by enhancing innovation. Furthermore, emerging themes such as the interaction of intrapreneurship between other competencies and skills (such as emotional intelligence) in order to move beyond the norm and navigate the different levels of the organisations were apparent and hence may be fruitful considerations for inquiry. Additionally, as was highlighted in this literature search, intrapreneurship is a complex and multilevel construct and therefore the approaches an organisation can undertake to enable, encourage and promote intrapreneurship (e.g. through leadership) will need to be explored in more detail later in this literature review.

Table 2.1 Key Individual Level Components

Key Individual Level Intrapreneurship Components	Authors
Taking risks/risk-taking	Cromie (2000), Kuratko et al. (2005b), Bagheri and Pihie (2011), Boon et al. (2013), Neessen et al. (2019).
Proactiveness	Kuratko et al. (2005b), Bagheri and Pihie (2011), Boon et al. (2013), Neessen et al. (2019).
Innovativeness	Kuratko et al. (2005b), Bagheri and Pihie (2011), Neessen et al. (2019).
Experimentation	Cromie (2000), Dyer et al. (2009).
Networking	Dyer et al. (2009), Neessen et al. (2019).

2.4 Team Level Intrapreneurship

2.4.1 Introduction

As is discussed above, from an RBV perspective (Barney, 1991), it is said that creativity/innovativeness, one of the key behaviours identified above as contributing to intrapreneurship, is a critical intangible resource for firms (Im et al., 2013). One source of organisational innovation is unquestionably the ideas generated by individuals and/through teams (West & Sacramento, 2012). Employees work in teams in many organisations and in this context individual creativity is often fostered. Therefore, in comparison to organisational climate (see Section 2.5.4), team climate arguably has a greater influence and importance on the extent to which team members engage in creative behaviours and the innovative output of teams (Shalley et al., 2004; West & Sacramento, 2012). Although many teams are not built to be ‘innovative’, a typical innovation team can be characterised by cross-functional membership, and its involvement in complex and varied tasks (Im et al., 2013). Teams are increasingly conceptualised as dynamic networks of activities that reside in multilevel

contexts and coevolve with environmental variables (Kirnan & Woodruff, 1994). Due to the multilevel nature of intrapreneurship and the impact of the external environment, the team-level of intrapreneurship is a critical consideration. Recruiting the right individuals is crucial, and many organisations incorporate models such as Belbin's Team roles into their recruitment processes to ensure success in hiring and building effective high-performing teams (Belbin, 2018). Knowledge of what a team is and how to develop a high performing team alongside a practical understanding of the combinations of factors that prompt team innovation is hugely important for teams and organisations (Schippers et al., 2015). This section will discuss intrapreneurship at the team level.

2.4.2 Formation of Teams

The composition and development of an innovative team within an organisation can have a significant impact on the outcomes and success of intrapreneurship. Work teams implement many of the innovative changes required to enable organisations to respond appropriately to the external environment (West et al., 2004). Failure to consider the relationship between the phases of team development and innovation may prevent organisations from optimising the benefits accruing from intrapreneurial activities (Gapp & Fisher, 2007). Past research attempts to propose steps or guidelines for developing innovative teams. For instance, West et al. (2004) suggest that an innovative team may be developed within an organisation in twelve steps. The first step is to identify the task, followed by identifying external demands, selecting the team members with a focus on skills and diversity, securing organisational rewards, creating a learning and development climate, fostering an atmosphere of innovation, establishing norms of innovation, encouraging reflexivity in teams, ensuring that the team leader's style is appropriate, managing conflict constructively and aiming to bridge and coordinate competencies. However, not every team has a team leader, Bernstein et al. (2016) discuss 'holacracy' which adopts self-managed teams, and empowers employees and reduces layers of formal management. Management is decentralised management in this fluid innovative organisational form. Organisational structures, culture and HRM strategies will be explored in more detail when investigating the organisational level literature related to enabling intrapreneurship.

More recently, Johnsson (2017) conducted a systematic literature review and based on these five steps to create high performing innovation teams are proposed. These are: Secure commitment from top management, identify an innovation team convener, prepare (prime)

the convener, gather innovation team members, kick-off innovation projects. The purpose of guidelines such as these is to ease organisations' efforts to create innovation teams so that they do not suffer from group-emergence-related problems or innovation-related knowledge problems to facilitate group processes and encourage team members to mature into a cohesive unit (Johnsson, 2017). As team members may not have met before, establishing ground rules, expectations and goals can assist in minimising group emergence related problems (Johnsson, 2017). Although foundational work such as Tuckman's (1965) group development sequence of: Forming, storming, norming, performing is beneficial for understanding the dynamics of team formation; Preller et al. (2020) acknowledge the importance of a non-linear approach to team formation and creation, as in relevant factors not occurring in sequence. Consistent with this call, West and Sacramento (2012) propose seven non-linear, team climate factors for innovation. These are: Clarifying and ensuring commitment to group vision, participative safety and trust, task orientation, support for innovation, participation in decision making, managing conflict and minority influence constructively, and reflexivity. Appropriate compensation and reward systems are illuminated in past literature as being an effective way to facilitate employee performance (West et al., 2004; Hayton, 2005; Bernstein et al., 2016; Vincent & Hurrell, 2019). Therefore, based on the literature reviewed the following sections will explore in depth in relation to intrapreneurship facilitation; formal structures and compensation systems, diversity in teams, shared entrepreneurial vision and mission, leadership, and reflexivity.

2.4.3 Formal Structures and Compensation Systems

The formation of an entrepreneurial team involves agreeing on formal and informal rules and outlining how the team wants to work together. Planning process formalisation is defined as the degree to which activities and relationships in teams are governed by rules, procedures, and contracts during the planning process (Im et al., 2013). Preller et al.'s (2020) review identifies several advantages for entrepreneurial teams that agree on a contract that clearly states the boundaries of their collaboration; an appropriate contract can help team members define a venture's ownership structure, protect intellectual property, and prepare for potential challenges related to teamwork and composition changes. However, the quantitative research Im et al. (2013) conduct with senior managers and product team leaders in high-tech manufacturing firms find that although formalised planning is important, rules and procedures should not be uniformly applied to all aspects of the innovation activities. Acar et al., (2019) review 145 empirical studies on the effects of constraints (any externally

imposed factor e.g., rules and regulations, deadlines, requirements, and resource scarcity) on creativity and innovation and find that individuals, teams, and organisations benefit from a ‘healthy dose’ of constraints in terms of teams functioning. However, when the constraints become too high, that is when creativity and innovation are stifled thus hampering intrapreneurship efforts.

The sharing of information and power is often vital to organisational performance. Organisations that have established matrix structures, should, in theory, facilitate project type teams more easily than other structures. In matrix organisations teams are composed of mixed functions or dimensions, and there is a need for high information processing capacity to achieve the goals of efficiency and effectiveness (Burton et al., 2015). However, they can struggle with knowledge sharing, as high levels of collaboration require porous boundaries between working groups (Butler, 2017). For instance, Evald and Bager’s (2008) research investigating venture teams from a corporate incubator system within an organisation finds that political rivalry and low level of knowledge sharing between the ventures were further exacerbated by the individualistic-competitive structure of the incubator and ineffective management to some extent. Networking and knowledge sharing among venture teams remains at a low level during the entire study period, which leads to an intensification of political rivalry among venture teams for corporate funding, and further weakens their commercial focus and activities even more. Thus, the challenge for management is, therefore, to always keep political rivalry at a low level, encourage networking activities, and take relevant measures to recruit, train and supervise staff to enforce their commercial orientation.

Additionally, another important consideration for organisations when forming entrepreneurial teams is the role of compensation systems in incentivising entrepreneurial action. Chakrabarty’s (2020) paper proposes that the interaction between compensation systems and the need for autonomy versus relatedness among employees determines the type of compensation system chosen for entrepreneurial action. After the chosen type of relationships are formed and entrepreneurial action begins, challenges in the implementation of compensation systems are likely to take shape. Self-determination theory (SDT) is useful in analysing the role of relationships and compensation systems in team intrapreneurship pursuits. It is suggested that compensation systems act as extrinsic motivators (Chakrabarty, 2020). West and Sacramento (2012) uncover in their review that past research evidence

suggests that extrinsic rewards can complement intrinsic motivation. If compensation systems are designed to encourage employees to work toward a common team goal, then employees are more likely to depend on relationships with their team members during intrapreneurship. This runs counter to the theory of ‘crowding out’, that suggests extrinsic rewards are not conducive to intrinsic motivation (Frey & Oberholzer-Gee, 1997). By contrast, employees will be less likely to depend on relationships with their team members if compensation systems encourage members to focus on individual goals (Chakrabarty, 2020). The rewards that motivate workers in one context may be inappropriate in certain contexts. Thus, rewarding an individual for their personal contribution to the group may be counterproductive and a team-based reward may be more appropriate in a team context (Vincent & Hurrell, 2019). Therefore, based on the employee relationships, consideration is needed to avoid distributive justice issues under individual-based compensation and free-riding issues under team-based compensation systems in intrapreneurship pursuits.

2.4.4 Diversity in Teams

The work of both Satell (2018) and West et al (2004) emphasise the importance of diversity in entrepreneurial teams. Although it can be argued heterogeneity can lead to lower team functioning due to arising fault lines and conflict between team members due to a lack of understanding. Fault lines are said to be the ‘hypothetical dividing lines that split a group into subgroups based on one or more attributes’ (Mathieu et al. 2008, in Mathieu et al., 2019). In their review of team effectiveness research, Mathieu et al. (2019) find most scholars argue that fault lines produce negative effects on performance outcomes with a few papers suggesting that they may also yield benefits such as higher creative task performance. Nevertheless, heterogeneity can also broaden a team’s knowledge base, thus increasing team and organisational performance (Breugst et al., 2018). To understand why some teams benefit from diversity and thus from diverse information distributed across team members, Van Knippenberg et al. (2004) develop the categorization-elaboration model. The model suggests that diversity can stimulate information elaboration in teams — that is, the exchange of information and perspectives, individual-level processing of the information and perspectives, the process of feeding back the results of this individual-level processing into the group, and discussion and integration of its implications (Van Knippenberg et al., 2004). Mathieu et al. (2019) distinguish three different types of team diversity: Functional Diversity, Surface-Level Diversity, Deep-Level Diversity. These will be explored in more detail below.

2.4.4.1 Functional Diversity

Functional diversity refers to a team consisting of individuals from various functional areas (Mathieu et al., 2019). Innovation teams benefit from being multifunctional, therefore, possessing divergence and convergence in appropriate areas. Divergence in, for example, skills and knowledge are positive for the dynamic of the group. It may prevent groupthink, which in many cases produces incorrect decisions early in projects, and divergences across team networks are also positive, as they make it easier to find relevant competencies when needed, and convergence in and openness to learning (Johnsson, 2017). Evald and Bager's (2008) research investigating venture teams from a corporate incubator system found one of the reasons why market opportunities deteriorated for venture teams in their study was the lack of diversity in team composition. The venture team leaders and other staff members with expertise in sales processes and marketing remained few compared to that of technological experts.

Although the individual level literature identifies key behavioural and characteristic aspects of an intrapreneur, within a team setting it appears it is not necessarily crucial for all employees to be 'intrapreneurial' when engaging in team processes. Belbin's research and work on the Nine Team Roles model, acknowledges the strengths, weaknesses and capabilities within a team to help shape it to be effective, as well as high performing (Belbin, 2015; Belbin, 2018). Thus, balance within a team is emphasised. For instance, the role of a Plant on an intrapreneurial team is crucial as they are the creative idea generators who provide the initial spark for innovation. However, they usually prefer to operate by themselves at some distance from other members of the team and tend to be rather independent and introverted (Belbin, 2015). Creative people are an essential element of the innovation process, with the generation of ideas being the starting point for innovation in the team and organisation (Burch, 2006). However, too many Plants in one team may be counterproductive as they tend to spend their time reinforcing their own ideas and engaging each other in combat, and without a Plant, it was found that teams struggled to produce the initial spark of an idea with which to push forward.

2.4.4.2 Surface-Level Diversity

Surface-level diversity focuses on apparent and overt demographic characteristics (Bell, 2007; Mathieu et al., 2019). However, the review by Mathieu et al. (2019) illuminates that past research is conflicting concerning age and gender diversity and its impact on team

performance. Nonetheless, cross-cultural and transnational group resources of entrepreneurs and employees can facilitate intrapreneurship. Elo and Vincze's (2019) case study research which explores an organisation in Northern Sweden and attests that the cross-cultural nature of the employees, their transnational and global ethnic networks and cross-cultural competence assisted them in opportunity development. Muzychenko (2008) highlights the importance of the development of cultural intelligence for effective international opportunity identification to occur. Furthermore, prior research investigates the relationship between entrepreneurial orientation or related components with cultural intelligence, with research findings confirming the moderating role that cultural intelligence plays on the positive effect of entrepreneurial orientation (Engle & Nehrt, 2012; Tuan, 2015). Facilitating and building cross-cultural group-working and teams within organisations may be of benefit to the business environment to further facilitate intrapreneurship whilst adapting to the increasingly interconnected and globalised landscape.

2.4.4.3 Deep-Level Diversity

Deep-level diversity is defined as psychological characteristics such as personality factors, values, and attitudes (Bell, 2007; Mathieu et al., 2019). Mathieu et al's (2019) review of the team effectiveness research discovers that although significant and positive relationships between personality factors and performance and other behavioural outcomes are confirmed by many scholars, past research has been conflicting in certain circumstances. EI is found to be positively related to performance and teamwork effectiveness was greater for those with higher levels of EI (Mathieu et al., 2019). As mentioned in the individual literature synopsis, the research Di Fabio and Saklofske (2019) carry out highlights the benefit of fostering trait EI as a means of further increasing intrapreneurial self-capital (ISC). Thus, EI appears to be of benefit for enhancing individual intrapreneurship as well as team working. There is evidence EI can be enhanced through specific training in extant research (Di Fabio & Kenny; 2011; Vesely-Maillefer & Saklofske, 2018). Specific training to enhance the different dimensions of EI are linked to individual intrapreneurial characteristics (Di Fabio & Saklofske, 2019). Therefore, delivering specific training in organisations may be needed to enhance the different dimensions of EI to further increase individual intrapreneurship.

Another area of potential divergence is the level of entrepreneurial passion. de Mol et al. (2020) examine how both the average level of entrepreneurial passion and the diversity of passion within new venture teams contributes to venture performance in both the short and

long-term. Their findings indicate that average team passion is not significantly related to performance, but passion diversity, particularly intensity separation (diversity in the level of passion team members experience), is negatively related to performance. Besides, while past research typically emphasises that team members can differ concerning their past experiences and skills, Preller et al. (2020) demonstrate the impact of heterogeneity in terms of the team members' views on the future, this will be explored in more detail in the following section.

2.4.5 Shared Entrepreneurial Vision and Mission

At the team level, past research highlights the importance of shared vision for innovation (Gilson & Shalley, 2004). In Satell's (2018) paper, 'Four Ways to Build an Innovative Team', one of the key areas is to 'Hire for Mission.' When recruiting people both internally and externally, it is important to recruit people interested in the problems to be solved, who will commit to a shared mission and vision. Additionally, West and Sacramento (2012) emphasise the importance of clarifying and ensuring commitment to team vision in their Team Climate Factors for Innovation. In the review by Mumford et al. (2019), they acknowledge that the impact of shared mental models⁶ and mission clarity on team performance has been demonstrated in many studies. The availability of shared mental models and mission clarity enables effective communication in teams which promotes the exchange of expertise and knowledge needed for process execution and creative problem-solving (Mumford et al., 2019). For instance, Mumford et al. (2001) investigate the influence of situational variables on the performance of groups and individuals on creative problem-solving tasks. They demonstrate the importance of shared mental models in shaping team performance. These models also allow team members to anticipate other team members' reactions, adjust their behaviour to other team members, and evaluate potential alternative courses of action. In fact, Xiang et al., (2016) argue EI could be an antecedent to shared mental models. Thus, further making the case for the benefit of EI development to facilitate intrapreneurship.

Although the majority of existing research stresses the importance of shared vision and goals, the qualitative research Preller et al. (2020) conduct which investigates the entrepreneurial vision of enterprise founding teams, it is discovered that founding team

⁶ Common knowledge structures; knowledge possessed by all team members, about the task, teammates' roles, equipment, and performance expectations (Mumford et al., 2001).

members holding incompatible visions can work together successfully while their incompatible visions could co-exist over time. Congruent visions within a team encourages focused opportunity development, in which the team remains focused on the initial opportunity and adjusted it gradually over time. Incongruent visions, however, stimulate comprehensive opportunity development, in which the team considers multiple and diverse alternatives, leading to fundamental changes over time. This highlights that even teams whose members permanently hold incongruent (and thus incompatible) visions can successfully develop opportunities to market when they approach challenging decision situations with high levels of professionalism. Thus, teams with incongruent visions were still able to function effectively, but the benefits for the future orientation of the ventures certainly could be seen in teams with congruent visions. It is worth noting that Preller et al. (2020) also find that teams in which one team member was attributed a higher status by all the other team members tended to hold congruent visions, whereas teams in which no team member was attributed higher status tended to hold incongruent visions. Hence, this underscores the critical role of shared vision and mission in pursuit of intrapreneurship. The role of team leaders in cultivating intrapreneurial teams will be discussed in more detail below.

2.4.6 Leadership of Teams

Past research suggests that an innovation team consists of the team leader or an innovation driver to ensure that progress is achieved (Johnsson, 2017). Seshadri and Tripathy's (2006) case study research investigating intrapreneurship at Tata Steel demonstrates the importance of a charismatic leader for encouraging and facilitating an intrapreneurial team. Moreover, prior research shows that a transformational leader can play an important role in engendering a shared vision and reflexivity within a team (Schippers et al., 2015). As stated earlier concerning entrepreneurial vision in teams, Preller et al. (2020) finds that teams in which one team member is attributed a higher status by all the other team members tend to hold congruent visions, whereas teams in which no team member was attributed higher status tend to hold incongruent visions. Team members typically describe a teammate's highly attributed status with great admiration, stressing his or her influence and prominence and the respect he or she received from others. This high status triggers implicit or explicit alignment of team members' visions with that of the high-status person. As stated in the previous section, teams with incongruent visions are still able to function effectively, however, there are certainly many advantageous aspects for teams with congruent visions.

When engaging in opportunity-focused activities intrapreneurial leaders also influence their followers, motivating and encouraging them to pursue entrepreneurial behaviours. The opportunity-focused actions of leaders are crucial for two reasons. Firstly, as they result in recognition and exploitation of new opportunities in an organisation, and secondly, from a leadership perspective, seeing their leaders behave entrepreneurially creates employee commitment to do the same (Renko et al., 2015). Concerning Belbin's Team Roles, Bednářand and Ljudvigová (2020) find it is common for start-up leaders to demonstrate multiple team roles to strengthen their versatility. Although, in their research, they uncover that across the board the role of a Shaper was relatively highly demonstrated by all intrapreneurial leaders. They are dynamic and perform well under pressure and are innovative when it comes to overcoming obstacles. However, Robinson and Hayllar's (2006) research which assesses the team role preferences of 'would-be' entrepreneurs discover in their sample that participants had significantly lower preference levels for the Shaper role, in comparison to past research on UK managers. Their sample consists of individuals from Australia and China so this may also be due to cultural differences.

Additionally, previous research illuminates the potential paradox in which creative individuals may be less likely to demonstrate a preference to work within team climates that facilitate innovation. The 'anti-social' behaviour of the individuals who generate ideas can often be detrimental to the positive team climate that is needed to nurture and implement those ideas (Burch, 2006). In relation to Belbin's nine team roles, Plants are crucial as they provide the source of original ideas to support innovation. However, they usually prefer to operate by themselves at some distance from other members of the team and tend to be fairly independent and introverted (Belbin, 2015). Creative people are an essential element of the innovation process, with the generation of ideas being the starting point for innovation in the team and organisation (Burch, 2006). Belbin states that teams with no Plant struggle to produce an initial innovative idea with which to push forward. Therefore, it is critical or necessary that they are managed and lead effectively if they are less likely to be a good fit within such team climates. Such ways in which this can be done include developing their team-working and interpersonal competence through psychological coaching, and at a more practical level, encouraging them to develop their ideas in brainstorming groups (Burch, 2006; Burch et al., 2008). Another task for management and leaders is to encourage risk-taking and learning from mistakes rather than establishing a blame culture (Johnsson, 2017).

Risk-taking has been identified as one of the key intrapreneurship aspects at the individual level and has shown to be crucial for team-level intrapreneurship too.

2.4.7 Reflexivity

Team reflexivity is the extent to which team members collectively reflect upon the team's objectives, strategies, and processes as well as their wider organisations and environments, and adapt accordingly (West & Sacramento, 2012; Schippers et al., 2015). High reflexivity exists when team planning is characterised by greater detail, inclusiveness of potential problems, hierarchical ordering of plans, and long as well as short-term planning (West & Sacramento, 2012). It is highlighted earlier that in both West et al.'s (2004) and West and Sacramento's (2012) entrepreneurial team formation models, one of the key aspects is encouraging reflexivity in teams. A growing body of research suggests that team reflexivity may be an important process in enhancing team innovation, the development of high performing teams and implementation of more effective processes or procedures. For instance, Schippers et al.'s (2015) field study of 98 primary health care teams in the United Kingdom indicate that the relation between team reflexivity and team innovation is important for team functioning. Teams often must endure challenges stemming from the work environment that is not always mitigated effectively simply by working harder or sticking to previous work practices and routines, therefore the relation between team reflexivity and team innovation is important for team functioning, especially needed and helpful when work demands are high.

Nevertheless, Breugst et al.'s (2018) research is based on a sample of 52 student teams working on a decision task. Their participants were asked to take the role of entrepreneurial team members who were in the process of deciding to pursue one out of four potential business opportunities. Information items were distributed across members and for this task, they were randomly assigned the role of either a financial manager, marketing manager, or operations manager and received information sets tailored to their roles. Their findings suggest that team reflection can play very different roles in the decision making of these teams. On the one hand, team reflection can compensate for a lack of information elaboration if teams can build on reliable information, it may be helpful for teams to increase their level of reflection under these conditions before approaching important decisions. On the other hand, if teams intensely engage in the elaboration of reliable information, elevated levels of reflection might indeed be detrimental to team performance. Thus, as information

elaboration and team reflection both entail an investment of time and effort for teams when the information at hand is reliable, it might make sense to set a stronger focus on either one of the two team processes to make the best use of sparse resources. In relation to intrapreneurship, team reflexivity is of value as it enhances their capacity to leverage internal resources, and thereby enables teams to adapt strategies and processes in response to evolving organisational and market conditions.

2.4.8 Entrepreneurial Identity in Teams

Identification with and feelings of belongingness within teams and organisations are positively related to the entrepreneurial behaviour of individuals. Knox et al. (2021) explore how entrepreneurs in different settings reflect on social interactions to work on their identities. They investigate a business membership network and a creative hub in the Central Belt of Scotland. Despite the fact both entities are from the same geographical region it is found that the way identity is constituted by entrepreneurs in different settings diverges. A narrative approach to entrepreneurial identity construction is also adopted by Maclean et al. (2015). They demonstrate the structuring of narratives through a metaphorical journey in response to events, transitions and turning points in which the philanthropic identity narrative generated is both individually and socially oriented. Thus, both these papers demonstrate the social context of entrepreneurial identity creation. In addition, they highlight the value of a narrative approach for entrepreneurship research.

Furthermore, concerning feelings of belongingness, the research of Biniari (2012) considers the effect of intrapreneurship or corporate venturing on individuals not involved. In the 'Verde' case, the occurrence of envy towards the venturing team is recognised but interpreted as an unreasonable response. Consequently, the venturing team became indifferent regarding their collaboration with others, forming firmer perceptions of superiority and advantage over their enviers. Thus, although entrepreneurial identity was strong within the venturing team, they are unwilling to integrate intrapreneurship cross-functionally. Whereas in the 'Aster' case the envy towards intrapreneurs is acknowledged and they anticipated their enviers' emotional cues by amending some operational aspect of their venturing model reducing the operational cost of the program. As a result, the program became more integrated into the corporate context, as the culture created in the 'Aster' program manifests itself in the rest of the research and development division, and thus much of the resentment goes away. This highlights the importance of the cross-functional flow of

knowledge and collaboration between teams, along with the development of a culture of intrapreneurship within an organisation. The facilitation of intrapreneurship through an organisational culture will be explored in more detail when investigating the organisational level literature.

2.4.9 Summary

To sum up, the crucial components needed to further facilitate entrepreneurship within teams were highlighted. Based on the literature reviewed, the key factors are; structures, compensation systems, diversity and composition, and leadership (see Table 2.2 below). It is clear, however, that the research on entrepreneurship at the team level remains inconclusive and a lot of these elements are dependent on context and require balance, therefore, work is needed to fully understand entrepreneurial teams and their functioning. For instance, although the individual level literature identifies key behavioural and characteristic aspects of an intrapreneur, within a team setting it is not necessarily crucial for all employees to be 'intrapreneurial' when engaging in group or team processes. The literature demonstrates diversity and divergence in teams with regard to skills and characteristics was shown to improve team performance. Furthermore, extant research demonstrates discrepancies with certain components, for instance, with regard to how rigid or loose team structures should be and with team diversity and make-up. Therefore, this research strives to investigate how the facilitation of intrapreneurship may vary in different contexts and settings. Furthermore, much in line with the individual level literature, themes such as the interaction of intrapreneurship between other competencies and skills (such as EI) emerged in the team level literature and may be areas of consideration for future intrapreneurship research. Although this appears to be a compelling route to further enrich the intrapreneurship discussion, it is outwith the scope of this thesis. Additionally, as is emphasised, team level intrapreneurship may be further facilitated by organisational level components such as organisational culture, organisational structure, or through HRM strategies such as compensation. The approaches an organisation can undertake to enable, encourage and proactively promote intrapreneurship in organisations will be explored in more detail in the following sections.

Table 2.2 Key Team Level Components

Key Team Level Intrapreneurship Components	Authors
Structures	Evald and Bager (2008), Im et al. (2013), Bernstein et al. (2016), Butler (2017), Acar et al. (2019), Preller et al. (2020).
Compensation Systems	West et al. (2004), Hayton (2005), West and Sacramento (2012), Bernstein et al. (2016), Vincent and Hurrell (2019).
Diversity and Composition	West et al. (2004), Van Knippenberg et al. (2004), Burch (2006), Bell (2007), Evald and Bager (2008), Muzychenko (2008), Belbin (2015), Johnsson (2017), Belbin (2018), Breugst et al. (2018), Satell (2018), Elo and Vincze (2019), Mathieu et al. (2019), de Mol et al. (2020), Preller et al. (2020).
Leadership	Burch (2006), Robinson and Hayllar (2006), Seshadri and Tripathy (2006), Burch et al. (2008), Belbin (2015), Renko et al. (2015), Schippers (2015), Johnsson (2017), Bednárand and Ljudvigová (2020), Preller et al. (2020).

2.5 Intrapreneurship at the Organisational Level

2.5.1 Introduction

While the inherent benefit of entrepreneurial action within established organisations is indicated in previous literature, there remains a greater need for further research regarding how and why intrapreneurship is best enacted in certain organisational settings (Kuratko et al., 2015). As is mentioned by much past research there is a lack of consensus concerning intrapreneurship and its development within organisations. A large quantity of previous

research investigates intrapreneurship on the micro-level, yet the macro context is ignored (Stam & Bosma, 2015). The ‘hardware’ side of organisations: strategy, structure, systems, and procedures, is the contextual framework within which individuals take their behavioural cues (Covin & Slevin, 2002; Kuratko et al., 2014). Thus, the purpose of this section is to explore the factors which may facilitate intrapreneurship at the organisational level.

2.5.2 Intrapreneurship at the Organisational Level

Although intrapreneurship is related to similar concepts such as corporate entrepreneurship, according to Bosma et al. (2012) corporate entrepreneurship is often defined at the level of organisations, whereas they state intrapreneurship relates to the individual level and is about bottom-up, proactive work-related initiatives of individual employees. However, previous research such as that of Neessen et al. (2019) and Turro et al. (2020) disagree that it is *entirely* centred on the individual level. They find that intrapreneurship is a multilevel construct that can affect different organisational levels but there are conditions in which intrapreneurship is effectively facilitated. According to Antoncic and Hisrich (2001), the concept of intrapreneurship has four distinct dimensions: first, new-business venturing; second, innovativeness; third, self-renewal; and finally, proactiveness. These dimensions are specifically related to firm-level entrepreneurship. However, in a later paper Antoncic and Hisrich, (2003) expand on their initial conceptualisation of intrapreneurship and expand it to include product/service innovativeness, process innovativeness, risk-taking, and competitive aggressiveness.

Furthermore, Christensen’s (2005) research examines how companies can encourage intrapreneurship utilising Kuratko et al.’s (1990) five different enablers: rewards, management support, resources, organisational structure, and risk. Based on a case study of a large knowledge-intensive industrial firm, they conclude that the factors are not of equal importance and that in their specific case organisation, other important factors also enable intrapreneurship. The qualitative research reveals that other factors commonly discussed by all interviewees are the importance of communication, company culture, and processes to enable intrapreneurship in the organisation. More recently, Neessen et al. (2019) put forward an integrative intrapreneurship model which includes all of Antoncic and Hisrich’s (2001) initial dimensions except for proactiveness. Their model provides an overarching perspective on intrapreneurship and how intrapreneurship is facilitated (Figure 2.1). However, upon reviewing the literature it is evident the key elements that impacted the facilitation of

intrapreneurship were; culture, structure, and human resource management (HRM) (see Table 2.3). Therefore, the following sections of this literature synopsis will discuss the influence of the organisational elements on intrapreneurship in more depth.

Table 2.3 Key Organisational Level Components

Key Organisational Level Intrapreneurship Components	Authors
Culture	Nielsen et al., (1985); Martins and Terblanche, (2003); Christensen, (2005); Hayton, (2005); Zhao, (2005); Srivastava and Agrawal, (2010); Vogel and Fischler-Strasak, (2014); Haase et al., (2015); Stam and Spigel, (2016).
Structure	Kuratko et al., (1990); Damanpour, (1991); Zahra, (1993); Germain, (1996); Carrier, (1996); Andrews and Kacmar, (2001); Hornsby et al. (2002); Christensen, (2005); Ireland et al., (2006); Castrogiovanni et al., (2011); Burns, (2012); Haase et al., (2015); Bernstein et al., (2016); Dedahanov et al., (2017).
Human Resource Management (HRM)	Hayton, (2005); Castrogiovanni et al., (2011); Amberg and McGaughey, (2019); Vincent and Hurrell, (2019).

2.5.3 Organisational Culture

Organisational culture reflects the norms and deeply rooted values and beliefs that are shared by people in an organisation (Zhao, 2005). Organisational culture can be an important source of sustained competitive advantage as it possesses the characteristics of a strategic asset, namely scarcity, inimitability, value creating and non-tradability (Barney, 1986). Eesley and Longenecker (2006) state 'The key gateway to intrapreneurship is the creation of an organisational culture that encourages and supports it. An organisational culture of intrapreneurship creates a stable context in which employees can develop reliable expectations that their innovative and risk-taking initiatives will be encouraged, supported, and rewarded' (in Boon et al., 2013). Organisational culture can affect levels of entrepreneurship and innovation through socialisation processes that influence workplace behaviour, and through structures, policies, and procedures that are shaped by the basic values and beliefs of the organisation (Martins & Terblanche, 2003). Zhao's (2005) qualitative research exploring the synergies between entrepreneurship and innovation highlights that organisational culture and management style are key factors affecting the development of entrepreneurial and innovation behaviour in organisations. Rigid organisations that contain intrapreneurial individuals may lead to 'bootlegging' which Augsdorfer (1996; 2012), describes as innovation organised in secret by creative corporate employees due to a lack of organisational support.

Schein (1992) is one of the most quoted scholars with regard to organisational culture, both in management studies and in intrapreneurship research. Schein's (1992) model consists of three levels of an organisation's culture: Artefacts, Espoused Values and Basic Underlying Assumptions. An artefact refers to visual organisational structures and processes. They are observable and tangible elements of an organisation such as, written documents, physical layout, dress, and behavioural rituals (Schein, 1992). Espoused Values are the way employees believe they should act through the use of social principles and goals, these become accepted as fundamental in the organisation effectively transcending management. They may consist of organisational philosophy, vision, and mission. These can be said to be the 'normative side' of an organisation (Schein, 1992; Jaffee, 2001). Basic Underlying Assumptions are manifested in behaviour and action and are the 'taken for granted' premises that guide behaviour and determine how people will respond to organisational stimuli (Schein, 1992). Yet, Schein's model can be considered as unitarist and takes a rather 'top-down' perspective, which may contrast with the calls of past research for a bottom-up

approach to effectively enable intrapreneurship (Åmo & Kolvereid, 2005; Åmo, 2010; Bosma et al., 2012; Neessen et al., 2019; Turro et al., 2020). However, the review conducted by Martins and Terblanche (2003) investigating organisational culture that supports creativity and innovation, argues that a model based on the open systems theory and the work of Schein, can offer a holistic approach in describing organisational culture as open systems theory emphasises adapting to external environments, while Schein's model focuses on internal values and assumptions. Hence, this research considers the influence of the external environment on fostering intrapreneurship (see Section 2.6).

A notable perspective shift has been towards depicting culture as complex and fragmented across groups, as some scholars have rejected the view of culture as entirely coherent and integrated (Swidler, 1986; Martin, 1992; Yun et al., 2020). Similarly to Schein (1992), Martin's (1992) model of culture also consists of three perspectives, however, that is one of the few similarities between these culture models. The first of Martin's (1992) three viewpoints is an integration perspective that sees cultures in terms of shared values: harmony, homogeneity, and organisation-wide consensus. Employees subscribe to a unified culture. The second is the differentiation perspective, which focuses on inconsistencies (for example between espoused values and actual behaviour), which sees organisations as composed of overlapping, nested subcultures, and cultural pluralism due to multiple groups. Additionally, organisational subcultures do not necessarily undermine organisational effectiveness, and work groups or teams that share a common set of values or assumptions may be particularly effective (Jaffee, 2001). The third is a fragmentation perspective that sees ambiguity as pervasive, and conflict as inevitable (Martin, 1995). Martin's (1992) framework is a meta-theory that takes account of the subtleties and nuances of culture within an organisation. This is arguably observed in the work of Biniari (2012) which highlights the importance of managing internal dynamics. The 'Verde' case failed to address envy which led to division and superiority among the venturing team, whilst the 'Aster' case reduced resentment and fostered collaboration (Biniari, 2012). Hence, Martin's (1992) framework is less of a top-down perspective of the organisation and takes into consideration the different dynamics within organisations which can impact on the organisational culture.

Nevertheless, extant intrapreneurship research emphasises elements and characteristics associated with an organisational culture conducive to intrapreneurship. Martins and Terblanche (2003) identify values such as flexibility, freedom and cooperation will promote

creativity and innovation, whereas control and order will hinder innovativeness. Other key elements according to past literature associated with a culture supportive of intrapreneurship are: incorporating a willingness for change, shared goals of innovation, trust, freedom granted for entrepreneurial action, forgiveness for failures, as well as management support and proactivity towards innovation (Antoncic & Hisrich, 2003; Hult, 2003; Hayton, 2005; Menzel et al., 2007; Amberg & McGaughey, 2019). These elements are indicators of an intrapreneurial culture which have been considered for this study, along with the potential for emergent themes to occur.

Furthermore, HRM practices are a critical means for management to communicate messages to employees (Amberg & McGaughey, 2019). It can be argued that activities and elements such as: training, open communication, decentralisation, self-managed teams, and performance-contingent compensation are each likely to result in shared mental models (Evans & Davis, 2005). As mentioned in the team level literature review, Mumford et al. (2019) acknowledge that the impact of shared mental models and mission clarity on team performance has been demonstrated in many studies, because the availability of shared mental models and mission clarity enables effective communication in teams, which promotes the exchange of expertise and knowledge needed for process execution and creative problem-solving. Furthermore, recruitment, selection and appointment and maintaining employees are an important part of promoting the culture of creativity and innovation in an organisation as the values and beliefs of the organisation are reflected in the type of people that are appointed (Martins & Terblanche, 2003). Bowen and Ostroff (2004) propose that strong and well-designed HRM systems, supported by a strong and cohesive culture, produces greater homogeneity of perceptions and responses within the organisation. However, support for the ad hoc nature of intrapreneurship is provided by David (1994), who describes intrapreneurship as emerging as a result of a 'favourable corporate environment' rather than as a result of deliberate corporate policy. Thus, the importance of a climate conducive to 'ad hoc' intrapreneurship is emphasised. Mazzarol et al., (2020) reinforce this by emphasising that for intrapreneurship to operate effectively in practice, the organisational climate must foster creativity and innovation, tolerate failure, and encourage enterprising behaviour. Therefore, these contrasting approaches to HRM systems and employee performance will be explored in the following section

2.5.4 HRM Systems

Previous research shows that Human Resource (HR) practices undertaken either individually or systematically have an impact on the performance of a firm (Paauwe, 2009). Combs et al. (2006) find support for the hypothesis that systems of high-performance work practices (HPWP) have greater influence on firm performance than individual HPWPs. High-performance work systems (HPWS) are a set, or bundle, of human resource management practices related to selection, training, performance management, compensation, and information sharing that are designed to attract, retain, and motivate employees (Messersmith & Guthrie, 2010). Pfeffer's (1998) best practices in HRM to a substantial extent overlap the list of potential HR practices that can create an HPWS. The application of these seven best practices will improve organisational performance for all organisations irrespective of their context. The HPWS arguably goes one step further building on the notion that individual best practices can have a positive effect on performance but integrating these practices (internal or horizontal fit) with each other will be even more successful (Boselie, 2014). Therefore, it is crucial to consider the potential in enhancing intrapreneurship through an approach such as HPWS.

Boselie et al. (2005) distinguish up to 26 different practices that are used in different studies. The top four in order of popularity are: training and development, contingent pay and reward schemes, performance management (including appraisal), and careful recruitment and selection. However, it is difficult to attract and recruit people who can bring innovative ideas and new thinking to an organisation and retaining these staff can be even more difficult (Zhao, 2005). The managers in Boon et al.'s (2013) study suggest that recruitment policies should include intrapreneurial behaviour as a screening criterion. Trait theories of entrepreneurship are useful in explaining some aspects of why individuals become entrepreneurs, but such an approach has its criticisms. Firstly, there are varying selections in the dimensions that have been utilised in past research so therefore it is arguably difficult to make comparisons between studies. Secondly, as noted in the individual level literature, due to the indicators used, quite often tests fail to distinguish between entrepreneurs and other groups such as managers (Cromie, 2000). Therefore, it may be challenging for organisations to seek out 'intrapreneurial' employees.

Nevertheless, Mason and Brown's (2010) investigation into Scottish High Growth Firms uncover that these firms are depicted by particular human resource management approaches,

specifically in terms of the care taken with recruitment and the degree of employee empowerment, which is emulated in higher productivity. Hocking (2024) put forward ‘5 qualities to look for in a new hire’ and provides a guide on interview questions to ask and identifying factors in interviewee answers. The identified traits are: entrepreneurial mindset, curiosity, leading from where they are, self-awareness, and growth potential. It can be said these attributes and traits relate to those associated with intrapreneurship. Therefore, this may be a useful initial framework for organisations seeking to recruit intrapreneurial individuals.

In alignment to the findings of the team-level literature regarding team diversity and composition, Ostroff and Schulte (2007) acknowledge the idea of optimal variance in person-organisation fit research, whereby they propose too much homogeneity among employees in an organisation may create the inability to adapt to changing environments, while too much heterogeneity among employees does not provide sufficient similarity for effective interactions and functioning. In addition, organisations need to avoid ‘deadly combinations’ — practices that work in directly opposite directions such as bonding training for teamwork but appraisal that only rewards highly individualistic behaviour (Boxall & Purcell, 2000). This is highlighted in the team level literature, where compensations systems appear to play a crucial role in facilitating entrepreneurial action.

Another possible concern for HPWS, however, is that its benefits might deteriorate or decline over time as implementation efforts lapse or wane and competitors mimic the system (Shin & Konrad, 2017). For instance, in the Netherlands, it is noted that the national context institutionalised ‘best practice’ HRM through collective bargaining, resulting in companies being less able to achieve differential competitive advantage by adopting such an approach (Paauwe & Boselie, 2008). Furthermore, HRM practices are not considered strategic resources since they are easily copied — although the same practices potentially look different in different organisations. From an RBV perspective, this does not appear to fulfil the ‘VRIN⁷’ criteria in order to provide competitive advantage and sustainable performance (Madhani, 2010). Rather, it is the human and social capital held by the organisation’s workforce that matters (Boselie et al., 2005). From the perspective of an RBV, human and social capital functions as an important intangible resource for a firm (Chisholm & Nielsen,

⁷ A resource must fulfil ‘VRIN’ criteria in order to provide competitive advantage and sustainable performance. (V) Valuable, (R) Rare, (I) Imperfect Imitability, (N) Non-Substitutability.

2009; Madhani, 2010). This, however, highlights the importance of the HPWP effective recruitment and training/development for organisations to have the most intrapreneurial workforce possible since competitive advantage in this context cannot be gained from HR practices alone.

As mentioned in the previous section, Bowen and Ostroff (2004) propose that strong and well-designed HRM systems produce greater homogeneity of perceptions and responses within the organisation. In their model, they introduce the term ‘strength of the HRM system’ to explain how HRM practices can contribute to organisational results, such as facilitating intrapreneurship. Bowen and Ostroff (2004) thus assume that when an HRM system is perceived by employees as being distinctive, consistent, and consensual among the key actors, this leads to a strong organisational climate in which employees make the same construction of the situations (shared mental models). A strong organisational climate is often defined as a situation in which there are shared perceptions within an organisation about common practices, procedures, policies, habits, and rewards. While the concept of HRM strength places emphasis on the importance of creating a cohesive organisational climate (Bowen & Ostroff, 2004), the approach tends to adopt a unitarist and control-based perspective which may not be conducive to fostering intrapreneurship. In addition, past researchers call for a bottom-up approach to effectively enable intrapreneurship (Åmo & Kolvereid, 2005; Åmo, 2010; Bosma et al., 2012; Neessen et al., 2019; Turro et al., 2020). Contrasting HRM climate literature, such as the research of Heffernan et al., (2016) emphasises the need for organisations to have practices which foster agility and creativity. In addition to this, Park et al., (2014) find organisations become innovative and adaptive to the organisational environment as they cultivate relationships with employees because they can motivate employees to engage in voluntary intrapreneurship and scouting in and around the organisation. Thus, aligning with David (1994) who emphasises the importance of a ‘favourable corporate environment’ to enable ad hoc intrapreneurship.

The role of front-line managers (FLM) is crucial in the causal chain in explaining the relationship between HRM and organisational performance in extant research. Although Martela (2023) argues large organisations can function without middle management. Line manager action or inaction is often responsible for the difference between espoused HR policies and their enactment. Many HR policies can only be converted by FLM into practice (Boxall & Purcell, 2016). Intended practices are those HR policies designed by the

organisation to contribute to the achievement of organisational performance and meet tenets of social legitimacy. The actual practices are those HR practices that are implemented. The style of leadership, employee relationships and method of implementation play a crucial part in the gap between intended and actual practices (Purcell & Hutchison, 2007). The research of Hornsby et al., (2009) finds there is a more positive relationship for senior and middle-level managers compared to FLM concerning the relationship between work discretion and entrepreneurial action. FLM were relatively unlikely to see their ideas implemented or make unofficial improvements, regardless of the level of managerial support.

When linking the above to intrapreneurship, Kuratko and Morris (2018) suggest that managers, at all organisational levels, have critical strategic roles to fulfil for the organisation to be successful. Senior, middle, and first-level managers have distinct responsibilities that are then associated with particular managerial actions. For instance, middle-level managers' entrepreneurial behaviours involve the 'sub processes' of championing, synthesising, facilitating, and implementing intrapreneurship (Kuratko et al., 2005a). Past research which acknowledges the relationship of FLM and middle-level managers in influencing the entrepreneurial behaviour of employees through transformational leadership styles, trust, and increasing the self-efficacy of employees (Wakkee et al., 2010; Moriano et al., 2014). Nevertheless, regarding HR practices, while it is easy to spot 'bad practices' and combinations of HR practices, it is more difficult to get consensus on what good practices are (Kinnie & Swart, 2017). HPWS has the potential to lead to desired outcomes at the firm level, such as productivity, financial performance, and competitive advantage, or crucially in this instance — increased intrapreneurship.

2.5.5 Organisational Structure

Organisational structure is the framework by which organisational activities are divided, organised, and coordinated (Ahmady et al., 2016). As an organisation grows, the importance of structure becomes more vital. It creates order and allows the coordination of complex tasks. Large organisations are more complex than small organisations and arguably this complexity impedes information flows, lengthens decision-making and can hinder initiative and creativity (Burns, 2012). Therefore, organisations must strive to find a suitable structure when pursuing intrapreneurship, and large organisations may face particular issues.

Through a literature search and empirical study, the five dimensions of organisational structure is published by Pugh et al., (1969). Their foundational framework consists of formalisation, specialisation, standardisation, centralisation, and configuration. Based on the organisational structure issues raised in the literature relating to intrapreneurship, and previous research into the relationship between organisational structure and innovation or intrapreneurship (Dedahanov et al., 2017; Germain, 1996; Andrews & Kacmar, 2001; Damanpour, 1991; Åmo & Kolvereid, 2005); configuration, centralisation, formalisation will be explored in-depth in this review. These dimensions are discussed in more detail in the subsequent sections.

2.5.5.1 Configuration

One factor regularly mentioned in the literature that is believed to support intrapreneurship is the configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organisation (Haase et al., 2015). An organisation's *configuration* refers to how the organisation divides big tasks into smaller tasks either by specialisation or product, furthermore, it also indicates communication patterns (Burton et al., 2015). The choice of a firm's configuration is a critical decision for the executive. Hierarchy is one of the fundamental features of organisational structure. It gives managers confidence that they have the authority to manage (called 'the hierarchy of authority') and allows coordination, cooperation, and specialisation (Burns, 2012). The configuration of an organisation determines how organisational members conduct their activities to move towards organisational goals (Laasch, 2021). A poor choice of configuration, however, can lead to opportunity losses (Burton et al., 2015). Prior research highlights the importance of facilitating communication and idea exchange across different parts of the organisation (O'Reilly III & Tushman, 2013), which is a crucial aspect in enabling intrapreneurship.

According to the work of Åmo and Kolvereid (2005), the highest proportion of intrapreneurship accomplishments are found in companies and work groups with low degree of segmentation/functional specialisation and in companies that have integrative structures. It is important for organisations to avoid a 'siloed mentality' where the vision of the larger organisation becomes absent (Cilliers & Greyvenstein, 2012). Additionally, it is argued that a reduced number of hierarchical levels empowers subordinates and creates an atmosphere of teamwork and close interaction (Haase et al., 2015). Management style and orientation are variables in shaping entrepreneurial behaviour as managers can create the conditions to

allow and reward their subordinates' engagement in seeking and exploiting opportunities (Haase et al., 2015). Nielsen et al. (1985) assert that the development of intrapreneurship within an organisation requires support from top management, which would, therefore, create an innovative culture, further sustaining new ideas. Thus, '(de)centralisation' compared to levels of hierarchy will be explored in the following section.

2.5.5.2 Centralisation

Another factor noted in the literature is work discretion or *decentralisation* level of the organisational structure, concerning especially the decision-making autonomy for lower-level managers and employees (Alpkan et al., 2010). *Centralisation* is the degree to which coordination and control are managed by a core person or level of the organisation, usually corporate headquarters (Burton et al., 2015). Whereas decentralisation is the degree to which decision-making authority and responsibility for coordination and control lies in the subunits of the firm and individual managers, rather than corporate headquarters or one specific level of the hierarchy. Put simply, it is the pushing downwards and outwards of decision making within the firm. The choice of centralisation versus decentralisation also affects the dissemination of information within the organisation (Burton et al., 2015). According to Ireland et al. (2006), a higher level of decentralisation facilitates cooperation and encourages creativity and the development of new ideas. Neessen et al. (2019) argue that decision-making processes have become more decentralised, and employees are gaining more discretion and responsibility. A decentralised organisation enables horizontal, vertical, and lateral communication within an organisation, along with the exchange of creative ideas and the promotion of entrepreneurial spirit (Carrier, 1996). Lee and Edmondson (2017) define self-managing organisations as organisations that have radically decentralised authority in a formal and systematic way throughout the organisation. This is an organisational form associated with radical and disruptive innovation, which could also facilitate intrapreneurship.

The key distinguishing feature between self-managing organisations and managerial hierarchies is that self-managing organisations eliminate the hierarchical reporting relationship between manager and subordinate that serves as the core building block of the managerial hierarchy and constitutes its key mechanism of control (Lee & Edmondson, 2017). However, studies of the effects of companies using self-management principles on employee engagement have shown mixed results and that it can also be tough for people to

‘step up’ and claim their power (Bernstein et al., 2016). For instance, the research of Shamir and Howell (1999) finds that leaders positioned at higher levels of management or in decentralised, organic organisations may enjoy higher discretion. Additionally, they note that organic organisations are ‘weaker’ psychological situations for their leaders and members as it imposes less constraint on members’ activities and offers fewer cues to the appropriate behaviours. Contrarily, in an organisation with a ‘strong’ and supportive culture, these autonomous and intrapreneurial behaviours may be embedded in employees. Therefore, arguably, for organisations to identify the most functional form of organisation for intrapreneurship, in a particular context, they must navigate a balance between low hierarchy and adequate structure (Martela, 2023).

2.5.5.3 Formalisation

Informal organisational structure and fluid boundaries is another internal organisational dimension that may facilitate intrapreneurship (Haase et al., 2015). *Formalisation* is the degree to which the organisation specifies a set of rules or codes to govern how work is done (Burton et al., 2015). One of the simplest ways to coordinate work is through formal rules and regulations. Formalisation is high if rules are very detailed and consistently communicated to organisational members. Even if rules are ‘not written down’, it is possible for formalisation to be high. Rules can be communicated through training procedures, modelling of behaviour, or verbalised codes of working that people are expected to learn over time. Formalisation is low if there are no written or accepted rules or codes of conduct. Where formalisation is low, there is high variance, and hence flexibility, in the methods and procedures used to govern an organisation’s work. This may lead to job crafting, as Wrzesniewski and Dutton (2001) state, and one of the main motivations for an employee to engage in job crafting is to assert some control over their jobs. This encompasses employees shaping their job and roles to make them more engaging and meaningful (Wrzesniewski & Dutton, 2020). The research of Bakker and Oerlemans (2019) highlight the importance of an individual-level intervention such as job-crafting through the lens of self-determination theory (Deci & Ryan, 2000), and find when employees satisfy their basic needs for relatedness, autonomy, and competency — engagement is most likely. Therefore, an environment that supports job crafting can enhance intrapreneurship by empowering employees to take initiative within their roles

Most organisations operate somewhere in between, with relatively high or low formalisation (Burton et al., 2015). An organic organisational structure helps to promote flexibility, adaptability, and open interaction within organisations that in turn facilitate and support intrapreneurship (Haase et al., 2015). Moreover, information sharing within organisations can facilitate the generation of creativity due to a constant flow of ideas. Personal informal relationships are particularly important and useful in the absence of more formal structures and control mechanisms that can exist in organisations (Castrogiovanni et al., 2011). Zahra (1993) asserts that effective communication between managers and their subordinates encourages the development of entrepreneurial spirit, while the utilisation of control mechanisms often restricts it. However, a lack of control mechanisms in organisations can result in employees' displaying dysfunctional behaviour. For instance, Baron (2010) highlights that for many employees, an increased range of tasks, at diverse levels of responsibility and involving high levels of variety, autonomy, and task identity, generate enhanced levels of motivation, satisfaction, and performance. However, these conditions can sometimes also stretch information processing capacity to breaking point, and so serve as a source of stress. The research of Montani et al. (2020) utilises the job demands-resources model which depicts the job demands and stressors in relation to the job resources that assist in achieving goals and reducing stress. They find an inverted U-shaped relationship between workload and innovative behaviour in which when employees are exposed to intermediate levels of workload, they are more engaged and consequently more involved in innovative activities. This is a crucial consideration for fostering intrapreneurship in organisations.

Zahra (1993) emphasises the importance of such a level of control that prevents anarchy but also leaves enough space for generating creative ideas. This is much in line with the team level intrapreneurship literature, as Preller et al.'s (2020) review identifies several advantages for entrepreneurial teams that agree on a contract that clearly states the boundaries of their collaboration; an appropriate contract can help team members define a venture's ownership structure, protect intellectual property, and prepare for potential challenges related to teamwork and composition changes. However, the quantitative research Im et al. (2013) conducted with senior managers and product team leaders in high-tech manufacturing firms, emphasises that although formalised planning is important, rules and procedures should not be uniformly applied to all aspects of the innovation activities. Acar et al. (2019) review 145 empirical studies on the effects of constraints on creativity and innovation and find that individuals, teams, and organisations benefit from a 'healthy dose'

of constraints. However, when the constraints become too high, that is when creativity and innovation are stifled. Organisations must work out how much hierarchy, process and control they need to ensure unity (Bernstein et al., 2016). Hence, this research aims to address this gap in the literature.

2.5.7 Summary

To sum up, this section highlights the components vital to enabling intrapreneurship within organisations and the impact these may have on its facilitation. Based on the literature reviewed, the key factors are culture, HRM, structure. However, research on entrepreneurship at the organisational level remains lacking consensus and work is needed to fully understand intrapreneurship throughout all levels of the organisation. Although the individual level literature identifies key behavioural and characteristic aspects of an intrapreneur, within a team setting it appears not explicitly necessary for all employees to be ‘intrapreneurial’ when engaging in team processes. Diversity and divergence in teams concerning skills and characteristics were shown to improve team performance. As with the team level literature, some of the past research demonstrates discrepancies with certain components, such as with regard to how rigid or loose team structures should be and with team diversity and make-up. Therefore, this research strives to investigate how the facilitation of intrapreneurship may vary in different contexts and settings. The team level literature identifies components such as organisational culture, organisational structure, or HRM practices, which have now been discussed in more depth at the level of the organisation.

2.6 External Environment

The importance of enabling intrapreneurship is not only crucial to firms but is of wider value to the entrepreneurial ecosystem and the economy as a whole. Recognising the external and environmental influence and its impact on organisations in enabling intrapreneurship and innovation has been discussed in much past literature. According to Antoncic and Hisrich (2004), both organisational factors and environmental conditions are important considerations concerning intrapreneurship. Although Neessen et al.’s (2019) model does not acknowledge its influence, much previous research asserts that external environmental factors may encourage firms to become more intrapreneurial and are included in previous conceptual models (Covin & Slevin, 1991; Zahra, 1993; Antoncic & Hisrich, 2001; Ferreira, 2002; Martins & Terblanche, 2003; Kuratko et al., 2004; Hayton, 2005; Srivastava &

Agrawal, 2010; Castrogiovanni et al., 2011; Kuratko et al., 2015; Haase et al., 2015; Stam & Spiegel, 2016). For instance, Slevin and Covin (1990) emphasise the importance of an appropriate organisational culture in developing effective entrepreneurial and innovation behaviour to address market dynamics. However, when the competitive environment becomes more dynamic, firms' earnings are increased by an innovative culture. They develop an integrative model including both external factors, such as technological sophistication, dynamism, hostility, and industry life cycle stage, together with such strategic variables as mission strategy, and internal enablers. They demonstrate the effect of the external environment, strategic control variables and internal factors in shaping intrapreneurship in organisations.

According to past research, the main method governments utilise to encourage entrepreneurship and the development of entrepreneurial ecosystems are initiatives to train entrepreneurs, provide financing, or supply other resources they require (Spiegel, 2016). Shane (2009) argues that policies designed to increase the total number of new businesses will disproportionately attract the worst entrepreneurs, rather it is crucial to encourage the formation of 'high quality' high growth firms. Thus, indicating that quality, as opposed to quantity of entrepreneurship, is vital for ecosystem development. In contrast to that, Mason and Brown (2013) find during research interviews with Scottish high growth firms, that several entrepreneurs highlight the importance of the support they received in their start-up and formative years. In foundational research investigating 'push' and 'pull' entrepreneurship⁸ it is uncovered that 'pull' entrepreneurs are more successful in creating new ventures than 'push' entrepreneurs (Amit & Muller, 1995). Yet, the probability of being a 'pull' or opportunity business owner depends inversely on an individual's perception of financial start-up support, as 'pull' entrepreneurs were found to have more financial support and disposable income (Van der Zwan et al., 2016). From a policy perspective, it can be argued that policies aimed at stimulating 'push' type entrepreneurs should not be similar to those stimulating opportunity-type entrepreneurs. Additionally, government policies could be targeted at modifying people's perceptions of entrepreneurial support. Furthermore, it may be interesting to investigate whether 'push' or 'pull' entrepreneurs may be more successful in an organisation as intrapreneurs. On the one hand, 'pull' entrepreneurs may be

⁸ 'Push' entrepreneurs are those whose dissatisfaction with their positions, for reasons unrelated to their entrepreneurial characteristics, pushes them to start a venture. 'Pull' entrepreneurs are those who are lured by their new venture idea and initiate venture activity because of the attractiveness of the business idea and its personal implications (Amit & Muller, 1995).

more self-motivated, however, the employment security of being an entrepreneur within an organisation may suit the ‘push’ entrepreneurs.

Again, drawing on research in Scotland conducted by Mason and Brown (2013), they argue that it is vital for policymakers to acknowledge that there are potential high growth firms ‘trapped’ in large organisations that would flourish if they were ‘released’. Thus, organisations require the appropriate culture, structures and HRM in place to encourage and develop these. In the review by Agarwal and Shah (2014), they examine past research on employee, academic, and user founded entrepreneurship. All the studies investigating employee entrepreneurship utilise organisations in varying industries. Yet it is demonstrated that employee founded firms⁹ outperform all entrants in terms of survival. This may be due to knowledge inheritance from parent to employee founded firms. In terms of intrapreneurship research in differing sectors — Romero-Martínez et al. (2010) investigate Spanish state-owned enterprises and find that corporate entrepreneurship increases after privatisation when firms are in highly competitive industries. This is due to competition being greater after privatisation or because the firm was already in a highly competitive industry. Additionally, it is seen in place of the bureaucratic and slow-moving organisational structures typical of state-owned enterprises, that privatised firms use more flexible and adaptable structures.

In practice, however, Scotland’s only intrapreneurship support organisation (ISO) is able to facilitate intrapreneurship in third sector and public sector organisations in Scotland (Knox & Marin-Cadavid, 2019). Agarwal and Shah (2014) call for further examination of the differences and similarities between firms stemming from different entrepreneurial origins within the same context. This is crucial to improving and refining understanding of how intrapreneurship shapes and influences an organisations’ trajectory. Therefore, there is a need to research varying types of firms of different sizes and sectors within Scotland. As is seen, past research investigating entrepreneurial policy emphasises a focus on high-growth entrepreneurship and start-ups but neglects intrapreneurship in existing firms. Additionally, Spigel (2016) alleges there has been little direct research to investigate the role of public policy in facilitating entrepreneurship and intrapreneurship within ecosystems, which this research project aims to touch on to address these gaps.

⁹Firms that are founded from within other firms - spin outs.

When considering the contextual factors, it is certainly important to acknowledge the external environmental influences that may impact organisations and the national economy as a whole. In fact, Hernández-Perlines et al., (2022) find from 2008 onwards interest exponentially grew in intrapreneurship research. They argue this is due to intrapreneurship emerging as one of the alternatives for business development and sustainability, in order to respond to market fluctuations, such as that of the global crisis of 2008. Hence, why researchers are increasingly interested in examining the impact and influence of intrapreneurship (Hernández-Perlines et al., 2022). The external environment, recognised by Antoncic and Hisrich (2001) as one of the antecedents of intrapreneurship, has historically been viewed as a determinant of entrepreneurial activity at both the individual as well as the organisational level (Covin & Slevin, 1991; Antoncic & Hisrich, 2001). It is important for organisations and economies to be conscious of current global situations and how that may affect them.

For this research, it is vital to take into consideration the current factors within the Scottish entrepreneurial ecosystem and circumstances affecting the global economy. For instance, the report from Global Entrepreneurship Monitor discusses the COVID-19 pandemic and how it may have assisted in facilitating opportunities (Hill et al., 2022). This aligns with the entrepreneurial pivot literature which suggests that external pressures, challenges, and changes can trigger pivots — which is when a firm adjusts its strategic direction by reallocating resources and restructuring activities (Kirtley & O'Mahony, 2020; Flechas Chaparro & de Vasconcelos Gomes, 2021). Many organisations had to adapt quickly because of the global pandemic 'push factor' at the macro level. Therefore, it is demonstrated that under the pressure of a *black swan event*¹⁰, organisations of many sectors and industries have the potential to be innovative and intrapreneurial. This may be a manifestation of antifragility, which represents the capability of a system to absorb shocks and subsequently improve (Ramezani & Camarinha-Matos, 2020; Corvello et al., 2023). While a resilient firm is able to absorb the shock and when the crisis is over can return to its prior state (Ivanov, 2021), an antifragile firm benefits from disorder (Taleb, 2013; Ramezani & Camarinha-Matos, 2020). Therefore, this research will enquire about external factors and major world events and their influence on hindering or facilitating intrapreneurship in organisations.

¹⁰ Popularised by Taleb (2010), it refers to large scale, unpredictable, and irregular events of massive consequence.

To sum this section up, intrapreneurship is recognised as a crucial element of the vision of the Scottish Government for facilitating entrepreneurial development on a regional and nationwide scale, making it an ideal location for this research. It is highlighted that there is a need to research varying types of firms of different sizes and sectors within Scotland. Appropriate policies need to be in place in order to facilitate intrapreneurship across the entrepreneurial ecosystem, which this research will also tackle. Finally, it is indicated that major external influences have the potential to enable intrapreneurship in organisations, this will be discussed in more detail in Chapter 4 which provides context to the research.

2.7 Theoretical Approaches Adopted in Intrapreneurship Research

As intrapreneurship is a complex and multilevel construct, to understand and investigate different elements and levels of intrapreneurship, research has thus far been based on diverse theoretical approaches. In the reviews conducted by Blanka (2019) and Hernández-Perlines et al., (2022), various theoretical approaches and analytical perspectives can be observed in the analysis of intrapreneurship. Therefore, along with the differences between defining intrapreneurship (Section 2.2), various theoretical and analytical perspectives and approaches have been taken in extant literature.

There is a divergence of consensus in the literature regarding the relationship between intrapreneurship and corporate entrepreneurship, with scholars such as Soto-Simeone and Biniari (2024) using the terms synonymously, whilst others, including Blanka (2019) and Hernández-Perlines et al., (2022) explicitly declare that intrapreneurship is a bottom-up construct. However, Åmo and Kolvereid (2005) reflect that corporate entrepreneurship and intrapreneurship both consider innovative behaviour among employees, along with processes of renewal of the organisation through innovation initiatives from employees. Therefore, it can be argued that the desired results of a corporate entrepreneurship strategy are intrapreneurial initiatives from employees (Åmo & Kolvereid, 2005). The research of Burström and Wilson (2015) indicates there are organisational enabling mechanisms at play, as they describe intrapreneurial ambidexterity as an organisational capability to support intrapreneurial processes and the capabilities of individuals who develop these processes. Extant research calls for synergy between these angles (Åmo & Kolvereid, 2005; Åmo, 2010). To answer these calls, this research will consider the perspective of intrapreneurship as partially self-determined while also influenced by corporate-level facilitators (Åmo &

Kolvereid, 2005; Åmo, 2010). This research takes the perspective of intrapreneurship as a multilevel concept pursued by employees and teams that can be enabled or encouraged at the organisational level, along with considering the influences of the external environment of the firm.

Additionally, various theories have been adopted in extant literature to elucidate further and understand the mechanisms behind intrapreneurship. The level of analysis and field of research is a determining factor behind the theories adopted for intrapreneurship, as can be seen throughout the literature review. Self-determination theory (SDT) was proven useful in analysing the role of team relationships and compensation systems, it was found that extrinsic rewards can complement extrinsic and intrinsic motivation towards innovativeness (West & Sacramento, 2012; Chakrabarty, 2020). This lens is also employed in the research of Bakker and Oerlemans (2019) who highlighted the importance of an individual-level intervention such as job-crafting through the lens of SDT, finding that when employees satisfy their basic needs for relatedness, autonomy and competency — engagement is most likely. This indicates intrapreneurship can be enhanced through empowering employees to take initiative within their roles.

In addition to SDT, the RBV has proven effective for intrapreneurship research, both in consideration of the human and social capital held by an organisation's workforce (Boselie et al., 2005; Chisholm & Nielsen, 2009; Madhani, 2010), and also from a strategic point of view in exploiting internal strengths and resources to pursue opportunities (Kuratko et al., 2005b). Furthermore, capital theory can be employed to theoretically understand how resources are used and their influence on outcomes. To further elaborate, intellectual capital is said to be composed of three dimensions: human capital, structural capital, and relational capital, which refer to knowledge embedded in people; organisational structures, processes, and systems; and relationships and networks (Kianto et al., 2017). For instance, the research of Kianto et al. (2017) unpacks the role of intellectual capital in positively mediating the relationship between knowledge-based HRM practices and innovation performance, demonstrating the role of human capital in fostering intrapreneurial activities. Hence, the role of employees is central to the success of intrapreneurship.

Åmo (2010) states that contingent upon the purpose of intrapreneurship research, it is sometimes advisable to engage a theoretical perspective that makes it possible to take

account of both organisational and individual characteristics to explain innovative behaviour among employees, and potentially intrapreneurship. Furthermore, multilevel research, such as that of Neessen et al., (2019) suggest that theory of planned behaviour can be utilised to connect to the factors and levels of intrapreneurship. They argue that the intrapreneurial attitudes (motivation), mediated by organisational factors may influence the amount of intention someone has to act intrapreneurially (Neessen et al., 2019), and make the case for the application of this theory. Nevertheless, as intrapreneurship is a complex phenomenon, it may necessitate the use of multiple theories to gain a deeper understanding. Blanka's (2019) comprehensive review identifies a range of theoretical approaches adopted in individual level intrapreneurship research, with most studies based on more than one theory. Hence, due to the complexity of intrapreneurship, even when the unit of analysis is at the individual level, there is a need to adopt multiple theoretical approaches. For instance, to investigate the internal and external factors of intrapreneurship, Urbano et al. (2013) draw upon RBV (for internal factors) and institutional economics (for external or environmental factors). Therefore, this study takes forward the application of institutional theories and considers the synergies between additional lenses in the investigation of intrapreneurship.

As has been highlighted, this research will look beyond the perspective of the individual intrapreneur and considers the organisational context and environment which supports and facilitates actors in the pursuit of intrapreneurship. The institutional logics perspective is considered as a fruitful way to link these levels. It analyses how institutions, through their underlying logics of action, shape heterogeneity, stability and change in individuals and organisations (Thornton & Ocasio, 2008). Institutional logics can be explained as the collectively formed patterns of symbols and material practices, assumptions, values, beliefs, and rules by which individuals and organisations generate and replicate their material life, coordinate time and space and offer understanding to their social reality (Thornton et al., 2012). Therefore, institutional logics will be drawn upon to fully understand the context surrounding intrapreneurship and its facilitation.

2.7.1 Institutional Logics

Institutional logics offers a perspective for understanding how logics manifest across different sectors of society and influence individual and organisational behaviour (Thornton et al., 2012). Institutional logics has proven a useful framework in entrepreneurship and related research, due to the perspective providing linkage between institutions and individual

behaviour (Reay & Hinings, 2009). For instance, Greenman (2013) adopted the institutional logic perspective to examine the influence of cultural embeddedness on entrepreneurial behaviour, demonstrating an institutional logic perspective can be used to explore the context of entrepreneurship and highlighting the use of this perspective for theory building in entrepreneurship research.

Logics were introduced to institutional theory by Friedland and Alford (1991) as a way of understanding the importance of social structures and specified three interdependent and autonomous levels of analysis — society, organisations, and individuals (Thornton, et al., 2015). Institutional logics strives to move away from ‘normative’ nature of the ‘old’ institutionalism, whilst challenging the sole focus on organisational isomorphism and homogeneity of ‘new’ institutionalism (Friedland & Alford, 1991; Thornton, et al., 2012; Thornton, et al., 2015). Thus, logics seeks to explain and understand heterogeneity and how it comparatively varies by institutional order (Friedland & Alford, 1991; Thornton, et al., 2012; Thornton, et al., 2015). Hence, institutional logics allows for a holistic view of organisations suitable for the aims of this research in investigating the facilitation of intrapreneurship across sectors and industries.

Thornton et al., (2012) build upon the foundational work of Friedland and Alford (1991), Thornton and Ocasio (1999), and Thornton (2004), in developing their model of the inter-institutional system ideal types. The Y-axis conceptualises the sources of norms and identity, whereas the X-axis represents an institutional logic. Each institutional order represents a governance system that provides a frame of reference that preconditions actors’ sensemaking choices. Furthermore, Thornton et al., (2012) extend on extant scholars to include the community logic. Figure 2.2 outlines the characteristics of each of the institutional orders. The ideal types represent overarching societal logics, each with its own unique set of values, practices, and sources of legitimacy.

Figure 2.2 Interinstitutional System Ideal Types

Y-Axis:	X-Axis: Institutional Orders						
Categories	Family 1	Community 2	Religion 3	State 4	Market 5	Profession 6	Corporation 7
Root Metaphor 1	Family as firm	Common boundary	Temple as bank	State as redistribution mechanism	Transaction	Profession as relational network	Corporation as hierarchy
Sources of Legitimacy 2	Unconditional loyalty	Unity of will Belief in trust & reciprocity	Importance of faith & sacredness in economy & society	Democratic participation	Share price	Personal expertise	Market position of firm
Sources of Authority 3	Patriarchal domination	Commitment to community values & ideology	Priesthood charisma	Bureaucratic domination	Shareholder activism	Professional association	Board of directors Top management
Sources of Identity 4	Family reputation	Emotional connection Ego-satisfaction & reputation	Association with deities	Social & economic class	Faceless	Association with quality of craft Personal reputation	Bureaucratic roles
Basis of Norms 5	Membership in household	Group membership	Membership in congregation	Citizenship in nation	Self-interest	Membership in guild & association	Employment in firm
Basis of Attention 6	Status in household	Personal investment in group	Relation to supernatural	Status of interest group	Status in market	Status in profession	Status in hierarchy
Basis of Strategy 7	Increase family honor	Increase status & honor of members & practices	Increase religious symbolism of natural events	Increase community good	Increase efficiency profit	Increase personal reputation	Increase size & diversification of firm
Informal Control Mechanisms 8	Family politics	Visibility of actions	Worship of calling	Backroom politics	Industry analysts	Celebrity professionals	Organization culture
Economic System 9	Family capitalism	Cooperative capitalism	Occidental capitalism	Welfare capitalism	Market capitalism	Personal capitalism	Managerial capitalism

(Retrieved from: Thornton et al., 2012)

Institutional fields encompass communities of organisations that share norms and values, which guide their interactions and behaviours (Zietsma et al., 2017). Thornton et al. (2012) suggest field-level logics are influenced by societal-level logics, however, distinct characteristics are developed within specific fields due to the particular historical, cultural, and material conditions present in those fields. Societal-level institutional logics manifest within organisations in a variety of ways, as a result of factors such as the geographic, historical, and cultural context in which organisations operate (Greenwood et al., 2010; Besharov & Smith, 2014), and/or the dependence of organisations on key resource providers (Jones et al., 2012; Besharov & Smith, 2014). As this research will consider the influence of the external environment, using an institutional logic perspective will allow for an understanding into sectoral and industry differences between organisations in their pursuit of enabling intrapreneurship.

It is possible that individual actors and organisations must navigate competing logics. Muñoz and Kibler (2016) suggest during the entrepreneurial process, entrepreneurs face pressures from a variety of institutions, resulting in a situation of institutional complexity. However, it is possible for harmony to be attained between competing logics leading to positive outcomes. Certain entrepreneurial ventures can be categorised as hybrid organisations (Almandoz, 2012). Research such as that of Gümüşay (2018) have used institutional logics perspective to explore entrepreneurial phenomena, specifically entrepreneurial opportunities. They find that entrepreneurs and their ventures are shaped by a variety of logics; the entrepreneurial opportunities they engage with are defined by and pursued through a combination of these logics (Gümüşay, 2018). Hence, social entrepreneurship is a phenomenon that combines the organising principles of the market and the community logic

with its purpose of value and *values* creation (Gümüşay, 2018). Religious entrepreneurship is based on three pillars: value, values and worship, and balances its alignment with market, community and religion logics (Gümüşay, 2018). Whereas the understanding of commercial entrepreneurship with profit and value creation as the main driver is in line with the market logic (Gümüşay, 2018). Therefore, highlighting that logics can differ based on the purpose of an organisation.

The work of Lounsbury (2007) illuminates the presence of competing logics, which represent different forms or modes of rationality, influencing the advance and adoption of novel practices. This aligns with Engzell et al., (2024) which expands the intrapreneurship literature by indicating a certain degree of hybridisation or pluralisation of the logics at the field, organisational, and individual levels during the intrapreneurial processes. Their study regards corporate (academic) logic as dominant, while illustrating intrapreneurial logic as emerging, despite elements of state logic in academia, highlighting the various institutional logics present in academic intrapreneurial initiatives (Engzell et al., 2024). It also reveals how these two logics (academic and intrapreneurial) become entwined and perpetuated at the organisational and individual levels to support intrapreneurial processes (Engzell et al., 2024). Lounsbury et al., (2021) express that each ideal typical logic is not monolithic and can manifest in a variety of ways in concrete situations as its underlying components can differ across time and space. In this instance, the rise of the entrepreneurial university has led to the emergence of intrapreneurship as an additional role, and a new logic — intrapreneurial logic (which seeks to create collective organisational value in new ways), in the academic context (Engzell et al., 2024).

Furthermore, Roundy (2017) argues that entrepreneurial ecosystems are shaped by two dominant institutional logics: entrepreneurial-market and community. Contending that an entrepreneurial-market logic is a more specific set of actions (involving the pursuit of innovation, creativity, and the development of new business models) than the behaviours associated with a market logic (Roundy, 2017). Additionally, state logic, through the influence of policy and government funding (McMullin & Skelcher, 2018), may also play a role in the facilitation of intrapreneurship. Therefore, based on the review of extant literature and considering the ideal types; market, community and state logics may be at play within the Scottish entrepreneurial ecosystem. Hence, the research highlighted in this section

indicates the value of institutional logics as a lens to understand the mechanisms and processes of enabling intrapreneurship

Although intrapreneurship research through the lens of institutional logics is in its infancy, it is evident it is a valuable perspective in understanding the enabling mechanisms of intrapreneurship. However, there are critiques to this perspective which must be considered. The work of Lounsbury et al. (2021) reflects on developments to the institutional logics perspective and addresses the recent use of logics as simplistic analytical tools in some papers, raising concerns about reification and reductionism. A notable example of this is the research of McPherson and Sauder (2013), which arguably objectifies logics as items by suggesting that professionals in their study stray from their 'home' logics and 'hijack' the logics of other court actors.

The constraints acknowledged by Lounsbury et al. (2021) may be overcome by adopting a critical realist approach, which uses retrodution to identify and analyse the underlying structures and mechanisms potentially driving intrapreneurship, as has been demonstrated in this review. This provides an opportunity to look in depth at how these mechanisms operate within certain logics. Concerning ontology, critical realism espouses that social phenomena such as institutional logics exist irrespective of having been explicitly identified and/or acted upon (Hemme et al., 2020). Hence, it provides an understanding of causality by integrating both underlying structures and dynamic interactions, providing a comprehensive explanation of social phenomena (Jennings & Mole, 2013). Hemme et al., (2020) demonstrate how logics in action can be understood within a particular context through a critical realist lens. By exploring intrapreneurship across varying sectors and industries, it is possible to examine how institutional logics play out in Scottish organisations in pursuit of intrapreneurship.

2.8 A Multilevel Conceptual Model of Intrapreneurship

As has been emphasised throughout this literature review — intrapreneurship is a complex and multilevel construct. However, at all levels, further work is required to fully understand the interaction throughout and between all levels of any organisation in the facilitation of intrapreneurship, as current research is not conclusive in its understanding of how they interact. Throughout this review, key components are identified at each level based on academic papers and evidence. These are as follows: Individual level: risk-taking, proactiveness, innovativeness, experimentation, and networking. Team level: structures,

compensation systems, diversity in teams, shared entrepreneurial vision and mission, leadership, and reflexivity. Organisational level: supportive culture, HRM practices/systems and structure — the exact nature and combination of these are yet to be found. Additionally, the impacts and effects of environmental and external conditions were acknowledged as important. Thus, a multilevel conceptual framework is proposed (Figure 2.3).

The proposed model of intrapreneurship demonstrates the multilevel and fluid nature of intrapreneurship. The review has revealed that the organisational level is critical for enabling intrapreneurship in the workplace. Extant research highlights intrapreneurship as a multilevel construct; it does not *necessarily* centre on the individual level, and there are organisational conditions in which intrapreneurship is effectively facilitated (Neessen et al., 2019; Turro et al., 2020). Therefore, the model highlights the dynamic between bottom-up and top-down enabling factors. An individual or a team can contribute to intrapreneurship, and the enabling conditions at the organisational level assist in fostering intrapreneurship.

Furthermore, as discussed previously, this review acknowledges the significant impact of the environment and external forces on the development of intrapreneurship in organisations, a factor that many previous models, such as the recent model of Neessen et al. (2019), have not included. The environment has the potential to interact with and impact all levels and thus drive, change or shape the way intrapreneurship is uniquely facilitated. In particular, with the continuing challenges and opportunities of the COVID-19 pandemic on the business environment, and more specifically in the Scottish context the effects of Brexit, the external considerations are vital to understanding how intrapreneurship is shaped and functions in organisations.

To summarise, as seen in the model, the external environment has the potential to impact and influence organisations in their facilitation of intrapreneurship. The organisational level interacts with the team and individual levels, leading to the potential facilitation of intrapreneurship. There is a lack of consensus in past research regarding how intrapreneurship is best enabled; therefore, this model strives to bridge that gap by examining multiple potential mechanisms and concepts that have emerged from the literature review as potentially relevant. The next section will further explore the emerging themes and current gaps in the literature and then propose the research questions for this study.

Figure 2.3 The Multilevel Model of Intrapreneurship

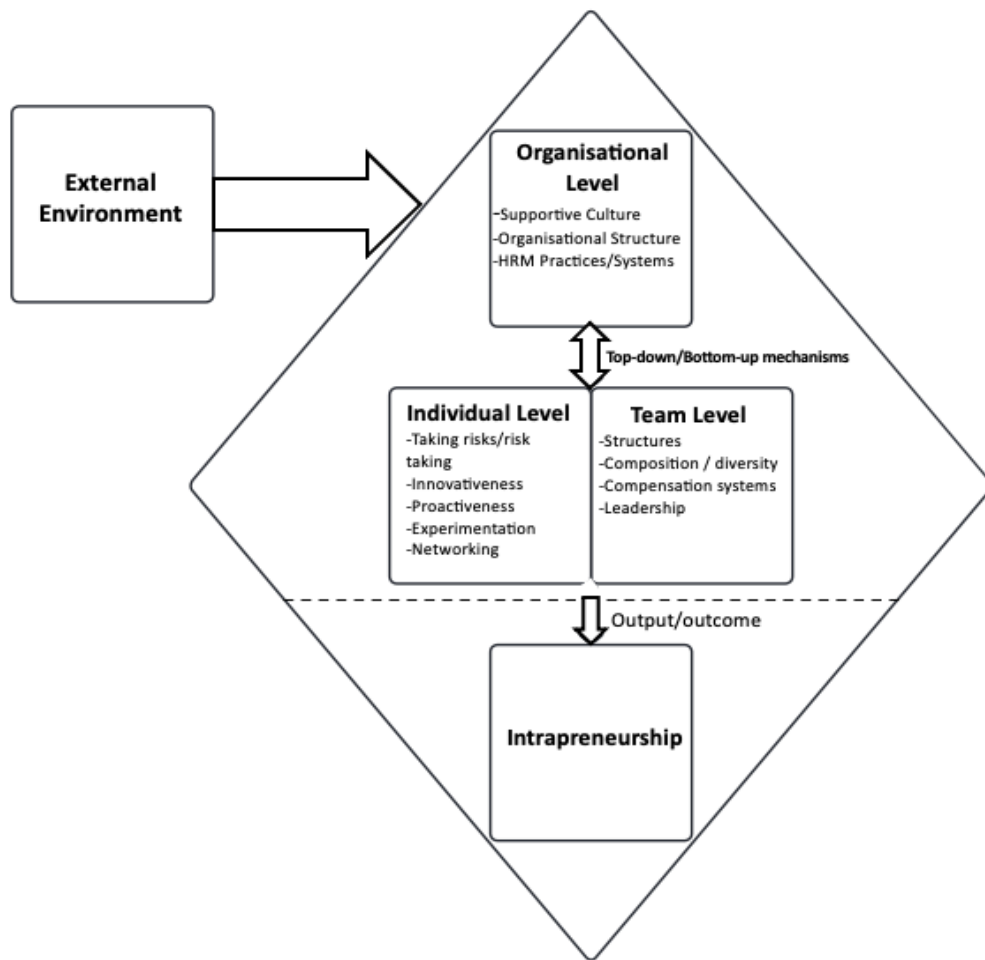


Table 2.4 Key Intrapreneurship Components

Individual Level	Team Level	Organisational Level
<ul style="list-style-type: none"> • Taking risks/risk-taking • Proactiveness • Innovativeness • Experimentation • Networking 	<ul style="list-style-type: none"> • Structures • Compensation Systems • Composition and Diversity • Leadership 	<ul style="list-style-type: none"> • Supportive Culture • Organisational Structure • Human Resource Management (HRM) Practices/Systems

2.9 Gaps in the Literature, Emerging Themes, and Intended Contribution

The purpose of this research project is to investigate how intrapreneurship may be effectively enabled. As is noted there is a lack of consensus with past research concerning intrapreneurship and its development within organisations regarding the dimensions of intrapreneurship, its determinants, and conditions (Urban & Wood, 2015; Farrukh et al., 2017; Neessen et al., 2019; Audretsch et al., 2024). Hence, this research strives to bridge this gap in the literature and provide clarity regarding the components of intrapreneurship and its enabling conditions. Although the individual level literature identifies key behavioural and characteristic aspects of an intrapreneur, within a team setting it appears it is not necessarily crucial for all employees to be ‘intrapreneurial’ when engaging in team processes. It is apparent that the research on entrepreneurship at the team level remains limited and work is needed to fully understand entrepreneurial teams and their functioning. Furthermore, diversity and divergence in teams regarding skills and characteristics are demonstrated to improve team performance. Additionally, further research is needed to fully investigate the facilitation of team level intrapreneurship by organisational level components such as organisational culture, organisational structure, or through HRM strategies such as compensation.

Moreover, research on entrepreneurship at the organisational level remains inconclusive and further investigation is needed to fully understand intrapreneurship throughout all levels of the organisation. Neessen et al. (2019) state there is a lack of multilevel research addressing the organisational-level factors that influence employee intrapreneurial behaviour and that investigate how individual intrapreneurial behaviour influences outcomes at an organisational level. In particular, there is a lack of depth and consensus regarding the impact of the organisational structure on facilitating intrapreneurship. There are discrepancies across previous studies between the levels of hierarchy, process and control organisations need (Bernstein et al., 2016), while leaving enough space for enabling creativity and intrapreneurial activities (Zahra, 1993; Im et al., 2013; Acar et al., 2019; Preller et al., 2020). Furthermore, this study strives to answer calls for further examination of the differences and similarities between firms stemming from different entrepreneurial origins within the same context (Agarwal & Shah, 2014).

Thus, based on the identified gaps in the literature and emerging themes, the research questions are as follows:

1. Does the meaning of intrapreneurship vary depending on the type of organisation or sector?
2. How and to what extent do organisational culture and structure impact the facilitation of intrapreneurship?
3. To what extent do organisations strike a balance between top-down and bottom-up approaches to intrapreneurship facilitation, and do contextual factors and organisational factors influence this?
4. How does the external environment and external pressures (such as industry/sector norms, government and policies, societal expectations), influence the adoption, implementation, and outcomes of intrapreneurship in organisations?

As highlighted in this review, this research strives to explore how intrapreneurship is most effectively facilitated. Specifically, the organisational factors and settings that enable intrapreneurship require greater investigation. This will be undertaken by investigating these research questions.

Chapter 3 – Research Methods and Methodology

3.1 Introduction

A qualitative research design underpinned by a critical realist ontology was pursued to investigate the facilitation of intrapreneurship in organisations belonging to different sectors and industries, through an understanding of causal mechanisms, as elicited in the literature review. Utilising the case studies of organisations originating from different sectors required an understanding of context, of which qualitative research methods are most appropriate for developing a deeper understanding (Basole and Ramnarain, 2017). Semi-structured interviews were utilised as the primary method of research and a document analysis of organisational and policy documents was conducted to triangulate the data and examine how intrapreneurship may be effectively enabled. The remainder of the chapter discusses the data analysis approach, ethical considerations and finally a critical reflection of the methodological approach.

3.2 Research Philosophy

The choice of paradigm is influenced by a specific set of elements describing the ontological assumptions which correspond to reality, epistemology which refers to the nature of knowledge, and axiology with regard to values and how the values of researchers influence what is to be studied (Weaver, 2018). The philosophical approach adopted for this research will be that of critical realism. Separating ontology and epistemology, and privileging ontology is fundamental to conducting research with a critical realist perspective and is the principal characteristic that differentiates it from more conventional positivist or phenomenological paradigms (Day, 2007). Positivism and social constructivism represent extreme forms of objectivism and subjectivism. Therefore, prioritising the investigation of underlying structures and mechanisms and the causal forces shaping social phenomena, as opposed to purely addressing how we come to know them is the key principle underlying this research.

Using a critical realist approach creates a focus on social relations, this allows a prominence on uncovering underlying causal mechanisms while acknowledging the importance of human interpretation. This lens tends to address explicitly ontological and epistemological issues, which often remain implicit in management research (Miller & Tsang, 2011). Critical realism seeks understanding and explanation of how and why events occur in the form that

we observe. It presupposes that events are generated by complex interrelationships between hidden, unobservable mechanisms (Reed, 2009). In relation specifically to the purpose of this study, it will examine how intrapreneurship may be effectively enabled.

Concerning *ontology*, critical realism is based on the position of realism, which maintains that there exists one single, stratified reality. There are three strata of reality, which are commonly known as domains, dimensions, or realms: empirical (observations and experiences), actual (actions and phenomena not directly observed), and real (underlying causal mechanisms and structures); there is a link between the domains to experiences, events, and mechanisms (Bhaskar, 2008). Critical realists agree that reductionist ontologies, such as objectivism and subjectivism, do not contribute to establishing more powerful explanations of causality (Jennings & Mole, 2013); these ontologies simplify complex phenomena by breaking them down into smaller components, this can involve reducing reality to objective entities (objectivism) or subjective experiences (subjectivism). Thus, adopting a philosophy such as critical realism is appropriate in order to investigate these research questions.

Concerning *epistemology*, critical realism is based on the position of objectivism, which argues that the world is external to social actors and independent of their knowledge or perceptions. This is distinct from ontological objectivism, as discussed above. Furthermore, knowledge can occur in transitive (at the levels of the empirical and actual, in seeking to understand the real) and intransitive (in the realm of the real) dimensions, which can be linked to the three domains of reality (Downward & Mearman, 2007), empirical (observations), actual (events), and real (underlying mechanisms). This highlights how knowledge is shaped by both objective reality and human perception, offering a comprehensive understanding of reality and how we perceive. The distinction between the different domains of reality and dimensions of knowledge is important because the actor's knowledge evolves with each stratum and higher strata of both knowledge and reality depend on the lower strata (Walker, 2017). However, each stratum must be first observed and described (Bhaskar, 2008) before critical realists can pursue their goal of understanding the complex causal mechanisms through penetrating the domains of reality (Sayer, 2000). The nature of the actual means we cannot observe and experience it; this recognition of the epistemic fallacy is one of the key differentiators of critical realism. The reality is 'out there' but what happens in the world may not be the same as what is observed or experienced.

People also have different interpretations of events, but this does not mean there is not an external reality. Thus, retrodution is about identifying ‘the basic prerequisites’ for what is actual or empirically observed, to employ the critical realist ontological distinction between the real (what is), the actual (what happens regardless of whether it is observed) and the empirical (what happens that is observed) (Danermark et al., 2002). Therefore, making ‘educated guesses’ about the underlying mechanisms that generate observed patterns, ultimately leads to a deeper understanding of causality. This is reflected in the structure of the literature review, where these mechanisms have been theoretically retroduted from observed patterns.

Finally, the *axiological* position of critical realism is based on emancipation, whereby critical realism exposes mechanisms that may be sources of oppression or control (Bhaskar, 2009). An emancipatory axiology is related to change as critical realism values emancipation and freedom as the ends of research (Thorpe, 2019). Theories of emancipation, agency, constraint and social action are central themes in this paradigm. Entrepreneurship is considered to be a particular form of social action where the entrepreneur chooses to establish a new business venture (Jennings & Mole, 2013), this could also be linked to intrapreneurship in organisations, in which an intrapreneurial initiative is pursued. Critical realist researchers seek to identify the generative mechanisms and structures in the social world (Thorpe, 2019). Thus, adopting a critical realist stance for this project will be effective in investigating the varying meanings of intrapreneurship within different organisational systems and how intrapreneurship may be effectively enabled. Critical realism assists in uncovering the underlying mechanisms and structures that shape these meanings, which makes this interpretative stage essential. Axiological factors address the personal values of researchers and their research participants (Heron, 1996). Hence, they involve defining, evaluating, and understanding the concepts of any acceptable and unacceptable behaviours related to the research (Kivunja & Kuyini, 2017). Therefore, ethical considerations (Section 3.7) and reflections on the research design (Section 3.8) will be discussed in detail.

3.3 Researching Intrapreneurship in Scotland: Adopting a Critical Realist Lens

This thesis aims to explore how intrapreneurship may be effectively enabled in organisations in different sectors. In doing so, the purpose of this thesis is to explain and provide an understanding of how intrapreneurship is/might take place. A critical realist ontology has been adopted to frame the case organisations in a Scottish context to demonstrate the ways

in which social structures and agents interact with each other to produce social reality. As has been emphasised in this thesis — intrapreneurship is a complex and multilevel process. Given the complexity of intrapreneurship as a phenomenon involving individual experiences and underlying causal mechanisms within an organisational context and external environment, critical realism offers a balanced approach. It allows exploration into the underlying mechanisms and structures whilst also considering the experiences of individuals within the organisations, and how the concept is understood. This aligns with understanding the multi-layered aspects of intrapreneurship and its broader institutional context.

Critical realism allows for exploration into the underlying mechanisms and structures that drive intrapreneurship while considering the multiple layers of context. Its emphasis on identifying causal mechanisms aligns well with understanding the facilitation of intrapreneurship in organisations. The adoption of a positivist lens might oversimplify the complex and context-dependent nature of intrapreneurship by reducing it to quantifiable variables. It may not capture the depth of underlying mechanisms and processes that influence intrapreneurship. Additionally, the focus on objectivity within positivism may overlook the subjective dimensions such as creativity and perception. On the other hand, while interpretivism can provide rich insights into individual experiences, it might not fully address the need to uncover the underlying causal mechanisms and structural influences that drive intrapreneurship. Furthermore, developing a shared understanding of intrapreneurship among stakeholders is crucial for implementing effective strategies within organisations. Additionally, research in this lens often emphasises uniqueness and context, which can limit the generalisability of findings to broader contexts.

The proposed model of intrapreneurship, as detailed in the literature review, demonstrates the multilevel and fluid nature of intrapreneurship — with the three levels of; individual, group and organisation interplaying with each other. However, at each level, further work is required to fully understand the interaction throughout and between all levels of any organisation in the facilitation of intrapreneurship, as the extant research is not conclusive in its understanding of how they interact. Previous research has shown that intrapreneurship is a multilevel construct that can affect different organisational levels. It does not necessarily centre on the individual level, and thus there are conditions in which intrapreneurship is effectively facilitated (Neessen et al., 2019; Turro et al., 2020). Additionally, the environment has the potential to interact and impact all elements and thus drive, change or

shape the way intrapreneurship is uniquely facilitated. Hence, by combining multiple levels of analysis, this provides an opportunity to unveil a more comprehensive perspective. This approach enables the observation of mechanisms, at play across levels, offering a richer insight into organisational and environmental context (Thornton et al., 2012). Thus, this multilevel research strives to bridge the gap in the lack of consensus of past research regarding how intrapreneurship is best enabled and thus will investigate in order to understand the causal mechanisms enabling the facilitation of intrapreneurship.

3.4 Research Design

3.4.1 Methodology

Critical realism privileges no particular research methodology. Researchers select research designs that best facilitate the achievement of their research agenda and critical realism is an alternative perspective that both encourages and facilitates moving beyond the confines of conventional paradigms (i.e. positivism and social constructivism) to broaden and deepen outcomes (Jennings & Mole, 2013). Therefore, given that intrapreneurship will likely have different meanings and take different forms in various settings, and acknowledging the significance of context in critical realism, a multi-case study approach has been put forward. A purposive sample of organisations across different sectors in Scotland have been targeted, these are discussed in Section 3.4.2.

One of the potential limitations of case study research is that it is difficult to generalise. However, the way in which one generalises from case studies is different from that adopted in traditional forms of social science research that utilise large samples (Simons, 2014). With a focus on depth and contextual richness, this approach allows the researcher to gain a context. Advocates of single cases generally come from a constructionist epistemology; those who advocate multiple cases usually fit with a more positivist epistemology (Easterby-Smith et al., 2018). In a widely cited paper, Eisenhardt (1989) recommends a cross-case analysis consisting of 4 to 10 case studies that could offer a strong basis for analytical generalisation (in Aguinis et al., 2019). However, Easton (2010) argues that a number of writers on case research as a research method appear to adopt a positivist perspective unintentionally. In particular, concerning Eisenhardt (1989), the justification for this statement is based on their experience with case research and is implicitly about increasing the number of cases as a way of finding the same results in each case. In fact, Schoch (2020) states in a multiple-case study, having three to four distinct cases for comparison is most

appropriate and a purposeful selection will allow for focus in-depth on a phenomenon. Therefore, this investigation will overcome the potential limitations associated with single case study research through the utilisation of three contrasting case study organisations, to demonstrate the effect of context and will allow for the generalisability of findings.

The case study approach allows in-depth investigation of the required factors (e.g. structure and culture) which promote and enable intrapreneurship in different contexts. This will respond directly to recent calls for empirical qualitative research that probes the subtle and complex interactions between organisational factors affecting intrapreneurship (Amberg & McGaughey, 2019). The key aspect of the case study research approach is the exploration of different actors that are rooted in a particular context. It involves capturing several perspectives that are rooted in a specific environment and providing a holistic and contextualised understanding (Lewis & McNaughton Nicholls, 2014). As highlighted in the literature review, much of the past research focuses on a single case, and calls are made for in-depth case studies to analyse the multilevel nature of intrapreneurship (Neessen et al., 2019). Under a critical realist lens, this research aims to fill this gap by investigating the mechanisms which facilitate the phenomena of intrapreneurship in the context of the chosen case organisations in Scotland. Therefore, a comparative multi-case study approach allows for detailed investigation into each of the proposed research questions, and how organisational contexts may differentially affect the mechanisms which underlie intrapreneurship.

3.4.2 Case Organisations

A multi-case study approach has been adopted, given that intrapreneurship will likely have different meanings and take different forms in various settings. The three main sectors that separate different organisations are the private or commercial Sector, the public or state-owned sector, and the third sector — which encompasses organisations such as charities and not-for-profit firms. As highlighted in the literature review, Agarwal and Shah (2014) call for further examination of the differences and similarities between firms stemming from different entrepreneurial origins within the same context. This is crucial to improving and refining understanding of how intrapreneurship might differentially shape and influence organisations' trajectories. Previous research has found conflicting evidence as to whether private sector and privatised firms are most effective in the facilitation of intrapreneurship due to their difference from the 'typical bureaucratic and slow-moving organisational

structures' of state-owned enterprises (Romero-Martínez et al., 2010), when in practice, intrapreneurship has been facilitated in third and public sector organisations in a Scottish context (Knox & Marin-Cadavid, 2019). Hence, this research interrogated the experiences of organisations from different sectors and industries.

A purposive sample of organisations across sectors in Scotland has been targeted for this research project. When utilising multiple cases or sampling within a case, it is effective to employ purposeful sampling (Schoch, 2020). Samples obtained for quantitative research studies are often probability samples that are presumed to be representative of the population being studied and are used to generalise to that population; often there is little consideration of the individuals in the sample — only that they are assumed to be statistically representative of the larger population. In purposive sampling, however, the goal is to select individuals or cases that provide insights into the specific condition under study, regardless of the general population (Schoch, 2020). Organisations were targeted that potentially demonstrated intrapreneurship. The first organisation is a high-tech private sector firm that was a spin-out from a university. The second organisation works alongside the National Health Service (NHS) and has produced several spin-outs. The third organisation is a third sector organisation that provides enterprise education development and training for young people.

While the primary focus of intrapreneurship is to harness entrepreneurship to evolve and create value in existing organisational structures and opportunities, the term can be extended to the creation of innovative new spin-out ventures (Zahra, 2015; Kuratko et al., 2015; Neessen et al., 2019). Therefore, the positioning of these organisations, with the inclusion of one case study that is a spin-out from a large organisation (a university), and another case study that facilitates spin-out ventures from a large organisation (the NHS), has the potential to offer comprehensive insights into the enabling mechanisms of intrapreneurship. To supplement the interviews and research carried out in the case study organisations and to elucidate the external environment, interviews with members of the Scottish Government and policymakers were undertaken. To triangulate the interview responses, organisational and policy documents have been taken into consideration to develop a substantial case.

Therefore, it has been demonstrated there is a need to research varying types of firms of different sectors within Scotland in order to address the gaps in the current literature. By

including organisations from different sectors and industries, the research will examine factors facilitating intrapreneurship in various contexts. The case organisations are discussed in detail below (a table summarising the interviewees can be found on Table 3.1):

3.4.2.1 Case Study 1

Case Study 1 is a high-tech private sector firm which manufactures and produces ultrasonic sensors. The organisation, which was a spin-out from a university, was established in 2018. They are a business-to-business organisation, with its products tailored to meet the needs of businesses and organisations in various industries. They are based in the Central Belt of Scotland between Glasgow and Edinburgh, and carry out their operations globally. They have now reached the scale-up stage according to many of the interviewees and is projected to continue growing. It is a small enterprise (10-49 employees)¹¹, with the organisation having 31 employees, with 2 new staff members hired during the time of the interviews. The number of interviews carried out was 7.

3.4.2.2 Case Study 2

Case Study 2 is a private company registered in Scotland and limited by guarantee with three public sector shareholders. The organisation was established in 2002 with the core purpose of working alongside the NHS to facilitate the commercialisation of ideas generated by the healthcare staff. It underwent a rebrand in 2022 ahead of its 20th anniversary, to revamp its image and increase and extend its reach and presence throughout Scotland. The organisation has assisted in producing several successful spinouts. For instance, amid the COVID-19 pandemic, a lightweight hood made from transparent fabric to create a barrier between the patient and the individual performing resuscitation was developed. Case Study 2 has its headquarters in Glasgow but they carry out work across Scotland. They share a communications team with another organisation in Scotland, it was explained this is due to them being funded by the same bodies. The other organisation supports research outputs from the NHS. It is a small enterprise (10-49 employees). Including the communications team, the number of employees was 14, with 1 staff member hired during the time of the interviews. The number of interviews carried out was 10.

¹¹ This is the standard ONS and Government classification for firm size.

3.4.2.3 Case Study 3

Case Study 3 is a third sector organisation that provides training and development opportunities and enterprise education to young people. The organisation was established in 1992. Their headquarters is in Glasgow but they carry out work across Scotland, with certain employee roles focused in different regions of Scotland, including the Highlands and Islands. The organisation went through a recent period of change and restructuring as a new Chief Executive Officer (CEO) was appointed in Autumn 2023. It is a small enterprise (10-49 employees), and there were 25 employees during the time of the interviews, this number has now grown to 28 with more recruitment planned. The number of interviews carried out was 9.

3.4.2.4 Government and Policy Maker Interviews

Seven policymakers and members of government were interviewed, predominantly to gain a greater perspective on the environmental context and its impact on the facilitation of intrapreneurship. Additionally, there was intention to recruit a public sector organisation, however, due to external constraints and hindrances this did not materialise (see Section 3.8 for further detail). Nevertheless, some of these interviewees had experiences of internal intrapreneurship activities and facilitation. Hence these interviews served a dual purpose. Their experiences of enabling intrapreneurship across Scotland were interrogated alongside experiences within their roles and positions in the government body. An interview was conducted with the CEO of an intrapreneurship support organisation (ISO) to gain their perspective as an ecosystem stakeholder and facilitator of intrapreneurship in organisations of different sectors across Scotland.

Thus, as can be seen, a diverse range of organisations have been selected for this research. The case studies differ in terms of the sector, the age of the organisation, and their purpose.

3.4.3 Participant Selection

Within all the case organisations, it was ensured participants taking part in the research interviews were situated at different levels of the organisations. Gatekeepers and contacts were approached, and the research study was proposed to them. The gatekeeper was informed that interviews would be conducted with management (and, where appropriate, founders) and employees at each level in the case organisations. A range of employees were selected in each case organisation. Additionally, after this selection process by the

gatekeeper, in Cases 2 and 3 the gatekeepers referred to their website which stated employees' names and roles if it was felt certain individuals may provide value to the research. Furthermore, snowball sampling occurred in these case organisations, in which interviewees suggested other individuals in the organisation who were perceived to be suitable to be interviewed. In Case 1, the CEO (who was the organisational gatekeeper) provided 7 individuals they felt would be most appropriate to interview, hence, no further than the 7 (including the CEO) were interviewed. Based on the data collected and analysis there was an appropriate saturation of data across the cases.

As expressed above, in purposive sampling, the goal is to select individuals or cases that provide insights into the specific condition under study, regardless of the general population (Schoch, 2020). Therefore, for an investigation into the facilitation of intrapreneurship, this was deemed as an appropriate selection and sampling method. The interviewees in the case organisations were identified through purposive sampling. With the government interviews, participants were identified through a combination of purposive and snowball sampling. With some participants selected through existing connections, others were approached based on their role, and finally through recommendations of individuals from those who had already agreed to be interviewed.

As was highlighted in the literature review, further research is required to fully understand the interaction throughout and between all levels of any organisation in the facilitation of intrapreneurship, as the extant research is not conclusive in its understanding of how they interact. Furthermore, given the unexplained heterogeneity of productivity performance and lack of innovation rich jobs across UK firms, with much research being carried out on the macro-level, the role played by employees in enhancing performance has received little attention (Felstead et al., 2018). Therefore, this research has utilised employees at the staff level as well as managers for the population for this study so as to gain a thorough understanding into the enabling mechanisms of intrapreneurship in these case organisations. The following table details each participants' role in their organisation and the interview length:

Table 3.1 Research Participants and Role Titles

Organisation	Interview Number In Organisation	Role in the Organisation	Interview Length (Minutes)
Case Study 1	1	Executive Product Development Manager	59
Case Study 1	2	Executive Office Manager	42
Case Study 1	3	Executive Operations Manager	31
Case Study 1	4	Chief Commercial Officer	64
Case Study 1	5	Chief Executive Officer	36
Case Study 1	6	Senior Application Specialist	40
Case Study 1	7	Senior Mechanical Design Engineer	53
Case Study 2	1	Head of Innovation	48
Case Study 2	2	Innovation Manager 1	71
Case Study 2	3	Head of Project Management	29
Case Study 2	4	Project Manager	36
Case Study 2	5	Innovation Manager 2	48
Case Study 2	6	Head of Regulatory Affairs	36
Case Study 2	7	Head of HR and Administrative Services	58
Case Study 2	8	Executive Chair	52
Case Study 2	9	Head of Communications and Engagement	57
Case Study 2	10	Communications and Engagement Manager	44
Case Study 3	1	Chief Operating Officer	50
Case Study 3	2	Partnerships and Development Manager	51
Case Study 3	3	Project Manager	35
Case Study 3	4	Programme Executive	51
Case Study 3	5	College Delivery Manager	37
Case Study 3	6	Chief Executive	64
Case Study 3	7	Fundraising Manager	47
Case Study 3	8	Communications and Marketing Manager	35
Case Study 3	9	Finance and HR Manager	46
Government	1	Chief Entrepreneur	57
Government	2	Senior Policy Executive	65

Government	3	Currently – Head of Agriculture Support Policy Development Unit Previously – Head of Entrepreneurship and Enterprise Support Policy	57
Government	4	Head of Organisational Change Policy	58
Government	5	Deputy Director 1	49
Government	6	Deputy Director 2	42
Government	7	Chief Economist	38
ISO	8	CEO	69

3.5 Research Methods and Data Collection

3.5.1 Interviews

Under a critical realist approach, the choice of methodological approach should reflect the extent to which the methods selected can provide access to knowledge concerning generative mechanisms (Jennings & Mole, 2013). There are no prescribed set of research methods for a critical realist ontology. However, Brown and Roberts (2014) suggest that this approach is more suited to qualitative methods. Research interviews can interrogate the research objectives, locating respondents' views and experiences within their organisational contexts to enhance the contextual understanding of the facilitation of intrapreneurship within each case study organisation. Such an approach, with its information-rich data, will allow for gaining an understanding of the proposed research questions through the depth they provide, as opposed to the breadth of information obtained from sampling a wider population through quantitative methods (Patton, 1990). This allowed a deeper understanding into the selected cases, which captured the complexity and processes the research questions strived to answer. The government and policymaker interviews uncovered further insights into the context.

In-depth semi-structured interviews are the most advantageous approach to obtain detailed qualitative data, with open-ended questions, where appropriate, the sequence and rationale of questions can be varied if appropriate (Easterby-Smith et al., 2018). The semi-structured interviews were constructed based on key themes emerging from an extensive review of the literature. This ensured the interview questions flowed well, used comprehensible language, and did not ask leading questions (Saunders et al., 2019). Additionally, it allowed participants to follow and develop anything they felt was of particular importance (Saunders

et al., 2019). The interviews schedule had three parts: the first contained questions to ease the interviewee into the conversation and find out information about them (e.g., job title, number of years of experience, previous experiences of intrapreneurship, etc.); the second part contained questions about organisational elements (i.e., culture and structure); and the third part enquired about the influence of the external environment. An interview guide for the case organisations can be seen in Appendix A, specific questions were tailored for the interviews carried out with managers. An interview guide can be seen in Appendix B for the interviews with the members of the Government and the CEO of the ISO. The main themes and overall schedule were similar, however, there were specific additional questions for the CEO of the ISO.

Open-ended broad questions can also assist in mitigating interviewer bias, where the researcher imposes their frame of reference on participants, whilst also potentially alleviating ‘socially desirable’ responses, as in, participants may interpret the aim of the research and try to find the ‘right answer’ rather than one that truthfully reflects their experience and perspective (Brown & Mawson, 2019). Questions were constructed around elements of the organisational culture and organisational structure, along with investigating the environmental and external impacts on the organisation. Conducting the interviews on a one-to-one basis was advantageous in uncovering the perceptions, thoughts and insights of the facilitation in these case organisations, which would not have been revealed through utilising quantitative methods (Saunders et al., 2019). Such an approach allows for gaining an understanding of the proposed research objectives through the depth they provide, with its information-rich data, in contrast to the breadth of information obtained from sampling a wider population through quantitative methods (Patton, 1990). Additionally, the structure of a group discussion where data generated characteristically lacks detail and embellishment, as focus groups tend to encourage more partial modes of ‘account making’ (Warr, 2005). With this method reliant on group processes, as groups communicate, often non-verbally, they reshape or reconstitute the information that is gathered. These group dynamics influence both the behaviour in groups and thus potential research outcomes (Farnsworth & Boon, 2010). Therefore, in-depth semi-structured interviews were deemed a suitable approach to obtain detailed qualitative data. The interviews explored the research goals and disclosed the views and experiences of participants in the context of the facilitation of intrapreneurship in their organisations and within Scotland. The data collection process for this study took place between October 2022 and April 2023.

3.5.2 Document Analysis

Neessen et al. (2019) express different types of data collection, other than questionnaires, could be used to investigate intrapreneurship, such as in-depth case studies to analyse the multilevel nature of intrapreneurship, which is what this research proposes to undertake. Organisational documents and resources were examined to supplement the interviews and enhance the contextual understanding of the facilitation of intrapreneurship within each case study organisation. These documents consisted of annual reports, strategies, financial statements, intrapreneurship proposals, articles, and press releases. By selecting the cases, and the individuals, documents, and artefacts within the case, purposive sampling allows focus on a phenomenon in depth (Schoch, 2020). The selection process involved identifying and obtaining documents from the case organisations and public repositories. These documents were chosen based on their relevance and potential to provide insight into the facilitation of intrapreneurship, the comprehensiveness of the information provided, and their accessibility. These were examined to enhance the contextual understanding of the facilitation of intrapreneurship within each case study organisation.

Additionally, the data could be described as ‘naturally occurring’ because it existed independently of the research (Lewis & McNaughton Nicholls, 2014) and it did not need to be generated for this study (Loseke, 2013). This provided further understanding of the context. Where intrapreneurship was not specifically mentioned in the documents, the analysis focused on identifying underlying themes and initiatives that could be related to intrapreneurial activities. This assisted in uncovering alignments or any discrepancies between the perceptions of individuals within the organisation and the organisational documentation.

In general, documentary data tend to capture high-quality information about organisations (Easterby-Smith et al., 2018) and they are considered accessible and stable sources of data (Yin, 2013). It has the advantage of being an unobtrusive research method, with all the content required for analysis having already been produced, it seldom has any effect on the subject being studied (Babbie, 2020). Prior (2003) claims that in most social science research, documents are placed at the margins of consideration, however, they quote Max Weber’s (1978) analysis of bureaucracy in his work *Economy and Society* (cited in: Prior, 2003, p. 18), ‘The modern world is made through writing and documentation.’ In fact,

documents are recommended for the study of organisational activities (Maskell & Malmberg, 2007). However, it is important to acknowledge that it is common for public documents to be created with a marketing purpose in mind, reflecting the managerial perspective, or for purposes of legitimisation, so they may potentially be subject to a reporting bias (Yin, 2013). Therefore, semi-structured interviews were utilised as the primary method of research and a document analysis of key documents was conducted as a means to triangulate the data to further understand the context. Thus, responding to Yin's (2013) call for multiple sources of evidence. A more robust understanding of intrapreneurship and its facilitation was gained by triangulating the data from the semi structured interviews and documents, this addressed potential biases from both sources.

3.5.3 Benefits of Multi-Method Research

The primary limitation of a single data collection method that derives information from participant responses alone is the risk that viewpoints or perceptions expressed may be misleading if the interviewees are not honest and open. It can never be known for sure, consciously or unconsciously, the extent to which participants' accounts have been changed or rationalised. The participant may have an intentional strategy or motive for editing their narrative, or the individual's perception or memory may be faulty. Furthermore, 'socially desirable' responses, as in, participants may interpret the aim of the research and try to find the 'right answer' rather than one that truly reflects their experience and perspective, is another consideration within this method, despite efforts to minimise this (for instance, through open questions). Therefore, it was important to minimise these potential issues. Focus groups were deemed to be a less suitable method for the purpose of this research. Focus groups, which may also be described as a 'group interview', lack the depth and richness of individual interviews due to its group process foundation (Finch et al., 2016). Thus, the interviews were conducted on a one-to-one basis. Furthermore, the constraints associated with the self-report nature of interviews can be overcome by interviewing a range of different organisational actors from each case study. Additionally, the utilisation of government interviews and document analysis acted to triangulate the data, help mitigate any biases, and also reveal points of difference between different accounts.

3.6 Data Analysis

3.6.1 Transcription

Subject to the participants' consent, the interviews were digitally recorded and later transcribed verbatim (Easterby-Smith et al., 2018). The recordings are accurate, and the interview could be re-listened to, and direct quotes gathered and utilised to ensure that the transcripts are precise. An AI auto-tool was utilised to assist with the transcriptions, the recordings were listened to again and the auto-transcriptions were corrected for any mistakes (Thompson, 2022), this also provided an opportunity to reflect on the data and begin making notes and identifying themes. It was decided to transcribe narratives authentically by staying true to the actual speech and privileging the participants' mode of speaking (Jonsen et al., 2017; Oliver et al., 2005), in particular with many of the participants' speaking with slang or their dialect, this assists in maintaining context and meaning.

3.6.2 Tools for Analysis

Data analysis took place through physical coding and NVivo, a form of computer-aided qualitative data analysis software (CAQDAS). The use of CAQDAS provided a method in which to code data and allows for an audit of said data in a cohesive manner (Dalkin et al., 2020). However, CAQDAS does not allow a researcher to become fully immersed in the data in the same manner as physical coding, whilst physical methods do not provide as clear an audit and summary of the coded data (Maher et al., 2018). The Maher et al. (2018) approach allowed for the benefits of both electronic and physical coding (such as the use of pens and paper) techniques to be realised, ensuring the reliability and dependability of the analysis of data. Thus, the utilisation of digital software allowed for ease of management of a large amount of data, but the initial manual coding assisted in fully scaffolding the data analysis process to gain greater depth and context. A researcher is only as good as the skills they possess, and software does not replace the nuanced insights and critical thinking that comes from manual analysis. While software can undoubtedly expedite certain aspects of data processing and provide use as an organising device, it is the researcher's ability to interpret and draw meaningful conclusions from the data which significantly elevates the depth and quality of the research findings.

3.6.3 Thematic Analysis

Given the nature of this research, which focuses on the lived experiences and knowledge of participants concerning the facilitation of intrapreneurship in organisations, thematic

analysis coding was adopted. A thematic analysis that centres on what is being said rather than how it is said is a suitable analysis approach for case study research with a critical realist lens adopted. Such decontextualisation in qualitative research can be argued to be discommodious as it does not take into account that different people may attach different meanings to their accounts or have different reasons to tell them. Nevertheless, whether this is disadvantageous within a study depends on its research questions and aims (Easterby-Smith et al., 2018). Due to the research design and aims of this thesis, this form of analysis is suitable. In this investigation, the underlying causal mechanisms and such structures can emerge through the themes and patterns in interviewees' accounts. Hence, thematic analysis has been employed for this research (Gerber & Hui, 2013), using thematic analysis, findings were coded in line with the conceptual model, with any emergent themes coded inductively.

An abductive approach was adopted to allow for recurring patterns to be identified and analysed, in an effort to fully investigate the facilitation of intrapreneurship in these case organisations. Following an abductive research approach, the clustering and explanation of themes should be guided, but not determined by existing understanding of knowledge and theories (Atkinson et al., 2003; Thompson, 2022). Thus, there should not be an attempt to 'reinvent the wheel', as in an inductive approach such as grounded theory, nor should there be an attempt to test the data by purely fitting knowledge into existing frameworks, as in a deductive approach (Coffey & Atkinson, 1996; Thompson, 2022). Researchers emphasise the active role the researcher plays in identifying patterns and themes and reporting the selection to readers within thematic analysis (Braun & Clarke, 2006; Braun & Clarke, 2019). Therefore, while themes and patterns emerge, an active and reflexive role has been taken in this analysis. Braun and Clarke's (2006) thematic analysis framework has been followed due to the flexibility in its approach and its intended use within a qualitative paradigm:

Figure 3.1 Braun and Clarke's (2006) Thematic Analysis Framework

Phase	Description of the process
1. Familiarizing yourself with your data:	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes:	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes:	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes:	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes:	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report:	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

(Retrieved from Braun & Clarke, 2006)

The coding process went beyond the surface-level content of the data to seek the underlying reality of the context. Therefore, developing themes began by looking at relationships between different codes and sorting them based on their ability to collectively explain the context behind the data (Braun & Clarke, 2006). When categorised in this manner, a group of codes that can effectively portray a phenomenon can be labelled a theme (Braun & Clarke, 2006). The label should be a distinct phrase that can be digested and retained by readers whilst capturing the essence of the theme clearly (Campbell et al., 2021; Thompson, 2022). The themes and sub-themes generated can be seen in the tables in Chapters 5 and 6. The interview data was utilised as the main source of evidence in this research. However, as mentioned earlier, to triangulate the interview responses, the organisational and policy documents have been taken into consideration to develop a substantial case. Through this process, themes identified in the interviews were cross-referenced with material from the documents, deepening the analysis and providing a comprehensive understanding of intrapreneurship and its facilitation. In this regard, the interviews were analysed first, and document data were used to substantiate and compare those themes.

3.7 Ethical Considerations

Due to the nature of this research design, and the topic that this study aimed to explore, it was not expected that any serious ethical issues would arise when carrying out this research, as this is not an especially sensitive topic. Nevertheless, it was still important to consider the ethical issues that may arise when conducting any research and the protocols to ensure participant safety and anonymity. As is the procedure at the University of Glasgow, approval for the research was sought through The College of Social Sciences Ethics Committee before carrying out the research interviews (ethical approval for this research was granted by the University of Glasgow in September 2022). Permission was required from gatekeepers in order for access to be granted from appropriate contact points in the chosen case organisations.

It was decided to offer anonymity to all case organisations and interviewees. This was for practical reasons, as well as ethical issues. If anonymity was not offered, there is the risk interviewees would be reluctant to give in-depth insight that was necessary to be accessed. Interviewees were provided with a plain language statement, providing background on the study, and a form to sign to demonstrate informed consent. Verbal consent was also received

at the start of each interview and participants were reminded that they had the right to withdraw from the study at any point. Any information or organisations linked to participants that may expose their identity has been redacted. However, there were drawbacks to providing anonymity. Using a critical realist approach creates a focus on social relations and the research methods were therefore selected to explore interactions. The identity of agents, and how they are situated within a system is important for understanding the nature of relationships (Cronin, 2017). Providing specific information on the identity and background of interview participants and the case organisations would have made it possible to create useful context, however, some general information has been provided on the case organisations whilst protecting their identity. Therefore, all interviewees have been provided with the pseudonym of their role title to enrich the context of the research whilst maintaining anonymity for those who have taken part in the research interviews.

The location of the interviews and the setting in which the interview takes place are important to consider (Easterby-Smith et al., 2018), thus interviews were carried out via a platform such as Zoom, Skype, or Microsoft Teams, and face-to-face interviews were conducted in a neutral and safe setting. Interviewees were given a choice regarding how the interview would be conducted based on their own preference. Therefore, neither the interviewer or the interviewee was at risk as all interviews were carried out in a safe and comfortable environment. As far as possible, care was taken that the interview would not be disturbed. Due to the fact, COVID-19 transmission was still a concern during the research process, precautions were taken to protect all parties in the case of face-to-face interviews. These considerations allowed the interviewees and the interviewer alike to feel more comfortable during the research process.

3.8 Reflections on the Research Process

Although this study has been designed robustly, it is always important to consider and reflect on the design of the research. The process of securing and cementing case organisations for this research posed significant and unexpected challenges. The primary difficulty encountered was in obtaining permission and access to potential case study organisations. Both in terms of aiming to gain access and conduct research with organisations of different sizes and originating from different sectors. Numerous gatekeepers and contacts were approached in the pursuit of securing suitable case studies. Unfortunately, many of these efforts proved unsuccessful. One notable setback was encountered in the attempt to include

a public sector case study. Despite a few introductions being made and meetings held with organisational gatekeepers, a public case study failed to materialise. The main contact for these potential case studies explained how the impacts of the external environment prevailing made it difficult for the organisations they selected to participate. As they stated in this email:

“I had hoped the contacts I gave you would have been able to help more, and I know they are keen to help where possible. Unfortunately, I can't think of many others who would give you any better response. It's worth knowing that we are seeing, across all our partners organisations, huge challenges. The cost of living crisis, the uncertainty in economic and political climate, and the genuine fear caused by inflationary pressures, means people are facing huge day-to-day problems. This, coming after the demands of the pandemic, means there is very little capacity in the system, and people are finding it increasingly difficult to allocate time to anything that is not a really top priority. So, I think it's worth a discussion with your research supervisors, to try to find a way forward, given the context and environment we are in.”

- CEO, ISO (15/04/23)

This impediment highlighted the environmental challenges faced by organisations and the realities of task prioritisation during demanding periods. It was therefore decided to conduct an interview with the CEO of the ISO as a means to gain their perspective as an ecosystem stakeholder and facilitator of intrapreneurship in organisations across Scotland, within the public and third sector. The three selected case studies, along with the additional policymaker and ecosystem stakeholder interviews, and document analysis allowed for robust data to be collected. In particular, Case 2 with its funding structure and positioning, accompanied by a core purpose to facilitate innovation in the NHS, along with the policymaker interviews, allowed for some understanding of the opportunities and constraints of enabling intrapreneurship in the public sector.

In addition to the challenges of securing cases in certain sectors, there were geographical case selection hindrances. Much of the past research in Scotland focused on the Central Belt of Scotland. Initially, it was aimed to include a case study from the Highlands and Islands to gain insights into the unique dynamics, challenges and opportunities faced by organisations operating in remote and rural areas and their approaches to facilitating intrapreneurship.

Despite many efforts, it was not possible to obtain a case study from this area. However, as noted earlier in this chapter, Cases 2 and 3 involved organisations with staff dispersed across Scotland. These cases provided an opportunity to explore some aspects of regions outside of the Central Belt of Scotland, such as the Highlands and Islands, albeit not as narrowly as had initially been strived for. By examining these organisations with operations throughout Scotland, the research was effective in capturing insights into the facilitation of intrapreneurship holistically in a Scottish context.

It is crucial to remain reflexive throughout all stages of the research process and not to let bias misconstrue the subjective experiences portrayed by the research participants. As a PhD researcher, it was important to remember the interviewees will be recognised as the ‘experts of their knowledge and experience.’ Researchers must be vigilant not to enforce views and beliefs on the interviewees (Rubin & Rubin, 2005). The aim, throughout the research process, was to gauge a deep understanding of the experiences of these individuals within their organisations in order to explain the ways in which social structures and agents interact with each other to produce social reality.

When carrying out the research interviews, the rapport created between the interviewer and interviewee will impact the success of the interview, and a degree of reciprocity from both parties is required. Thus, throughout the interviews, a reflective approach was adopted, critically reflecting on the social interaction with participants to ensure any barriers to interpretation could be overcome (Saunders et al., 2019). This will provide a rich insight into how changes and processes are taking place in the case organisations. Compared to telephone or Skype interviews, it is argued that face-to-face interviews are seen to provide a stronger foundation in which the interviewer and interviewee develop a rapport (Yeo et al., 2016). Some of the interviews were carried out over platforms such as Zoom or Microsoft Teams due to mutual convenience. It must be noted that it was still possible to build a rapport during the research interviews, arguably this may be due to the changes the pandemic brought to people's lifestyles, with many individuals possibly becoming more accustomed to using video calling platforms. This may be an interesting avenue for future research to explore. Additionally, due to the time boundaries of the research, a cross-sectional study was implemented. Nonetheless, to achieve the aim of this research, this was an appropriate method. However, a longitudinal case study to observe the changes and development of intrapreneurship in a case organisation could be considered for a future investigation.

Chapter 4 – Intrapreneurship in the Context of Scotland

4.1 Introduction

The academic and practical understanding of the importance of intrapreneurship in organisations has been evolving within Scotland and further afield. The influence of the external environment in facilitating intrapreneurship is discussed in Chapter 2. Through evaluating the literature and policy documents, this chapter directly addresses some of the considerations of research question 4. Crucially, the Scottish context in developing intrapreneurship is explored and discussed in this chapter. Furthermore, this chapter explores Scotland's innovation and productivity puzzle, and the role intrapreneurship can play in boosting productivity. It presents a timeline of the evolution of intrapreneurship within Scotland and discusses government policy and initiatives. The intrapreneurship and entrepreneurship support landscape are discussed. Finally, major events and their impact on intrapreneurship are considered.

4.2 Scotland's Innovation and Productivity Puzzle

The UK has a longstanding labour productivity gap compared to its international competitors. Following the 2008-2009 recession, the situation worsened, with workers in France, Germany, and the US producing as much in four days on average as UK workers do in five (Gallie et al., 2018). The Skills and Employment Survey (SES) reveals declining worker discretion (an indicator of empowerment) since 1992, which has been happening increasingly since 2012 (Felstead et al., 2018). This survey also estimates that just 27% of UK jobs are 'innovation rich' (Felstead et al., 2018). It is suggested that productivity is propelled when employees are empowered and motivated (Business Purpose Commission for Scotland, 2022). Interestingly, Hernández-Perlines et al. (2022) conducted a comprehensive review of intrapreneurship research, in which they found that from 2008 onwards, interest in intrapreneurship grew exponentially. They propose this could be explained by the global financial crisis experienced at the international level from 2008, which impacted the economy and jobs, hence generating the need for change in business models. Therefore, entrepreneurship within organisations (or intrapreneurship) gained traction as a novel strategy for growth and sustainability to respond to market fluctuations.

The Scottish Government has pursued an entrepreneurship-oriented agenda through plans for 'becoming a world-leading entrepreneurial and innovative nation' since 2013 under the 'Scotland Can Do' framework (Scottish Government, 2013). Intrapreneurship is identified

here as an effective driver of innovation and economic growth by encouraging employees within an organisation to take on the role of an entrepreneur, develop innovative ideas, and drive change from within (Scottish Government, 2013). Scotland's productivity has outperformed all regions of the UK over the 1999-2019 period (Tsoukalas, 2021; Business Purpose Commission for Scotland, 2022). A qualitative review of intrapreneurship programmes and initiatives of Scotland's only intrapreneurship support organisation (ISO) found that increased business performance, productivity, and social innovations were key outcomes (Knox & Marin-Cadavid, 2019), aligning with extant literature that finds intrapreneurship can drive business growth and enhance productivity by transforming internal processes and capabilities (Augusto Felício et al., 2012; Rivera, 2017). Despite Scotland's effective performance compared to the UK nations, productivity is still below the national average and remains approximately 20% below that of top-performing countries in the Organisation for Economic Co-operation and Development (OECD). Additionally, productivity growth in Scotland has slowed in recent years (Tsoukalas, 2021; Business Purpose Commission for Scotland, 2022). Unlocking Scotland's productivity potential will help build a stronger, more resilient economy that delivers sustainable growth (Tsoukalas, 2021), and intrapreneurship is a powerful tool through which to do so by tapping into unlocked potential in existing organisations.

4.3 The Evolution of Intrapreneurship in Scotland

Intrapreneurship as a concept continues to gain significant importance and traction within Scotland, however, this has only emerged in the last 15 years. The 2010 Global Entrepreneurship Monitor Scotland Report (GEM) is the first publication to explicitly discuss intrapreneurship in Scotland (Levie, 2011). The addition of new questions in the 2010 survey enabled the identification of 'intrapreneurs' in existing organisations. The 2011 GEM Scotland Report built upon this and discussed intrapreneurship and 'entrepreneurial employee activity (EEA)' in-depth, arguing that it is an essential phenomenon in innovation-driven economies (Levie, 2012), corresponding with the timing of an exponential growth interest in intrapreneurship in the aftermath of the global financial crash (Hernández-Perlines et al., 2022). In 2013, the Scottish Government launched Scotland Can Do (Scottish Government, 2013), the first policy encouraging intrapreneurship in Scotland and publicised at scale throughout Scotland.

In 2013, Mason and Brown (2013) followed up on their earlier study (2010) of high-growth firms, arguing the importance for policymakers to acknowledge that there are potential high-growth firms ‘trapped’ in large organisations that would flourish if they were ‘released’. Thus, the success of an innovative project or idea might lead to the creation of a new, separate organisation or entity (a spin-out organisation). It is not necessarily the aim or goal of intrapreneurship but a step beyond the outcomes within the confines of the current organisation. Scotland’s first (and only) intrapreneurship support organisation (ISO) was founded as a spin-out from one of Scotland’s largest children’s charities in 2015 and became a part of the ‘Can Do Movement’ (McCulloch, 2017). The organisation provides an intrapreneurship programme and promotes the facilitation of intrapreneurship within organisations across all sectors. Despite being a charity, it has grown by around 30% yearly and continues collaborating with businesses across Scotland (Scotland Can Do, 2021).

Intrapreneurship is viewed as pivotal to the success of Scotland’s entrepreneurial ecosystem aims in recent strategy documents and reports, such as the National Strategy for Economic Transformation (NSET) and the Entrepreneurial Campus Report (Scottish Government, 2022a; Tuffee & Little, 2023). In order to support economic development and entrepreneurship on a regional and nationwide scale, intrapreneurship is recognised as a crucial element of the Scottish Government’s vision for a more entrepreneurial economy in Scotland, making it an ideal location for this research. Interestingly, a recent report found that half of Scottish businesses with ten or more employees invest in innovation (Scottish Enterprise, 2019). While this is promising, striving for a higher engagement across all sectors and organisational sizes could assist Scotland’s productivity puzzle.

4.4 Policy and Initiatives

In partnership with the Global Entrepreneurship Monitor (GEM), the World Economic Forum undertook research in Europe, finding that many entrepreneurs work within organisations rather than in new business start-ups. For instance, Sweden and Denmark are at the top of the European entrepreneurial employee activity (EEA) rankings, outperforming the other economies in the sample by a significant margin. However, as neither economy has a high rate of total early-stage entrepreneurial activity (TEA), considering the EEA rate, this changes the perception of how entrepreneurial they are — showing them to be more entrepreneurial than their rate of TEA suggests. The report also proposed that European leaders should “invest time, energy, and capital in ‘EEA’, and develop competitive

advantages that will play to Europe's strengths, rather than to try and emulate other regions that are driven by spin-offs and independent entrepreneurship, like Silicon Valley" (Bosma et al., 2016). Additionally, recent papers have expressed the need for more significant support for scale-up firms in Scotland (Tsoukalas, 2021; Hruskova et al., 2022; Kennedy & Inns, 2022).

Not only is the Scottish Government aiming to encourage entrepreneurship in 'the traditional sense' but there is also a push for intrapreneurship through the 'Scotland Can Do' Framework. It is the first policy document in Scotland where intrapreneurship is explicitly stated as pivotal for organisations striving to maintain a competitive edge in a global market (Scottish Government, 2013). Research conducted by Augusto Felício et al. (2012) on medium-sized Portuguese organisations demonstrates that intrapreneurship influences the performance of firms. Since the launch of Scotland's first and only ISO, they have facilitated the ideas of 200 intrapreneurs that were hidden and not being acted upon and assisted in securing one and a half million pounds worth of investment into these ideas between 2016 and 2021 (Scotland Can Do, 2021). Scotland's ten-year Social Enterprise Strategy (2016-2026) strives to unlock entrepreneurial talent in various institutional settings, including public authorities, universities, and large charities (Scottish Government, 2016), which is a further move towards the aims for Scotland within the Can Do framework (2013). In driving this strategy forward, six social enterprise programmes that support and encourage businesses that reinvest their profits to address social change received a share of more than £637,000 of grant funding, one of those being the ISO (Scottish Government, 2018).

Furthermore, Scotland's Social Enterprise Strategy explicitly highlights its promoting activities that will assist in attaining the Sustainable Development Goals (Scottish Government, 2016). The Sustainable Development Goals were adopted by all United Nations member states in 2015 (United Nations, 2015). Scotland's national action plan emphasises collaboration across sectors and the importance of collective impact as a critical contributor to achieving the goals of the action plan (Scottish Government, 2020c). The importance of cross-sectoral collaboration and collective impact also aligns with the mission of Scotland Can Do (Scottish Government, 2013). Intrapreneurship tackles some of the key issues set out by the SDGs. Hence, intrapreneurship and the SDGs can complement each other to drive positive change within organisations and contribute to global sustainable development.

The NSET was published in 2022, prioritising the transition to a well-being economy which operates within safe environmental limits and serves the collective well-being of current and future generations (Scottish Government, 2022a; Scottish Government, 2022b). The National Performance Framework aligns with the UN Sustainable Development Goals and with well-being embedded throughout. By empowering and motivating employees to drive productivity and innovation, Scotland supports its economic and social goals and contributes to global efforts toward sustainable development (Business Purpose Commission for Scotland, 2022). Intrapreneurship provides a vital mechanism for achieving this by fostering innovation.

The NSET also states the aim of ‘building entrepreneurial mindsets right across the economy – in start-ups, scale-ups, SMEs, large corporate and government and explicitly discusses the importance of intrapreneurship within established companies within the evidence paper (Scottish Government, 2022a; Scottish Government, 2022b). However, the label chosen for the strategy document is ‘entrepreneurial mindset’ (Scottish Government, 2022a). Additionally, the evidence paper states that ‘intrapreneurism’ is a key driver for business growth, focusing on identifying enterprise opportunities in existing businesses that can create a competitive edge in the market (Scottish Government, 2022b). However, the label of ‘intrapreneurism’ is not a term commonly used in intrapreneurship literature. Nevertheless, there does seem to be an intent or aim from the government to further facilitate intrapreneurship development across Scotland.

The Scottish Government’s National Strategy for Economic Transformation appointed the first Chief Entrepreneur in 2022 (Scottish Government, 2022c). The Chief Entrepreneur was involved in one unicorn firm in Scotland. By appointing a Chief Entrepreneur, it is hoped they will ‘encourage an entrepreneurial mindset in every sector of the economy’ (Scottish Government, 2022d). The Chief Entrepreneur authored a report on the Scottish Tech Ecosystem (2020), which does not mention the evaluation of intrapreneurship and its place within firms, including high-tech start-ups. It does, however, state there is little to no incentivisation to encourage an ‘entrepreneurial mindset’ amongst technical students, such as computing science (Logan, 2020; Scottish Government, 2022d).

A recent thought piece in a Scottish Newspaper enabled the Chief Entrepreneur to discuss the importance of entrepreneurial thinking, stating that school-age children and later students

are currently not sufficiently exposed to entrepreneurial thinking and technique (Logan, 2023). This is despite entrepreneurship education and development presented within the ‘Can Do’ framework as relevant to all levels of education (EACEA National Policies Platform, 2019). The 2016 report and action plan by Universities Scotland discusses the role higher education plays in making Scotland a world-leading entrepreneurial and enterprising nation and discusses the importance of developing student and graduate intrapreneurs (Universities Scotland, 2016). There are, however, organisations within Scotland committed to support and facilitate entrepreneurship education for young people throughout Scotland. However, they may require greater funding or support if that is the perception of the Chief Entrepreneur or entrepreneurship education needs to be embedded to a greater extent within schools. In alignment with the National Strategy for Economic Transformation (Scottish Government, 2022a), the recent entrepreneurial campus report was published (Tuffee & Little, 2023). In its key goal of establishing Scotland as a world-class entrepreneurial nation, action points have been set out to develop a mindset of entrepreneurship amongst students and staff. Crucially, intrapreneurship and the importance of students applying the skills acquired during their educational phase in their career by ‘acting like an entrepreneur inside an organisation,’ as not all students will go on to found their own business, is noted.

Concerning the NSET (Scottish Government, 2022a) and Entrepreneurial Campus Report (Tuffee & Little, 2023), despite ‘intrapreneurship’ and ‘entrepreneurial mindset’ mentioned in these documents, the focus appears to be on high-tech entrepreneurship and ‘highly educated’ individuals. A consensus across Scotland or clear goals may be required in terms of the aims and action plan for embedding intrapreneurship and an ‘entrepreneurial mindset’ in education and developing the traits for intrapreneurship and entrepreneurship, which could benefit all organisations. It is a promising step forward, nevertheless, that the government has acknowledged the importance of intrapreneurship, and the value of developing entrepreneurship and intrapreneurship at all levels of education has been recognised.

Furthermore, the highly publicised report on women in entrepreneurship was published in February 2023 (Stewart & Logan, 2023). Although there is value in a high-profile and widely publicised report shedding light on gender issues in entrepreneurship and setting out an action plan, it is worth highlighting that previous research carried out by Arshed et al. (2019) discussed many of the same issues found in the recent report. Additionally, Arshed was

appointed as a government advisor in April 2019, which led to five¹² of the six key recommendations from the research report being accepted (University of Dundee, 2022). Therefore, arguably, funds that went towards commissioning the 2023 report could have gone towards initiatives and programmes already in place across Scotland actively striving to address this issue. The report highlighted some staggering statistics, for instance, that only one in five of Scotland's businesses are led by women (Stewart & Logan, 2023). With regard specifically to intrapreneurship, past research found there was a gender gap, with male employees about twice as likely to be involved in intrapreneurship (Bosma et al., 2012; Turro et al., 2020). However, the most recent GEM Report found that 8.6% of working-age women in Scotland were actively engaged in setting up a business or already running an enterprise in 2023, slightly lower than men at 9.8%, a difference which is not statistically significant (Mwaura et al., 2024). Although this report does not explicitly report on intrapreneurship, this is a positive finding demonstrating progress towards gender equality in entrepreneurship across Scotland.

4.5 Intrapreneurship and Entrepreneurship Support Landscape

From Shetland to the Borders, Scotland has a booming entrepreneurship support landscape. Across public, private and third sectors — support is provided such as business advisor sessions, skills development workshops, educational materials, and networking events (Hruskova et al., 2022; Scottish Enterprise, 2023). In Glasgow alone, there were 91 entrepreneurship support organisations (ESOs) in Glasgow's entrepreneurial ecosystem in 2017 and 84 ESOs in 2020, demonstrating that the ESO landscape has remained relatively stable (Hruskova et al., 2022). This highlights a passion and interest in entrepreneurship support but also the value of those services and organisations.

A qualitative investigation by the Scottish Government into the experiences of businesses in Scotland found that the existing support and advice landscape was too “cluttered” (Scottish Government, 2019). Despite this saturation of organisations, many entrepreneurs proclaim

¹² (1) To form a Scottish Women's Business Centre to create an umbrella organisation for local delivery of support. (3) Partnership working to deliver programmes of gender-tailored support in Scotland, comprising several existing agencies, individuals and Scottish Government. (4) Charging each Scottish Women's Business Centre with offering start-up programmes and growth (including early growth) programmes of support to women business owners. (5) Embedding local Scottish Women's Business Centres into the existing infrastructure, e.g., libraries, community centres, colleges, business centres, Business Gateway premises, etc., and not requiring new buildings, people and structures. (6) Establishing a governing board to oversee the strategic direction of the Women's Business Centre and to hold the executive management team to account for their decision making and actions. 1, 3-6 were accepted (University of Dundee, 2022).

they do not receive the support they need (Hruskova et al., 2023). In a study of ESOs in Scotland, Hruskova et al. (2022) focus on Glasgow and find that there are a large number of ESOs that provide a wide range of entrepreneurship support but do not differentiate between support for start-ups and scale-ups and do not clearly target specific segments of entrepreneurs. This makes it difficult for their potential clients to differentiate between them and find the most suitable ESO. This creates the perception of a cluttered landscape with too many players (Hruskova et al., 2022).

In a recent thought piece, the Chief Entrepreneur stated their aim of Scotland becoming a 'start-up nation' (Logan, 2023). However, a report by Kennedy and Inns (2022) challenged the aims of the Scottish ecosystem focus of increasing the number of start-ups when this does not directly increase the number of scaling companies. Stating that greater support is required to take these organisations to the next stages, which will bring greater economic growth. It is argued that the seemingly cluttered support landscape across sectors is not because there are too many ESOs per se but rather because the value proposition of these organisations is not clearly communicated to their clients and thus is not differentiating the features and services provided (Hruskova et al., 2023; O'Sullivan, 2023). Additional extant literature recognises the importance of connectivity between support organisations (Mason & Hruskova, 2019). Therefore, further collaboration and clarity may be required to differentiate between organisations which share similar goals.

There is only one organisation that provides an intrapreneurship development service. The organisation has arguably been clearly positioned and focuses on facilitating intrapreneurship within organisations across all sectors. Although intrapreneurship is known to come from within organisations through internal initiatives, for instance, Google allowing employees to spend 20% of their time on ideas generation, unrelated to their typical day job, led to numerous innovations (such as Gmail) (Deeb, 2016). The Global Entrepreneurship Monitor found that the entrepreneurship employee activity rate (term used interchangeably with intrapreneurship) was 3.7% in Scotland in 2020 (Mwaura et al., 2021). Therefore, there may be a need for greater promotion of intrapreneurship and support with its facilitation across the ecosystem landscape. Scottish Enterprise (2023) released a 100-page document detailing the entrepreneurial ecosystem and support available, however, it does not appear to include intrapreneurship support organisations or synonymous terms commonly used by the government, such as 'entrepreneurial mindset.' The lack of recognition and omission of

support for intrapreneurship highlights that further work is needed to integrate intrapreneurship into the broader entrepreneurial ecosystem at a policy level. Nevertheless, to date, this is the most exhaustive and clear road map and list of the support available to entrepreneurs and organisations.

4.6 Incohesive Labelling of Intrapreneurship

Across the Scottish policy and strategy landscape, intrapreneurship has been used synonymously with other terms. A recent review conducted by Hernández-Perlines et al. (2022) found that terminological confusion and applying different approaches to the analysis of intrapreneurship are among the causes of the ‘low interest’ in intrapreneurship research. Thus, the same could be said for the labelling of intrapreneurship in practice across Scotland. Adopting a cohesive label could bring benefits to its development. Amongst the different labels included ‘employee ownership,’ ‘employee entrepreneurial attitude,’ ‘entrepreneurial mindset,’ and ‘entrepreneurial employee activity,’ with the use of the word ‘intrapreneurism’ in the NSET evidence paper (Scottish Government, 2022b), despite using the term intrapreneurship earlier in the document.

The terminological confusion has also led to pairs of terms being treated as synonymous. Specifically, in the Global Entrepreneurship Monitor Reports from 2010-2022, intrapreneurship and ‘entrepreneurial employee activity’ have been used synonymously and interchangeably. Extant research finds the language of innovation and intrapreneurship is saturated with a rich vocabulary, as various authors define or employ these terms in a variety of ways (Linton, 2009; Hernández-Perlines et al., 2022). This is seen in both an academic and policy context. Innovation is often the selected label for outputs and aims associated with technology and life sciences due to the connotations of the word. This can be seen in the recent National Innovation Strategy document, which focused on research and development, technology, and life sciences (Scottish Government, 2023a). However, innovation is more than just ‘scientific advances’ and encompasses a desire for change, improvement, and increased efficiency, not just technology. Although this strategy document is timely for Scotland, it may be more accurately described as a technology strategy document. This was the word adopted for the 2020 review of the ‘Scottish technology ecosystem’, which addresses similar themes (Logan, 2020). Extant intrapreneurship literature identifies innovation and innovativeness to be a component of intrapreneurship as an action or part of the process (Kuratko et al., 2005b; Bagheri & Pihie,

2011; Neessen et al., 2019). This highlights the need not only for a shared understanding of intrapreneurship but also to distinguish it from other ‘similar’ concepts.

4.7 Major Events and Their Impact on Intrapreneurship

For this research, it is crucial to consider the current factors within the Scottish entrepreneurial ecosystem and the circumstances that affect the global economy. The economy and society are transforming, and the impacts of digitalisation, COVID-19, climate change and shifting trade relations due to Brexit are profound. Nevertheless, amidst this disruption, opportunities arise (Kennedy & Inns, 2022). A qualitative investigation into the experiences of businesses in Scotland found that the main concern expressed about future growth was that of political and economic uncertainty, predominantly concerning Brexit but also, to a lesser extent, the prospect of future Scottish independence (Scottish Government, 2019). It has been stated in the NSET that it is thought Brexit will inflict more significant damage on the economy than even the pandemic, as although the pandemic has undoubtedly altered the economy and society, Scotland’s economic output returned to pre-pandemic levels in November 2021 (Scottish Government, 2022a).

Throughout the COVID-19 pandemic, the Scottish Government initiated research into the entrepreneurial ecosystem concerning minimising the potential negative impacts of the pandemic. As the environmental context is constantly changing, all components of the entrepreneurial ecosystem must grow and evolve together (Scottish Government, 2019; Scottish Government 2020a; Scottish Government 2020b; Logan, 2020). The report from Global Entrepreneurship Monitor discusses the COVID-19 pandemic and how it may have assisted in facilitating opportunities (Hill et al., 2022). For instance, life sciences businesses have generally performed very well during the pandemic and have increased investment (Scottish Enterprise, 2022). The paper by Mason and Hruskova (2021) examined the impact of COVID-19 on entrepreneurial ecosystems, reflecting that an entrepreneurial mindset, the development of entrepreneurs’ skills, and nurturing a diverse body of entrepreneurs will enable entrepreneurial ecosystems to become more resilient and, therefore, better able to withstand and adapt to exogenous shocks in the future. Therefore, the impacts and experiences of the external environment on the facilitation of intrapreneurship within the case organisations are discussed in more detail in Chapter 6.

4.8 Conclusion

In summary, intrapreneurship has been recognised as a crucial element of the vision of the Scottish Government for facilitating economic development and the entrepreneurial ecosystem on a regional and nationwide scale, making it an ideal location for this research. The evolution of intrapreneurship over time was discussed, along with policy and initiatives from the last ten years, in which Scotland Can Do (2013) was the first attempt of the Scottish Government to promote and encourage intrapreneurship. Intrapreneurship is identified as a vital tool that can assist in solving Scotland's productivity and innovation puzzle. Hence, this research strives to shine a light on the enabling mechanisms and practices within cross-sectoral organisations that foster intrapreneurship. Although the importance of intrapreneurship does appear to be recognised by the Scottish Government, it is apparent that further work is needed to understand intrapreneurship and encourage its facilitation throughout the ecosystem. As Scotland demonstrates strength in some regions and industries but below-average productivity performance elsewhere (Tsoukalas, 2021), carrying out this cross-sectoral research in organisations that operate Scotland-wide is crucial. The influence of the external environment on intrapreneurship, along with making the case for cohesive labelling of intrapreneurship, will be explored in more depth in Chapters 5 and 6.

Chapter 5 – Unlocking Potential: Cultivating Intrapreneurship Internally

5.1 Introduction

The main purpose of this chapter is to explore the organisational factors that influence the facilitation of intrapreneurship across the three case organisations. Overall, the research evidence gathered reveals that the three case organisations share some similarities in terms of cultivating intrapreneurship. However, there are key differences, mainly owing to the industries and sectors, and age or stage of the organisations, which brings about differences in the facilitation of intrapreneurship. In addressing the first research question; *does the meaning of intrapreneurship vary depending on the type of organisation or sector?* It was found there is a variance in the understanding and meaning of intrapreneurship within each of the case organisations. Whilst there has been a rise of intrapreneurship in Scotland across the policy and strategy landscape, as was highlighted in Chapter 4, intrapreneurship has been used synonymously along with other terms to label aims and outputs. The findings demonstrate that interviewees describe or label intrapreneurship or activities and outputs within the context of their organisations. Furthermore, navigating the organisational tension between process and agility emerges as key.

The chapter examines the influence and impact of organisational culture and structure on facilitating intrapreneurship in the case organisations in order to address the second question; *how and to what extent does the organisational structure and culture impact the facilitation of intrapreneurship?* The findings indicate that the leadership of an organisation and the people within an organisation wield a significant influence on fostering intrapreneurship, with effective leadership acknowledged by all interviewees as a crucial enabling factor. Furthermore, psychological safety and fostering a culture that embraces the possibility of failure emerged as an enabling theme across the case organisations. In addition to that, empowering employees through the levels of perceived permission and providing them autonomy to take and make decisions is highlighted. With regard to the organisational structure, it is evident the structure plays a pivotal role in facilitating communication and idea generation. Although two of the case organisations had an extra layer of management, it did not appear to hinder their pursuits compared to Case Study 2 which had a smaller staff team and just three layers in their organisational structure. A finding that was not initially anticipated was the ‘inflation’ of role titles and its impact on the culture and structure of the organisation. In Cases 2 and 3, the titles of the staff-level positions have arguably been

‘inflated’ with the use of the words executive and manager in the staff-level role titles, which will be analysed in more depth in the chapter.

There is a prominent tension between top-down and bottom-up, as well as deliberate and organic approaches to cultivating intrapreneurship, which is widely discussed in the literature. This tension is explored throughout the chapter in order to address research question three; *to what extent do organisations strike a balance between top-down and bottom-up approaches to intrapreneurship facilitation, and do contextual factors and organisational factors influence this?* In particular, Section 5.5 unpacks this tension in depth. Prior research describes intrapreneurship as a bottom-up, multilevel construct that can affect different organisational levels (Antoncic & Hisrich, 2003; Kuratko et al., 2005a; Åmo & Kolvereid, 2005; Hayton & Kelley, 2006; Åmo, 2010; Blanka, 2019; Neessen et al., 2019; Hernández-Perlines et al., 2022). However, previous HRM climate literature, such as the research of Heffernan et al., (2016) emphasises the need for organisations to have practices which foster agility and creativity. Furthermore, Park et al., (2014) found organisations become innovative when cultivating relationships with employees and motivating employees to engage in voluntary intrapreneurship and scouting in and around the organisation. Therefore, the chapter focuses on purposeful and intentional facilitation of intrapreneurship in a formalised and organised approach and its role in the generation of outputs of intrapreneurship for each organisation that implements internal initiatives or deliberately set aside time for idea generation.

In summary, this chapter explores the impact and influence of the internal organisational dynamics on intrapreneurship in the case study organisations. Through an in-depth examination of the meaning and awareness of intrapreneurship, organisational culture, organisational structure, and intentional facilitation of intrapreneurship, this chapter will provide a detailed narrative enriched by insights from interviews and document analysis, offering a nuanced understanding of the causal mechanisms facilitating intrapreneurship within organisations.

5.2 Meaning and Awareness of Intrapreneurship

The data indicates that there is a range of conceptualisations and perceptions on what and how intrapreneurship takes place. Additionally, how the interviewees describe it or label intrapreneurship or activities and outputs within the context of their organisations was also noted. This is illustrated by the following extracts:

“I'll be honest with you, prior to this interview I've probably not thought of it under those terms. But I would say [Case 1] has been built as an innovative and entrepreneurial company since day one... because of the way we were structured and our impetus for starting. Everything has always been about, what I would term, innovation rather than intrapreneurship, but to me, innovation is just technical entrepreneurship, it's doing something creative for a purpose.” - **Executive Product Development Manager, Case 1**

“I think when you work from a sort of science and technology background, generally, anywhere that you work within that space always has a research and development element. I suppose it's probably only more recently that we're starting to refer to that as intrapreneurial. Whereas for me, it's always just been part of the role. We tend to help promote innovation within the NHS, I suppose the way that we do that could be considered quite innovative.” - **Head of Project Management, Case 2**

“I think being intrapreneurial here can sometimes be just coming up with an innovative approach to how we host a group of young people, you know, and like we had a group, currently have a group, that come in on a Wednesday, and they don't want to be inside, they want to be outside. And I was watching them take apart a planter that needs to be rebuilt. Environmentally, that day, that was very intrapreneurial of them and the staff member delivering because they're thinking what's needed on this site? What's going to help develop? And also where might this lead to, could this lead to this group thinking well we're going to take this on almost as a project.” - **Partnerships and Development Manager, Case 3**

“Innovation is everything from answering the phone differently to white lab coat stuff, it's that whole spectrum. It's an entrepreneurial mindset, within leading

an organisation, which creates the scope for further workplace innovation. The culture of intrapreneurship, to cement the term, and to allow organisations to get the best from their staff by ensuring that the culture is there for people to... and the words always sound a bit wrong on this perhaps because it can mean that we're getting to the semantic bog of what it means to different people, but it's about allowing people to take risk, the right sort of risk to develop themselves to execute ideas themselves to have those envelopes of control and agency themselves." - **Head of Agriculture Support Policy Development Unit, Scottish Government**

These quotes highlight that the understanding and meaning of intrapreneurship within each organisation varies relative to the context, sector and purpose of each organisation. For instance, Case 1 is a high-tech spin-out and Case 2 operates in the medical and scientific field, therefore, they have the perception that innovation is the most appropriate label for their outputs due to the connotations of the word. However, Case 3 and some government officers perceived innovation and innovativeness to be a component of intrapreneurship as an action or part of the process. In a corporate or organisational context, intrapreneurship serves as a means of promoting innovation. Case 3 demonstrates a deeper awareness of intrapreneurship and is more inclined to label their actions and outputs as intrapreneurship. The government policy maker described their comprehension of intrapreneurship using three different concepts: entrepreneurial mindset, workplace innovation, and culture of intrapreneurship. They do, however, acknowledge the complexity caused by the varying perceptions in terminology, and that innovation goes beyond scientific advances (as was highlighted in Chapter 4). Table 5.1 depicts the actions and outcomes of intrapreneurship below. Thus, while innovation is a broad concept that encompasses the creation of new ideas, intrapreneurship is a specific approach to facilitate innovation from within an established organisation outlined below.

In particular, there was a lack of awareness of the term intrapreneurship more prominently in Case 1, than in Case 2 and 3. This is likely due to the positioning and purpose of the organisations, which was acknowledged by some interviewees in Case 2 and 3 when discussing their awareness of intrapreneurship. The purpose of Case 2 is to seek out intrapreneurs within the NHS and assist with idea generation and commercialisation of products and ideas. Additionally, they would be located in innovation circles and networks within the Scottish entrepreneurial ecosystem. In Case 3, the heightened awareness of

intrapreneurship can be attributed to its focus on training and development opportunities for young people, with a specific emphasis on entrepreneurship education. The organisation most disconnected from government and policy circles, which was Case 1, had the least awareness. Thus, highlighting the opportunity for making it a more widely understood concept outside of those most connected to the public sector. Upon participants in Case 1 carrying out a quick internet search before the interview and due to the dialogue during the interview, it was found it was a concept that many could identify with and may have been doing without putting a label on it. As this participant states:

“I did a quick Google and I thought, ‘Oh, this is actually quite a new concept to me.’ And I thought, suppose we kind of do this. But I don't really know how I would define my past experiences, although I probably do have quite a lot. It's not something that's ever been overly cognizant of, I'm actually doing this, this is something that I do.” - **Executive Office Manager, Case 1**

The findings indicate that individuals and organisations may be engaging in intrapreneurship without realising it. Much like this extract, some interviewees in Case 3 reflected that in previous roles before joining the organisation they had been intrapreneurs without realising it. Such conceptualisation or labelling has the potential to aid organisations and staff to identify and align with their intended aims and goals. This lack of conceptualisation may reveal untapped potential. As this interviewee expressed:

“But maybe if there isn't an awareness then people are probably only doing it by accident, or they're doing it under another guise, which potentially not the most efficient way to do it. Whereas if this was something that people were aware of, and best practices or guidance existed, the people who are already doing it could do it better. And the people who aren't doing it are certainly aware of what it is they're not doing. [...] If you constrain things by labels, it's a problem. But sometimes you need a label on something to know what it is you're focusing on. You need to give a name to the nameless thing that you're trying to be better. And I think actually, there's probably a lot of people out there that if they could put a name on it, they could then start coming up with ways to do it better.” - **Executive Product Development Manager, Case 1**

Therefore, it seems even that some individuals and organisations have and are demonstrating intrapreneurial capacities but as it is still a rather ‘new’ or emerging concept they have not labelled these outputs as intrapreneurship. An understanding and labelling of intrapreneurship has the potential to facilitate more formalised practices and development of intrapreneurship, which enables organic intrapreneurship to occur. Using inappropriate labels or a total lack of awareness of intrapreneurship, may mean organisations are not fulfilling their full potential. A couple of interviewees in Case 3 state that they have not come across the term until joining the organisation or before engaging in the project with the ISO (intrapreneurship support organisation). Some of the interviewees across the case organisations express that having a label on their outputs and in particular an awareness of intrapreneurship may be of benefit. As this interviewee stated concerning Case 3’s involvement with the ISO:

“It’s just instrumental in having the staff understand ‘Wow, intrapreneurship - that’s an interesting idea, and I’m doing it in my job already.’ And so, they had a word to attach their actions to, which I think was very powerful.” - **Finance and HR Manager, Case 3**

Thus, organisations, such as Case 1, that have not been able to label their outputs as intrapreneurial may be missing out on developing such activity to a further level, as having that conceptualisation or label can assist organisations and employees in an awareness of what they are aiming towards. Hence, it holds significant value in guiding the effort of senior leaders to foster a supportive environment and generate awareness among staff, and thereby provides a deeper sense of purpose and meaning within employees’ roles. The divergence in interpretation and confusion with the many similar or related terms can lead to challenges in achieving goals and a shared understanding. The data analysis suggests that intrapreneurship can be illustrated as actions to outcomes as per Table 5.1. Although the primary research question focuses on the variation in the meaning of intrapreneurship across different types of organisations or sectors, understanding the actions and outcomes associated with intrapreneurship is crucial to exploring its meaning. It serves to support the meaning and understanding of intrapreneurship by providing the actions and outcomes that encompass intrapreneurship.

This model illustrates the actions and outcomes of intrapreneurship, however, it does not consider the contextual factors and mechanisms in play which can influence intrapreneurship. The execution of actions can result in several potential outcomes, as detailed in the table. All of the case organisations have processes and procedures in place that are important in their specific context. However, it is expressed by the interviewees that organisations should avoid being ‘paralysed by process’ and to be agile enough to allow changes to occur (this tension will be discussed in more detail in the following sections). Many of the interviewees prided themselves on continuous improvement and increased productivity, and some elements of intrapreneurship are the outcome of that, such as the improvement of existing products, services and processes. Yet, allowing for deeper changes to occur and for these actions and processes to follow through to completion in order for new outcomes to occur is found to be crucial. Organisations navigate a state of ambidexterity between necessary processes and procedure while still allowing for experimentation and new ideas to flourish. In some of the cases, the success of an innovative project or idea might lead to the creation of a new, separate organisation or entity. This is known as a spin-out or venture and it represents a step beyond the outcomes of intrapreneurship:

“[Intrapreneurship Support Organisation] was born inside a different organisation, so I led its spin-out. I took it outside a charity, I was acting as an intrapreneur in the previous organisation, and then I spun it out into a completely different organisation. So, I think that's the other thing, that we don't just talk about this actually we've lived and breathed it.” - CEO, ISO

Thus, the ISO founded by one of the interviewees is a spin-out from one of Scotland’s largest children’s charities (as was discussed in Chapter 4). Importantly, spin-out formation is not necessarily the goal or progression of intrapreneurship in every instance. For intrapreneurship to be enabled there needs to be an openness and willingness for the status quo to be challenged and for changes to occur within the organisation. It was acknowledged by a few interviewees that an intrapreneur will likely generate more than one idea for improvements to the organisation, as summarised by this quote:

“We want people to know a good intrapreneur doesn't just have one idea. So, what we want is to encourage people to do that to build that capacity, that capability, and enable people to turn ideas into action repeatedly.” - CEO, ISO

Therefore, the antecedents to facilitate intrapreneurship to flourish in these individuals and throughout the organisations are crucial. The enabling conditions within the culture and structure of the organisation, which are not included in Table 5.1, are discussed in the following sections. In summary, it can be argued there is a necessity for a shared understanding of intrapreneurship and generating further awareness of the concept. It is evident that fostering intrapreneurship requires more than just isolated efforts of individual intrapreneurship, comprehensive cultural and structural support within organisations can propel individuals to sustain continuous innovation. The following sections will unpack the organisational enabling conditions in further depth.

Table 5.1 Intrapreneurship: Actions to Outcomes

Actions		Outcomes		Spin-out / Venture
-Experimentation -Innovativeness -Idea (Generation) -Problem solving -Creativity -Iteration -Continuous improvement	→	-New products -New services -New ways of doing things (processes) -Improvement (of existing products /services/processes)	→	-One step further than the outputs of intrapreneurship - the creation of a new organisation or entity. -Not necessarily the aim or goal of intrapreneurship

5.3 Culture

The influence of the organisational culture on the facilitation of intrapreneurship is acknowledged by all interviewees. Table 5.2 presents four emergent themes of leadership, safe space, empowerment, and people, derived from the 19 sub-themes identified in this study, which elucidate the role of culture in fostering intrapreneurship.

During the interviews, several participants referenced the saying thought to be coined by Peter Drucker: ‘Culture eats strategy for breakfast,¹³’ although it is worth noting that two respondents inaccurately paraphrased it as ‘Culture eats structure for breakfast’. It is indicative of the perceived influence and significance of culture in facilitating intrapreneurship within the organisational context.

Table 5.2 Culture

Main Themes	Sub-Themes	Description
Leadership	<ul style="list-style-type: none"> -Embedding vision -Strategy -Organisational purpose -Embracing change 	Senior leaders and CEOs are acknowledged for the culture of intrapreneurship through embedding vision.
Safe Space	<ul style="list-style-type: none"> -Allowing for failure -Tolerance of risk-taking -Psychological safety -Supportiveness 	Creating a feeling of safety in allowing for risk-taking and failure of pursuits.
Empowerment	<ul style="list-style-type: none"> -Trust -Freedom -Permission -Voice -Encouragement -Ownership 	The levels of permission that people feel that they have and the degree to which they are empowered.
People	<ul style="list-style-type: none"> -Staff diversity -Recruitment/fit of staff -Retention/turnover of staff 	The combination of individuals within the staff team and the impact on the culture of intrapreneurship.

Firstly, leadership and the influence of senior leaders in embedding a culture of intrapreneurship in the case organisations is discussed. Next, allowing space to fail and experiment in the case organisations is addressed. Then, the levels of permission that

¹³ Attributed to Peter Drucker and popularised in 2006 by Mark Fields (Guley & Reznik, 2019)

employees feel that they have and the degree to which they are empowered is examined. Finally, the impact of individuals within the staff team and their influence on the culture of intrapreneurship is unpacked.

5.3.1 Leadership

All interviewees stated leadership is key to enabling a culture of intrapreneurship in their organisation. The importance of 'senior-leader buy-in' is acknowledged by the CEO of the intrapreneurship organisation and by members of the government relative to their professional experiences in facilitating intrapreneurship. CEOs and senior leadership individuals were recognised across their respective organisations as being effective leaders who encourage a culture of intrapreneurship.

"I think originally leadership, the leadership of the chief executive, the previous chief executive was instrumental in changing the culture, or at least helping to embed and make that change of culture. And then making everyone aware of 'Oh wait a minute I have an idea, Let's talk this over.' So, I would say leadership was one of the most instrumental in ways that became part of an embedding the culture of [Case 3] in intrapreneurship." - **Finance and HR Manager, Case 3**

The interviewees in Case 3 identified the significance of the mission of the previous CEO in embedding a culture of intrapreneurship. In fact, one interviewee recalled the culture before the previous CEO implemented the change:

"When I first started with [Case 3], there was a couple of dafties employed, they were up their own bahookies and they didn't understand about... they were very one-way traffic and from a leader, they thought you wag a finger and you tell people to do it, and you don't invest in those people. The best kind of leader is somebody that plants the vision, and they get excited when the people come back and tell you how they're going to create that vision, for me that is intrapreneurship." - **Chief Operating Officer, Case 3**

This illustrative quote emphasises how crucial a change of culture is, and the importance of senior leadership establishing a vision and allowing staff to fulfil it in their own way. A number of interviewees, including the CEO of the ISO, stressed that the momentum of

intrapreneurship can grind to a halt if there is insufficient leadership support. Thus, the new CEO of Case 3 was determined to build upon the existing culture of intrapreneurship along with the support of other senior leaders who had been in the organisation during the period when the previous CEO was leading the pivotal changes.

Similar to Case 3, Case 1 appeared to embrace and embed a culture of entrepreneurship and intrapreneurship through the CEO's strong vision and effective communication of the organisational purpose. The company founder who is also the CEO was credited by relative interviewees in their organisation for being an effective leader and encouraging a culture of intrapreneurship in the organisation. This is illustrated in the following quote where they express that their vision is for everyone, no matter their role, to embrace entrepreneurship in what they do:

“As soon as you move into the operations and engineering and commercial side of the business it has to have that entrepreneurial slant through the person because at the end of the day commercial people their selling something that's never been sold before. There's not a catalogue on how to sell it, they have to understand how to be an entrepreneur, to sell a part of the business, they are not setting up a business, but being entrepreneurial, to sell it. An engineer has to be entrepreneurial about how to make it, and the operations have to be entrepreneurial on how to deliver across the whole business.” - CEO, Case 1

This quote emphasises the embedding of intrapreneurship across the organisation through the CEO's vision of all staff being entrepreneurs within the organisation. Respondents commented that the culture overall is top-down from the CEO and senior management but that there is a push for it to be 'as bottom-up as possible.' As this interviewee explains:

“It has to be as bottom-up as possible. But it has to have a huge amount of management buy-in. I think if you rely on bottom-up and just hope people will kind of lift the company up from underneath, then it's going to seem that the company isn't committed to it. If it looks like it's a management idea and you're trying to force it down people's throats, no matter how much time and money you throw at it, no one will buy into it. I would say, it needs to be something that needs to be strategically considered at the top-down but feel like it's applied bottom-up. There's probably a

couple of months of behind closed doors, executive planning, to make sure everything's in place, but the natural implementation needs to be from the bottom-up and include everyone with it.” - Executive Product Development Manager, Case 1

This aligns with the experience of the CEO of the ISO and their experience of running programmes in organisations to enable and encourage intrapreneurship and the importance of ‘senior leader buy-in’, as they recall:

“The first key step is to secure the mandate from senior leaders. Effectively, what we (The ISO) do is - lots of organisations are very good at continuous improvement and continuing to say, 'here's what we do, let's make it 5 or 10% better'. What we do is we provide an opportunity to say, 'What's your purpose, and actually might there be really different ways to deliver that?' So, we're more likely to find ideas that may challenge the status quo. Some of them will still be in the continuous improvement camp, but some of them might be significantly different. So, unless you've got the buy-in of senior leaders, then when those ideas emerge to challenge the status quo, then the organisation will just squash them, because they're invested in the status quo for good or bad. So, the first step for us is how do we make sure that senior leaders understand what our programme is about and what intrapreneurship can help to deliver for them. And then we align that very clearly with their purpose.” - CEO, ISO

Thus, without the buy-in of senior leaders and an openness for change in the organisation, it may be more difficult for intrapreneurship to flourish. Additionally, embedding a culture of intrapreneurship through the purpose was discussed by many interviewees, in particular across Case 2. As this interviewee expressed:

“I also think that we have quite an innovative culture and one that really does encourage people to suggest ideas. [...] I think that is important because I think if that's what we are trying to outwardly project, then it's also important that that's our culture of the organisation also.” - Head of Communications and Engagement, Case 2

A number of the interviewees indicated that due to the purpose of the organisation, it was important for their organisation to embrace intrapreneurship and innovativeness. This indicates that a culture of intrapreneurship has been driven from the top-down, as the purpose of Case 2 is to facilitate innovation in the NHS. This is similar to the views held by interviewees of Case 3, as with their positioning of providing enterprise education to young people, it is perceived to be important for them to set an example and to demonstrate intrapreneurship in what they do and ‘practice what they preach.’ Therefore, it can be seen that intrapreneurship is encouraged and embedded by leadership through vision, mission and purpose. Thus, senior leaders create the conditions to allow staff to thrive. The consensus amongst the interviewees indicates that overall, a culture of intrapreneurship must come from the top-down. However, the importance of an intrapreneurial culture permeating through all levels, through the support of senior leaders and not only located in leadership positions was highlighted, as this interviewee states:

“I would say that it (intrapreneurship) does have to come from the top in terms of driving that culture. But at the same time, it's got to exist at all levels of the organisation, to be truly intrapreneurial I think. When it's been driven by that leadership at the top of the organisation, I think that definitely filters through to all to all levels of the organisation. Everybody in the team would have felt that very much had a say could drive change as they saw fit. It definitely has to come from the top, I would say, initially, in order to filter down successfully.” - **Fundraising Manager, Case 3**

Interestingly, the senior-leaders in Case 1 and Case 3 discuss the benefits of allowing their staff teams to problem-solve within the remit of the organisational vision:

“It should, in theory, seem to be quite self-adapting, self-running the organisation, it makes my job easier because I don't have to be constantly trying to guide them because I come up with a vision and then people deliver on it because they adapt to and they react to what needs to be done to deliver on the vision. If you just have people that are constantly looking up and waiting for a leader to tell them what to do, they will just make the mistakes I tell them to make if I have a vision or a decision to take the business in a direction but there's a fundamental flaw in it, intrapreneurialism should be a safeguarding to that propagating much further than

the initial decision. So, it should make [Case 1] much more efficient.” - CEO, Case 1

“They are the experts, and they know more than me about some of the entrepreneurial and intrapreneurial activities they're doing. So, if they come up with a solution to something they're working with day to day that will help the organisation for me, that's the intrapreneurship thing. And that's unbelievably valuable. [...] You react to the aches and pains of the organisation. And where the aches and pains appear, you get the people to fix them. And they do it, and it sounds ridiculous, but it makes your job easier. My job becomes easier if people are more enthused and more entrepreneurial, entrepreneurial thinking because they come up with solutions that I don't have time to come up with. So, it's a beginning-to-end holistic approach that works and more people should do it, because it's staring them in the face. But there's an arrogance sometimes you get with leaders that think they know best and it's not the case.” - Chief Operating Officer, Case 3

Therefore, leadership is fundamental to creating the conditions within an organisation to enable a culture that allows intrapreneurship to occur. As intrapreneurship is considerably encouraged by the leaders of three case organisations, this enables staff to develop the confidence to propose ideas and to make changes. Although leadership is not as explicitly emphasised or praised by respondents in Case 2 as a prominent enabling factor towards intrapreneurship, the interviewees do discuss their commitment to the organisation's vision and the purpose of the organisation which would have been delivered by leadership. These findings are consistent with the other cases, albeit expressed with less strength.

5.3.2 Safe Space

Allowing space to fail and take risks is a theme evident across all of the cases. Furthermore, providing a safe space for intrapreneurship was recognised by Cases 1 and 3. The CEO of Case 3 as well as an executive of Case 1 discussed their experiences of safety:

“What I would describe this culture as, and you'll, I'm quite sure you'd be familiar with this as a kind of concept. But this idea of working in a psychologically safe environment. But for me, it essentially means that you're working in a place where people feel safe enough to make mistakes, and to grow and develop with those.

And for me, the only way that we will all grow and develop as if we're brave enough to try stuff that might not work, or if we're willing to get something wrong, or if we're willing to make a mistake and learn from it [...] I think that the notion of psychological safety is the thing that underpins an entrepreneurial culture because safety equals bravery, you will always be braver when you feel safe, there's just no, you can't get away from that as a general principle. If you feel unsafe, you will not take risks, you will not be brave, you will not be bold, you will not stick your head above the parapet and say I have an idea. So that for me is and I understand that may sound a little at odds with entrepreneurial spirit, this idea of people being safe. But for me, and what I've learned in working in a number of different organisations is that the safer the workforce feel, the more creative, the braver, and the more entrepreneurial they are.” - CEO, Case 3

“Let's be honest, people aren't going to be creative, they aren't going to be intrapreneurial or entrepreneurial if they don't feel safe. They need to have the safety to make mistakes. They need to know that if they made the wrong choice, the business will still be there tomorrow. And then it meant when we had ideas and how we could be entrepreneurial people felt they had the ability to do it.” - Executive Product Development Manager, Case 1

These quotes illustrate that when people do not feel safe they are less inclined to pursue intrapreneurship. Thus, it is important to allow people to take risks, and if these risks and ideas do go wrong, employees need to feel reassured, as these extracts illustrate:

“Very much to not try and penalise people, if things go wrong, you've got to be understanding that new things do fail [...] And that's not necessarily somebody's fault, it doesn't necessarily mean you had a bad idea. It's just the nature of this kind of innovative work. [...] And it's very important to have a supportive culture that continues to encourage people, because as soon as you come down on someone with an idea not working, you're going to discourage them from further suggestions for further ideas mean ‘oh, well, I'm not gonna suggest that actually, because it went badly last time’.” - Senior Application Specialist, Case 1

“You are allowed to try things out, as well as take risks, but knowing that you're supported and in a safe space to do so. And that's exactly what we promote through this organisation, we want people to be able to operate in that way. So, for me, it was hugely motivating.” - Project Manager, Case 3

There is support and encouragement for employees to take risks and learn from mistakes if pursuits do not go as planned. Although safety was not explicitly stated by those in Case 2, there is support to pursue new avenues but also an assurance if there was a deviation from the desired outcome:

“We're sort of really well supported in terms of coming up with new ideas and trying new things. If it doesn't work, then that's okay. It's but it's better to be open to try new things. And so, I think that's very much encouraged within the organisation.” - Head of Communications and Engagement, Case 2

Furthermore, in terms of their positioning of facilitating the generation of ideas in the NHS, they identify and recognise the benefits of assisting with spin-outs and mitigating the risk for these innovators who come to them with ideas or potential products:

“When people just have the idea of themselves, I think they are aware of the risk and it can put them off the idea. What is good about [Case 2] is we essentially take all that risk away from the inventor or the innovator because the risk, if you develop it yourself, the risk is you know, financial, it's a loss of time, a loss to resource, some people just can't, they just don't have that ability to take that risk. Whereas if they come to us, we will fund it, we'll find funding, we will do all the, you know, legwork and the digitalisation process. So, we, you know, mitigate that risk for them and I think if they know about us, and they have an idea, they're more likely to pursue developing the idea because they know the risk will be mitigated by working with us.” - Project Manager, Case 2

Therefore, after a process of evaluating if an idea is feasible, they can support and assist in minimising the risks of development and launch. In fact, some interviewees in Cases 1 and 3 discussed what they perceived to be the advantages of being an intrapreneur compared to an entrepreneur:

“I think it's a confidence thing. I mean, with an entrepreneur, you're by yourself, all the risks on you, or the investors and bank loans and the risks, you, if you've got a house, young family, that's a massive risk. And you bet the whole of your bank on this, this, this idea that may or may not work with intrapreneurship, you know, it's a halfway house, you know, you're getting a stable income. Someone else is taking all the risk, but they are trusting you to make the decisions to develop a product that will go on to marketplace and hopefully be very successful.” - Senior Mechanical Design Engineer, Case 1

“When I came to [Case 3], it was the first time I'd heard of intrapreneurship, in the sense of being able to be innovative within your role as an employee and feel secure in the sense that any ideas you were coming up with was not going to be effected, because you had a job, you were getting paid your salary. And that you were getting trained as well, you're getting full training and development. So that was the first time I really experienced that, and I jumped on that opportunity straightaway” - Partnerships and Development Manager, Case 3

These extracts stress the element of confidence and safety associated with intrapreneurship, due to the risks being shared with the company, and a sense of stability through a steady revenue stream, and even the opportunity for training and development. This indicates that whilst intrapreneurs are entrusted to make important choices, the overall risk is reduced, and the interplay between innovation and safety within the confines of the organisation is in place. In Case 2, similar experiences and perceptions of intrapreneurship and its ‘advantages’ were not expressed by any interviewees. Furthermore, although safety was not explicitly discussed in Case 2, there is an acceptance of failure being a potential outcome in pursuit of new ideas and avenues. Nevertheless, the safety and support they provide in the NHS appears to align to the experiences of Cases 1 and 3 in terms of their experiences internally in their organisations.

5.3.3 Empowerment

There is consensus amongst many interviewees, both within the government and the cases, of the importance of the perception of permission. This regards the levels of permission that people feel that they have and the degree to which they are empowered, for instance, to experiment and do things differently. As this interviewee expressed:

“I think for me, it's empowering people. So, it's giving people the kind of explicit and tacit permission to kind of look at their own areas of work, how they organise, how they process it, how they manage their teams, and look for ways they can improve that. And part of that is also kind of the ability to, to kind of stop things as well.” - Chief Economist, Scottish Government

In Case 3, there appears to be a high level of explicit permission for the pursuit of opportunities understood in the organisation:

“I feel like I don't need to ask permission to do things here. Being told, like on your first day, ‘By the way, you know, I would rather you seek forgiveness than wait ages on permission, do things, try things out and it's okay to fail’, that's what I was told on my first day and that's the way it has continued. Whereas I came from an environment that was ‘don't anything of your own initiative, because it probably doesn't meet my criteria’, or that of, you know, whoever it was paying the wages above, so you weren't allowed to use your initiative you had to ask for permission to do anything. And for me, not being able to be creative, or feeling autonomous is probably why I had to move on from that.” - Project Manager, Case 3

This interviewee was informed on their first day that they had permission and freedom to experiment within their role, and this level of permission has continued for them throughout their time in the organisation. Case 2, is similar in this regard, as it was also expressed there is capacity for experimentation in their role as illustrated:

“I think we have a lot of free rein in terms of what we're encouraged to do, yeah, try new things, do things differently.” - Innovation Manager 1, Case 2

Although in Cases 1 and 2, it appears there may not be as high a level of permission for individuals to try new things on their own accord. Due to the regulatory and procedural necessities inherent in medical device production and healthcare collaborations, there is a need for meticulous adherence to established processes, regulations, and safety protocols. Hence, there is a tension between following processes and procedures and allowing change. Nevertheless, there is certainly an empowerment to ‘speak up’ and bring forward ideas:

“Yeah, if anyone has an idea they're told to share it. No idea is unrestricted, everything is discussed. Little or insignificant, and how great it is, we'll follow the opportunities, and then we can assess it and validate it from there.[...] Again, it goes on to culture, they're... it's encouraged to speak your mind. Other places I've worked, you never had the opportunity to speak your mind.” - **Senior Mechanical Design Engineer, Case 1**

“I think that is a culture of innovation in that you have the, basically, you have the ability to do things differently. So, no one is restricting how you do things. As I said before, the people that come to the organisation come with lots of different levels of experience. So, a lot of times they will bring their ideas with them. And it's not unusual for someone to bring some ideas and to have a discussion about it, and perhaps adopt it within the organisation.” - **Head of Regulatory Affairs, Case 2**

Therefore, across all the case organisations at all levels employees have a ‘voice’ and could bring forward ideas and upon a discussion, these could be put into place. Case 1 gave examples of instances where staff-level employees came forward with ideas or suggestions for improvement:

“There is an expectation [Case 1] that everyone is autonomous within the role. And I have on occasion seen the CEO say this is how it should be done, and I have seen a very junior staff member, quite recently actually, come in and say, actually, ‘here's the 10 reasons why you're wrong and I'm right.’ And hats off to [the CEO], who basically looked at them, and went ‘can't argue with any of them. Go for it. you're right.’ So, it's not it's not about which pay grade you have. It's about who has the right solution. And it doesn't matter where it comes from. If the cleaner comes in and says, I think you should do this, and it works, then yeah, she's getting to make that decision. So, it's really not about hierarchy. It's very much about if you're the person who's hands on with that, chances are you're going to have to answer before someone else so it's your decision to make.” - **Executive Office Manager, Case 1**

Therefore, the staff have a level of permission to suggest ideas and approaches, even counter to those that the CEO proposes. There is an openness to change and adoption of new

approaches throughout the organisation. This also relates to some of the findings on decision making (Section 5.4.2). Furthermore, one interviewee in Case 3 recalled their experience of proposing and working through an intrapreneurship project:

“I think that is it, you're given the freedom here to work on what you think is the best project plan. No one is saying, oh, we need to check that it's like there's full trust that if you have came up with an idea that you will continue with that. And you know when to ask if it's anything around money or budget. Which I thrived on because I was able to just run with the idea. And not feel like 'oh, I've got to always get this checked. And that checked,' it was just fully trusted. 'No [partnerships and development manager] we trust what you're doing and your methods and approach, you just tell us what you need and give us an update.' Which made it very enjoyable for me. Because I wasn't being micromanaged, I was just asking for the support when I needed it.” - **Partnerships and Development Manager, Case 3**

They had the freedom to work on their project in the way they thought was most suitable, and they received encouragement from their leaders with guidance accessible when needed. This appeared to further motivate this individual in pursuit of intrapreneurship. Neither of the other cases gave such a detailed recollection of the mechanisms of support and freedom.

5.3.4 People

The people within an organisation affect the culture of intrapreneurship as evidenced in all the cases. In Case 1, one of the values emphasised during the interviews and reinforced on the website is ‘collective individuality’, thus indicative of the organisation embracing each individual’s impact on its culture. However, as it is still a rather small and nascent organisation, individuals appear to have a big impact on the developing culture. All of the senior management and executives discussed an instance where a certain group of employees affected the culture:

“So, as I came in, at the beginning of the year, there was I guess... there's probably four or five people that probably didn't fit the culture. And that was bringing quite a vast majority of the rest of the teams down and once they left the actual office vibe or the culture was noticeably different.” - **Chief Commercial Officer, Case 1**

The initial recruitment process in this particular organisation was based solely on the job description, skills and CV and that gave rise to ‘churn’ and turnover, with the Chief Operating Officer (COO) stating they hired 65 people over four years and currently have a staff team of around 30. They now hire much more weighted towards their culture and values, rather than skill set and paper qualifications. When expanding on what that meant, the phrase ‘entrepreneurial and ambitious people’ who show an interest in creating their own business and would thrive in the demanding environment of a start-up or scale-up organisation was emphasised. This previous group of employees recruited prior to making that change appear to have negatively impacted the organisational culture. The organisation realised that assessing solely technical skills and experience was ineffective when trying to build a cohesive and positive work environment. They recognise that the impact of individual employees on organisational culture is significant, especially considering the size and age of the organisation. Case 3 also experienced a similar situation in which individuals negatively impacted the organisational culture (which was mentioned in the extract from the COO in Section 5.3.1), in which some of the interviewees recalled a period where the culture had been impacted by certain senior leaders or middle managers who were resistant to pursuit of intrapreneurship projects and changes, and thus causing tension in the organisation. They were encouraged to leave as they did not fit with two of the organisation’s values of ‘Collaboration’ and ‘Creativity’. Therefore, the recruitment process now focuses on the candidate as a person and how they would fit into the organisational values and ethos:

“The people that stand out for us, we're not looking for qualifications or necessarily experience all the time. We're looking for somebody who meets those organisational values, and the organisational values sum up what an intrapreneur is.” - **Project Manager, Case 3**

Case 2 appears to have pride in their staff retention, and value the employees they recruit:

“We have a really low staff turnover, and actually hired last week for the first time in about three or four years.” - **Head of HR and Administrative Services, Case 2**

“We rely on, you know, hiring. We've been very successful at retaining talented people. So, we've hired people who've got industry expertise, or who have got a specific area of expertise.” - Executive Chair, Case 2

Although there are some negative views on the low-staff turnover and the organisation being small¹⁴ with stagnant growth:

“So, I would say the only negative to us being a small organisation is that in terms of staff, promotion and progression through the structures, there probably isn't the same opportunities available to progress within the organisation. So essentially, if you wanted to look for opportunities to gain more experience, etc, that could be challenging within the organisation. But I guess the flip to that, in terms of the benefits of being a smaller organisation, is that we are already well-connected. So, everybody's got a personal relationship that we've worked with in the organisation. So, there's a lot of confidence and trust that's built up as a result of that.” - Head of Communications and Engagement, Case 2

Nevertheless, the low turnover is deemed to be a reflection of the culture of the organisation and the working environment. It is stated that the senior leadership team have a collective experience of over 50 years. Across the organisation, staff members state there is loyalty to Case 2. As a small organisation with members being well connected there was believed to be strong trust and communication between different levels and sections of the organisation. However, it can also be argued that the organisation is in a state of inertia, with some describing the organisation as ‘comfortable’ and ‘relaxed’ which, perhaps, is not necessarily positive in terms of facilitating intrapreneurship. Change, even from new staff coming into an organisation can assist in generating new ideas. In the previous section, the Head of Regulatory Affairs emphasises the role of new employees in introducing innovative ideas. In contrast, given the limited turnover and the infrequency of new hires, this prompts consideration of how these sporadic contributions are integrated and fully assist in facilitating intrapreneurship in Case 2.

A number of interviewees in Case 3 perceived there is a lack of vertical progression and promotion opportunities. Although a lack of promotion and progression was also mentioned

¹⁴ Number of employees was 14, with 1 staff member hired during the time of the interviews.

in Case 2, it prided itself on its low turnover of staff. Therefore, in Case 3 this may lead to a turnover of staff 'with potential' with there being a lack of upward movement. This can be the case in the third sector, particularly in organisations with limited resources and hierarchical structures. This is attributed to various factors such as constrained budgets and funding, and the prioritisation of mission-driven work over traditional career advancement. The Finance and HR Manager noted:

"Although we may not have a lot of development opportunities for people to move up because our structure is quite flat. But I hope that we can give people really good development within what they want for the role to allow them to be successful employees maybe somewhere else." - **Finance and HR Manager, Case 3**

However, there are training and development opportunities in Case 3, and also support and acceptance for those employees who decide to move organisations to progress vertically elsewhere. It was suggested by some that encouraging intrapreneurship also assists with staff retention:

"It's about staff retention, so do they get a buzz doing that? If a staff member is invested time-wise, effort-wise, creative-wise into a project, they're going to love that project from beginning to end, and that holds them onto the business. So again, in the charitable sector, you're not always able to give them the top wage, but see if you can engage and hook them in, put an employee in something that they enjoy, and develop themselves, it's a huge win." - **Chief Operating Officer, Case 3**

Case 3 also utilises intrapreneurship to assist with staff retention and employee job satisfaction. However, in Case 1, three interviewees who were in senior leadership roles and a middle manager have concerns about 'over-promoting' intrapreneurship in case talented staff decide to leave the organisation:

"If you over promote intrapreneurship or entrepreneurial sort of tendencies within a business, there's a much higher chance that those people are going to leave because they're naturally, you know, they're naturally predisposed to going to go and try that sort of stuff. So, there's probably an aspect of some very qualified people within a company that you really wouldn't want to lose. And I think that's probably

a valid point. [...] Promoting intrapreneurship, promoting individualism, promoting self-determination of how people want to do things is incredibly important because you get a lot out of it as a business. But on the flip side, if you over-promote that, and you give people a lot of opportunity to work on their own things and do different things, there's a high chance you're gonna lose them. And then it's difficult to keep people and actually, do you want to keep someone that wants to leave?" - Chief Commercial Officer, Case 1

This mindset may be hindering Case 1 from facilitating intrapreneurship to its full potential in the organisation. It also contradicts their recruitment strategy of seeking out people who demonstrate an interest in entrepreneurship and creating their own business if they have concerns staff may pursue that eventually. However, this may also be a reflection of the sectors the organisations reside in and the missions of the case organisations. With Case 3 being in the third sector, and arguably more focused on values and benefits to society, their perception is that they train and develop their staff to be the best they can be even if they bring those benefits to another organisation down the line. Whereas, Case 1, being a private sector organisation, which has now moved into the scale-up phase, appears to have a more competitive outlook, even on staff development and retention.

The composition of staff is important, all of the case organisations discussed diversity and the importance and benefits that can bring. However, a senior policy maker stated that diversity and inclusion had become a proxy for business improvement and is often a 'box ticking exercise for leadership.' Thus, it is important to utilise and develop staff to their full potential. All the organisations discussed functional diversity¹⁵, in terms of divergence in skills and knowledge and the contribution of that to the organisation. In particular, in Case 2, it was felt this was important in their role of developing innovation in the NHS, with the staff team coming from different academic backgrounds of science and technology, with a couple of the staff team coming from a medical background. Additionally, in terms of surface-level diversity¹⁶ the Executive Office Manager had a lot of pride in the diversity and inclusivity within Case 1, in particular, with the 50:50 gender split in a 'STEM organisation.' They also discussed that the staff team comprised '9 different nationalities, 4 individuals

¹⁵ (Mathieu et al., 2019).

¹⁶ Apparent and overt demographic characteristics (Bell 2007; Mathieu et al., 2019).

with neurodivergence, and 3 people who don't conform to normal gender norms.' The interviewee also went on to express the benefits of this diversity in terms of team-working:

"I think it's really positive because what you do get is you get that lovely collaboration. So, when you do have people who are a bit mousy, I'll take two people and I'll anonymise them, if you have Person A who is early 20s female, the smallest voice on the planet who has amazing ideas. And then I have a 27 year old male who is larger than life. In meetings and things when the younger person has these really good ideas, he will thoroughly champion them for her. So, what you find is, that then becomes a fabulous little pairing. I also have some people who we intentionally paired together. And we have one person who's on the spectrum and is so organised it's terrifying, I mean, I like to think I'm organised but when I watch him, I think wow. And we do have another person who does quite a similar role, and isn't disorganised, but can tend to lose focus very quickly. And we've found if you pair those two in a project one doesn't get overly caught up in the detail, and the other one stays on track. They are a very good match." - **Executive Office Manager, Case 1**

This highlights the value of deep-level diversity¹⁷, which is also the view that was explicitly mentioned in Case 3. Thus, although it has been demonstrated that organisations do not strive for a divergence in values, this particular interviewee emphasises the benefit of variance of the other psychological characteristics within Case 3:

"I think it's probably just people's individual attitudes really. We've got a lot of people that are very, very different. Very different attitudes and very different approaches to things, but they're all very, very open to other ideas and other ways of working. And I think that's probably benefitted in terms of the culture because like, if you've got 10 people the same as [COO], you're going to have a fiery office, if you have 10 people like me, it's going to be quite boring and quite quiet. So I think you need the blend." - **Communications and Marketing Manager, Case 3**

Therefore, based on the evidence provided from the interviews, it can be seen that the people within an organisation or combination within the staff team appeared to affect the culture of

¹⁷ Divergence of psychological characteristics such as personality factors, values, and attitudes (Bell 2007; Mathieu et al., 2019).

intrapreneurship throughout all the case organisations. Consideration into recruitment and selection is a vital factor in ensuring individuals have the capacity for intrapreneurial behaviour, and also in maintaining a culture and climate conducive to intrapreneurship. Additionally, balancing the diversity of team members with having staff members whose values that fit the organisation appears to be crucial.

5.4 Structure

All interviewees highlighted various aspects of organisational structure that contribute to the success of intrapreneurship, while also pointing out the absence of certain elements hindering intrapreneurship within the case organisations. Table 5.3 shows the 3 main themes and 15 sub-themes that this research identified regarding organisational structure and its influence on the case organisations in the facilitation of intrapreneurship.

Table 5.3 Structure

Main Themes	Sub-Themes	Description
Configuration	<ul style="list-style-type: none"> -Organisational layers -Avoiding silos -Cross-functional teams -Working groups -Role titles 	The allocation and division of tasks, responsibilities, and authority in the organisations and how this is structured.
Decision Making	<ul style="list-style-type: none"> -Staff autonomy -Decentralisation -Transparency -Openness -Consultative 	Openness of decisions throughout the organisation, and autonomy and decision-making capability for those on the staff level.
Communication Flows	<ul style="list-style-type: none"> -Communication -All staff calls -Software -Collaboration 	The flow of communication between and across the organisation. Working together and across the organisation between teams and layers.

Firstly, the configurations of the case organisations, referring to the allocation and division of tasks will be unpacked. Next, autonomy and the capacity of those on the staff level to make decisions are discussed. Finally, the effectiveness of the flow of communication between and across the organisation and the influence of that on intrapreneurship is examined.

5.4.1 Configuration

Each of the organisational configurations and general role names at each level can be seen in the Figures below. Each of the organisations had a relatively similar structure, in terms of the ‘hierarchical layers’, likely due to the size of the organisations. They are all small enterprises (10-49 employees, as discussed in Chapter 3). However, there were differences in terms of team composition and specialisations, as each organisation had different purposes.

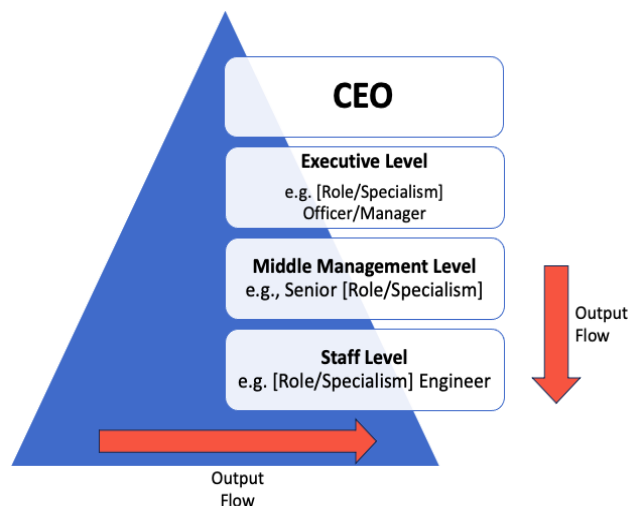
Table 5.4 Case Organisation Configurations

Organisation	Number of Staff	Type of Configuration	Layers	Product/Service Flow
Case 1	31	Matrix Configuration	4	Cross-functional teams with coordination of functional specialities across the products, and customers serviced by the firm.
Case 2	14	Functional Configuration	3	Outputs move laterally from one team/function to the next.
Case 3	25	Divisional Configuration	4	Each team focuses on different products, service delivery, and outputs.

This table provides a summary of the configurations of each organisation, along with the number of layers (of management), and the product service flow. This is discussed in more detail in the following paragraphs.

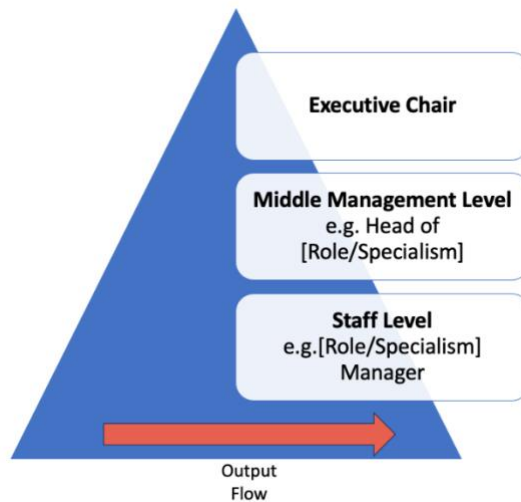
Case 1 is a layered organisation with a CEO, an executive level, a team leader/middle-management level, and then a staff level (four levels). The team leader/middle management layer was added in the past 6 months as the organisation has continued to grow. In addition to the layers, the organisation has strived to remain unsiloed as the organisation has grown and encourages cross-functional team working to complete tasks and orders. This appears to be a matrix configuration, with coordination of functional specialities across the products, processes, and customers serviced by the firm. As can be seen in Figure 5.1 from top to bottom: CEO, to Executive Level e.g. [Role/Specialism] Officer/Manager, to Middle Management Level e.g., Senior [Role/Specialism], to Staff Level e.g. [Role/Specialism] Engineer.

Figure 5.1 Case 1 Organisational Chart



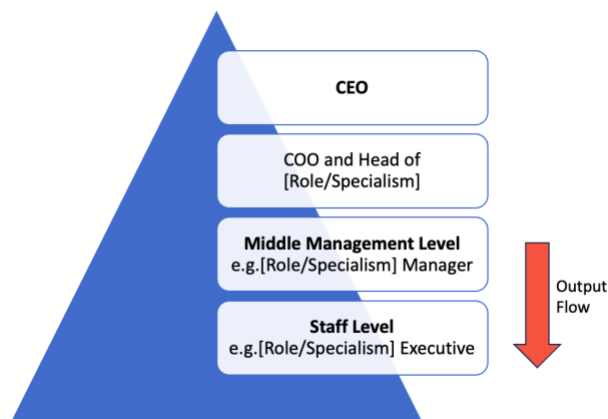
Case 2 is a small but layered organisation with an executive level, a managerial level, and then a staff level (three levels). As can be seen in Figure 5.2, Case 2 went from top to bottom: Executive Chair, to Head of [Role/Specialism], to [Role/Specialism] Manager, with teams siloed based on function and role. This appears to be a functional configuration with the product and service flow moving from one team to the next.

Figure 5.2 Case 2 Organisational Chart



Case 3 is a layered organisation with an executive level, a managerial level, a middle management level, and then a staff level (four levels). A senior employee was promoted to the position of COO due to the organisation going through a period of change and the current CEO having been hired in Autumn 2022. Teams were siloed based on function and role. This appears to be a divisional configuration with each team focusing on different products, service delivery, and outputs. As can be seen in Figure 5.3 from top to bottom: CEO, Heads of [Role/Specialism] and COO, to [Role/Specialism] Manager, to [Role/Specialism] Executive.

Figure 5.3 Case 3 Organisational Chart



In Cases 2 and 3, the titles of the staff-level positions have arguably been ‘inflated’ with the use of the word executive and manager in the staff-level role titles. Case 1, however, appears to have a hierarchical progression in terms of job titles and roles. Case 1 may emphasise role differentiation and specialisation to highlight the unique expertise and responsibilities of

each position with it being a high-tech firm. Additionally, by having a hierarchical progression of job titles and roles, they can accommodate new positions and adapt to changing needs as the organisation grows.

Case 1 has strived to remain unsiloed as the organisation has grown and encourages cross-functional team working to complete tasks and orders. As this organisation is relatively new, and continuing to grow, they have been grappling with managing the growing staff team whilst maintaining a structure which allows for employees not to be siloed:

“What we've found is growing as a business is that it does create some challenges, because the easiest way to manage people is by discipline. So naturally start sorting people in what... 'they're the mechanical engineers, put them in their little group with their manager, that's electrical engineers, put them over there.' But that's not how you deliver good innovation and good entrepreneurship. You need to have that cross... cross-functionality. So, it is a growing pain for us. But it's something we're actively managing by keeping cross-disciplinary projects and keeping cross-disciplinary discussions and meetings and interactions as much as possible. [...] I don't think you can't be entrepreneurial or intrapreneurial if you're only doing what you know best and only working within your little echo chamber.” -

Executive Product Development Manager, Case 1

Thus, although staff are categorised in terms of their function; projects and orders are still carried out in a cross-disciplinary approach in order to facilitate communication and idea exchange across different parts of the organisation. However, the CEO and Executive expressed they intended to maintain the ‘start-up feel’ as far as they could. This is aligned with the experience of the Chief Entrepreneur who was previously COO of one of Europe’s most successful technology companies:

“I think when an organisation starts to scale, it needs to reorganise itself around the idea that it's, that each team is a start-up inside the organisation. For example, one model that works really well is the Spotify model, or the Squads and Tribes model, if you've heard of that. It basically tries to recreate the idea of small start-ups, you know, you're a start-up on the part of the overall system. But you've got like huge autonomy on that area, your own missions and roadmap; you can

release independently of other teams, you've got all the skills you need in that team to be able to do that as if you were a start-up; you can operate informal governance; you tend to sit next to the people regardless of their skills. These kind of cultural approaches allow companies to scale, and still be quite agile” - Chief Entrepreneur, Scottish Government

Therefore, according to the expertise and past experiences of this interviewee, Case 1 is adopting an appropriate structure in terms of accommodating intrapreneurship within their fast-growing organisation.

Case 2 and 3 are longer established organisations, with Case 2 established in 2002 and Case 3 established in 1992 (as discussed in Chapter 3). As they are longer established, they appear to have less exponential growth and rapid changes in recent times compared to Case 1. Some interviewees in Case 3 discussed a couple of instances in which the configuration has been slightly re-structured and individuals’ roles have been adjusted based on the changing needs and goals of the organisation. Case 2 appeared to have maintained a similar structure throughout its years, with staff teams growing in each function as required. When the organisation was established, initially within the small staff team, employees were based in different regions of Scotland carrying out a multi-functional role, which is the basis of how the team functions are now split. Many employees felt that the siloed structure in Case 2 was most appropriate in terms of the purpose of the organisation. As this employee states:

“The way that the teams are structured allows us to provide the support that's needed. So, whether that be the innovation team going out and trying to sort of actively encouraging and bringing in the ideas, whether it be the project management team who are guiding the project through to the final stages of commercialisation. So, I think we've got the right team structure to work with the NHS to bring those ideas forward.” - Head of Communications and Engagement, Case 2

Although there were some crossovers of work in Case 2, in particular, the ‘front-end’ innovation team discovering and facilitating ideas from employees in the healthcare system and the ‘back-end’ project management team, were described to have ‘blurred lines’ between their roles. There wasn’t as much facilitation for cross-functional working and collaboration,

with job-roles and functions clearly defined. Moreover, many interviewees discussed the issues of outreach in the NHS:

“I think we're better as a small team, although we struggle to reach everyone in the NHS that we need to talk to, and you know, in the groups and the people that have the ideas. I think in some ways that's better than having too many people.” -

Head of Innovation, Case 2

Based on the comments of the interviewees, it could be argued that the staff team is not being utilised to their full potential in this current configuration to achieve the purpose and aims of the organisation. Despite teams being siloed based on function and role in Case 3, there was an opportunity for staff to join working groups, which provided them with the chance to work with people across the organisation with similar values or interests. In fact, some of the working groups were established for those interested in joining and assisting on intrapreneurship projects:

“There are like staff working parties, you know, born out of, normally staff ideas. So, people are encouraged to sign up to something like that and to work on in addition to their remit. So, it might be something that's not connected with what you do that you have an interest, and it may just be a new kind of direction, and staff lead those groups themselves. So that's where the intrapreneurship comes in. I suppose that's a formal set-up.” - Project Manager, Case 3

Not only does this encourage collaboration and knowledge sharing across the organisation, but it provides an opportunity for freedom and autonomy to work on intrapreneurship projects. This appeared to assist with idea generation and also the completion of intrapreneurship projects in Case 3.

5.4.2 Decision Making

All interviewees discussed having ‘task autonomy’ on the staff level, if a new or more efficient way was found to carry out a process, this was encouraged. Employees felt they had freedom and trust and were not micro-managed across the three case organisations. For instance, this employee compared their experience working in Case 2, compared to previous organisations they have worked at:

“I think that we have a very good level of autonomy here. I've been in other companies before where you're very micromanaged and your manager knows everything that you do, there's a lot of freedom given to, even those of us who are in the sort of lowest tier of the company, to deal with things and make decisions on your own.” - Project Manager, Case 2

The experience of this interviewee emphasises the importance of allowing employees to take ownership of their tasks and processes and make decisions. Case 1, however, is quite centralised to the CEO with regard to ‘major’ or strategic decisions. Although the CEO views the structures as ‘an upside-down pyramid’:

“A lot of company structures will see a pyramidal structure and CEO at the top, I very much see it the other way around when I'm at the bottom supporting all my staff to do the job.” - CEO, Case 1

Centralisation is quite common for smaller organisations, in particular, when the entrepreneur has a lead role in the organisation (Olson & Terpstra, 1992). It was acknowledged by the CEO and other interviewees that the CEO may not be able to be as ‘involved’ if the staff team continues to grow. Regardless, the current situation of centralisation does not appear to hinder intrapreneurship, with employees feeling empowered to create. The executive has autonomy over strategy and key decisions and the staff have autonomy over task and process:

“There should be autonomy of task from the bottom-up, and strategy delivered top-down. So, what we want is the team to trust that management is steering the business in the right way, and in return, we will trust that they're delivering our vision as best as possible. I passionately do not want to have to tell my staff what to do. I want to tell my staff what to achieve. And I want them to go and tell me how to do it.” - Executive Product Development Manager, Case 1

This employee expresses their experience of autonomy in Case 1:

“Yeah, I’ve got autonomy on making decisions, especially during the development. I mean, it’s hard for management above me to make those decisions, when they don’t know what sort of products and how it develops.” - Senior Mechanical Design Engineer, Case 1

These extracts highlight the importance of aligning the top-down strategic direction with bottom-up autonomy in task execution. By allowing employees to determine how to achieve goals within their role, organisations can harness their creativity and capacity for intrapreneurship whilst striving towards the overall purpose and aims of the organisation. Major decisions were made mainly by senior management in all the cases, with middle management involved in some discussions. However, Case 1 and Case 3 appeared to have more transparency and even consultation with staff-level employees on occasions, when it came to ‘big’ decisions, compared to Case 2. As this interview shares:

“Our CEO has been trying to put at the forefront of everything that she’s doing, is to make sure that we are given an opportunity to kind of share our opinion. I do feel like the decision-making is always very much a mixed bag. Obviously, the bigger things, I completely understand that it’s going to be management that decide that kind of thing, or higher up. But they do give us a lot of autonomy to make sure that our voices are heard. And it’s not just a case of ‘We’re management, we’ve made the decisions. That’s it.’ They very much go ‘Right, we’ve got this idea, we’ve spoken about it. But we’re gonna run it past you guys, and make sure you’re happy with it as well.’ So, I think that’s quite nice, again it’s a nice atmosphere to work in. And it makes it a relaxed environment and you find it easier to approach management or even higher, if you’ve got suggestions, because they’re always looking for you to kind of put your input in and makes you more comfortable to approach them if you’ve got an issue or if you’ve got an idea.” - Programme Executive, Case 3

Thus, senior management in Case 3 consult with staff of all levels to get the input of employees, even on some ‘big decisions.’ The openness and consultation of how decisions are made appears to empower and encourage members of Case 3 to put ideas forward. Although openness was mentioned by a couple of interviewees in Case 2 concerning decision-making, it did not appear to be as prominent a theme or enabler of intrapreneurship

as it was for Cases 1 and 3. Senior managers and some of the middle management in Case 2 perceive decision making as consultative with all levels:

“My experience of [Case 2] would be that we've got a really strong leadership team, there is a strategy in place, but it's been consulted on by the rest of the team. So, it is top-down fed, but with consultation from bottom-up.” - **Head of Project Management, Case 2**

However, some interviewees state they felt decision-making was not always transparent enough. As this extract from an employee on the staff level highlights:

“Every decision is discussed certainly on an operational level. I guess I'd like to know more about what the board do. I sit in a few (external) boards myself so I suppose I've got a wee bit of experience there so I'd quite... I don't really hear that much from them, so I suppose that link, it would be good to have that link a bit closer. But certainly, yeah, I know, I feel empowered to share my thoughts around in an operational capacity, less in a strategic capacity, but definitely in an operational capacity of what, you know, I think we could do to work better.” - **Innovation Manager 2, Case 2**

This interviewee states there is an opportunity to discuss operational decisions, but would desire greater transparency or consultation with strategic decisions. Therefore, there appears to be a disconnect between the amount of transparency and consultation perceived by top-management across the whole organisation, and what is actually experienced by employees on the staff-level. Furthermore, although it is not uncommon for a CEO or organisational leader to hold a position on the board, which is the case of the Executive Chair of Case 2, who leads the staff team and holds the position of Executive Chair of the Board of Management. This is of particular significance as they are the only senior leader in the organisation, with the level below them being middle management. Based on the interview evidence, decisions are arguably centralised to the Executive Chair. It appears strategic decisions are not being as clearly communicated or justified across Case 2. Even with some of the operational or decisions within the remit of roles, approval is centralised to the CEO, as this account evidences:

“We all have the autonomy to be able to make decisions. I said before there's a lot of trust there. So, for me, I'd go to [The Executive Chair] if there's going to be a change in contract or a change in price. Or if it's something completely new, something that we've not looked or discussed before. I'd go to him with why I think it's good.” - **Head of HR and Administrative Services, Case 2**

This account is arguably contradictory within itself as this interviewee states that there is trust in staff, yet they must consult with the Executive Chair regarding decisions and approaches in the remit of their role. Although this does relate back to the findings in Section 5.3.3 in terms of the levels of empowerment, in which Case 2 demonstrates that at all levels employees have a ‘voice’ and could bring forward ideas, and upon a discussion these could be put into place. However, compared to the other cases, it appears staff in Case 2 have less autonomy or ‘permission’ to take initiative and make decisions on their own accord at an operational capacity in the remit of their roles.

Interestingly, decision-making was rewarded in Case 1. With the organisation continuing to grow, there are opportunities for development and promotion for staff level employees. The senior-level staff stated that workers who are more comfortable and confident in taking and making decisions about their tasks and processes are the ones who are likely to take on more senior roles as the company grows. As this interviewee stated:

“There's a couple of younger guys that have come in recently that have really taken to it. And they're very driven, taken on new projects and want to do new things, and I think they're like 21, I think, I think they're 21 or 22? Right, so they've got a great opportunity to grow. So, if we grow, if we double again, there's no doubt that they will then take on, you know, more senior roles.” - **Chief Commercial Officer, Case 1**

Therefore, taking initiative and making decisions has been rewarded in the form of promotions in Case 1. Although this was not necessarily an overt approach to encourage intrapreneurship, those that demonstrated intrapreneurial behaviours appear to be rewarded. However, even if senior leaders have a vision for autonomy, and employees on the staff level perceived that they had autonomy in their role, it seemed that middle managers struggled with delegating tasks and granting decision-making authority to their subordinates. One

interviewee in Case 2 expressed overall the ‘buck stops’ with the middle managers. Here is an example from each case organisation:

“I mean, as a line manager, we go into our sort of weekly meetings and we give basically, I try. I come up with multiple options when we need to make a sort of a decision in that meeting on the development of the product. I sort of I try... I call it herding. I guess I give three options. I give like a really bad option, I give like an over-the-top option, and I give again, I give like sort of like the middle of the road - this is the option we should go for. And when you'll get into trouble is when they choose the one bad one or the over the top. So, yeah, and then that's when you have to pipe up and say, ‘Well we should really go for this one. And this one should be the backup one.’ I try and steer the project, when I go to these meetings, to get the decision I want rather than say, this is the decision we should take, I don't know if that's kind of a passive-aggressive way of decision making, I don't know.” - Senior Mechanical Design Engineer, Case 1

“I was off during August for personal reasons. For me, that was quite a challenge to be off for up to a month. Essentially what my chairman was saying to me is that when you're back, you need to see how the team have managed to operate without you being there and look at how you can delegate some of your work out and you don't need to be involved with every decision. So it was really trying to encourage that mindset of letting go of a little bit of control.” - Head of Communications and Engagement, Case 2

“The team will always come to me if they're looking to do something and whatnot. And to be fair, that's what I would like because I'm a control freak. And, you know, I am, there's definitely things that the team has suggested that I'm like totally let's go for it, crack on. But they don't tend to make decisions, really. They don't really have to make any decisions, to be honest. But for me, as a manager, I just crack on with stuff and don't really ask.” - College Delivery Manager, Case 3

As evidenced from the extracts, in particular explicitly in the extract from Case 2, there may be a disconnect in terms of the intended vision and amount of autonomy for all staff members from senior leadership, and the amount of autonomy middle-level managers are allowing

those on the staff-level to have. A layer of middle management was the norm across the case organisations, which are SMEs, but there is potential for the role of middle managers to be reconsidered which will be explored further in the following sections.

5.4.3 Communication flows

The configuration of an organisation can often dictate the communication between different sections, levels and employees within a company. Across the cases the findings demonstrate that all levels of the organisation and management were accessible, employees did not necessarily have to consult their direct managers but could speak with senior leaders. There appears to be relatively effective lateral and vertical communication flows, as these extracts illustrate:

“You don't ever feel too distant from the management or the leadership, they're always very accessible. And having those conversations that you need to be intrapreneurial, and to have those ideas and develop them, I think you need to have those, those communication, those channels tend to be quite thin, which I think they are. So, the way it sort of set up at the moment, nobody's really, really distant from anybody else. And it's easy to chat between teams and to chat to your manager and to chap the door of the Chief Exec. It's encouraged, which I think really, really helps.” - **Fundraising Manager, Case 3**

“I genuinely do think that it (Case 2) has been structured to make enabling innovation, entrepreneurship, and intrapreneurship, as easy as possible. By being able to speak to senior management so easily, and having such a good relationship with them it's really good for ideas and bringing innovations to life because I can just go to senior management and the chief exec, very comfortably and easily, and ask them questions. I can get answers very easily and they've got much more experience as they're all older than I am, so it's easy for me to learn from that experience because of the way that the organisation is structured.” - **Project Manager, Case 2**

“Our CEO is very keen to try and make sure that management remains accessible. So, he organises a technical drop-in session once every month. So, any member of staff that wants to come and see him during that time can, I think that's

something you don't often find. I don't know if that's something he will be able to maintain if we get bigger but I know he wants to try. So, I think open communication like that is very important.” - Senior Application Specialist, Case 1

These accounts underscore the vital role of communication flows within the organisation, particularly the dynamic between managers and subordinates. Notably, the CEO in Case 1 allocates a structured time once a month to engage with individuals, illustrating a proactive approach to communication. The willingness of CEOs and senior management to impart knowledge and offer guidance, as seen across the three cases, further supports the importance of leadership encouragement in an environment conducive to intrapreneurship.

The case organisations also discussed more organised and planned communication forms, such as scheduled weekly meetings and calls. Case 1 and Case 3 did a weekly all-staff call. With staff teams dispersed and working from home becoming more of a norm following the pandemic, this allowed all staff to ‘touch base’ with each other and facilitated knowledge sharing and awareness of everything that is occurring in the case organisations. A couple of interviewees in Case 3 stated they felt communication was improved during the pandemic due to the implementation of the weekly all-staff calls. It was acknowledged in Case 1 that the all-staff calls are doable at the current size, but as the organisation grows they may need to rethink this but would still strive to have communication as open and accessible between all. However, as was mentioned in the previous section, Case 1 was striving to maintain the ‘start-up feel’ as far as they could. There wasn’t a cohesive or clear day stated for staff calls in Case 2, with interviewees providing contrasting accounts. However, based on the evidence gathered from the interviews, there appeared to be functional team calls, a joint team call between the innovation and project management team on occasion, and depending on the development stage the regulatory team would join for meetings. Some state the Chairman was willing to join any meetings they were invited to, whereas others claim they attend all team meetings. Furthermore, this account provides the perception of information flows and the involvement of the Executive in day-to-day operations:

“The innovation managers and project managers meet every Wednesday morning, either in person or online, [The Executive Chair] attends all those. [The Executive Chair] will come to pretty much anything that we want him to be there for.” - Head of HR and Administrative Services, Case 2

Therefore, based on the evidence provided, including that within Sections 5.4.1 and 5.4.2, the organisation appears rather centralised to the Executive Chair. Whether it is an unintended lack of trust in the staff team, or a lack of confidence demonstrated by the staff team in pursuing autonomy, these factors may be hindering Case 2 in pursuing intrapreneurship to a greater capacity. Despite the fact the Executive Chair advised one of their middle managers to not be involved with every decision and to slightly let go of control, it could be argued they are not empowering the staff team, as much as in the other two cases.

All the case organisations discuss the software packages and tools utilised for communication and collaboration. Case 2 uses Trello¹⁸ to allow for collaboration on tasks and projects and Zoom for communication across the organisation and to communicate with potential client innovators. Case 3 has adopted Microsoft Teams, which allows for calling and the sharing of information. Slack¹⁹ is used by Case 1 as the primary means for communication so information can be disseminated to the whole organisation with ease. The impacts of this on intrapreneurship are detailed by these interviewees:

“Things can be naturally communicated on a company-wide basis when you need to be without being cumbersome. It means you've got a permanent public record of almost every conversation. Someone new starts, or someone wants to get involved in new initiatives. So, if someone's had an idea, and someone goes 'Actually someone last year spoke about that, join that channel', and you can see everything that was ever discussed. So, it means when ideas take off, they move quickly. And the right people can get involved as quickly as possible. [...] Everything is easy and open, I would from a logistics perspective that encourages things like entrepreneurship and intrapreneurship because everyone is genuinely involved.” - Executive Product Development Manager, Case 1

“There's lots of communication channels and actually I think, like a lot of organisations, our communication got better during the pandemic, because we all ended up going on to digital communication platforms. And that's when we introduced something called our all-staff call, which we do every week. And that has

¹⁸ Collaborative project management tool.

¹⁹ Communication platform designed for teams claiming to streamline collaboration and enhance productivity.

been so beneficial to bring everyone together, for the CEO to come on and give any important updates. So, everybody knows pretty much as and when it's been announced, makes everyone feel part of the bigger picture and the plan moving forward. So as much as we have that main call, we've got various sub-working groups and this is groups of staff that join that committee in groups of four or five, and get to work with other staff members that aren't in their team, but have similar values and goals. And that creates even more collaboration, and more ideas, as well.” -

Partnerships and Development Manager, Case 3

This indicates that by leveraging communication software and allowing for full-company communications, in particular, for Cases 2 and 3 with staff dispersed geographically, online tools can aid in fostering a collaborative environment. Ideas can be shared and exchanged fluidly. Across all three case organisations, there is an acknowledgement that with hybrid working and more staff members working from home, it can be a challenge for organic organisational conversations to occur that can often lead to idea generation, but the accessibility provided by such online tools assists in encouraging intrapreneurship in this working context. However, a middle manager of Case 2 felt there is an excess of meetings and communications due to online tools:

“I think in some ways, the pandemic was almost a good thing as it encouraged us to use Zoom and Teams a lot more. We started using Zoom actually, before the pandemic before home-working started. We use it a lot now. I mean, I probably have three catch-ups a week with my team. So, we're actually better connected now than we used to be. It's almost a case of it's gone too far. We almost have, there's almost too much sometimes, there's just too many meetings and you know, too much communication.” - **Head of Innovation, Case 2**

Yet, a subordinate member of their team discusses that they perceived meetings to not be occurring as often as the Head of Innovation states, and meetings covering less depth due to online tools:

“We do have team meetings, but they're less because I think, because if you're doing a Zoom meeting, for an hour every week, you don't need to go around everybody all the time, but then we sometimes miss that detail in how we share. We used to, roughly every two weeks, we would be meeting in person because a number

of us work away anyway. I was always working in Edinburgh, and not going to the office every day in Glasgow. So, I think, because we have a number of us who are remote, it's hard, it takes longer to kind of suss out where you fit.” - Innovation Manager 1, Case 2

Thus, there is a disconnect between the experiences of the middle manager in terms of communication flows and collaboration in their team, and the actual experiences of one of their team members. This person also discusses the impact on the culture of meetings being carried out less frequently in person and feeling unsure of where they fit in the organisation. As these extracts demonstrate there is a divergence in the narratives and experiences of the number of meetings in Case 2, whereas the other case organisations demonstrate a shared experience as the research evidence shows. Compared to the other two case organisations, Case 2 does not have a consistent all-staff call. However, one interviewee in Case 1 demonstrated a rather reflective and analytical view with regard to communication flows:

“There are advantages to potentially having better communication, you could probably micromanage a bit more, as in, you could probably define what needs to be done a bit more within the organisation, but then I think we would probably reduce and remove some of people's natural curiosity and people's natural inclination to just go and do what they feel is right.” - Chief Commercial Officer, Case 1

Thus, along with the experience of ‘meeting overload’ as expressed by the middle manager of Case 2 in the previous extract, too much communication and meetings have the negative implication of potentially stifling creativity. Crucially, informal vertical and lateral communication flows were apparent and recognised as beneficial to the facilitation of intrapreneurship across all the case organisations, with staff-level employees feeling senior management were visible and accessible. However, all the case organisations would be classed as SMEs and this effortless informal communication flow may not be the case in a larger organisation.

5.5 Intentional Facilitation

The data indicates that purposeful and intentional facilitation of intrapreneurship in a formalised and organised approach is crucial in the generation of outputs of intrapreneurship for each organisation that implements internal initiatives or deliberately set aside time for idea generation. Additionally, it was believed that these intentional efforts assisted in permeating a culture of intrapreneurship and encouraging organic intrapreneurial ideas from all levels of staff. This emergent finding indicates that such facilitation is essential in effectively fostering intrapreneurship. Table 5.5 shows the 4 sub-themes that this research identified regarding the intentional facilitation of intrapreneurship.

Table 5.5 Intentional Facilitation of Intrapreneurship

Main Theme	Sub-Themes	Description
Intentional Facilitation	<ul style="list-style-type: none">-Internal Initiatives-Time for experimentation/innovation-Development-Training	Purposeful development of intrapreneurship and outputs of intrapreneurship in a formalised and organised manner. It was believed that these initiatives assisted in permeating a culture of intrapreneurship and encouragement of organic idea generation.

Time is viewed here to be a crucial element in the facilitation of intrapreneurship. A lack of time and having to prioritise day-to-day tasks, whether that be due to deadlines, orders, or external constraints, can hinder intrapreneurship. As illustrated by the Executive Operations Manager in Case 1:

“For me, customer delivery is always key. So, I suppose like, for operations, pushing for a deadline to get a customer order satisfied, that may hinder like, the ability for the other teams to be the innovative and tweaking designs and things because I'm like, ‘Look, there's a deadline looming, we need to get this done’ sort of

thing. So, I guess, I guess deadlines probably hinder it in some shape or form.” -

Executive Operations Manager, Case 1

In particular, due to the nature of work in Case 1, when there is a large deadline or order needs to be fulfilled, the consensus amongst staff is prioritisation goes towards completing the deadline, and there is not as much capacity for pursuits of intrapreneurship, such as experimentation or continuous improvement of existing products and processes. On the other hand, the dedication of time towards intrapreneurship and idea generation can facilitate its development. Many interviewees in Case 2 acknowledge the importance of time, in particular it was also identified in the positioning of facilitating innovation across the NHS. In Case 3, the Chief Operating Officer states they aim to encourage an 80:20 ratio, which was popularised by Google, in terms of the work the staff in their organisation are doing. As in 80% of the time is dedicated to the employees' everyday tasks and 20% of the time is dedicated to taking on other work and projects of interest. The 80:20 approach is also relevant to some government interviewees who recalled adopting the approach previously. Although this approach was not properly mentioned or noted in any of the other interviewees in Case 3, many of the employees certainly felt they had the freedom to work on intrapreneurship projects.

Case 1 set up its own initiative, which appeared to be inspired by the concept of a Hackathon²⁰, to encourage employees to come up with intrapreneurial ideas during that time which was labelled as 'blue sky thinking':

“We have one day, well, 24 hours technically, but most of us are not really quite committed to do a full 24 hours. Having a sort of a small internal competition, where we form teams and come up with an idea of something that we think will benefit [case 1], it can be very generic, so it can be small, big or whatever. And then creating a little video at the end of it to present what you managed to achieve in your 24 hours. And then all the staff get to vote on a few different ideas we had. I think we usually had three criterias. One was like ambition. One was impact. So, like, is it going to be revolutionary for [Case 1] if you achieved? Or is it just like a small thing? And then one was how well you actually managed to do it to come up with something really

²⁰ A hackathon is an event, usually hosted by a tech company or organisation, where software designers and programmers get together for a short period of time to collaborate on a project. The participants work rapidly to achieve their task, as the events generally only last 24 hours or take place over a weekend.

ambitious and really impactful, and then if it totally failed that you could just get a score on the other 2 for trying.” **-Senior Application Specialist, Case 1**

Therefore, organisations actively encouraging intrapreneurship through their own in-house and internal initiatives will assist in developing it. Additionally, the case organisations had stated the COVID-19 Pandemic may have provided an opportunity to focus on developing intrapreneurial ideas with the sudden change in working practices. The impact of major external events will be discussed in more detail in Chapter 6, however, it was found that the sudden change during the pandemic and some organisations having more *time* during this period provided an opportunity for the implementation of internal initiatives to assist with encouraging employees with idea generation. Case 3 the CEO developed and encouraged an ‘in-house’ intrapreneurship initiative during the pandemic. This initiative was described as successful, with employees having the opportunity to pitch their ideas, then being voted on and narrowed down to three projects to take forward and for staff to work on in working groups. One of these ideas came from one of the interviewees, and the launch of their intrapreneurship project was highly publicised across Scotland.

Case 3 previously participated in a partnership programme with an ISO in 2019. During the programme, employees from organisations across Scotland engaged in an intrapreneurial skills development initiative and had the opportunity to pitch their ideas. Similarly, some government interviewees discussed that there are plans in place for an intrapreneurship pilot project to be launched in one of the directorates. The approach adopted by the ISO to develop intrapreneurship is ‘people first’, and the generation of ideas comes after that. Across Case 3 there is a consensus that to facilitate intrapreneurship the importance of staff and people development is crucial as illustrated in the following quote:

“I think it's naturally evolved, because well, it has always been deliberately put in place as a focus on the development of staff [...]. I think that's why it's naturally evolved and why we ended up doing the [Intrapreneurship Support Organisation] programme, why [Intrapreneurship Project] has happened because the investment first and foremost is in staff development.” **-Partnerships and Development Manager, Case 3**

Therefore, the findings point to the importance of organisations encouraging idea generation and continuous improvement as well as dedicating effort to the development of staff for organisations striving to be intrapreneurial. Interviewees in Cases 1 and 2 discussed their access and opportunity to partake in any training courses. Both these Cases operate on an ad hoc basis where if employees found a course they felt was suitable and beneficial for their development, they would be supported to partake in it. Case 3 also offered similar opportunities, however, generally training related to entrepreneurship and intrapreneurship was offered company wide. As this interviewee from Case 1 explains:

“I would say training today has been quite ad hoc just due to the nature of where we are in terms of business maturity. In the very early days, there wasn't time or money for training, if you go right back to the early days. And then we've probably been through a couple of years of if training was needed, it was provided, if you know what I mean. So, it was kind of down to the people to come and ask for it. So, if someone had come to me and said, I want entrepreneurship training, and here's why I would have absolutely got it for them, but I wasn't going to provide it and see who took us up on it. That said, I would say in our next 12 to 18 months, we are making a move more towards broader provision of training in general. So rather than waiting for people to come and ask, putting on regular training that's quite generic. Some of that would be entrepreneurship, some of that would be business sense.” -

Executive Product Development Manager, Case 1

Due to the age and stage of Case 1, they have not been able to offer company-wide training outside of the necessary induction material. There is an aim to offer wider training related to intrapreneurship in the next year. However, this interviewee was the only interviewee across Cases 1 and 2 who discussed training specifically related to intrapreneurship and entrepreneurship. The ongoing ‘Nature versus Nurture’ argument runs deeply within the entrepreneurship and intrapreneurship field. The previous extract and the experiences of Case 3 challenge the perspective that these skills are inherent in only a select few and cannot be trained, countering the belief held by two interviewees in Case 1:

“I'm not sure you can teach entrepreneurialism. What I mean is I don't think you can... if somebody isn't entrepreneurial internally in their frame of mind, I don't think you can teach them to be it, but you can teach them to observe it and write

about it. But you can't make them be it, it's a specific type of person.” -CEO, Case 1

“I would personally say that you can't train entrepreneurship into people, I think it comes naturally. I think all you could do is complement that intrapreneurship. So, if someone's got a fantastic idea, but they don't quite know how to solve the problem, but a training course might help them to achieve it, then I would say that would be something I think [Case 1] are open to. For example, no one in our firm is that confident with using a special type of motor. So, when an electrical team went away for a week's course learning about stepper motors, I guess that's where intrapreneurship helps, you know we want to use this bit of equipment, no one knows how to use it, but we know if we master it, it's going to make our product so much better. So, there is that kind of setup.” -Senior Mechanical Design Engineer, Case 1

The CEO of Case 1 and one Middle Manager were the only two participants across all the interviews to express the belief that entrepreneurship and intrapreneurship are inherent in certain individuals and cannot be trained. The second extract discusses the opportunity for training related to pursuing specific intrapreneurship projects. Furthermore, at an earlier point in the interview, when discussing the organisational culture, recruitment, and how that encourages intrapreneurship in Case 1 — the CEO speaks about a specific employee who had completed a Master's in Entrepreneurship:

“I think the style of people that we've built the team from, so our long-standing employees. And I can think of a few individuals in particular, and one of them is somebody who is not a manager, but he's been with us for a while. And he did study Entrepreneurship as Masters at Strathclyde. He is very indicative of the type of entrepreneurial person who works well at [Case 1].” -CEO, Case 1

This statement arguably contradicts their narrative that intrapreneurship and entrepreneurship cannot be learned and then applied. Nevertheless, interviewees from Case 3 discuss their experiences of the potential advantages of in-house initiatives encouraged from the top in developing intrapreneurship:

“For me, I would like to see the formalised process happen every two or three years because since doing that, I was there at the very beginning of it, we've taken on a lot of new staff who do work remotely. And I think for them to fully understand that is our ethos here, they need to go through the formalised process almost, before they'll start doing it naturally all the time. Does that make sense? I think I've benefited from it being formalised and getting the permission to do it before just being like that.” **-Project Manager, Case 3**

“That [in-house intrapreneurship] initiative then sparked a real interest in me to continue with that vibe. And I thought this has almost gave me permission to continuously come up with ideas that are not necessarily in the strategy or in my role, but something I could see as an opportunity for the organisation. And that's why I ended up feeling I had the confidence to pitch the idea for the [Intrapreneurship Project]” **-Partnerships and Development Manager, Case 3**

Thus, the perception and experience is that regularly encouraging intrapreneurship in a semi-formalised and organised manner may enable employees the confidence to come forward with their own ideas organically within their own time after taking part in a formalised initiative. There are plans for a similar initiative to be undertaken in the summer months of 2023 with hopes of new and successful intrapreneurship projects and pursuits bringing further benefits to Case 3. Although Case 1 has carried out internal initiatives to facilitate the generation of new ideas, they did not offer much in the way of development. Large and formalised projects appear to assist in the facilitation of the kind of behaviours related to intrapreneurship, allowing employees to embrace intrapreneurship in their day-to-day work.

5.6 Conclusion

The main theme of this chapter was to explore the organisational factors that influence the facilitation of intrapreneurship across the three case organisations. Overall, the interviews revealed that although the three case organisations share some similarities in terms of cultivating intrapreneurship in each organisation. There are some key differences, mainly due to the industries and sectors, and the age or stage of the organisations, which brings about differences in the facilitation of intrapreneurship. To start with, there was variance in the understanding and meaning of intrapreneurship within each of the case organisations. Cases 1 and 2, operating in the medical and scientific field had the perception that innovation

is the most appropriate label for their outputs due to the connotations of the word. However, Case 3 perceived innovation to be a component of intrapreneurship in terms of an action or process and were more inclined to label their actions and outputs as intrapreneurship, which is synergistic with extant research (Kuratko et al., 2005b; Bagheri & Pihie, 2011; Neessen et al., 2019). This further emphasises the need, for a consensus on the meaning of intrapreneurship as well as to distinguish it from other ‘similar’ concepts.

With regard to the influence of culture in facilitating intrapreneurship, within Cases 1 and 3, CEOs and senior leaders were credited by interviewees in their organisations for being effective leaders and encouraging a culture of intrapreneurship in the organisation. Although leadership is not as explicitly emphasised by respondents in Case 2 as a prominent enabling factor towards intrapreneurship, the interviewees do discuss their commitment to the organisation's vision and the purpose of the organisation which would have been delivered by leadership. Furthermore, allowing space to fail and experiment was a theme evident across all the case organisations. This aligns with past research on intrapreneurship which emphasises the importance of encouraging risk-taking and learning from mistakes rather than establishing a blame culture (Johnsson, 2017). Additionally, the levels of permission that employees feel that they have and the degree to which they are empowered were emphasised. In case 3, there appears to be a high level of explicit permission for the pursuit of opportunities understood in the organisation. Although in Cases 1 and 2, it appears there may not be as high a level of permission for individuals to try new things on their own accord. This is likely due to the specific nature of the work, processes and procedures that are in place and are required to follow. Nevertheless, employees are certainly empowered to bring forward ideas.

As for recruitment and retention in the case organisations, in Case 3 there was a consistent turnover of staff ‘with potential’ with there being a lack of opportunities for promotion and upward movement in the organisation. It was suggested by some interviewees that encouraging intrapreneurship also assists with staff retention, thus intrapreneurship is arguably being utilised as a form of psychic income. Past research on psychic income from entrepreneurship, in which many entrepreneurs are motivated, at least in part, by noneconomic goals, including satisfaction from the autonomy or from doing the type of work they like (Gimeno, et al., 1997). This potentially aligns with Case 3, which is a third sector organisation that prioritises mission-driven work. However, recent research suggests that

non-profit leaders can no longer presume that workers motivated by prosocial values will seek out and stay with non-profit work, satisfied with the ‘psychic income’ that comes from mission-driven work (Robichau et al., 2024). Furthermore, as Case 1 has become more established and moved towards the scale-up phase it has refined its recruitment and selection criteria. The initial recruitment process in this particular case was based solely on the job description, skills and CV and that gave rise to ‘churn’ and turnover. They now hire much more weighted towards their culture and values. Case 2, on the other hand, prided itself on its low staff turnover. This retention of staff may relate to high levels of satisfaction with work due to the sense of ownership among employees (Erdogan et al., 2012). Nevertheless, all of the case organisations discussed diversity and the composition of the staff team, and the importance and benefits that can bring for enabling intrapreneurship.

It was evident that the choice of structure influences the facilitation of intrapreneurship. The configuration of an organisation will determine how organisational members conduct their activities to move towards organisational goals (Laasch, 2021). Each of the case organisations have adopted a different organisational configuration in order to fulfil the goals and purpose of the organisation. In Cases 2 and 3, the titles of the staff-level positions have arguably been ‘inflated’ with the use of the words executive and manager in the staff-level role titles. Research by Martinez et al. (2008) found that job titles maintain social value, therefore acting as important symbols. It is proposed that some organisations use titles such as ‘executive’ or ‘manager’ for staff-level jobs as they understand that job titles possess a symbolic value that can be leveraged for potential organisational benefit e.g., increased productivity (Martinez et al., 2008). This may also link to psychic income with the role title arguably serving as an incentive for work.

Furthermore, Cases 2 and 3 have siloed the employees and teams based on function and role. The danger of a siloed organisation is a ‘siloed mentality’ where the vision of the larger organisation becomes absent (Cilliers & Greyvenstein, 2012). Despite teams being siloed based on function and role in Case 3, there was an opportunity for staff to join working groups, which provided them with the chance to work with people across the organisation with similar values or interests. Case 1 utilises cross-functional teams for the pursuit of organisational outputs. Past research has highlighted the importance of facilitating communication and idea exchange across different parts of the organisation (O’Reilly III & Tushman, 2013). In all the cases, overall, there appears to be relatively effective lateral and

vertical communication flows. Across the cases the findings demonstrate that all levels of the organisation and management were accessible, employees did not necessarily have to consult their direct managers but could speak with senior leaders. The importance of personal informal relationships and effective communication between managers and their subordinates in encouraging entrepreneurial spirit has been previously highlighted in extant research (Castrogiovanni et al., 2011). Furthermore, past literature has found organisations that enable vertical and lateral communication within an organisation, along with the exchange of creative ideas assist in the promotion of entrepreneurial spirit (Carrier, 1996). However, in Case 2 there did appear to be a discrepancy in the experiences of a middle-manager and their subordinate in their experience of online tools for meetings and the effectiveness of communications throughout the organisation.

In terms of decision-making, Case 1 is rather centralised to the CEO with regard to ‘major’ or strategic decisions. Past literature states that a higher level of centralisation hinders creativity and the development of new ideas, ultimately impacting innovation performance (Dedahanov et al., 2017). Regardless, the current situation of centralisation does not appear to hinder intrapreneurship, with employees feeling empowered to create. In fact, Andrade et al. (2022) propose centralised management and form of ownership may facilitate organisational ambidexterity, which in this instance pertains to an organisation’s capacity to concurrently explore and exploit opportunities (O’Reilly III and Tushman, 2013). The definition has been extended to describe an organisation’s ability to do two different things equally well (i.e., efficiency and flexibility, adaptability and alignment etc.) (Audretsch & Guerrero, 2023). Decision-making was rewarded in Case 1. With the organisation continuing to grow there are opportunities for development and promotion for staff level employees. Workers who are identified to be comfortable and confident in taking and making decisions about their tasks and processes are the ones who are likely to take on more senior roles as the company grows, according to senior management. This aligns with past literature, where it has been found taking initiative and making decisions may be rewarded in the form of promotions (Kim et al., 2009). Furthermore, although all the case organisations certainly seem to be effectively enabling intrapreneurship, it was evident there may be a disconnect between the perceived autonomy those on the staff level had, the vision for autonomy senior leaders had for their employees, and the amount of autonomy middle-managers were allowing for. It has been emphasised in past literature the importance of such a level of control that prevents anarchy but leaves enough space for idea generation (Zahra, 1993). The

recent article by Martela (2023) finds that top management and a 'visionary CEO' is necessary, even for self-managing organisations. However, large organisations could function without middle management. A layer of middle management was the norm across the case organisations, in particular, Cases 1 and 3 function effectively even having an extra layer of management compared to Case 2 (which does have a smaller staff team). However, there is potential for this to be challenged in the future and the necessity of middle managers to be reconsidered.

Finally, across the case organisations the findings highlight top-down facilitation of intrapreneurship, for instance, through leadership vision or internal initiatives, enables bottom-up 'organic' intrapreneurship to occur and empowers individuals through a sense of implicit and explicit permission. This is consistent with previous HRM climate literature, for instance, the research of Heffernan et al. (2016) emphasises the need for organisations to have HRM practices which foster agility and creativity. The CEO and one middle manager of Case 1 were the only two participants across all the interviews to express the belief that entrepreneurship and intrapreneurship are inherent in certain individuals and cannot be trained, which appears to inform their practice. It can be argued these individuals have been 'fooled by randomness' (Taleb, 2007; Gauriot & Page, 2019). With the CEO/Founder credited with much of the success of Case 1, to some extent, the role played by the founder may have been artificially inflated leading to their belief that it is a game of mindset, overestimating their control over events and underestimating any risks (Coad & Storey, 2021). They were still, however, encouraging of employees at all levels pursuing intrapreneurship. Nevertheless, it was evident from the data that intrapreneurship could be trained, developed and facilitated.

To sum up, this chapter has explored the organisational factors that influence the facilitation of intrapreneurship across the three case organisations. Therefore, this chapter has addressed the individual (micro-level) and the actions associated with intrapreneurship, and the organisational level (meso-level). Nevertheless, it is crucial to investigate how institutional and contextual factors influence within the Scottish context (macro-level) intrapreneurship, which will be explored in the following chapter.

Chapter 6 – Beyond the Firm: External Shocks, Pressures, and Influences on Intrapreneurship

6.1 Introduction

The main purpose of this chapter is to explore the role of the external environment and external pressures on the adoption, implementation, and outcomes of intrapreneurship. When considering the contextual factors, it is important to acknowledge the external environmental influences that can impact organisations and the national economy as a whole. The external environment, recognised by Antoncic and Hisrich (2001) as one of the antecedents of intrapreneurship, has historically been viewed as a determinant of entrepreneurial activity at both the individual as well as the organisational level (Covin & Slevin, 1991; Antoncic & Hisrich, 2001). It is important for organisations and economies to be conscious of current global situations and how they may affect them. Past research has, for example, emphasised the importance of an appropriate organisational culture in developing effective entrepreneurial and innovative behaviour to address market dynamics (Slevin & Covin, 1990). For this study, it is crucial to consider the current factors within the Scottish entrepreneurial ecosystem and circumstances affecting the local and global economy. In order to gain a comprehensive understanding of the influence of context and external pressures on facilitating/affecting the development of entrepreneurship this chapter addresses the fourth research question; *How do the external environment and external pressures (such as industry/sector norms, government and policies, and societal expectations), influence the adoption, implementation, and outcomes of intrapreneurship in organisations?*

This chapter provides a detailed investigation of the data collected through interviews and document analysis, in which the key themes examined were; external shocks, ecosystem support, and government policy. The external environment emerges as a dynamic force, acting as both the impetus propelling intrapreneurship forward and a constraint hindering the development of intrapreneurship within organisations. Nevertheless, the case organisations showcase their ability to not only thrive in the face of external shocks but also utilise intrapreneurship as a proactive tool for overcoming challenges. It is noteworthy that phrases echoed by several interviewees encapsulate the importance of intrapreneurship: ‘innovate or die’ and ‘innovation is the mother of necessity.’ Their resonance acknowledges the profound relevance of intrapreneurship in the face of the unpredictability of the external

environment. The reiteration of these expressions by many interviewees underscores the crucial role of intrapreneurship as a fundamental strategy for organisational survival and adaptation.

The influence of external shocks on enabling intrapreneurship in the case organisations will be examined in the following section. Major events in the external environment and their influence in enabling or hindering intrapreneurship in the case organisations are discussed so as to examine the fourth research question in depth. The chapter delves into the funding and finance of intrapreneurship, and funding constraints due to external shocks. While the external environment often drives organisations toward a ‘survival’ mindset, the findings challenge this, highlighting intrapreneurship as a pivotal tool to adapt to unpredictable events in the external environment. Hence, the importance of leveraging internal resources and the reframing of a ‘survival’ mentality will be explained. Thus, the significance of the external environment and pressures is further underscored by the role of major events and external shocks in influencing intrapreneurship in the case organisations.

To explore the research question in further detail, the chapter investigates ecosystem support. The findings emphasise the crucial role of collaboration, community, and networks as catalysts in the facilitation of intrapreneurship. However, differences are observed between the three case organisations in terms of interactions and collaboration with other organisations in the ecosystem, mainly due to the industries and sectors in which these organisations resided. The chapter then focuses on the impact of government-driven initiatives and policies in encouraging and enabling organisations to engage in intrapreneurship in Scotland. A commitment towards encouraging entrepreneurship, intrapreneurship, and innovation through policy development and initiatives launched by the Scottish Government was recognised by all interviewees. However, interviewees from the government held conflicting views regarding whether the government should be intrapreneurial or how much top-down encouragement and drive for intrapreneurship across Scotland should be promoted by the government. However, it can be argued that consensus is required in terms of the government’s role and position in facilitating intrapreneurship across the ecosystem to allow intrapreneurship to further flourish in the case organisations and other firms across Scotland.

In summary, this chapter explores the influence of the external environment on intrapreneurship in the case study organisations. Through an in-depth examination of external shocks, ecosystem support, government and policy impact, this chapter will provide a detailed narrative enriched by insights from interviews and document analysis, offering a nuanced understanding of the causal mechanisms shaping the landscape of intrapreneurship within organisations.

6.2 External Shocks

The impacts of the external environment on enabling and hindering intrapreneurship are acknowledged by all interviewees. The cases felt they were able to adapt to the environment and sudden changes due to being ‘agile’. Table 6.1 shows the 4 sub-themes that this research identified regarding external shocks and their impact on the case organisations in the facilitation of intrapreneurship.

Table 6.1 External Shocks

Main Theme	Sub-Themes	Description
External Shocks	-COVID -Brexit -War -Financial Crisis	Impact of shocks in the external environment on enabling and hindering intrapreneurship.

Many different major events and external shocks were mentioned by all interviewees, but the most notable significant impacts on the Scottish and UK economies in recent times were Brexit and the COVID-19 pandemic. Emerging from these and due to pressures from the Russia-Ukraine War there has been rising inflation which has now led to what has been termed the ‘Cost of living crisis.’ Arguably one of the hardest periods in recent times, as this interviewee expressed concerning their role of facilitating intrapreneurship:

“So what I would say, in terms of the overall context, there's that, you know, this is one of the hardest times that that that I've known, in fact, it is THE Hardest time that I've known to be able to go in to work and to be able to, to persuade people because folks are just, they're overwhelmed, the financial crisis has hit people really hard as well. So, you had people kind of coming out of COVID, pretty exhausted and

pretty tired and struggling, a lot of people leaving. And then this year, and last year, even people, with you know, their budgets before they even did anything, with their [The Government] 15 per cent deficit on the budget. So trying to get in front of people to talk to them about anything that's different, and that's not their absolute core is really hard.” - CEO, ISO

However, despite the potential challenges of the external environment and major events, these appear to influence the case organisations in the facilitation of intrapreneurship. In particular, the pandemic gave many staff the *time* to work on intrapreneurship projects and initiatives. As was mentioned in the previous chapter, Case 3 utilised this time to facilitate intrapreneurship across the organisation. This extract describes their internal intrapreneurship initiative which was established during the pandemic:

“We seized on COVID and realised and recognised people were getting frustrated and tired, they want to do something. So, we started our intrapreneurship programme called [in-house intrapreneurship initiative]. That evolved from a workshop where it was remote, and it was post-it notes about how we're going to make the place greater. The whole organisation, on one of these all-staff calls, all got an opportunity to say ‘Right what we need to do to fix it is.’ We then offered that up and said to the team, to everybody, ‘Right anybody wants to get involved in this, choose.’ And we had three categories that we kind of zoned in on. So, one was to get geographically better and bigger. The second one was to use our site more appropriately at [Case 3 location], to use the space more appropriately for what we do. And the third one was bringing more of a youthful voice into what we do. So, there's three categories, and anybody could jump on to whatever one they were interested in. And they were given three months to make it happen. And that's where, within the geographical reach, we actually realised that our digital department and that social media is something that we're lacking in. And to be able to deliver using digital resources to the Highlands and Islands to different areas was something that we created and that still exists today. So, we created a department from an intrapreneurship activity. The youthful voice, we, again, it was a working group who made this happen, we brought two young people onto our Board of Trustees. And we created our young person's board on the back of that. And the third one was [Intrapreneurship Project], so it was a new start-up business hub for young people

visiting the site. So, we now use the site a lot more effectively for what we do as an organisation.” - Chief Operating Officer, Case 3

The pandemic presented an opportunity for staff to focus on intrapreneurship projects and initiatives, the organisations utilised this time to foster creativity and innovation. Strategic and intentional initiatives were implemented in order to encourage intrapreneurship development. This employee recalls the benefits of the initiative being undertaken during the national lockdown whilst remote working was the norm at the height of the pandemic:

“It came at a very good time because it was during COVID, so there was a lot of remote working. A lot of our operational delivery had slowed down because we weren't allowed to go out into schools [to deliver]... We were being very creative and coming up with digital projects and things - I suppose in an intrapreneurial way as well. But we had more time to spend on these things. So, it served a lot of purposes, it was mutually beneficial, because it helped us feel part of something working remotely, and connected us to our peers, made us feel heard and listened to because the ideas came directly from staff. And again, we were given that autonomy in that time and space to make things happen in whatever we wanted. And we would just check in with the CEO and give him an update. And he would sort of advise if we asked for advice on the direction to take. So, he was there in a kind of consultancy capacity that left it up to us.” - Project Manager, Case 3

Thus, Case 3 implemented their *in-house intrapreneurship initiative* during the pandemic, encouraging employees to address major gaps in the company that they perceived. Employees worked together in working groups on the ideas that were selected and got to pitch their plans to the board of directors. This not only assisted with employee engagement during a period where employees found they had more ‘time’ for intrapreneurship, it also gave staff ownership of work. Additionally, each of these intrapreneurship projects has brought benefits to Case 3. In particular, an organisational expansion of a new department to increase their reach across Scotland to the Highlands and Islands. During the time of the interviews, future planning and employee input were being sought through surveys, and team-building activities to facilitate further employee driven intrapreneurship in the coming months.

Similarly to Case 3, Case 1 also experienced some benefits from the pandemic as it provided an opportunity to focus internally. It was mentioned by some members of the organisation that they had secured a large body of funding, hence, they did not have to worry about sales and income during the national lockdowns but could put their energy into creativity. As these interviewees explain:

“During COVID, we were very lucky, we closed our funding round just before it started. Like just before. And basically, what we did was we sent everyone home with all the kit they needed, and said, you basically now have a blank card to go and blue-sky think, and the things that you couldn't do because we had to fulfil these orders. These orders, these people are now furloughed, and these businesses are closed for now, so let's take this time. And we developed.” - **Executive Office Manager, Case 1**

“It probably forced us to be more intrapreneurial, we kind of went ‘Well, if we've not got an external customer, what can we do internally’, whether that's creating new products or technology that's internally motivated. Or is it how we can be a better version of ourselves? So even just right down to how we behave as a business, we did a lot of rejigging and reshuffling because we almost had the luxury of time. So, it probably forced us to reflect inwards because there was no one else to look, and really shake up how we did what we did. We went into lockdown as a company that delivered a couple of small products that weren't very well proven, we came out of lockdown with the confidence to deliver multi-billion projects, and enough evidence of research papers and demos of products and all these other things, to back that up.” - **Executive Product Development Manager, Case 1**

Therefore, the time Case 1 had to focus internally during the pandemic provided the opportunity to refocus and refine the business. It was also stated they tried to carry out external events during the pandemic, such as online launch events to make the most of the situation. However, two staff members in Case 1 expressed their experience of the challenges in collaboration due to the nature of the work carried out in Case 1 and not being able to work in-person, as this interviewee states:

“So obviously having a lockdown and everybody working from home, that's going to have an impact on that kind of activity. So, with the majority of staff working from home, it definitely made that kind of collaboration on progressing those projects, it made it a bit more difficult. But in all honesty, we managed to get through it using the communication software we've got and using video calls and just sort of encouraging that culture. We managed to get through it” - **Executive Operations Manager, Case 1**

Thus, as this interviewee expresses, with staff dispersed geographically, online tools can aid in fostering a collaborative environment. Through utilising these tools Case 1 had the ability and capacity to adapt and thrive despite the circumstances (this aligns to Chapter 5, Section 5.4.3). Additionally, to be proactive, rather than reactive to the changing external environment, Case 1 decided to adjust its initial business model:

“It's maybe more us getting a bit more focused on sector. And what we have realised, is our focus is far more now on the wearables; dental, medical. Whereas two years ago, our focus was very much industrial. But obviously, the industrial, especially when you're looking at things like power plants, and oil refineries. A lot of this industry is legacy kit that is going to be obsolete in 10-20 years. So, from a purely future-proofing point of view, you know, medical, dental, is in, very much so. Wearables now, is a far more future-proof market. And I don't necessarily think that's the current economic climate, but potentially a future economic climate has made us make the change now if you know what I mean.” - **Executive Office Manager, Case 1**

Thus, Case 1 projected ahead and predicted the environment of the future market, as ‘industrial’ was believed to have less longevity for the company. Case 1 demonstrated their capacity for innovativeness and the readiness to seize opportunities for growth and sustainability. The importance of future scanning, opportunity exploration, and adaptability was also acknowledged by Case 2, as this interviewee conveys:

“It's always an ongoing process, you know, innovation never stands still. It's always got to be never resting on your laurels. We've got to keep innovating. We've got to keep looking at new ideas. You know, I'm talking about artificial intelligence

and virtual reality, but that could well be old hat in 20 years' time. Maybe there's more cost-efficient ways of doing stuff like that in the future. So, you've got to keep horizon scanning is basically what I'm saying. Looking out for new ideas, making sure that everything's, you know, as future proof as possible.” - Communications and Engagement Manager, Case 2

The extract emphasises the continual pursuit of new ideas and the necessity of proactive horizon scanning. The acknowledgement that today’s cutting-edge technologies may become outdated underscores the importance of futureproofing through adaptability and embracing emerging technologies and innovations, such as artificial intelligence and virtual reality. The importance of resilience and agility in navigating the uncertainties of the future is highlighted.

When discussing the external environment, Case 2 mainly expressed their experience in terms of their positioning in facilitating intrapreneurship and innovation in the NHS. Much aligned to Case 1 and 3, Case 2 found that due to the pandemic, those in the NHS who were not necessarily on the ‘frontline’ had more capacity and time for intrapreneurship and innovation:

“Curiously it actually encouraged that. We had more ideas through the COVID period, delivered to us than we would have normally had, in a, you know, a period of time, a similar period of time before COVID. Part of that, or that may be attributable to COVID meant that people on the front line with expertise in acute care and respiratory illness and the like were incredibly busy. Other people in the health service who might have been running a dermatology clinic or something, didn't have any patients because the hospitals weren't accepting people in that area. So there were quite a number of areas where the thing that I've said, on a number of occasions, that can be a barrier to innovation in a big organisation, which is time, wasn't such a barrier because quite a lot of people in the health service actually did have time.” - Executive Chair, Case 2

Case 2 assisted in the commercialisation of a few spin-out organisations from the NHS that were ideas generated during the pandemic. One of those included a lightweight hood made from transparent fabric to create a barrier between the patient and the individual performing

resuscitation that was developed in one of the healthcare boards amid the pandemic (as was first discussed in Chapter 3). Another by-product of the pandemic, which is felt to have assisted in the generation of ideas was that a lot of the barriers and red tape that was perceived to have been in place before were broken down:

“Adopting health care innovation at speed, the pandemic was great in that sense, in that things could happen quicker, a lot of red tape was cut, regulatory issues that took a long time to solve before, it suddenly became quicker by necessity. Obviously, COVID vaccines were the big example. Previously, that would have taken a long time to get into the health service, you know, suddenly it became really quite quick to do by necessity.” - **Communications and Engagement Manager, Case 2**

“I think now that people see that it is possible to do things quickly and turn things around quickly. They'll be much more willing to put their ideas forward.” - **Head of Regulatory Affairs, Case 2**

It was hoped that the speed in which the NHS made decisions and agility moving through processes during the pandemic would continue to encourage more individuals to bring forward their ideas to Case 2. In fact, in a recent press release, the CEO of Case 2 stated the pandemic innovation learnings will be a ‘vital weapon’ in tackling the resurgence of COVID-19 this winter (12/10/2023). Case 3 also viewed and acknowledged the push factors of the pandemic in their positioning of working alongside the education industry:

“I actually think other organisations that we work with, particularly the education sector had a chance to become more innovative because they've been exposed over two years to what else is out there digitally, a wee bit more innovation, they become a bit more willing to take risks because they realised the way they were operating at the start, everything was a barrier, child protection and screens, cameras being on and recording and all that there's a lot of fear at the start, particularly in education and schools. Once they kind of dropped that and realised that the benefits are greater, they're becoming more intrapreneurial, more creative, I suppose, as taking different approaches to generating ideas and inviting more collaboration” - **Project Manager, Case 3**

Therefore, major events such as COVID-19 provided an opportunity for organisations and industries to adapt and change the way they were doing things and generate new ideas. During the pandemic, numerous individuals were motivated to devise creative solutions and products to address challenges that emerged during that time. Industry norms were seen to change, in particular, in two industries and sectors associated with being traditional or conventional. The healthcare system and education sector become innovative and adaptable due to the challenges posed by the pandemic. At the time of the interviews the innovation logics and support for intrapreneurship appeared to persist with a hope for this to continue in the future.

As was mentioned earlier, Case 1 secured a large body of funding through a private investor and a grant from a Scottish entrepreneurship support organisation, so did not have concerns about income during the national lockdowns and could put their energy into creativity. However, this likely would not have been the case for other organisations in Scotland. Due to the nature of the case organisations, they were all reliant on funding for different reasons. One interviewee discussed the effect of impacts from the external environment on funding:

“Brexit has been a catastrophic exercise in so many parts of our society, but in entrepreneurship. COVID, again, took money out of the Scottish budget. And, and so does the Ukraine war, for example. And that means we can't invest as fast in some of the programmes we organised. We started programmes last year, like the ecosystem fund that we can't fund this year, or not to the same extent. And that's... so anything that depletes your budget, the inflation rate, the dire state of the economy, none of these things help us invest, and when you really need to invest is during these downturns. But that's a hard argument to make when you have rampant inflation and can't pay the nurses properly, and so on and so forth. So, these events are always problematic. By treating a lot of our issues back to the exacerbating effects of, making our biggest trading bloc have a lot of friction, and discouraging talent to come here. That's still the biggest one by far. Yeah. Because you're seeing other countries get over COVID and start to, you know, add economic activity again, much faster than the UK is doing.” - Chief Entrepreneur, Scottish Government

This highlights the impact of funding constraints caused by external factors. Additionally, the importance of talent diversity in driving intrapreneurship and the potential constraints caused by a lack of international talent is emphasised. Past research has identified that cross-cultural teams can assist in opportunity development and identification (Muzychenko 2008; Elo & Vincze, 2019). This was discussed in the previous chapter, with Case 1 in particular having pride in its team diversity. A few interviewees also expressed their concerns about a brain drain of ‘talent’ from Scotland, both due to the effect of a potential lack of EU citizens immigrating to Scotland, and individuals from Scotland choosing to emigrate. Furthermore, Brexit has caused issues across the case organisations in terms of legislation, slow processes, and a lack of clarity. It has made it more difficult to access certain markets, and in particular, for Case 1, supply chain issues have also been experienced. However, a couple of interviewees discussed the value of intrapreneurship in problem-solving to overcome the supply chain issues they were facing due to Brexit, as this interviewee recalls:

“Intrapreneurship gives you the ability to quickly think of alternative solutions to solve that problem. For example, we've got a [product] that has certain resistors that have run out of stock, or you just can't get them because they're back ordered for like six months. You know intrapreneurship is to quickly come up with a solution where you can replace that resistor with another one or do away with it or use less of them. So that is where intrapreneurship can be quite successful. It's not great that you're having to solve a problem with doing the intrapreneurship to solve that problem, because you don't want these supply chain issues, you just want them to be as fluid as possible. I think that's where, yeah, definitely, that's where intrapreneurship can work, you know having the right team in place that they can solve these problems.” - Senior Mechanical Design Engineer, Case 1

This extract sheds light on intrapreneurship as a tool to overcome shocks or hurdles from the external environment. As stated in the extract, alternative options were scoped in order to problem solve and overcome this hindrance and thus recognised the benefit of intrapreneurship. Issues in terms of access to the EU market and regulation issues due to Brexit were acknowledged by Case 2:

“In the regulatory space there's a perfect storm of regulation and Brexit has caused huge issues and continues to cause huge issues. And it means that a lot of small companies trying to get into the medical device space it's either going to be extremely expensive, or it's just going to be such a long time that they're going to miss the window. I think when we get the whole Brexit mess sorted out and UK legislation is actually published in place and people know what they're doing that will take away a lot of the ambiguity and a lot of the risk associated with this. A lot of people shy away because it's heavily regulated, and there's so much ambiguity. But once that's clear and sorted out, people will be much more confident to come look into that space.” - Head of Regulatory Affairs, Case 2

Therefore, in terms of the positioning of Case 2 in facilitating NHS innovations and products and assisting in all areas of the process, the hindrance of ambiguity due to Brexit and regulations was highlighted. Due to the lack of clarity, it is thought this may discourage individuals from coming forward with ideas and innovations. It is hoped once UK legislation is published and there is greater clarity, individuals will be more willing to come forward with ideas. Brexit was not discussed in the same regard in Case 3, likely due to their focus and role to provide a service within Scotland.

While all the case organisations were able to provide examples and recall instances of major events and the external environment encouraging them to be intrapreneurial, internal intrapreneurship initiatives were utilised in Cases 1 and 3 during the pandemic to engage staff while working remotely. Not only did these projects provide ownership to employees over their work, they also brought benefits to the case organisations. Instances in which circumstances pushed the organisations towards intrapreneurship were recollected. For instance, Case 1 overcoming supply chain issues caused by Brexit, and many of the innovations and ideas motivated by challenges during the pandemic are supported by Case 2 within the healthcare service. However, the reality for many organisations outside of this study is that there may be less of a mindset and capacity for intrapreneurship when there are environmental challenges at play. At least from the perspective of the members of the government and the experiences of the CEO of the ISO, is clear that often organisations focus on ‘survival’ during challenging periods, such as economic downturns. Yet, as has been highlighted in the previous sections, intrapreneurship can be utilised as a tool or

strategy to overcome challenges and bring about positive change to the organisation by looking inward. For instance, as these interviewees explicitly stated:

“Suppose maybe the perception that you need money to do things, the cost of living in crisis, and, you know, funding being cut back and things, I think there might be a perception that it's a nice to have, it's a luxury, and you need funding to do it. And I think if we can show that you actually don't. And it's actually important, it's important for the growth of an organisation.” - **Project Manager, Case 3**

“The very basis that the free time is very tight just now. And people are on efficiency drives, we know that. But very often, it can be the case that creating greater efficiency from an individual you're already hired, rather than having to bring in consultants to check things. But... but very much that idea of driving that efficiency from within by investing in people to allow people to take that chance, I... it's the storytelling, I think needs to get out there a bit more.” - **Head of Agriculture Support Policy Development Unit, Scottish Government**

“So all of these pressures combined, I think, are making it on the one hand, the case for intrapreneurship becomes much stronger because by definition, if you've got less money and less capacity, you need to look at where you've got uncovered potential and say to organisation - If you are worried about how to recruit and retain the best people, then actually one way to do that is to give them a voice in your organisation, give them a stake in the organisation and encourage them to develop. And, but if you're really under pressure financially, and you're really under pressure in terms of the demands of just keeping the day-to-day running, then you don't always get to that bit. So, you know, the more I need to go to the gym, because I'm, you know, heavy and overweight and unfit, maybe the less likely I am to go do it. That's probably not the best analogy but you get what I mean [laughs]” - **CEO, ISO**

Therefore, as captured by these three extracts, and as illustrated through the use of a questionable analogy in the third extract, there is an importance in utilising the resources and staff within the capacity of the organisation to facilitate intrapreneurship. The narratives in this section shed light on instances where the case organisations demonstrate adaptability in response to external pressures. A prime example is the economic disruption caused by the

COVID-19 pandemic, which presented a unique opportunity for these organisations to engage in introspection and actively pursue intrapreneurship. The pandemic-induced economic shutdown served as a catalyst, prompting these organisations to explore new avenues, re-evaluate their strategies, and ultimately enhance in fostering a culture of intrapreneurship as a means of navigating and thriving in a rapidly changing landscape. The second extract alludes to the importance of story-telling and promotion in encouraging intrapreneurship which will be explored in more detail in the following section.

6.3 Ecosystem Support

All interviewees highlighted various aspects of ecosystem support that contribute to the success of intrapreneurship, while also pointing out the absence or a lack of certain elements hindering the development of intrapreneurship within the case organisations. Table 6.2 shows the 6 sub-themes that this research identified regarding Ecosystem Support and its influence on the case organisations in the facilitation of intrapreneurship.

Table 6.2 Ecosystem Support

Main Theme	Sub-Themes	Description
Ecosystem Support	<ul style="list-style-type: none"> -Promotion of intrapreneurship -Networks -Community values -Balancing collaboration and competition -Funding 	Support across the ecosystem in terms of promotion of intrapreneurship, collaboration and funding.

The importance of collaboration between organisations in Scotland is acknowledged by most of the interviewees across the case organisations and the government. This collective recognition emphasises the pivotal role collaboration plays in promoting intrapreneurship. In terms of collaboration, that is something that is encouraged by the government in the form of the Scotland Can Do Initiative and the Can Do collective:

“I think, if you want to achieve anything, then there's got to be an aspect of community around that. So, you know, that's what we focused on with the Can Do

movement was building a community. And that's important because you just have that sense of, you know, when you do have those inevitable setbacks and whatever, then you've got, you can go to someone and you've got people who understand and if you have a problem, then you're not overwhelmed by you know, the, the loneliness and oppression of dealing with that yourself. You can just turn to someone who's been there before and they will, and they will help you through it. And I think that's part of the challenge. It's just overcoming a mindset where people think they have to go alone. We have to sort of the idea of the entrepreneurial lone wolf, kind of, the lone genius kind of person, maybe visions of, you know, Elon Musk, you know, just some kind of totally out there, entrepreneurial genius, who just, you know, makes things happen, out of the strength of his character and intelligence. And it's, that if you ask Elon Musk, you know, what changed it for you, he would say 'Oh well, this person and that person and that organisation, and at that point in time, and that linked to that, and that linked to that', and it's not so it's, it's, it's helping people to understand it's a community-based endeavour, and that you're not alone, and that the little failures are not catastrophic, but actually part of the learning that goes towards the ultimate achievements.” **-Senior Policy Executive, Scottish Government**

This aligns with the finding from the previous chapter of allowing for failure and learning from those mistakes, but also the value of mentors and leaders in providing guidance — on a macro-level in the Scottish Context. They also stress the importance of reframing the idea of entrepreneurship and intrapreneurship being a ‘lone wolf’ character, towards a collaborative effort. Additionally, some of the government and policymakers interviewed stated that simply ‘storytelling’ and generating publicity about success stories may create greater awareness but also inspire others to be intrapreneurial. This is much aligned with Case 2 and its positioning of facilitating innovation in the NHS. The importance of digital presence was emphasised by all interviewees in Case 2, concerning the rebrand and name change of the organisation, and the revamp of their website to provide information testimonials to assist with engagement. The CEO of the ISO attested to the importance of digital presence for increasing reach, the organisation launched an online platform this year to showcase success stories and provide a space for learning and networking for intrapreneurship. As this interviewee verbalised concerning the importance of promoting success stories:

“I think there's a flywheel effect here. So, the more you see success stories, the more people want to be their own success story. So, I think we need to put in some upfront investment in time, the right model, some money, and we need to over-celebrate success stories and then people will start to get curious and want to be part of that.” **-Chief Entrepreneur, Scottish Government**

Therefore, raising awareness and celebrating success stories can contribute to fostering the growth and development of intrapreneurship both internally within staff teams and throughout the entrepreneurial ecosystem by inspiring other organisations. An illustration of this occurred when a participant from Case 3 suggested the *in-house intrapreneurship initiative* to an organisation where they serve on the board, as they recollect:

“The organisation that I'm a trustee with, I took the [in-house intrapreneurship initiative] idea to them. And we did that as a staff team in order to create the new strategy. And it was something that's totally new to them because their team had never done something like that. So, it was a great way of getting everyone involved and making sure that they all felt part of the organisation. And I think that's a massive thing.” **-Communications and Marketing Manager, Case 3**

This exemplifies role modelling within the context of intrapreneurship. This undertaking was entirely novel for the organisation, as the team had not previously engaged in such an initiative. The process proved to be a powerful method for ensuring that everyone felt an integral part of the organisation. This internal initiative in Case 3 has resulted in the integration of intrapreneurship as a key component of the strategy in another Scottish organisation. In particular, in Case 3, the organisation demonstrated a strong commitment to intrapreneurship by actively supporting and celebrating intrapreneurial projects and achievements, with press releases and articles being circulated nationally. Additionally, internally, the Finance and HR Manager stated that while going over policies and procedures with new staff recruits, they inform them of the intrapreneurship success stories to reinforce that they can feed into ideas. All interviewees in Case 3 were able to recall certain examples or many of the same success stories from their organisation. This aligns with the experience of the CEO of the ISO, working alongside third and public-sector organisations, when staff members are pitching ideas against each other. There have been no feelings of jealousy if

another idea is chosen as members are value-driven and supportive of whichever idea will bring the most benefit in the organisations they have worked with. As these two extracts from the CEO and a middle-level manager highlight:

“The people are not elbowing each other out of the way to meet their ambitions, they are very much celebrating each other's successes, lifting each other up. There's a real sense of shared celebration when something goes well.” **-CEO, Case 3**

“We are very values-driven. And I think if someone came in and was like, 'Oh, I've had this idea, and it's gonna make us like millions, but it's not very ethical' like no one would go for that. As much as you're going to make millions, nobody within [Case 3] is particularly money-driven, for it being an enterprise organisation. That's not our driver. We are far more about creating opportunities. I think that's probably the secret to it is making sure that what you're trying to do really aligns really well, with the organisational values.” **-Communications and Marketing Manager, Case 3**

In essence, the accounts from the interviewees, as well as the experiences of the CEO of the ISO, underscore a culture of collaboration, shared celebration, and fostering an environment where intrapreneurship is valued for the benefits it can bring to the collective rather than individual gains.

According to the government interviewees, research conducted by a Scottish University found the collective badging and brand of Can Do assisted in bringing people together. Participants in Case 2 recalled a collaborative event which discussed Intrapreneurship in Healthcare and included attendees from the Scottish Government, NHS and Academia, as this participant explains:

“I mean, broadly, the word intrapreneurship is starting to be used a lot more in sort of government circles. There was a really good event actually that we supported a few years ago, I think it was 2018 or 19 which was sponsored by [Glasgow Newspaper] and it was called intrapreneurship in healthcare or something. It was a one-day event in Glasgow, and it was about one of the first times

that people from the Scottish Government and NHS and academia got together in one place and actually said, what does this word mean for us? Let's chat about this. Can we drive it forward? It was a really good event actually. And since then you do start to see the word intrapreneurship. A little bit more in publication to the Scottish Government, sometimes you'll see the word in articles or press releases, I think people are starting to understand more what the word means and means for them."

-Head of Innovation, Case 2

This extract highlights the importance of cohesiveness and collaboration among stakeholders, sectors, and industries in fostering a shared purpose. Additionally, this event also served to garner publicity and appeared to have assisted in generating an awareness of intrapreneurship. However, although this demonstrates collaboration and a commitment to encouraging intrapreneurship across the ecosystem, it may be of benefit to host similar events with a broader range of stakeholders and not just those involved in healthcare to foster deeper collaboration. Furthermore, as was evidenced in Section 5.2, it is clear more work is required in order for a shared meaning of intrapreneurship within Scotland, as there is still a lack of understanding of what intrapreneurship means for the Scottish ecosystem. The CEO of the ISO stated they have been trying to build a community of intrapreneurs from the organisations they have collaborated with, although there have been issues in recent times with environmental and economic constraints:

"Well, I think, I think part of the problem becomes when people are really stretched, and when people are financially estranged. It becomes more difficult to collaborate with other people because I think you become a bit more inward-looking. And so that's, that's partly what we're seeing. That's another one of the obstacles at the moment, to that approach." **-CEO, ISO**

Nevertheless, they were still optimistic and discussed their hopes for cultivating a 'vibrant' community of intrapreneurs and a network of leaders throughout Scotland who are committed to propelling change. Amid these challenges, there is an opportunity for the ISO and other support organisations to explore avenues for additional support and provide clear testimonials showcasing the tangible benefits of collaboration, especially during challenging times. This could further bolster engagement and encourage a community of intrapreneurs to form — even during 'challenging times' and external shocks in the ecosystem.

More specifically, all the case organisations discussed their views and experiences of other organisations in the ecosystem. The value of networks and social capital emerged as a prominent theme across all case organisations. However, the manner in which the case organisations interacted and utilised these networks and support differed based on the age, stage and sector of the organisations. Case 1 appeared to have more of a competitive and individualistic outlook, however, though this is likely due to the positioning of the organisation and the stage of growth they are at. Nevertheless, many of the Executives acknowledged the value of networks:

“Network is probably the strongest thing you get with these [Entrepreneurship Support Organisations], Scottish innovation is so much based on knowing the right people. And I think we've got a good entrepreneurial environment [in Scotland] that gets people from nothing to something very well.” **-Executive Product Development Manager, Case 1**

Therefore, although Case 1 did not discuss collaboration with organisations, the value of ESOs and networks within the ecosystem is recognised. In Case 3, it is mentioned that there is an organisation with similar values to Case 3. However, this organisation has a different approach, and a more global outlook and reach compared to Case 3. The focus of Case 3 is only on Scotland, while the other organisation has a more international perspective. Therefore, it is described there is a partnership and collaboration with this organisation, rather than viewing them as a competitor. Case 3, also discusses collaboration with different organisations across Scotland, as this extract highlighted:

“I think intrapreneurship is about community. So, it's like you're building a community. So that when you're in work, you've got your network and you're mentoring people, and I think it's all part of a big puzzle, it's not something that should be sat on the side. It should be part of that sort of puzzle of enterprise and networking and community.” **-Finance and HR Manager, Case 3**

This underscores the significance of fostering collaboration and a sense of community in the facilitation of intrapreneurship across Scotland, as well as the importance of mentoring others in its development. It highlights the interconnectedness of these elements in

cultivating a thriving ecosystem across Scotland. It must be acknowledged that different organisations may adopt unique approaches to strike a balance that aligns with their goals and positioning. Both organisations derived value from social connections, however, the utilisation and nature of these differed due to the values and goals of the organisations. Embracing this diversity, understanding the varying needs, and championing the balance between both collaboration and competition, establish the foundation for intrapreneurship to thrive and contribute to the broader landscape of innovation and growth across Scotland.

Due to the positioning of Case 2 and other government or Public-funded organisations in a similar remit, the entrepreneurship and innovation support landscape is perceived to be cluttered. Case 2 appears to share similar or have overlapping objectives with some of the organisations in the landscape. The organisation that is most closely tied structurally with Case 2 is an organisation which is also funded by a grant from the Chief Scientists Office, whose focus is on research outputs rather than commercialisation. Yet there is a ‘bridge’ between the two organisations as they share a communications team department. Additionally, whilst the focus of Case 2 is to commercialise organisations and spinouts from the NHS, there is another organisation that strives to work in partnerships with organisations to bring innovation into the NHS. Furthermore, there is an organisation which disseminates procurement calls for funding to fund specific developments to bring into the NHS. There does appear to be partnership and collaboration between these publicly funded organisations, signposting clients to the appropriate service. Although, Case 2 discusses their collaboration and communication with organisations in a similar remit to theirs:

“There's lots of people doing similar things. But all in a slightly different way. So, it can be hard sometimes to keep track of who's doing what. But I don't think... competitors not really, we work, depending on what project comes in, and the size and scope of it - we work in partnership with other people.” **-Head of Project Management, Case 2**

Some interviewees consider the potential positives of the ‘overcrowded’ support landscape, such as it being a reflection of the encouragement of entrepreneurship and innovation in Scotland, many interviewees in Case 2 stated they had strong partnerships and collaboration with these other government-funded organisations. However, this interviewee shared their views on the Scottish Government’s funding decisions:

“Scotland has a bad habit of funding lots of lots and lots of things with tiny amounts of money, as opposed to a smaller amount of things with a lot of money.” -
Chief Entrepreneur, Scottish Government

In fact, three interviewees in Case 2 explicitly acknowledged the arguably peculiar choice of funding these few organisations with rather similar aims or visions, stating the streamlining of the organisations providing similar support services could be of benefit. This perspective raises questions about the allocation and distribution of funds, suggesting a potential area for improvement in optimising the impact of funding decisions. In the context of Case 2, their collaboration with similar government-funded organisations becomes not only a strategic necessity in navigating the cluttered innovation and entrepreneurship landscape but also a testament to adaptability in leveraging partnerships depending on project needs and recognising the value of collective efforts within the crowded landscape. If these services were streamlined there would potentially be more capacity to assist with innovation and additionally, there may be greater available funds for activities associated with intrapreneurship and entrepreneurship.

Funding is mentioned by many interviewees across the case organisations as a hindrance to the capacity to invest in intrapreneurship initiatives. However, in Section 6.2, the importance of not perceiving funding constraints as a barrier and utilising resources within the organisation is highlighted. Case 1 is Angel Funded, and although they are revenue generating, they are not fully profitable yet, so are still relying on investment capital. Case 3 relies on funding from the government and other sources, however, they have had to reflect on the model of some of their programmes to generate an income for themselves for sustainability and the future of the organisation. When discussing what they thought was the biggest challenge for intrapreneurship in the entrepreneurial ecosystem of Scotland, this participant stated ‘funding’:

“And so, funding, resource access to funds. It's quite easy to get funding at the proof-of-concept stage, is quite easy to get, well not easy to get, but you know, it's recognised that you need investment to commercialise your innovation, and obviously, mid-point to scale up and innovation is quite difficult to fund. Yeah, definitely funding and resources. [...] I think a lot of our innovations are as a result

of, you know, needing an alternative way to do something because the funding isn't there to perhaps improve it. Everyone's very aware that we're having to do more with the budget that we have. So, I would say that probably the most pressing external factor is finance and resource.” -**Head of Project Management, Case 2**

Although they describe funding as a constraint, they do acknowledge that generating an alternative approach due to a lack of funding has facilitated innovations with Case 2. Cases 1 and 2 acknowledge that support and funding are straight-forward at the start-up stage, but as an organisation grows and moves through other stages, such as scale-up, it is more difficult to access support funding which may have an impact on the future growth of some of these organisations, and the entrepreneurial ecosystem of Scotland as a whole. Therefore, securing funding and nurturing a diverse workforce is pivotal for facilitating intrapreneurship development. Although, in a recent news article (7/2/23) the Chief Entrepreneur emphasised the importance of funding and support for, what they described as ‘scale-deeps’, which have a small number of employees, rather than mainly focusing on high-growth start-ups. In the instance of Case 1, grant funding has provided them with the opportunity to take the time needed to pursue intrapreneurship rather than securing customer orders for survival, as this interviewee explains:

“I think the biggest thing is just some of the grant funding we've had that has had a big impact. Because if we can get money in to work on things that aren't for a customer, yeah, that gives us time and money to be like, ‘Okay, well, what's the greatest thing we think we can make, and work on it.’ Whereas when you're working directly for a customer, like I said it, you can still encourage innovation, but at the end of the day, you've got to give them what they want. You have less capability to explore. I think also as well, that sometimes if you want to try to explore something that's very, very early stage, a lot of customers won't want to spend money for you to research it when you can't prove yet whether there's any chance of it working.” -
Senior Application Specialist, Case 1

The grant funding provided an opportunity for the team to engage in exploratory projects as it minimised the constraint caused by a lack of funding and time to experiment. Hence, a lack of time and funding hinders their ability to delve into early-stage concepts that might not yet have proven viability. Additionally, the interviewee notes that customers may be reluctant

to allocate funds for research into unproven ideas for orders placed. This limitation further underscores the importance of grant funding and support in enabling Case 1 to undertake intrapreneurial initiatives at this stage of its organisational development. Expanding further, the interconnectedness of these elements highlights that intrapreneurship in an ecosystem is not a one-size-fits-all concept. Each organisation, influenced by its unique positioning, growth stage, and values, navigates the landscape differently.

6.4 Government and Policy

The influence of government and policy on facilitating intrapreneurship in the case organisations is acknowledged by all interviewees. The government is discussed both outwardly in terms of the policies and strategies that impact organisations across the ecosystem and inwardly in terms of intrapreneurship occurring within the government and staff teams and the influence of that on organisations. Table 6.3 shows the 4 sub-themes that this research identified regarding government and policy and its effect on the case organisations in the facilitation of intrapreneurship.

Table 6.3 Government and Policy

Main Themes	Sub-Themes	Description
Government and Policy	<ul style="list-style-type: none"> -Policies -Initiatives -Strategies -Internal government Intrapreneurship 	Both outwardly in terms of the policies, initiatives and strategies that impact organisations across the ecosystem and inwardly in terms of intrapreneurship occurring within the government and staff teams.

Across the interviewees, it is recognised and perceived that there is a commitment towards entrepreneurship, intrapreneurship and innovation throughout Scotland from the government. With regard to intrapreneurship within the government and staff teams, there are conflicting views amongst the interviewees about whether the government should be intrapreneurial, and how much encouragement and drive across Scotland should be promoted top-down from the government or if it should be flourishing bottom-up from

organisations. In fact, the government has plans to launch an intrapreneurship pilot in one of the directorates in partnership with the ISO, as explained by this interviewee:

“We're about to start a pilot on intrapreneurship, where essentially, we'll bring in an external company to help us to put a kind of challenge event people within the DG (Director General) will be able to kind of provide ideas on how they think we should be doing things and what we should be doing differently. And to bid into a fund essentially, to try some pilots to try and do things differently. So, it was really early days. So, I don't have an awful lot of experience on how it will work out. But we're just getting ready. And as I say the kind of the driver behind us is we believe that the people who are delivering the policies we have so as to say we've got 600 odd staff, the people who are active things understand best how to do this than the management team who are a bit further away from the kind of the frontline and will have ideas that we wouldn't have thought about because they will see it from a different angle. So, it's really an opportunity to try and leverage the ideas that people across the office have.” **-Deputy Director 2, Scottish Government**

Although following the experience of this pilot programme could have been a fruitful avenue of longitudinal research, it was outwith the timescale and scope of this study. Nevertheless, it still provided an opportunity for interviewees to disclose their hopes for the programme, and experiences of intrapreneurship before the launch of the programme. For instance, previous methods to facilitate intrapreneurship such as the 80:20 method as popularised by Google, or surveys to gain feedback from staff and generate ideas were also discussed. Another interviewee expressed support for the government and public sector being more entrepreneurial and intrapreneurial, yet they also voiced concerns regarding the challenges in achieving this balance:

“The government has a complication that there's two reasons why you've got to be careful with government. One is, you don't want to be able to iterate so quickly that Donald Trump can come along with an extreme policy and that gets implemented tomorrow. And actually, we saw that with the Liz Truss debacle, it was an attempt to ignore all the safeguards and just do something to be crazy, and she was warned but just pushed through all that. So, you do need a bit of inertia and a bit of checks and balances. Another thing is because you're spending public money, you do need a bit

more inertia and are we spending this wisely? The problem is that these two things cause governments to, you know, this is an unstable model, so it causes governments to rush over to the side of over-caution, over-checks and balances, over-bureaucracy, over-covering their back. So, I think you're trying to balance an organisation with an unstable point where it's not reckless, and it's not bureaucratically bound. And often Startups fall to the former direction. And often governments fall to the latter. So that there's certainly value in looking at how you can government's move towards that centre, unstable point of, of restlessness, of reasonable iteration speed of a little bit of risk-taking. But that's hard to do in government.” - Chief Entrepreneur, Scottish Government

Additionally, this interviewee went on to articulate the idea that, when it comes to promoting intrapreneurship across Scotland, a predominantly bottom-up approach, with intrapreneurship originating from businesses rather than government, might be the most efficient. Yet, one of the interviewees from the cases also conveyed their perspective on how the government’s impact is perceived:

“I think, clearly the government have come right out and said that we need to innovate to move forward. And that has filtered down. There's clearly a big push towards innovation and I think I'm starting to see lots of push in the same direction. So, I would say that's quite positive.” - Head of Project Management, Case 2

This underscores the significance of the government actively encouraging and ‘pushing’ organisations to embrace innovation and intrapreneurship. Furthermore, the creation of the Scottish Government’s role of Chief Entrepreneur in 2022, and the appointment of significant figures as change agents in the roles of Chief Entrepreneur, Chief Scientific Officer and Chief Scientist for Health and the benefits that they may bring with their experiences and encouragement towards innovation were noted. In particular, in relation to Case 2, many interviewees perceived the prospects of the Chief Scientific Officer and the Chief Scientist for Health’s focus on innovation:

“We've got a new chief scientist of health. And she's quite focused now on changing things from being research and development-focused to more innovation-focused. The idea that it's all very well, you can go and do the research till the cows

come home and you can research whatever you want, spend a lot of time and money on it. But you don't necessarily have something to show for it at the end of it apart from a publication or something. Whereas, if you focus on innovation, you're likely to develop a product, something that's going to contribute to the economy. So, I think having, you know, the government have put [Chief Scientist] into that position. I think that's a good thing as well, in terms of what they do to support it across." - **Project Manager, Case 2**

The choice of individuals is both symbolic and demonstrates the Government's motivation towards fostering intrapreneurship across Scotland. Their commitment and progress have been recognised by many interviewees. However, one interviewee, the Head of Agriculture Support Policy Development Unit, expressed concern about the choice of Chief Entrepreneur, arguing that they were not representative of the population, particularly as they came from what this interviewee described as a 'niche sector.' Whether this statement is due to actual concern, feelings of professional jealousy, or the belief another colleague could have been an appropriate fit for the role, nevertheless, the creation of these positions appear to be a positive step forward in terms of the Scottish Government's commitment to significant ecosystem development.

Across case organisations, especially Case 2 and 3, there was a prevalent observation of government policies driving these organisations towards objectives or changes:

"Well, one of the things that the organisation is very good at doing is being there really on the front-line when new government priorities and initiatives are brought to the fore in order that we can very quickly align ourselves and we can very quickly look at how is what we do going to have a positive impact for that particular strategy or that particular plan." - **CEO, Case 3**

Along with that, Case 3 also highlighted the importance of lobbying support from the government. During the time of the research interview period in Case 3, many of the staff members from all levels in the organisation had the opportunity to attend and participate in a parliament session addressing education enterprise which is integral to the purpose of the organisation:

“You've got to lobby, you've got to. We've got a business in parliament session in a few weeks when we are going to sit in the Parliament, and we are presenting about enterprise to MSPs, about education enterprise, so we're very good at lobbying the government.” - Chief Operating Officer, Case 3

Thus, Case 3 both align themselves to new government priorities but also recognise the value of lobbying to the government for support of education enterprise. This is likely due to their positioning as a third sector organisation relying on funding and support for survival but not having direct or constant funding from the government, hence, they have to make their case for support at points. Furthermore, Case 2 shifted their strategy from open innovation calls to encourage ideas from individuals in the NHS, to focused innovation calls based on the needs and demands at certain periods. This interviewee explains:

“The other thing we try and do, again it goes back to how are we efficient with our time? How are we focused with our time - given that, you know, we're a small organisation relative to the size of the health service. Is rather than just saying 'Come to us with any idea', which is kind of a little bit what we used to do. We have become, in the last three or four years, we have become much more aware of the importance of aligning what we do with kind of wider needs. So, you know, the health service is quite good at demand signalling, they can tell you where it is they need something new. And so, you can say, if it's clear, for example, as has been recently that an area of need, an area where it's generally felt that new ideas could be helpful would be around Ophthalmic care, so eye treatments. so rather than us just saying, you know, which we still do, but we don't say it in such an overt way that we'll look at anything, what we now try and do is say, perhaps every six months, we have a real, really determined focused effort to generate ideas in a specific area that is an area of need for the health service, and Ophthalmic work is a current example of that. We'll focus on what we call an innovation call.” - Executive Chair, Case 2

The extract emphasises the importance of Case 2 being efficient with their limited resources, acknowledging that the organisation is relatively small compared to the vast healthcare service. By aligning their innovation initiatives with healthcare and government priorities, they ensure that their time and resources are directed towards areas where there is a pressing need. Within the context of Case 3, an interviewee delved into the deliberate and

environmentally responsible decisions taken during the planning and execution phases of one of the intrapreneurship projects:

“We are trying to become fully sustainable, so that we're not creating waste like obviously the little eco pods you're aware of [Intrapreneurship Project], they're fantastic, so that's fully the recyclable what it's been made out of, the storage containers can turn into those little offices as you can see. And I think that is the mission is to try and continue that through the site. Because at the moment, that particular area is fully sustainable, like electric, everything is all sort of sort of circular, where we are trying to push that throughout the rest of the site. And again, that's the impact that the government's had, not necessarily pressuring us into it, but it's more obviously, they are becoming more aware of being sustainable, not just for us, but for Scotland as a whole. So, we're trying to do the right things within our organisation to make sure that it's making a long-lasting impact for everybody else as well. But if we can get that then hopefully other organisations can kind of do the same as well.” - Programme Executive, Case 3

Although it is recognised that the government has ‘pulled’ Case 3 to make more sustainable choices, there is also a motivation and willingness throughout the organisation to embrace and embed this change for a wider environmental and societal impact. Additionally, this individual is the only interviewee to discuss the UN Sustainable Development Goals in relation to the work of Case 3. Furthermore, interviewees from Case 2 mentioned the aims for the NHS towards net zero, and thus now have ‘innovation calls’ geared towards sustainability. However, Case 2’s 5-year strategy document states they will ‘ensure their work is aligned to the United Nations Sustainable Development Goals’ and each of the aims in their strategy document states which SDGs they strive towards. Yet, this was not discussed or mentioned by any of the interviewees from Case 2. Therefore, there is arguably a disconnect between the strategy which senior management and the board have planned — and the staff teams’ understanding of those goals. This aligns with Section 5.4.2, in which employees stated they had operational but not strategic empowerment in terms of goals. Case 1, when discussing sustainability, appears to be more driven towards moving towards net zero for the acquirement of funding and their organisation’s image:

“The move towards things wanting to be more Net Zero, low carbon emission, all those things, we'll see what we do, because we're a technology business, if we can crack what we do on to the kind of zeitgeist of what people want to hear, there's gonna be money at the end that for us, there's also going to be a bit of a good social factor and all those other things that we want to have as a business.” -

Executive Product Development Manager, Case 1

This extract highlights the arguably ‘self-interested’ outlook of private sector firms. There may be a need for facilitating a mindset and culture change in the private sector for Scotland to achieve some of its aims, in particular towards the national action plan towards the SDGs, with collaboration across sectors and a collective impact being stated as key to success.

The impact of recent policies such as NSET and Entrepreneurial Campus Report was mentioned by many of the interviewees across the case organisations and the government, in particular the importance of all levels of education in encouraging intrapreneurship and entrepreneurship for the future workforce was noted by many interviewees. However, the CEO of the intrapreneurship support organisation shared their scepticism of the drive for embedding intrapreneurship in Scotland regarding NSET and the Entrepreneurial Campus Report:

“There's just been a big report written called the Entrepreneurial Campus which is worth looking up, published, a big review published by the Scottish Government. And it talks specifically about intrapreneurship and it refers to us [The ISO], as one of the better examples of how to do so. There's a national strategy for economic transformation; it has the development of entrepreneurial and intrapreneurial thinking as one of its key programmes, yet we've still not seen a particular drive from Scottish Government to make that happen. [...] I think, if anything, it concentrates the thinking into, that's where entrepreneurship lies, and, you know, young people in tech Startups, that you have some kind of a Scottish version of Silicon Valley, and that that's where the success lies, as opposed to the entrepreneurial and intrapreneurial thinking that I think could unleash huge amounts of creativity and talent that already is in our organisations.” - CEO, ISO

They perceive the focus of the government on pushing for tech start-ups rather than developing the competencies for intrapreneurship and entrepreneurship which could be of benefit to all organisations. However, it appears there is an intent for future strategy and plans driven by the Scottish Government to address and drive intrapreneurship:

“I was at a Scottish Government event and it was basically, the government is trying to draft an innovation strategy for Scotland and it was like a one for all thing. So, it's not just medical and health tech, but all sorts of innovation. So, you know, net-zero, oil and gas and energy and stuff. And that was a really good event. And intrapreneurship was mentioned there as well, you know, how do we kind of incorporate that into this, this new strategy? And that was really encouraging, and I thought, well, I'm really glad the government is finally getting to grips with this and starting to appreciate why they need to encourage intrapreneurship, within themselves, as well as within the groups that they fund like us or the other stakeholders.” - Head of Innovation, Case 2

Therefore, it is a promising step forward that the government acknowledges the importance of intrapreneurship, and the importance of developing entrepreneurship and intrapreneurship at all levels of education has been recognised. Furthermore, it is evident that intrapreneurship appears to have a place in future Scottish Government plans, proposals and strategies. However, it is clear that consensus is required in terms of the aims and action plan for embedding intrapreneurship in education and the government's role in facilitating intrapreneurship across the ecosystem for intrapreneurship to further flourish in the case organisations and other firms across Scotland.

6.5 Conclusion

The main theme of this chapter was to explore the external environment and external pressures and their influence on the adoption, implementation, and outcomes of intrapreneurship in organisations. Overall, the findings reveal that the case organisations felt they were able to adapt to the external environment and sudden changes. Past research has emphasised the importance of an appropriate organisational culture in developing effective entrepreneurial and innovation behaviour to address market dynamics (Slevin & Covin, 1990). The case organisations showcase their ability to not only thrive in the face of external shocks but also utilise intrapreneurship as a proactive tool for overcoming challenges. This adaptability is a manifestation of antifragility, demonstrating their capacity to grow stronger

through ‘black swan events’ such as the COVID-19 pandemic. As the saying goes: ‘We cannot direct the wind, but we can adjust the sails.’ The case organisations adapted and were agile in the face of unexpected challenges, and ultimately thrived as a result of embracing intrapreneurship.

Funding and financing are discussed as a constraint to intrapreneurship, but some interviewees reflected on the importance of utilising the resources and staff within the capacity of the organisation to facilitate intrapreneurship. Major events from the external environment were seen to encourage intrapreneurship in the case organisations, however, it was highlighted that often during challenging periods many other organisations focus on ‘survival’ and have less capacity for intrapreneurship. Thus, the importance of breaking the cycle of ‘perception of financial constraints’ restricting the opportunity to pursue intrapreneurship and reframing towards embracing entrepreneurship as a tool or strategy to overcome challenges was stressed.

Support in the ecosystem in the form of collaboration, community and networks was found to be beneficial in facilitating intrapreneurship. The value of networks and social capital emerged as a prominent theme across all case organisations. Social capital refers to the benefits derived from interactions between people (Ben Hador, 2017). However, the manner in which the case organisations interacted and utilised these networks and support differed based on the age, stage and sector of the organisations. Although Case 1 did acknowledge the value of networks, this organisation appeared to have more of a competitive outlook, however, this is likely due to the positioning of the organisation and the stage of growth they are at, with the organisation being a high-tech private sector firm in the scale-up phase of growth. Case 2 stated they had strong partnerships and collaboration with other government-funded organisations in a similar remit to theirs. Their collaboration with similar government-funded organisations appears to be a strategic necessity in navigating the cluttered landscape. Case 3 discusses collaboration with different organisations and industries across Scotland, due to the organisation being value-driven and striving to achieve the purpose and goals in conjunction with other stakeholders in the ecosystem. The findings highlight the importance of collaboration and balancing competition in fostering intrapreneurship. Additionally, drawing from the established practice of role modelling in entrepreneurship, this principle can be extended to intrapreneurship within organisations across the ecosystem and can play a crucial role in its development. Celebrating the

achievements of employees and organisations who demonstrated intrapreneurship, and highlighting them as internal champions and role models, encourages others to embrace similar projects and approaches.

There were noticeable differences among the three case organisations, mainly due to the industries and sectors in which they operated. For instance, with regard to the Scottish Government's goals for net zero, the willingness of Case 3 to embed sustainability in their intrapreneurship project and gradually throughout the organisation aligns with the values and logics commonly associated with the third sector. Case 2, being limited by guarantee with three public sector shareholders and partnership with the NHS, introduces specific institutional pressures in terms of their decision to gear their innovation calls towards sustainability. Whereas, in Case 1, the focus on net zero for funding and image enhancement reflects the role of institutional pressures, as organisations are motivated to conform to the logic of sustainability to access resources and maintain their reputations in the eyes of stakeholders and the public. An emphasis on intrapreneurship for the collective good and societal benefit, with a focus extending beyond individual gain, was particularly pronounced in Cases 2 and 3. These elements underscore that intrapreneurship in the context of the ecosystem is not a one-size-fits-all concept. Each organisation, influenced by its unique positioning, growth stage, and values, navigates the landscape differently. Recognising and valuing these differences is crucial in creating a thriving ecosystem.

A commitment towards encouraging entrepreneurship, intrapreneurship, and innovation by the government, and through policy and initiatives launched by the government was recognised by all interviewees. However, interviewees held conflicting views regarding whether the government should be intrapreneurial, how much top-down encouragement and drive for intrapreneurship across Scotland should be promoted by the government, or whether a predominantly bottom-up approach, with intrapreneurship originating from businesses rather than government, might be the most efficient. Nonetheless, the Scottish Government is one of the largest employers in Scotland, and as of March 2023, there were 598,600 people employed in the public sector in Scotland, accounting for 22.5% of total employment (Scottish Government, 2023b). Notably, the substantial number of public sector and government employees underscores the untapped potential within Scotland's entrepreneurial ecosystem. The NSET articulates the need to develop entrepreneurial thinking in public sector organisations. and indicates this as part of its commitment to

transforming Scotland's economy (Scottish Government, 2022a). Therefore, the intrapreneurship pilot programme some of the government officers discussed may be a step in the right direction of a change in the mindset and culture towards intrapreneurship within the government and across the public sector. Thus, linking back to Section 6.3 — if a large and perceived to be 'bureaucratic' structure can implement intrapreneurship and generate successful ideas and empower staff to bring these forwards, observing this success may inspire and encourage others across sectors on their own accord. It is, however, apparent from the accounts of the interviewees that consensus is required in terms of the government's role and position in facilitating intrapreneurship across the ecosystem to allow intrapreneurship to further flourish in the case organisations and other firms across Scotland.

To sum up, this chapter delved into the dynamic interplay between external pressures and the external environment on intrapreneurship in the case organisations. It highlighted the adaptability of these organisations, emphasising intrapreneurship as a proactive response to external shocks and challenges, which showcases the concept of antifragility as they can thrive during 'black swan events'. Therefore, the importance of maximising internal resources and reframing the 'survival' mentality was clearly articulated. Collaboration, community, and networks have a vital role in facilitating intrapreneurship. Each of the case organisations showcases distinct responses to external influences like policies and initiatives that reflect their industry sectors and growth stages. Although the government's commitment to intrapreneurship is evident, the findings underscore the importance of a consensus on its role and approach to unleash the full potential of intrapreneurship in Scotland's entrepreneurial landscape. Thus, it appears that the external environment and pressure influence the adoption, implementation, and outcomes of intrapreneurship.

Chapter 7 – Discussion

7.1 Introduction

This chapter provides a discussion and reflections on the findings. It is primarily structured around the research questions and emerging themes from the research. In the latter sections, the enabling mechanisms and interplay of these elements within each case organisation are brought to light. This chapter first highlights the need for a shared meaning and understanding of intrapreneurship across industries and sectors. Industry-level institutional logics significantly influence how organisations across sectors and industries interpret and understand intrapreneurship. As there is a lack of a cohesive label currently, a shared understanding has the potential to lead to increased clarity and effective implementation of intrapreneurship initiatives across the ecosystem. The research illustrates the crucial role organisational structure plays in facilitating communication flows and idea generation. In addition, culture, leadership, and people within an organisation are emphasised as wielding significant influence on fostering intrapreneurship. This chapter explores the organisational tensions and competing logics that organisations must navigate to achieve harmony and ambidexterity. The research highlights that top-down antecedents or enabling conditions are necessary to facilitate intrapreneurship or allow for bottom-up processes to occur in organisations. Hence, intentional facilitation, such as allowing time for employees to experiment and innovate, assists in enabling future organic intrapreneurship.

This research also stresses the significance of considering the influences of the external environment in intrapreneurship research because organisations do not exist in isolation. A key finding from this research is that antifragility from the organisations manifested in the form of intrapreneurship and intentional intrapreneurship facilitation initiatives — enabled the organisations to overcome and thrive through these external shocks. Furthermore, the importance of organisations utilising resources within their means and overcoming perceived financial constraints to pursue intrapreneurship, provided they have the capacity to do so, is acknowledged. Thus, intrapreneurship serves as both a strategy to utilise existing resources effectively and a means to overcome financial limitations.

Finally, a table stating the present, less present and absent enabling mechanisms in each case organisation and a model based on the findings is put forward. Based on all the evidence gathered, Case 3 appears to best internalise intrapreneurship. Case 1 demonstrates some

strengths; however, due to its age and stage of growth and also its previous lack of awareness of intrapreneurship as a concept, it may have hindered its potential for facilitation. It can be said that Case 2 appears to have the most barriers to enabling intrapreneurship partially due to the institutions surrounding the organisation. The significance of the findings in relation to extant literature is highlighted throughout the chapter.

7.2 The Meaning of Intrapreneurship: Striving for a Shared Understanding of Intrapreneurship Across Sectors

Despite the rise of intrapreneurship in Scotland, there is a lack of common understanding of the meaning of intrapreneurship within each case organisation. Intrapreneurship has been used synonymously along with other terms across the Scottish policy and strategy landscape. The National Strategy for Economic Transformation (NSET) evidence paper uses the term intrapreneurship interchangeably with ‘employee ownership’, ‘employee entrepreneurial attitude’, ‘entrepreneurial mindset’, and ‘entrepreneurial employee activity’ — with the introduction of the term ‘intrapreneurism’ (Scottish Government, 2022b). By examining the diverse sectors and industries as represented by the case studies, it is seen there are distinct institutional logics at play here that influence how organisations interpret and understand intrapreneurship. The findings of this study highlight that within each organisation, the understanding and meaning of intrapreneurship varies based on sector. As discussed in Chapter 2, institutional logics serve as a framework that shapes decision-making processes and provides actors with cognitive maps, or shared frames of reference, to guide and give meaning to their activities (Thornton, et al., 2012). Institutional fields encompass communities of organisations that share norms and values, which guide their interactions and behaviours (Zietsma et al., 2017). Thus, the logics prevalent within institutional fields appear to significantly shape how organisations within particular sectors and industries interpret and understand intrapreneurship.

Case 1, a high-tech spin-out, and Case 2, which operates in the medical and scientific fields, both perceive that innovation is the most appropriate label for their outputs due to the connotations of the word. Innovation is often the selected label for outputs and aims associated with technology and life science. Bitektine and Song (2023) assert that in industry-specific contexts, evaluators often derive norms heuristically by observing other actors to establish legitimacy when there is a lack of clear understanding of what is considered ‘normal.’ Prevailing institutional logics appear to drive the perception that

‘innovation’ is the most suitable label for outputs, reflecting shared beliefs and legitimacy within these industries. This can also be seen in the recent National Innovation Strategy document (Scottish Government, 2023a), which focuses on research and development, technology, and life sciences sectors. Extant research on intrapreneurship identifies innovation and innovativeness to be a component of intrapreneurship as an action or part of the process (Kuratko et al., 2005b; Bagheri & Pihie, 2011; Neessen et al., 2019). Reinforcing that innovation is more than just ‘scientific and technological advances’; it encompasses a desire for change, improvement, and increased efficiency.

Case 3, a third sector organisation, provides training and development opportunities and enterprise education to young people, and the government representatives perceive innovation and innovativeness to be a component of intrapreneurship. Specifically, it is an action or part of the process. This is synergistic with extant intrapreneurship literature (Kuratko et al., 2005b; Bagheri & Pihie, 2011; Neessen et al., 2019). Compared to the other case organisations, Case 3 demonstrates a deeper awareness of intrapreneurship and is more inclined to label their actions and outputs as intrapreneurship. Case 3 previously had the opportunity to engage in a project with Scotland’s intrapreneurship support organisation and their purpose of providing enterprise education, which explains this in part. Nevertheless, this discrepancy in understanding highlights the need, not only for consensus on the meaning of intrapreneurship but also to distinguish it from other ‘similar’ concepts. Prior work by Hernández-Perlines et al., (2022) found that terminological confusion is among the causes that explain the ‘low interest’ in intrapreneurship. The varying application of the term ‘intrapreneurship’ in practical contexts underscores the imperative for establishing not just a shared understanding of intrapreneurship but also clarifying its distinctions from other related concepts.

The language of innovation is saturated with a rich vocabulary, as many words are offered, and different authors define or use these words in different ways (Linton, 2009). This is highlighted by the varying words used in the NSET document (Scottish Government, 2022b). The divergence in interpretation and confusion with similar or related terms creates challenges in achieving goals and a shared understanding. Organisations act as interpretive mechanisms that filter, decode, and translate the semiotics of broader social systems (Rao & Giorgi, 2006). A lack of a cohesive label for intrapreneurship stems from organisations seeking legitimacy by adopting it, or related terms, without a standardised definition. This

leads to confusion and diverse interpretations. Lack of clarity about the term and confusion can result in both individuals and the organisation being unable to achieve their goals and mission. Fundamentally, it undermines the development of an intrapreneurial mindset and approach. The organisation most disconnected from government and policy circles, Case 1, had the least awareness of intrapreneurship. Hence, this provides leverage for making it a more widely understood concept outside of those most connected to the public sector.

Some interviewees expressed the view that intrapreneurship and entrepreneurship be reframed from a 'lone wolf' character towards a collaborative effort. The call for a shared understanding and collaborative approach in entrepreneurship and intrapreneurship suggests a recognition of the prevailing institutional logics that emphasise collective action, shared values, and collaboration (community logics). At the macro-level, the ecosystem literature emphasises the value of resources rendered by or gained from social networks and the importance of balancing competition with collaboration (Spigel, 2017; Spigel and Harrison, 2018). In the organisational context, social capital applies to collaboration and trust between team members, which are essential elements during the development of new projects in past research (Monnavarian & Ashena, 2009; Toledano et al., 2010). Team working and collaboration are encouraged in all the case organisations, particularly when pursuing intrapreneurship. The community logic additionally extends into their activities in navigating the ecosystem. Furthermore, although the individual-level literature identifies key behavioural and characteristic aspects of an intrapreneur within a team setting, it appears it is not necessarily crucial for all employees to be 'intrapreneurial' when engaging in group or team processes. Belbin's (2015, 2018) research and work on the Nine Team Roles model emphasise that balance within a team is crucial.

However, the reward system in Case 1 for intrapreneurial behaviour and pursuit adopts a contradictory approach that rewards highly individualistic behaviour. Senior-level staff state that workers who are more confident in taking the initiative and making decisions have been rewarded in the form of promotion (Case 1) and are likely to move to more senior roles as the company continues to grow. Past research on reward and compensation systems emphasises the importance of 'deadly combinations' of practices that work in directly opposite directions, such as bonding training for teamwork but appraisal that only rewards highly individualistic behaviour (Boxall & Purcell, 2000; Vincent & Hurrell, 2019). In one of the earliest intrapreneurship papers, Duncan et al., (1988) provide guidance for

organisations to manage creative individuals and lone wolves and emphasise the strategic necessity of an appropriate compensation system — providing caution for rewarding intrapreneurial employees in the form of promotion. Yet, despite encouraging effective teamwork, Case 1 is rewarding employees for independent pursuits — arguably embedding the ideology of a ‘lone wolf.’ Hence, although they continue to be intrapreneurial, this approach likely inhibits their full potential in pursuing intrapreneurship.

Practitioner research on social intrapreneurship and ‘corporate changemakers’, conducted by SustainAbility (in partnership with Allianz, IDEO, and Skoll Foundation, 2008) proposed a taxonomy of social intrapreneurship based on the evidence gathered and the attributes demonstrated — with one of the roles being the ‘lone wolf.’ The report describes ‘lone wolves’ as courageous, championing not yet popular causes and collaborating with similar individuals to achieve goals (SustainAbility Limited, 2008). The interviewees’ conceptualisation of a ‘lone wolf’ intrapreneur may be closer to the activity of ‘bootlegging’, which Augsdorfer (1996; 2012) describes as innovation organised in secret by creative corporate employees due to a lack of organisational support. All the case organisations provided support for intrapreneurship, whether it was an individual proposal or a team project. This challenges the view that the ideology of ‘lone wolves’ in intrapreneurship and entrepreneurship should be entirely departed from. Acknowledging the importance of individual change-makers and their collaboration with others in the organisation’s context to pursue new ideas is crucial. Therefore, it may be more beneficial to emphasise reframing entrepreneurship and intrapreneurship as collaborative efforts and a collective pursuit, acknowledging the influence of logics that favour collaboration over the competing logics of individualistic approaches.

In summary, a shared understanding of intrapreneurship across industries and sectors may lead to increased clarity and more effective implementation of intrapreneurship initiatives. Furthermore, with regard to reframing from a ‘lone wolf’ character towards a collaborative effort, the value of collaboration and social capital, even between those who may be perceived as ‘lone wolves’, is beneficial for intrapreneurship. This insight indicates the broader relevance of community logics extending into the ecosystem, which will be explored in further depth in Section 7.5.

7.3 The Impact of Internal Organisational Factors in the Pursuit of Intrapreneurship Facilitation

The configuration of an organisation will determine how organisational members conduct their activities to move towards organisational goals (Laasch, 2021). In pursuit of goals and purpose, all of the case organisations have adopted different organisational configurations (see Section 5.4.1). Furthermore, aligned with the extant literature²¹, it has been found that the choice of organisational structure influences the facilitation of intrapreneurship. Case 1 has strived to remain un-siloed as the organisation has grown and encourages cross-functional teamwork to complete tasks and orders. Although staff are categorised in terms of their function, projects and directions for tasks are still carried out in a cross-disciplinary approach. Prior research has highlighted the importance of facilitating communication and idea exchange across different parts of the organisation (O'Reilly III & Tushman, 2013), which is crucial in enabling intrapreneurship.

Cases 2 and 3 have siloed the employees and teams based on function and role. The danger of a siloed organisation is a 'siloed mentality' where the vision of the larger organisation becomes absent (Cilliers & Greyvenstein, 2012). There was less facilitation for cross-functional working in Case 2, with job roles and functions clearly defined. Moreover, many interviewees discussed their struggle and issues of outreach in the NHS in terms of coverage yet appeared to be satisfied with the staff team size. A poor choice of configuration can lead to opportunity losses (Burton et al., 2015). Based on the interview evidence, it can be argued that the staff team in Case 2 are not being utilised to their full potential in the current configuration. Despite teams being siloed based on function and role in Case 3, there was an opportunity for staff to join working groups, which allowed them to work with people across the organisation with similar values or interests and to facilitate idea generation. Furthermore, there appears to be relatively effective lateral and vertical communication flows overall across the case organisations. Extant research emphasises the importance of vertical and lateral communication within an organisation in facilitating idea generation and promoting entrepreneurial spirit (Carrier, 1996; Castrogiovanni et al., 2011). The findings demonstrate that all levels of the organisation and management were accessible; employees did not necessarily have to consult their direct managers but could access senior leaders.

²¹ Kuratko et al., (1990); Covin and Slevin, (1990); Covin and Slevin, (1991); Damanpour, (1991); Zahra, (1993); Germain, (1996); Carrier, (1996); Andrews and Kacmar, (2001); Hornsby et al., (2002); Christensen, (2005); Ireland et al., (2006); Castrogiovanni et al., (2011); Burns, (2012); Haase et al., (2015); Bernstein et al., (2016); Dedahanov et al., (2017).

Leadership is critical to enabling a culture of intrapreneurship in all of the case organisations. The importance of 'senior-leader buy-in' is acknowledged by the intrapreneurship organisation's CEO and by government members relative to their professional experiences in an organisational climate conducive to intrapreneurship. Cultivating an organisational climate of psychological safety and embracing the possibility of failure emerged as a theme supporting the generation of intrapreneurship, which will be discussed in depth in the following section. Although leadership is not as explicitly emphasised or praised by respondents in Case 2 as a prominent enabling factor towards intrapreneurship, the interviewees do discuss their commitment to the organisation's vision and the purpose of the organisation, which would have been delivered by leadership. CEOs and senior leadership individuals were recognised across Cases 1 and 3 as effective leaders who encourage a culture of intrapreneurship. It is seen that intrapreneurship is encouraged and embedded by leadership through vision, mission and purpose. It could be argued that Case 2 would benefit from having inspirational and authentic leaders to further inspire and encourage intrapreneurship to occur.

However, despite encouragement from senior leaders, there is evidence of centralisation across the case organisations. Centralisation is rather common for smaller organisations, particularly when the entrepreneur has a lead role in the organisation (Olson & Terpstra, 1992). This is seen in Case 1, which is quite centralised to the CEO with regard to 'major' or strategic decisions. Although the CEO views the structure as 'an upside-down pyramid.' Furthermore, in Case 2, the Executive Chair, who is the head of the organisation, also holds the position of Executive Chair of the Board of Management. Based on the interview evidence, arguably, decisions are centralised to the Executive Chair, especially as they are the only senior leader in the organisation, with the level below them being middle management. It appears strategic decisions are not being as clearly communicated or justified across Case 2 based on the experiences and perceptions of staff. In Case 3, senior management consults staff of all levels to get the input of employees, even on some 'big decisions.' Based on the interview evidence, Case 3 appeared to be the most decentralised. Hence, Case 2 exhibits a weaker organisational climate depicted by centralised decision-making, leading to staff perceptions of inadequate strategic transparency and involvement. Compared to the other two case organisations, Case 2 does not have a consistent 'all-staff'

call. This could potentially assist as a low-effort solution to remedy this situation to involve employees in the organisation's 'bigger picture goals'.

Across all the organisations, the data indicates there may be a disconnect between the perceived autonomy and empowerment of staff, and the vision for autonomy and empowerment senior leaders had for their employees, and the amount of autonomy middle-managers allow to occur. Inconsistencies among managers may lead to ambiguity and inconsistency in practices, impacting employees' perceptions and responses (Bowen & Ostroff, 2004). Kuratko et al. (2005a) suggests middle-level managers' entrepreneurial behaviours involve the 'sub-processes' of championing, synthesising, facilitating, and implementing intrapreneurship. Additionally, Boxall and Purcell (2016) emphasise the crucial role of frontline managers in the causal chain in explaining the relationship between HRM and organisational performance. Many policies can only be converted by line managers into practice. Thus, line manager action or inaction is often responsible for the difference between espoused HR policies and their enactment (Boxall & Purcell, 2016). Therefore, in alignment with past research, the disconnect between the vision for autonomy and empowerment senior leaders had for their employees and the amount of autonomy middle-managers allow to occur may hinder the effectiveness of facilitating intrapreneurship in the case organisations.

Furthermore, past literature emphasises the importance of such a level of control that prevents anarchy but leaves enough space for idea generation (Zahra, 1993). Martela (2023) argues that top management and a 'visionary CEO' is necessary, even for self-managing organisations. According to their work, large organisations can function without middle management. Based on the interview evidence, there is potential for the necessity of middle managers to be reconsidered, as there was a misalignment between the espoused vision of organisational autonomy from senior leaders and the actual reality of autonomy granted from front-line managers to those on the staff level. In Cases 1 and 3, there was an extra layer of management and those organisations had four levels or layers of staff. Interestingly, Case 2 is a smaller organisation with three organisational layers. Yet the extra layers did not appear to hinder intrapreneurship facilitation in Cases 1 and 3 in comparison to Case 2. With Cases 1 and 3 having more recent periods of growth and change, despite the organisations being slightly larger, there appears to be a consideration not to hinder intrapreneurship development while changes and growth occur. As Case 2 is more static, it may

unintentionally stick to a pattern of long-standing routines. This difference may also be due to the interplay of other enabling factors (such as intentional facilitation – Section 7.4) that occur in Cases 1 and 3 in comparison to Case 2.

An emergent finding was the ‘inflation’ of role titles. In Cases 2 and 3, the titles of the staff-level positions have arguably been ‘inflated’ with the use of the words executive and manager in the staff-level role titles. In contrast, Case 1 continues to grow exponentially; by having a hierarchical progression of job titles and roles, they can accommodate new positions and adapt to changing needs as the organisation grows. However, this finding is in line with foundational work on the proliferation of job titles in which it was found that organisations in highly institutionalised sectors (such as Cases 2 and 3) seem to favour the proliferation of job titles more than comparable enterprises in other sectors of the economy (DiMaggio & Powell, 1983; Baron & Bielby, 1986; Magee & Galinsky, 2008). Hence, in highly institutionalised industries, the proliferation of job titles might be interpreted as a tactical reaction to preserve organisational coherence and legitimacy in settings where there are significant institutional pressures. Research by Martinez et al. (2008) found that job titles maintain social value, therefore acting as important symbols. It is proposed that some organisations use titles such as ‘executive’ or ‘manager’ for staff-level jobs as they understand that job titles possess a symbolic value that can be leveraged for potential organisational benefit, e.g., increased productivity (Martinez et al., 2008). This can further be extended to external symbolism and legitimation, as aligned with Baron and Bielby (1986), who suggest that organisations utilise such role titles to appear legitimate to external stakeholders, ultimately elevating their perceived credibility.

This sector divergence in role titles may also link to psychic income, with the role title arguably serving as an incentive for work. Past research on psychic income has found many entrepreneurs are motivated, at least in part, by noneconomic goals, including satisfaction from autonomy or from doing the type of work they like (Gimeno, et al., 1997). This aligns with Case 3, a third sector organisation prioritising mission-driven work. However, recent research suggests that non-profit leaders can no longer presume that workers motivated by prosocial values will seek out and stay with non-profit work, satisfied with the ‘psychic income’ that comes from mission-driven work (Robichau et al., 2024). This was evident in the experience of staff turnover in Case 3, where intrapreneurship is utilised as a form of engagement to assist with staff retention. Conversely, the proliferation of inflated titles in

Cases 2 and 3 might be a tool to reduce status differences, potentially leading to more of a 'community feel' relating to community logics.

Past research has found human and social capital held by the organisation's workforce as vital for organisational outcomes and performance (Boselie et al., 2005; Hayton, 2005). Human capital is an important driver of innovative performance in intrapreneurship literature (Alpkan et al., 2010). This aligns with the findings across the case organisations, as staff members were recognised as a valuable resource in effective intrapreneurship, emphasising the productive value of individual social capital. While not the main emphasis of this research, individual factors have been considered, and the impact and range are complex. People within an organisation affect the culture of intrapreneurship, as evidenced by all the cases. Both Cases 1 and 3 discuss instances where people do not fit the culture and are not open to intrapreneurship in the form of new ideas and ways of doing things and thus negatively impacts the organisational climate. Krishnan and Scullion (2016) proposed that person-organisation fit would be weighted more heavily for a small-sized SME than for a large-sized SME. According to Ng and Burke (2005), the fit between employee and workplace is stronger when an organisation fulfils the individual's preferences, needs and desires. The issues with organisational fit and employee turnover in Case 1 were explained by the senior management navigating an approach to recruitment focused on skill sets and paper qualifications in the early stages of the organisation. However, with Case 3 being a longer established organisation and intrapreneurship likely being introduced as a new concept to be integrated into the organisation — it may have led to these 'difficult' employees who were resistant to change to no longer be satisfied with this new expectation.

All the case organisations discussed team dynamics and individual diversity, as well as the beneficial team dynamics owing to the diverse composition of teams. Human capital interacts with social capital and can increase radical innovative capability (Subramaniam & Youndt, 2005). Therefore, consistent with past research, the interaction between individuals within teams and the organisation is recognised as crucial to the effectiveness of intrapreneurship. Extending the influence of team composition on intrapreneurship further, all the organisations discussed functional diversity in terms of divergence in skills and knowledge and the contribution of that to the organisation (Mathieu et al., 2019). Additionally, regarding surface-level diversity, which focuses on apparent and overt demographic characteristics (Bell 2007; Mathieu et al., 2019), Case 1 acknowledged the

benefits of this diversity and, particularly the Executive Office Manager in the 50:50 gender split of a 'STEM organisation.' Past research identifies that cross-cultural teams can assist in opportunity development and identification (Muzychenko 2008; Elo & Vincze, 2019). The staff team in Case 1 comprise 'nine different nationalities, four individuals with neurodivergence, and three people who don't conform to normal gender norms.' This was the only case organisation to demonstrate and recognise surface-level diversity and is indicative of how such diversity was of benefit.

Cases 1 and 3 recognise the importance of the diversity of personalities in their respective organisation. This describes deep-level diversity, a divergence of psychological characteristics such as personality factors, values, and attitudes (Bell 2007; Mathieu et al., 2019). Although it demonstrates that organisations do not strive for a divergence in values, the interviewees highlight the benefits of a variance of the other psychological characteristics. While the concept of HRM strength places emphasis on the importance of creating a cohesive organisational climate (Bowen & Ostroff, 2004), the approach tends to adopt a top-down, unitarist, and control-based perspective — which may not be conducive to fostering intrapreneurship. Hence, it may hinder bottom-up intrapreneurship initiatives, which, based on the interview evidence, thrive in a climate that embraces heterogeneity of individuals and teams. For instance, Case 1 intentionally pairs individuals together for projects that 'balance each other out', which is arguably a top-down method of enabling bottom-up intrapreneurship. These findings align with prior research on the value of diversity and divergence in team composition²². Based on the findings, it is evident that Case 1 certainly embraces one of its values of 'collective individuality' by creating shared values and goals amongst members (homogeneity) while still encouraging and appreciating individual differences and diverse perspectives (heterogeneity). Interestingly, Ostroff and Schulte (2007) acknowledge the idea of optimal variance in person-organisation fit research, whereby they propose too much homogeneity among employees in an organisation may create the inability to adapt to changing environments, while too much heterogeneity among employees does not provide sufficient similarity for effective interactions and functioning. Therefore, the case organisations demonstrate the importance of individuals holding shared

²² Past research discussing team composition and diversity: Van Knippenberg et al., (2004), West et al., (2004), Burch (2006), Bell (2007), Evald and Bager (2008), Muzychenko (2008), Belbin (2015), Johnsson (2017), Belbin (2018), Breugst et al., (2018), Satell (2018), Elo and Vincze (2019), Mathieu et al., (2019), de Mol et al., (2020), Preller et al., (2020).

values, while a variance in other characteristics can assist in enabling intrapreneurship in teams and organisations.

To sum up, while organisational structure plays a crucial role in facilitating communication flows and idea generation, the culture, leadership, and people within an organisation wield a significant influence on fostering intrapreneurship. The paradoxical seeming pursuit of homogeneity of values and heterogeneity of other characteristics underscores the importance of striking a balance between unity and diversity. Navigating organisational tensions will be discussed in more depth in the following section.

7.4 Navigating Ambidexterity: Enabling Intrapreneurship through Top-Down and Bottom-Up Approaches

Organisational tensions, competing logics and how organisations navigate these and achieve harmony are important themes. Extant research indicates organisations may face challenges pursuing intrapreneurship due to hierarchy and the internal business environment (Cromie, 2000; Boon et al., 2013). The findings respond to recent calls by uncovering multiple tensions faced by contemporary organisations in the current socio-economic landscape (Audretsch & Guerrero, 2023). Organisational ambidexterity refers to an organisation's ability to perform two tasks equally proficiently (Audretsch & Guerrero, 2023). This definition has evolved from the initial understanding of ambidexterity which describes an organisation's capacity to explore and exploit opportunities (O'Reilly III and Tushman, 2013). It is argued that ambidexterity is an effective solution for overcoming tensions by performing different missions or activities simultaneously (Thomas et al., 2023). Therefore, this research emphasises the importance in navigating these tensions and achieving harmony.

The tension between process and agility has been highlighted already alongside the tension between heterogeneity and homogeneity in staff teams. There is also a prominent tension between top-down and bottom-up, as well as strategic/deliberate and organic approaches to cultivating intrapreneurship, as widely discussed in the literature. Prior research describes intrapreneurship as a bottom-up, multilevel construct that can affect different organisational levels (Antoncic & Hisrich, 2003; Kuratko et al., 2005a; Hayton & Kelley, 2006; Neessen et al., 2019; Hernández-Perlines et al., 2022). Furthermore, Åmo and Kolvereid (2005) and Åmo (2010) take a perspective of intrapreneurship as self-determined while influenced by corporate level strategies. However, this research disagrees that it is an entirely bottom-up

(self-determined) construct, and makes the case that there are top-down antecedents or enabling conditions that are necessary to facilitate intrapreneurship or allow for bottom-up processes to occur in organisations. This aligns with the work of Burström and Wilson (2015) which indicates intrapreneurial ambidexterity is an organisational capability to support intrapreneurial processes and the capabilities of individuals who develop these processes. Additionally, this study extends the current understanding of ambidexterity in the intrapreneurship process and uncovers multiple tensions organisations navigate in their pursuit of fostering intrapreneurship.

One overt and deliberate top-down approach for developing intrapreneurship is through intentional facilitation. Hand-in-hand with this is allowing *time* for employees to experiment and innovate. It was found that purposeful generation of intrapreneurship in a formalised and organised approach and allowing time for employees to experiment is crucial in the generation of outputs of intrapreneurship for each organisation. Both Cases 1 and 3 implemented projects and initiatives to facilitate idea generation and development and set aside time for idea generation. Based on the experiences of the interviewees, the perception held is that regularly encouraging intrapreneurship in a formalised and organised manner may give employees the confidence to come forward with their own ideas organically within their own time after taking part in a formalised initiative. These initiatives provided an opportunity for employee engagement, such as at a time during the pandemic when normal business operations were paused. In addition, outputs emerged from these initiatives that provided new routes and solutions for the case organisations, such as product improvement and new services, along with deeper change within the case organisations, aligning with strategic objectives and approaches to address evolving market demands. Case 2 shared some of their approaches in their role of generating innovation in the NHS. They did not discuss any instances of internal initiatives or intentional facilitation. This is an approach that could be considered down the line internally in Case 2 to further enable intrapreneurship to occur. Additionally, although Case 1 has carried out internal initiatives to facilitate the generation of new ideas, there may be potential for embracing the narrative of nurturing the development of the skills associated with intrapreneurship throughout their staff to further enhance development and growth.

Team composition and intentional staff pairings are considered important issues for organisations. Case 1 intentionally pairing individuals together for projects who would

‘balance each other out’ is arguably a top-down method of enabling bottom-up intrapreneurship. Although intrapreneurship was not the primary aim of these team pairings, this aligns with the work of both Satell (2018) and West et al., (2004), emphasising the importance of diversity in entrepreneurial teams. However, regarding organic approaches to facilitating intrapreneurship, storytelling emerged as a way to inspire others and encourage intrapreneurship pursuit. As discussed previously, some of the government representatives and policymakers who were interviewed stated that ‘storytelling’ and generating publicity about success stories creates greater awareness and can also inspire others to be intrapreneurial. This applies internally at the organisational-level and at the macro-level across organisations within Scotland, thus is a mechanism facilitating intrapreneurship within contexts (see Section 7.5 below). This aligns with the recent research of Urbano et al., (2024) who draw upon data from the Global Entrepreneurship Monitor (GEM) for the years 2014-2020 and find that exposure and media attention of successful intrapreneurs can increase the likelihood of others engaging in intrapreneurship.

The influence of culture in facilitating intrapreneurship is important; within Cases 1 and 3, CEOs and senior leaders are credited by employees for being effective leaders and encouraging a culture of intrapreneurship in the organisation. As discussed above, although leadership is not explicitly emphasised by respondents in Case 2 as a prominent enabling factor towards intrapreneurship, the interviewees discuss their commitment to the vision and purpose of the organisation. Commitment and motivation towards the organisational purpose and vision are seen across the case organisations and corresponds with the work of Satell (2018), which emphasises the necessity of having people in an organisation interested in the problems to be solved and who will commit to a shared mission and vision. Nevertheless, the importance of ‘senior leader buy-in’ is acknowledged by the CEO of the intrapreneurship organisation and by members of the government relative to their professional experiences in facilitating intrapreneurship. Research conducted by Edú Valsania et al. (2016) found that the behaviours of authentic leaders are positively associated with employees’ behaviours aimed at seeking new opportunities and innovative ways of solving problems.

Similarly, the CEOs and senior leadership individuals were recognised across the case organisations as being effective leaders who encouraged behaviours associated with intrapreneurship in the staff team. Many of the interviewees, both from the government and the cases, emphasise the importance of leadership in cultivating a perception of permission.

This regards the levels of permission that people feel that they have and the degree to which they are empowered, for instance, to experiment and do things differently. Across all the case organisations, employees at all levels had a ‘voice’ and could bring forward ideas and upon a discussion, these could be put into place.

Moreover, cultivating an organisational climate of psychological safety and fostering a culture that embraces the possibility of failure emerged as a common thread in the case organisations, supporting the generation of intrapreneurship. Psychological safety differs from other constructs that may be associated with creativity, such as efficacy, trust, and intrinsic motivation. Whereas efficacy is the belief that taking action will produce a desirable effect in a particular context; trust is the belief that others’ actions will be favourable to one’s interests, and intrinsic motivation is the belief that engaging in a task will be inherently rewarding; psychological safety is the belief that taking action will not lead to one’s own denigration or humiliation (Edmondson & Mogelof, 2006). Allowing space to fail and experiment was a theme evident across all the case organisations. This is consistent with past research on intrapreneurship, which emphasises the importance of encouraging risk-taking and learning from mistakes rather than establishing a blame culture (Johnsson, 2017). Thus, while other factors promote creativity and innovation in organisations, psychological safety is viewed to have a unique enabling function (Edmondson & Mogelof, 2006).

Psychological safety is a group-level phenomenon built on empathy, trust and mutual understanding, in which group members must hold similar perceptions of safety for full effectiveness (Mawson & Casulli, 2024). It has been found to be vital as it enables a context within which behaviours linked to creative performance can be fostered, such as using ‘voice’ and allowing for challenging the status quo within organisational contexts (Goller & Bessant, 2017). This is synergistic with the findings across the case organisations of employees being empowered to ‘speak up’ and bring forward ideas. Therefore, for bottom-up intrapreneurship activities to occur, psychological safety is a crucial condition that permeates from the top-down. This aligns with prior works of Baer and Frese (2003), in which their research results demonstrated that climates for initiative²³ and psychological safety are positively related to firm performance, making the case that process innovations

²³ As an organisational-level construct, climate for initiative refers to formal and informal organisational practices and procedures guiding and supporting a proactive, self-starting, and persistent approach toward work. Their conceptualization of climate for initiative is derived from the construct of personal initiative, which was developed as an individual-level construct (Baer & Frese, 2003).

(defined as deliberate and new organisational attempts to change production and service processes) need to be accompanied by these climate conditions, this can now be extended to intrapreneurship.

The findings of this study further extend the work of Baer and Frese (2003) with regard to empowering employees through the levels of perceived permission and providing them autonomy to take and make decisions. In a review of the relationships between HRM practices and corporate entrepreneurship, Hayton (2005) identified job designs with high levels of autonomy and discretion, combined with incentives to promote risk-taking behaviours by employees, as major levers available to the HR function in pursuit of an entrepreneurial organisation, which concurs with the findings of this research. In linking to the AMO framework, which is an HR model that explains the relationship between HR practices and performance by investigating practices that improve ability, motivation and opportunity (Paauwe, 2009), this research aligns with recent work on SME innovation by Alkhalaf and Al-Tabbaa (2024). They emphasise the importance of developing employee capabilities, fostering motivation, and creating an environment conducive to knowledge sharing and idea generation. Additionally, it is acknowledged that compared to entrepreneurship, there is an element of confidence and psychological safety associated with intrapreneurship due to the risks being shared with the company, as well as a sense of stability through a steady revenue stream. This indicates that whilst intrapreneurs are entrusted to make important choices, the overall risk is reduced, and the interplay between innovation and safety within the confines of the organisation is in place.

To sum up, top-down facilitation of intrapreneurship, for instance, through leadership vision or internal initiatives, enables bottom-up ‘organic’ intrapreneurship to occur and empowers individuals through a sense of implicit and explicit permission. This is consistent with past research; for instance, Park et al., (2014) found that organisations become innovative and adaptive to the organisational environment by cultivating relationships with employees because they can motivate employees to engage in voluntary intrapreneurship and scouting in and around the organisation. Whilst leadership commitment is found to be crucial, the HRM strength literature emphasises an entirely top-down or control-based approach (Bowen & Ostroff, 2004), which may not fully support conditions such as agency, space and perceived permission. Previous HRM climate literature, such as the research of Heffernan et al., (2016), emphasises the need for organisations to have practices which foster agility and

creativity. Therefore, antecedents or enabling conditions from the top-down promote bottom-up intrapreneurship to occur. Hence, this research extends the current understanding of ambidexterity in the intrapreneurship process and uncovers multiple tensions organisations navigate in their pursuit of facilitating intrapreneurship.

7.5 External Influences: Shaping Intrapreneurship in Organisations

As the case organisations do not exist in isolation, the influence of the external environment in the form of major disruptive events and institutional pressures is taken into consideration. The external environment, as recognised by Antoncic and Hisrich (2001), is one of the antecedents of intrapreneurship and has historically been viewed as a determinant of entrepreneurial activity at both the individual as well as the organisational level (Covin & Slevin, 1991; Antoncic & Hisrich, 2001). The experiences of the case organisations in navigating current factors within the Scottish entrepreneurial ecosystem and circumstances affecting the global economy are explored. The comprehensive literature review of intrapreneurship research conducted by Hernández-Perlines et al. (2022) found that from 2008 onwards, interest began to exponentially grow in intrapreneurship research, with a peak in 2020 (44 papers). They propose that this could be explained by the global crisis experienced at the international level from 2008 that had an impact on the economy and jobs, which generated the need for change in business models. Thus, entrepreneurship in the organisation (or intrapreneurship) emerged as one of the alternatives for business development and sustainability to respond to market fluctuations. Hence, why researchers are increasingly interested in examining the impact and influence of intrapreneurship (Hernández-Perlines et al., 2022). This study has been conducted at a dynamic and disruptive time, in the aftermath of the COVID-19 pandemic, with the effects of Brexit being felt across Scotland and the UK. In addition, primarily due to those two factors, the UK is in a situation of high inflation or what has been termed as ‘the cost-of-living crisis’ (late 2021 - currently 2024). Nevertheless, the interviews revealed that the case organisations feel they can adapt to the external environment and sudden changes.

Case organisations 1 and 3 showcase their ability to not only thrive in the face of external shocks but also to utilise intrapreneurship as a proactive tool for overcoming challenges. Past research, such as the foundational works of Slevin and Covin (1990, 1991), emphasises the importance of an organisational culture conducive to developing effective organisational-level entrepreneurial and innovation behaviour to address market dynamics. Although some

interviewees in Case 2 described the organisation as agile and adaptable, adaptability was not evidenced explicitly compared to Case 1 and 3 in confronting uncertainty. In those cases, intrapreneurship was harnessed to engage employees during COVID-19 and allowed staff at all levels to generate novel solutions and ideas that the case organisations could pursue (some of which were adopted). This adaptability may be a manifestation of antifragility, demonstrating their capacity to grow stronger through ‘black swan events’ such as the COVID-19 pandemic. Antifragility represents the capability of a system to absorb shocks and subsequently improve (Ramezani & Camarinha-Matos, 2020; Corvello et al., 2023). While a resilient firm can absorb the shock and return to its prior state when the crisis is over (Ivanov, 2021), an antifragile firm benefits from disorder (Taleb, 2013; Ramezani & Camarinha-Matos, 2020). Thus, antifragility can be seen as a property or capability of some organisations resulting from a combination of resources and capacities (Munoz et al., 2022; Corvello et al., 2023). Cases 1 and 3 demonstrated agility and adaptability in the face of unexpected challenges and ultimately thrived due to embracing intrapreneurship.

The characteristics of SMEs, such as flexibility and adaptability, are crucial to respond to a crisis because they make the decision-making process faster, thus obtaining a reduction in response times (Branicki et al., 2018). However, antifragility is characterised by the capability to take advantage of the shock to improve the organisation’s position (Corvello et al., 2023). The findings of this study indicate that exogenous shocks encourage organisations to pursue intentional intrapreneurship, which leads to antifragility and enables organic intrapreneurship to occur. This is similar to how Fortunato and Alter (2022) view the antifragility of systems as created and reinforced by innovation. Extant research argues that antifragility can be seen as a property or capability of some organisations resulting from a combination of resources and capacities, both tangible and intangible (Munoz et al., 2022; Corvello et al., 2023). More specifically, the research of Corvello et al., (2023) argues that intellectual capital²⁴ acts as an enabler of antifragility in SMEs. The findings indicate that the human and social capital held by the organisations are vital for organisational outcomes and performance, thus arguably aligning with this stream of extant research on antifragility. Nevertheless, Ramezani and Camarinha-Matos (2020) propose a 3-stage framework in which antifragility manifests itself through crisis management strategies. 1- *readiness*, that is, the phase preceding the disaster; 2- *response*, the actions implemented during and

²⁴ Subramaniam and Youndt (2005) evidenced that intellectual capital is accumulated by the firm through a combination of human (e.g. individuals), relational (e.g. networking), and organisational capital (e.g. the systematisation of knowledge through systems and processes).

immediately after the crisis; 3- *recovery*, or the actions implemented post-crisis. In the context of this specific framework, intrapreneurship is adopted as a response to the COVID-19 pandemic in Cases 1 and 3, through which antifragility manifests.

Funding and financing (financial capital) are discussed as a constraint to intrapreneurship. Some interviewees reflect on the importance of utilising the resources and staff within the capacity of the organisation to facilitate intrapreneurship. Hornsby et al. (2002) put forward a model depicting middle managers' perception of the internal environment for corporate entrepreneurship. Two crucial elements of this model that apply and align to all individuals and organisations are the perception of resource availability and the ability to overcome barriers. Thus, to effectively facilitate intrapreneurship, there must be a perception of the availability of resources for innovative activities to encourage experimentation and risk-taking, and an ability to overcome barriers which can stifle efforts (Hornsby et al., 2002). The Corporate Entrepreneurial Assessment Instrument is a comprehensive and potentially useful tool for organisations striving to implement intrapreneurship (Hornsby et al., 2002; Hornsby et al., 2013). It is an instrument that was developed to measure the key internal organisational factors that influence a firm's entrepreneurial activities and outcomes and includes constructs such as 'availability of funding/lack of funding' (Hornsby et al., 2002; Hornsby et al., 2013). However, although it may be useful for assessing the organisational climate for intrapreneurship readiness, it does not take into account impacts from the external environment and its potential to enable and hinder innovation capacity. Major events from the external environment were seen to encourage intrapreneurship in the case organisations. However, many interviewees highlight and perceive that many other organisations often focus on 'survival' and have less capacity for intrapreneurship during challenging periods. Nevertheless, the importance of breaking the cycle of 'perception' of financial constraints restricting the opportunity to pursue intrapreneurship and reframing towards embracing entrepreneurship as a tool or strategy to overcome challenges is stressed. Therefore, this emphasises the vital insight of leveraging and making the most of what is internally available within the firm, as well as the strategic value of identifying, developing, and deploying resources and capabilities.

Furthermore, the impact of Brexit on the Scottish workforce is discussed in the findings. The human and social capital held by the organisation's workforce is a significant and non-duplicatable resource (Boselie et al., 2005). Across the case organisations, the staff teams

and individuals in the organisations were recognised as valuable resources for the effectiveness of intrapreneurship. A few interviewees expressed concerns about a brain drain of ‘talent’ from Scotland, both due to the effect of a potential lack of EU citizens immigrating to Scotland, and individuals from Scotland choosing to emigrate. The importance of talent diversity in driving intrapreneurship and the potential constraints caused by a lack of international talent and migration from Scotland are emphasised in the findings. Past research identified that cross-cultural teams can assist in opportunity development and identification (Muzychenko, 2008; Elo & Vincze, 2019). More specifically, Case 1 has particular pride in its team diversity and discussed the benefits of this in depth. External influences and pressures, such as the impact of Brexit and corresponding government legislation, may heighten talent and diversity shortages, necessitating consideration beyond the organisational-level to address societal-wide impacts.

Support in the ecosystem in the form of collaboration, community, and networks was found to be beneficial in facilitating intrapreneurship. The value of networks and social capital between other organisations emerged as a prominent theme across all case organisations. The social attributes of an entrepreneurial ecosystem consist of the resources rendered by or gained from social networks within a region. Social networks are perceived as crucial for promoting innovation. They encourage knowledge sharing, which supports the circulation of knowledge about new opportunities and new technologies and connects organisations with two key resources necessary for growth: investment and employees (Spigel, 2017; Spigel & Harrison, 2018). However, how the case organisations interact and utilise these networks and support differs based on the organisation’s age, stage and sector. Roundy (2017) argues that entrepreneurial ecosystems are influenced by two dominant institutional logics: entrepreneurial-market and community.

Although Case 1 acknowledges the value of networks, this organisation appeared to have more of a competitive outlook; this is likely due to the positioning of the organisation and the stage of growth they are at, with them being a high-tech private sector firm in the scale-up phase of growth. As highlighted previously, at the individual level, Case 1 may encourage a more individualistic approach than the other case organisations, which seems to permeate to the organisational level in how they operate in the ecosystem. Thus, overall, Case 1 is motivated by the market logic, with a degree of community logic present. This corresponds to previous literature, which indicates that commercial entrepreneurship, following market

logic, focuses on profit maximisation and value creation (Gümüşay, 2018). Case 2 has solid partnerships and collaboration with other government-funded organisations with a similar remit to theirs. Their collaboration with similar government-funded organisations appears to be a strategic necessity in navigating the cluttered landscape. The dominant logic appears to be the community logic in Case 2. However, they also navigate state and market logics due to the interplay of institutional influences, particularly being government-funded and collaboration described as a strategic necessity in their pursuit of facilitating innovation and commercialisation.

Case 3 discusses collaboration with different organisations and industries across Scotland as the organisation is purpose-driven and strives to achieve goals in conjunction with other stakeholders in the ecosystem. The findings highlight the importance of collaboration and balancing competition in fostering intrapreneurship. Past research addresses the logics navigated in pursuit of social entrepreneurship, being a phenomenon that combines the organising principles of the market and community logic, as social entrepreneurs attempt to identify opportunities that are both profitable and, at the same time, solve and resolve social problems or create social and societal value (Mair & Martí, 2006; Peredo & McLean, 2006; Battilana & Dorado, 2010; Gümüşay, 2018). This aligns to the experience of Case 3 in finding an equilibrium between community and market logics.

‘Storytelling’ is an approach adopted to generate publicity and understanding of intrapreneurship through sharing success stories (as discussed in Section 7.4). Many interviewees highlight that raising awareness and celebrating success through storytelling can foster the growth and development of intrapreneurship both within individual organisations and across the macro level by inspiring other organisations. Success stories within an industry can inspire other organisations to adopt similar practices (Vaskelainen & Münzel, 2018; Urbano et al., 2024). Actors are not pushed, but pulled, toward a specific institutional solution (Beckert, 2010). The pull towards business model solutions is evidenced by the case organisations during turbulent times. During the COVID-19 pandemic, Cases 1 and 3 set up intrapreneurial initiatives to engage staff and generate novel solutions and ideas. As a result of this, individuals and those at the staff level may feel inspired to develop innovative solutions organically to problems they face in their day-to-day work, and those at the senior level may acknowledge intrapreneurship as a novel idea to empower staff and bring benefits to the organisation. With the potential to create a ‘flywheel

effect' with more success stories emerging, it may inspire more individuals and organisations to pursue intrapreneurship. One interviewee in Case 3 shared their experience of their intrapreneurship project and the internal intrapreneurship facilitation initiative to an organisation where they serve on the board. This also exemplifies role modelling within the context of intrapreneurship, as this undertaking was entirely novel for the organisation.

Drawing from the established practice of role modelling in entrepreneurship, Hisrich (1990) first introduces the potential influence of role modelling in intrapreneurship, in his paper 'Entrepreneurship/intrapreneurship' in which he examines the aspects and characteristics of entrepreneurship and intrapreneurship from a psychological perspective. This research further confirms role modelling can be extended to intrapreneurship within organisations across the ecosystem and can play a crucial role in its development. Furthermore, past research has found that when entrepreneurial ecosystem members interact with support organisations, such as by mentoring entrepreneurs, they are exposed to the shared values, conventions, and 'simple rules' that are associated with a community logic (Roundy, 2017). Although sharing some similarities, role modelling is arguably a more organic process. However, while entrepreneurial ecosystem members observe and learn from the practices of organisations, this process of cross-pollination of ideas and practices may contribute to the organic alignment of organisational logics. Nevertheless, celebrating the achievements of employees and organisations who demonstrate intrapreneurship, and showcasing them as internal champions and role models, encourages others to embrace similar projects and approaches.

There were further noticeable differences among the three case organisations, mainly due to the industries and sectors in which they operated. As highlighted in Section 7.2, macro-level logics play a pivotal role in influencing how organisations interpret and understand intrapreneurship. Even with the mechanism of state logics in place, in the form of government policy, heterogeneity in their interpretation and adoption could be observed between the case organisations. Divergence, despite power differentials, can also have its roots in institutional logics (Beckert, 2010). For instance, concerning the Scottish Government's goals for net zero, the willingness of Case 3 to embed sustainability in their intrapreneurship project and gradually throughout all aspects of the organisation aligns with the values and logics more commonly associated with the third sector. Case 2, a company limited by guarantee with three public sector shareholders and partnership with the NHS,

introduces specific institutional pressures regarding their decision to gear their innovation calls towards sustainability.

In Case 1, the focus on net zero for funding and image enhancement reflects the role of institutional pressures, as organisations are motivated to conform to the logic of sustainability to access resources and maintain their reputations in the eyes of stakeholders and the public. This aligns with the work of Bitektine and Song (2023), which indicates that corporate social responsibility signals are associated with social approval by socially oriented stakeholders, such as local communities, families, or the general public. Furthermore, this provides insight into how the private sector may need more encouragement to boost intrapreneurship or some of the elements that encourage growth and productivity. An emphasis on intrapreneurship for the collective good and societal benefit, with a focus extending beyond individual gain, was particularly pronounced in Cases 2 and 3. These elements underscore the finding that intrapreneurship in the context of the ecosystem is not a one-size-fits-all concept. Each organisation, influenced by its unique positioning, growth stage, and values, navigates the landscape differently. Recognising and valuing these differences is crucial in creating and sustaining a developing and thriving ecosystem.

To sum up, this research uncovers the importance of considering the influences of the external environment on intrapreneurship, as organisations do not exist in isolation. There were many significant variations among the three case organisations primarily due to the sectors and industries in which they functioned, leading to differences in their understanding of government policies and interactions with them. Furthermore, Case 1 and 3 demonstrated their capability to survive during external shocks and utilise intrapreneurship as a proactive measure and tool to overcome challenges.

7.6 Case-Specific Enabling Mechanisms Diagram

This research provides a comprehensive understanding of intrapreneurship across three case organisations. Table 7.1 presents a summary of these mechanisms, showing how they differ among the cases. This diagram demonstrates the different levels of analysis and relevant concepts and how these played out differently in the three case organisations. Similarities can be observed in the organisations, such as the inherent motivation towards the organisational purpose. Additionally, differences or absence of mechanisms could be identified. For instance, Cases 2 and 3 did not have an obvious compensation system in

place. Although the individualistic nature of Case 1's compensation system was discussed previously, it was the only case organisation with some form of reward system for intrapreneurship.

Based on all the evidence gathered, it can be said that Case 3 appears to best internalise intrapreneurship. The positioning of the organisation and its previous partnership with Scotland's intrapreneurship support organisation have contributed to a comprehensive understanding and implementation of intrapreneurship. Additionally, the organisation emphasises the importance of personal development and training of its staff, which ensures that employees are well-equipped with the skills associated with intrapreneurship. Case 1 exhibits notable strengths; however, its age, developmental stage, and prior unfamiliarity with the concept of intrapreneurship may have limited its facilitation potential. An additional constraining factor for Case 1 may be the belief the CEO holds, that intrapreneurship cannot be trained or developed. As a result, the organisation does not provide training and development opportunities for the skills associated with intrapreneurship, which likely inhibits their full capacity to pursue intrapreneurship. It can be said that Case 2 appears to have the most barriers to enabling intrapreneurship. They had the least of the enabling mechanisms and struggled the most with fostering intrapreneurship. Extant research suggests that institutional complexity affects innovation adoption and implementation (Van den Broek et al., 2014). Therefore, it must be acknowledged that due to the positioning of Case 2, the institutions surrounding the organisation may inhibit intrapreneurship to an extent due to slow processes and governance.

7.7 Enabling Mechanisms Model of Intrapreneurship

In extension of the conceptual model proposed in Chapter 2 and Table 5.1 in Chapter 5, a model is proposed which considers all influencing factors and enabling mechanisms in the facilitation of intrapreneurship (Figure 7.1). The model demonstrates the levels of analysis of this research. At the macro-level there are also institutional logics at play which shape actions and meaning for organisations based on the sector they reside in. External forces and shocks such as the COVID-19 pandemic and Brexit impact the organisations. However, antifragility from the organisations manifested in the form of intrapreneurship and intentional intrapreneurship facilitation initiatives enabled the organisations to overcome and combat these external shocks. Role modelling and storytelling are approaches adopted to generate publicity and understanding of intrapreneurship through sharing success stories.

Raising awareness and celebrating success through storytelling can contribute to fostering the growth and development of intrapreneurship both at the organisational level and at the macro level by inspiring other organisations. This research further confirms role modelling can be extended to intrapreneurship within organisations across the ecosystem and can play a crucial role in its development.

In each organisation, there is the organisational level, team level, and individual level. Human and social capital held by the organisation's individuals are vital for organisational outcomes and performance. In particular, due to the size of the case organisations, each individual in an organisation can impact the organisational culture. Social capital is crucial in terms of team collaboration and trust, as well as collaborations with external organisations. Additionally, human capital can be impacted by external shocks and influences (such as the 'brain drain' caused by Brexit). Funding and financing (a lack of financial capital) were discussed as a constraint to intrapreneurship. However, this research emphasises the vital insight of leveraging and making the most of what is internally available within the firm, as well as the strategic value of identifying, developing, and deploying resources and capabilities. Organisational tensions and how organisations navigate these is an important consideration. The tension between process and agility has been highlighted in Chapter 5, alongside the tension between heterogeneity and homogeneity in staff teams. There is also a prominent tension between top-down and bottom-up, as well as deliberate and organic approaches to cultivating intrapreneurship. However, this study disagrees that it is an entirely bottom-up construct and makes the case that there are top-down antecedents or enabling conditions necessary to facilitate intrapreneurship or allow for bottom-up processes to occur in organisations. The organisational level influences both the team and individual levels, enabling intrapreneurship actions, and the outcome from those is intrapreneurship.

7.8 Conclusion

In conclusion, this study further develops an understanding of intrapreneurship in five key aspects. The findings from this study highlight that a shared understanding of intrapreneurship across industries and sectors is essential for organisations to navigate and thrive within the external environment, leading to increased clarity and effective implementation of intrapreneurship initiatives. The research illustrates the crucial role organisational structure plays in facilitating communication flows and idea generation, and emphasises that culture, leadership, and people within an organisation wield significant

influence on fostering intrapreneurship. Across the case organisations, top-down facilitation of intrapreneurship, for instance, through leadership vision or internal initiatives, enables bottom-up ‘organic’ intrapreneurship to occur and empower individuals through a sense of implicit and explicit permission. Therefore, antecedents or enabling conditions from the top-down enable bottom-up intrapreneurship to occur. Along with the interplay between top-down and bottom-up facilitation of intrapreneurship, organisational tensions and competing logics and how organisations must navigate these are important emergent themes. The other key tensions that were highlighted were between process and agility, heterogeneity and homogeneity in staff teams, and deliberate and organic approaches to cultivating intrapreneurship. Organisations that can navigate the interaction between these contrasting elements at interplay will ultimately be able to pursue and implement intrapreneurship effectively. Furthermore, this research highlighted the importance of considering the influences of the external environment in intrapreneurship research due to the fact organisations are not existing in isolation. The interviews revealed that the case organisations felt they were able to adapt to the external environment and sudden changes. Finally, the importance for organisations to utilise resources within their means and overcome perceived financial constraints to pursue intrapreneurship if they have the capacity to do so was acknowledged. The enabling mechanisms and interplay of these elements within each case organisation have been brought to light through Table 7.1 and Figure 7.1.

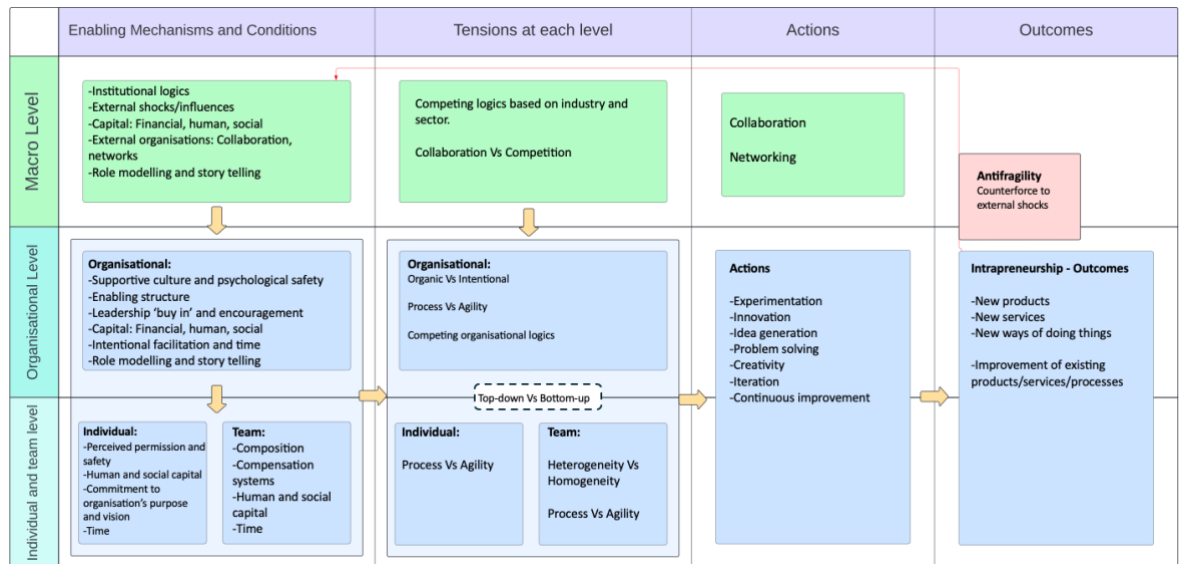
Table 7.1 Case-Specific Intrapreneurship Enabling Mechanisms Table

Case Organisation	Most Present Enabling Mechanisms	Less Present/Absent Enabling Mechanisms	Contextual Constraints
<p>Case 1 - High-tech private sector firm which was a spin-out from a university.</p>	<p>Macro-Level: -Institutional logics (Market logic > Community Logic) -External shocks/influences, -Role modelling and storytelling -Networking -Capital (financial, human, social) -Senior leader support</p> <p>Organisational Level: -Supportive culture and psychological safety -Enabling structure -Role modelling and storytelling -Senior leader / leadership ‘buy-in’ and encouragement -Growth and organisational change</p> <p>Team: -Composition -Compensation system -Human and social capital</p> <p>Individual: -Perceived permission and safety -Human and social capital</p>	<p>Macro-Level/External: -Collaboration</p> <p>Internal: -Internal role modelling and storytelling -Training and Development</p>	<p>-Funding/Financing -A lack of time and having to prioritise day-to-day tasks, whether due to deadlines, orders, or external constraints.</p>

	-Commitment to organisation's purpose and vision		
Case 2 - Private company registered in Scotland and limited by guarantee with three public sector shareholders. Works alongside the national healthcare service and has produced several spin-outs.	Macro-Level: Institutional Logics (Community logic v State logic v Market logic) -External shocks/influences -Role modelling and storytelling -Capital (financial, human, social) -Networking and collaboration -Senior leader 'buy-in' Organisational Level: -Supportive culture Team: -Composition -Human and social capital Individual: -Perceived permission -Human and social capital -Commitment to organisation's purpose and vision	Internal: -Team composition -Intentional facilitation -Internal role modelling and storytelling -Growth and organisational change -Compensation systems -Encouraging leaders -Enabling structure -Training and Development	-Funding/financing -Lack of time -Institutions surrounding the organisation positioning with NHS
Case 3 - Third Sector: training and development for young people.	Macro-Level: -Institutional logics (Community logic V Market logic) -External shocks/influences	Internal: -Compensation systems	-Funding/financing -Lack of time

	<ul style="list-style-type: none"> -Role modelling and storytelling -Capital (financial, human, social) -Networking and collaboration <p>Organisational Level:</p> <ul style="list-style-type: none"> -Growth and organisational change -Role modelling and storytelling -Leadership /senior leader ‘buy-in’ and encouragement -Supportive culture and psychological safety -Enabling structure -Training and Development <p>Team:</p> <ul style="list-style-type: none"> -Composition -Human and social capital <p>Individual:</p> <ul style="list-style-type: none"> -Perceived permission -Human and social capital -Commitment to organisation’s purpose and vision 		
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Figure 7.1 Intrapreneurship Enabling Mechanisms Model



Chapter 8 – Conclusion

8.1 Introduction

This research has investigated how intrapreneurship might be effectively enabled. The study findings provide an understanding of intrapreneurship and its development in organisations across sectors in Scotland. The findings uncover the enabling mechanisms of intrapreneurship, along with organisational tensions and competing logics the organisations must navigate. It highlights the influence of unexpected external events, pushing organisations to pursue intrapreneurship, resulting in the development and strengthening of antifragility, which facilitates organic intrapreneurship. This research makes significant contributions and extensions to the field of intrapreneurship, with a particular focus on multilevel research, organisational ambidexterity, and the antifragility and organisational resilience literature. This chapter addresses the contributions to knowledge, the implications for practice and policy, and provides an overview of the research.

8.2 Implications for Knowledge and Theory

This study contributes to the growing body of research on intrapreneurship by providing an in-depth qualitative analysis exploring the enabling mechanisms of intrapreneurship in organisations. This study showed the value of intrapreneurship in SMEs residing in different sectors and industries, which were all at various stages of growth and existence. This contrasts with prior research, which describes intrapreneurship as entrepreneurial behaviour inside established mid-sized and large organisations (Stopford & Baden-Fuller, 1994; Kuratko & Morris, 2018). There are several contributions towards theory and knowledge around intrapreneurship, which will now be discussed.

This research unveils a more comprehensive perspective of intrapreneurship by combining **multiple levels of analysis**. Hence, this research answers the calls of Neessen et al. (2019), who argue for more multilevel research to address the organisational-level factors that influence employee intrapreneurial behaviour and to investigate how individual intrapreneurial behaviour influences outcomes at an organisational level. This approach to research bridges the gap in the lack of consensus in past research regarding how intrapreneurship is best enabled and provides an understanding of the multilevel causal mechanisms fostering intrapreneurship. The proposed model of intrapreneurship (Figure 7.1) demonstrates the multilevel and fluid nature of intrapreneurship. By moving beyond the

individual level analysis (e.g. of skills and attributes), this study provides an understanding of the causal mechanisms enabling the facilitation of intrapreneurship and individual intrapreneurial behaviour.

As intrapreneurship is a complex multilevel construct, **institutional logics** were adopted as a lens to allow for an in-depth understanding of sectoral and industry differences in intrapreneurship pursuit to be examined. Although intrapreneurship research through the lens of institutional logics is in its infancy, this research evidences its value towards understanding the enabling mechanisms of intrapreneurship. By exploring intrapreneurship across different sectors and industries, it is seen that the logics prevalent within institutional fields significantly shape how organisations interpret and understand intrapreneurship. The case organisations navigate competing logics, notably in the context of the Scottish ecosystem between collaboration (community logic) and competition (market logic) with other organisations. Support in the ecosystem in the form of collaboration, community and networks is also found to be beneficial in facilitating intrapreneurship. However, the manner in which the case organisations interact and utilise these networks and support differs based on the organisation's age, stage and sector. Furthermore, the crucial role of individual change makers (lone wolves) and their collaboration with others in the context of organisations to drive forward new ideas is highlighted.

This study contributes to the academic discussion regarding **organisational ambidexterity** as a missing link between entrepreneurship, innovation, and management literature (Audretsch & Guerrero, 2023). Intrapreneurship as a concept and phenomenon sits between these strands of literature. At its most simple definition, it is described as *entrepreneurship within an organisation* (Hernández-Perlines et al., 2022). Extant research indicates as intrapreneurship takes place within an established organisation, specific hindrances may occur due to hierarchy and the internal business environment (Cromie, 2000; Boon et al., 2013). This research reveals the tensions organisations face in enabling intrapreneurship and emphasises the importance of navigating these tensions and achieving harmony. Therefore, the findings respond to recent calls by uncovering multiple tensions contemporary organisations face in the current socio-economic landscape (Audretsch & Guerrero, 2023). Ambidexterity offers an approach to understanding the mechanisms and tensions organisations face in facilitating intrapreneurship. This research extends the current understanding of ambidexterity in the intrapreneurship process beyond the bottom-up and

top-down tension (Burstrom and Wilson, 2015). It uncovers multiple tensions organisations navigate in their pursuit of enabling intrapreneurship. The tensions identified are process and agility, heterogeneity and homogeneity in staff teams, top-down and bottom-up, and strategic/deliberate and organic approaches to cultivating intrapreneurship.

A key contribution towards the intrapreneurship literature is the identification of necessary **top-down antecedents or enabling conditions** to facilitate intrapreneurship or allow for bottom-up processes to occur in organisations. Extant research describes intrapreneurship as a bottom-up (self-determined), multilevel construct that can affect different organisational levels (Antoncic & Hisrich, 2003; Kuratko et al., 2005a; Åmo & Kolvereid, 2005; Hayton & Kelley, 2006; Åmo, 2010; Neessen et al., 2019; Hernández-Perlines et al., 2022). However, this study makes the case that it is not an entirely bottom-up (self-determined) construct and indicates that there are top-down antecedents or enabling conditions that are necessary to foster intrapreneurship or allow for bottom-up processes to occur.

Particularly, authentic leadership and the cultivation of psychological safety are crucial for fostering bottom-up and organic intrapreneurship pursuits. Additionally, storytelling and role modelling emerged as both a top-down and bottom-up approach to facilitate organic intrapreneurial activity. This research further confirms role modelling can be extended to intrapreneurship within organisations across the ecosystem and can play a crucial role in its development. Therefore, the essential synergy between bottom-up and top-down intrapreneurship is highlighted, and the value of these to coexist and for organisations to strive for ambidexterity in navigating these tensions is emphasised.

In demonstrating the impacts of the external environment and its potential to enable and hinder innovation capacity, this study further extends the existing understanding of intrapreneurship and the literature on it. The findings identified that **antifragility** from the organisations manifested in the form of intrapreneurship and intentional intrapreneurship facilitation initiatives enabled the organisations to overcome and thrive through external shocks. One of the identified tensions is the importance of organisations not being ‘paralysed by process’ and being agile enough to allow changes to occur. Antifragility correspondingly represents the capability of a system to absorb shocks and subsequently improve (Ramezani & Camarinha-Matos, 2020; Corvello et al., 2023). Cases 1 and 3 demonstrated the value of intrapreneurship in eliciting antifragility.

Intrapreneurship is harnessed to engage employees during the ‘black swan event’ of COVID-19 and allows staff at all levels to generate novel solutions and ideas that the case organisations could pursue (some of which were adopted). These organisations demonstrated agility and adaptability in the face of unexpected challenges, and ultimately thrived as a result of embracing intrapreneurship. However, antifragility provides a lens to understand how certain entities can benefit from disorder and uncertainty. Further research is necessary to understand antifragility and its relationship with intrapreneurship. This would be beneficial for advancing theory and academia and having a broader impact on organisations in the entrepreneurial ecosystems. These propositions will be discussed in more detail in Section 8.5, considering antifragility as an antecedent and outcome of intrapreneurship.

8.3 Contribution to Policy and Practice

Intrapreneurship is valuable for the case study organisations and can potentially benefit the entrepreneurial ecosystem more comprehensively. The implications for policy and practice will now be laid out.

One fundamental proposition of this study is that policy development should strive for a **shared meaning and understanding of intrapreneurship**. The language of innovation and intrapreneurship is saturated with a rich vocabulary, as not only are many words offered, but different authors define or use these words differently (Linton, 2009; Hernández-Perlines et al., 2022). There is a crucial need to differentiate intrapreneurship from related terms. This would potentially lead to greater awareness of the term, and a clear agreed-upon definition would assist ecosystem members in striving towards shared goals. The findings show that there are a range of conceptualisations and perceptions of what intrapreneurship is, as well as preferred labels for intrapreneurial outputs. A lack of a shared understanding of intrapreneurship currently stems from organisations seeking legitimacy by adopting it or related terms without a standardised definition, leading to further confusion and diverse interpretations. The divergence in interpretation and confusion with similar or related terms creates challenges in achieving goals and a shared understanding.

The organisation most disconnected from government and policy circles (Case 1) had the least awareness of intrapreneurship as a concept. This highlights the importance of providing leverage to make intrapreneurship a more widely understood concept for those outside of the

public sector and government circles. It was highlighted that a shared understanding of intrapreneurship across industries and sectors may lead to increased clarity and more effective implementation of intrapreneurship initiatives. There is likely untapped potential in organisations that can be unlocked through a shared understanding of the term or a greater awareness of what intrapreneurship can bring to organisations. Furthermore, the way the organisations understood and navigated policies differed based on their respective sectors and industries. In particular, the findings provide insight into how the private sector may need more encouragement to boost intrapreneurship or some of the elements that encourage growth and productivity. Hence, a one-size-fits-all approach is not totally effective, and policymakers may need to consider how to captivate and encourage organisations across the ecosystems to engage in these activities that promote growth and productivity.

Storytelling and role modelling were valuable approaches to generating awareness of intrapreneurship. The findings highlight that ‘storytelling’ and generating publicity about success stories create greater awareness and inspire others to be intrapreneurial. This applies internally at the organisational level, with individuals and teams inspiring others. This influence can also occur at the macro-level as a means of encouragement from one organisation to another (likely guided by community logic). In essence, it is an approach that facilitates organic intrapreneurial activity. Therefore, simple promotional materials and sharing and celebrating the successes of intrapreneurship may lead to a ‘flywheel effect’ of further uptake and success stories and role models of intrapreneurship in organisations and throughout the ecosystem.

Furthermore, **intrapreneurship tackles** some of the critical issues the UN’s Sustainable Development Goals set out. This study aligns with **Sustainable Development Goals 8 and 9²⁵**, as the contribution of intrapreneurship towards economic growth, improved working conditions, and innovation is illuminated. Throughout the data collection process, it is worth noting that only one interviewee (a staff-level employee) mentioned the Sustainable Development Goals and the importance for organisations to strive towards those. Further promotion of the goals for Scotland to attain the aims and shared goals that have been set may be necessary. These could be embedded to a greater extent in all organisations and institutions across Scotland. This study emphasises the value intrapreneurship can bring to organisational conditions and innovation, an essential finding for policymakers and

²⁵SDG 8: Decent work and economic growth. SDG 9: Industry, innovation, and infrastructure.

organisations. The Scotland Can Do policy document identifies intrapreneurship as an effective driver of innovation and economic growth by encouraging employees within an organisation to take on the role of an entrepreneur, develop innovative ideas, and drive change from within (Scottish Government, 2013). This study highlights intrapreneurship as a sustainable approach to development and growth by which organisations can enable workers to generate ideas that can transform and change organisations and allow them to adapt to external shocks. Therefore, intrapreneurship and the SDGs can complement each other to drive positive change within organisations and contribute to global sustainable development.

Moreover, **talent retention and brain drain prevention** in organisations across Scotland are crucial considerations. Concerns were expressed about a brain drain of ‘talent’ from Scotland, both due to the effect of a potential lack of EU citizens immigrating to Scotland, and individuals from Scotland choosing to emigrate. Across the case organisations, the human and social capital held by the workforce was recognised as a valuable resource in the effectiveness of intrapreneurship. The importance of talent diversity in driving intrapreneurship and the potential constraints caused by a lack of international talent and migration from Scotland are emphasised in the findings. It is evident across the board from the interviewees’ perceptions that more needs to be done regarding brain drain and talent retention issues. External influences and pressures, such as the impact of Brexit and corresponding government legislation, may heighten talent and diversity shortages, necessitating consideration beyond the organisational level to address the societal-wide effects. Therefore, it is proposed that an enhanced focus on talent and skills with an emphasis on engaging, training, and retaining talent would benefit Scotland in supporting and enabling a productive society and economy. Intrapreneurship is used to engage and empower employees. Thus, it could be considered an approach to upskilling and retaining talent.

8.4 Considerations for Organisations in the Pursuit of Intrapreneurship

The conditions in which intrapreneurship is facilitated may serve as a basis for developing business practices, such as development and rewards, which would stimulate intrapreneurial behaviour (Schmelter et al., 2010). Based on the theoretical contributions, the implications for policy and practice, and additional findings, there are some specific considerations that would benefit organisations in pursuing intrapreneurship. Intrapreneurship was highlighted as a critical driver of innovation in the private, public, and third sectors, as demonstrated in

the cross-sectoral cases. The findings reveal that intrapreneurship facilitates innovation within the organisation. This is illustrated by staff empowerment across the cases, allowing freedom to innovate. Organisations that can navigate the interaction between the contrasting elements and tensions to find synergy are better able to pursue and implement intrapreneurship.

The **enabling conditions of intrapreneurship** have been illustrated. Therefore, it is crucial for organisations to acknowledge these in order to facilitate intrapreneurship to its fullest capacity. Top-down mechanisms are a necessary antecedent to enable bottom-up organic intrapreneurship to occur fully. Deliberate staff pairings and consideration of team composition is arguably a top-down method of enabling bottom-up intrapreneurship. Team composition and intentional staff pairings are essential considerations for organisations. A level of diversity that fosters innovation and increases productivity while still allowing for an alignment of values is crucial. The perhaps paradoxical seeming pursuit of homogeneity of values and heterogeneity of other characteristics underscores the importance of striking a balance between unity and diversity.

Some organisations may not have effective foundations of encouragement in place, which can lead to the activity of ‘bootlegging’ to occur (Augsdorfer, 1996; 2012), amongst intrapreneurs who are willing to take risks despite the lack of organisational support. Furthermore, to avoid encouraging a ‘lone wolf’ mentality amongst staff, **team-based rewards for intrapreneurial behaviour** should be considered and developed to prevent distributive justice. To unlock the untapped potential in existing organisations (Mason & Brown, 2013), supportive structures and conditions are necessary to allow intrapreneurs to pursue intrapreneurship. Some organisations likely have untapped potential.

Moreover, across the cases, the disconnect between the perceived autonomy and empowerment of staff, and the **vision for autonomy** and empowerment senior leaders had for their employees, and the amount of autonomy middle managers allow to occur is evident. Arguably, large organisations can function without middle management (Martela, 2023). Hence, there is potential for the necessity of middle managers to be reconsidered; based on the interview evidence gathered, there is a misalignment between the espoused vision of organisational autonomy from senior leaders and the actual reality of autonomy granted by

front-line managers to those on the staff level. Nevertheless, organisations should strive to ensure this is not the case and close the gap through effective communication of vision.

Additionally, it is essential for organisations not to be **‘paralysed by process’** and to be agile enough to allow changes to occur. They must also have enough process, such as intentional facilitation initiatives, to ensure ideas are transformed to reality. This is also an important consideration for overcoming external shocks. It was found that **strategically and intentionally implementing intrapreneurship** facilitation initiatives enabled organisations to overcome and combat external shocks, such as the COVID-19 pandemic. In addition to this, the implicit and explicit permission gained by staff members through leadership implementing strategic initiatives enabled and encouraged staff to pursue intrapreneurial behaviours organically. As Menzel et al. (2007) state, intrapreneurship is about people in action and interaction; existing knowledge must be brought back into the field by designing interventions and tools that can be utilised to train intrapreneurship in educational institutions and organisations. It is not sufficient to only theorise about intrapreneurship, but more effort must be made to implement intrapreneurship in the settings of existing companies (Menzel et al., 2007). A ‘hackathon’ or ‘blue sky thinking’ style event in which staff members were mixed into teams to generate ideas and solutions appeared to be effective in the case organisations that had implemented these initiatives. Therefore, the value of strategic and intentional facilitation of intrapreneurship, as well as allowing **time** for employees to experiment and generate ideas is crucial to further enable organic processes to occur.

The study unveils the influence of unexpected external events, pushing organisations to pursue intrapreneurship, resulting in the development and strengthening of antifragility, which facilitates organic intrapreneurship. **Antifragility** is characterised by the capability to take advantage of a shock to improve the organisation’s position (Corvello et al., 2023). This impacts firms and ecosystems to understand antifragility and the potential for intrapreneurship to assist in its manifestation. Furthermore, intrapreneurship serves as both a strategy to utilise existing resources effectively and a means to overcome financial limitations. However, research on antifragility is in its infancy, and further research is necessary to comprehend antifragility and its relationship with intrapreneurship; this will be explored in the following section.

8.5 Limitations of the Study and Future Research Avenues

This study provides comprehensive research on intrapreneurship. The findings contribute to knowledge and understanding of the concept and support the direction of future research, policy, and practice. However, there are limitations to the study.

Some of the **methodological limitations** and how they have been addressed and minimised were discussed in Chapter 3. The case study selection was justified, and a thorough, robust process of data collection and analysis process was carried out. However, one notable setback was the difficulty in acquiring a public sector case study. Nevertheless, it was decided to interview the ISO's CEO, who was the gatekeeper of the potential public sector organisations. They provided their perspective as an ecosystem stakeholder and facilitator of intrapreneurship in organisations across Scotland, particularly within the public and third sectors. The three selected case studies, along with the additional policymaker and ecosystem stakeholder interviews and document analysis, allowed for robust data to be collected. In particular, Case 2, with its funding structure and positioning, accompanied by a core purpose to facilitate innovation in the NHS, allowed for some understanding of the opportunities and constraints of enabling intrapreneurship in the public sector. Yet, it would be of value to conduct research with an organisation explicitly categorised as public sector to investigate sectoral differences further. The purposive selection of the case organisations where research was conducted was justified in Chapter 3. As highlighted, some extant research streams describe intrapreneurship and corporate entrepreneurship as entrepreneurial behaviour inside established mid-sized and large organisations (Stopford & Baden-Fuller, 1994; Kuratko & Morris, 2018). This research found that intrapreneurship can prove effective in SMEs at different stages of growth and establishment across sectors and industries. However, a comparative study between organisations of various sizes in the facilitation of intrapreneurship could be a fruitful future research angle.

Additionally, it must also be noted that due to the time boundaries of the research, a cross-sectional study was implemented. Although this provides valuable insight into phenomena at a particular time (Saunders et al., 2019), a **longitudinal study** would overcome the possible issue of a snapshot (of a single time and place) in order to understand processes of change over time (Easterby-Smith et al., 2018). Therefore, a possible future research direction would be to investigate and analyse intrapreneurship development over time. Furthermore, future research could consider more unconventional or innovative research

methods besides interviews and document analysis. The need for qualitative methods to become more diverse and for entrepreneurship researchers to broaden the methods used to explore entrepreneurial phenomena has been expressed (Van Burg et al., 2022). Using a method such as diaries or blogs could investigate the experiences of an individual or phenomena over time. With the emergence of online research methods within qualitative research studies, blogs have emerged as an effective way to collect data typically gathered by traditional diaries (Harricharan & Bhopal, 2014). Not only are blogs and diaries continuous and allow data collection and analysis throughout a research project, but the utilisation of these methods in a research study overcomes some of the disadvantages associated with methods such as interviews, which are susceptible to memory impairment and retrospective reconstruction issues of interviewees (Hookway, 2008). Hence, this would be an effective data collection method for a longitudinal research study.

Some indication of how disruptions can be used to motivate innovation can be derived from the **antifragility** support strategies, yet this aspect requires further work (Ramezani & Camarinha-Matos, 2020). Fortunato and Alter (2022) argue that the antifragility of systems is both created and reinforced by innovation. Hence, it may be necessary to investigate the direction of this relationship and to what extent innovation facilitated through intrapreneurship enables antifragility but is further enhanced by antifragility. Future research could apply the Ramezani and Camarinha-Matos' (2020) framework to fully understand intrapreneurship as a potential crisis management strategy and in which stages it is effectively utilised. Scholars have emphasised that an understanding of antifragility is an emerging avenue. Thus, research is limited; particularly, research on SMEs is scarce (de Bruijn et al., 2020; Corvello et al., 2023). Further research is necessary to understand antifragility and its relationship with intrapreneurship. This is beneficial for advancing theory and academia. In addition, it has a broader impact on firms and ecosystems to understand antifragility and the potential for intrapreneurship to assist in its manifestation. enables antifragility but may also be further enhanced by antifragility.

8.6 Key Contributions and Final Reflections

This research makes significant contributions to the field of intrapreneurship, with a particular focus on multilevel research, organisational ambidexterity, and the antifragility and organisational resilience literature.

This research extends the existing understanding and literature of intrapreneurship by adopting a multilevel approach that considers the individual, team, organisational, and external factors. This study provides an understanding of the causal mechanisms enabling the facilitation of intrapreneurship and individual intrapreneurial behaviour by moving beyond the individual level analysis (e.g. of skills and attributes). A nuanced understanding of enabling and constraining mechanisms for intrapreneurship facilitation across different sectors is gained, which has the potential to inform future research and practice in diverse contexts. The proposed model of intrapreneurship (Figure 7.1) takes a holistic view and demonstrates the multilevel and fluid nature of intrapreneurship.

This study contributes to the organisational ambidexterity discussion, and further extends knowledge surrounding the facilitation of intrapreneurship. Multiple tensions were identified in the pursuit of intrapreneurship facilitation. There is a prominent tension between top-down and bottom-up, as well as deliberate/strategic and organic approaches to cultivating intrapreneurship. Additionally, the tension between process and agility, alongside the tension between heterogeneity and homogeneity in staff teams are notable dualities. This research disagrees with extant literature that intrapreneurship is an entirely bottom-up construct (Antoncic & Hisrich, 2003; Åmo & Kolvereid, 2005; Kuratko et al., 2005a; Hayton & Kelley, 2006; Åmo, 2010; Neessen et al., 2019; Hernández-Perlines et al., 2022), and makes the case that there are top-down antecedents or enabling conditions that are necessary to facilitate intrapreneurship or allow for bottom-up processes to occur in organisations.

This research identifies intrapreneurship as a sustainable approach to development and growth by which organisations can enable workers to generate ideas that can transform and change organisations and allow them to adapt to external shocks. The findings on antifragility and how organisations can leverage intrapreneurship during external challenges to thrive under uncertainty and change contribute to the growing literature on antifragility. The research bridges the literature on antifragility and intrapreneurship by exploring the influence of external shocks on organisations. This research offers further insights into how organisations can absorb shocks and subsequently improve (Ramezani & Camarinha-Matos, 2020; Corvello et al., 2023). This study identifies gaps in the understanding between antifragility and intrapreneurship and avenues for future research. In particular, considering antifragility as an antecedent and outcome of intrapreneurship, it may be necessary to investigate the direction of this relationship and understand to what extent innovation

facilitated through intrapreneurship enables antifragility but may also be further enhanced by antifragility.

To sum up, this study demonstrated the potential intrapreneurship has to provide far-reaching benefits for organisations across Scotland and further afield. Whilst the findings demonstrate the value intrapreneurship has within the entrepreneurial ecosystem, it is acknowledged that the Scottish Government is attempting to embed intrapreneurship nationally. It is evident more needs to be done to create an awareness of opportunities associated with intrapreneurship and to share knowledge on approaches to develop and foster this. There is likely much untapped potential in existing organisations across Scotland and further afield. Entrepreneurship and the development of ‘loose skills’ add significant value in various contexts by driving innovation, enhancing organisational adaptability, and fostering economic growth. Unlocking intrapreneurship may improve productivity and enhance the innovative capacity of organisations. This underscores the importance of raising awareness about the opportunities associated with intrapreneurship. It also drives momentum for collaborating with organisations already engaged in groundbreaking work to develop these capabilities within Scotland, the UK, and international entrepreneurial ecosystems.

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Appendices

Appendix A: Interview Themes - Case Organisations

Themes	Questions
Introduction	<p>-Would you like to tell me a little bit about yourself and your interests and experiences of intrapreneurship in Scotland?</p> <p>-Could you discuss what you perceive to be the opportunities of intrapreneurship in an organisation?</p> <p>-Does your organisation have anything in place to facilitate intrapreneurship?</p> <p>[Managers]</p> <p>-Is there anything you do in your role to support intrapreneurship?</p>
Internal Organisation	
Culture	<p>-What does organisational culture mean to you?</p> <p>-How would you describe the culture of your organisation/business?</p> <p>-Why might this be the case? / What has contributed to this situation?</p>
Structure	<p>-How would you describe the structure of your organisation? (With regard to the levels, management, organisation of work and communication between levels and sections etc.).</p> <p>-Could you discuss the collaboration and communication between different subunits and teams within your organisation?</p> <p>-How would you describe decision making processes in your organisation?</p>

	<p>-Do rules and procedures in your organisation have any impact on intrapreneurship?</p> <p>-To what extent does the structure of the organisation encourage or hinder the facilitation of intrapreneurship?</p> <p>[Managers]</p> <p>-How has the structure of the organisation been designed?</p> <p>-Has the structure of the organisation ever been reviewed?</p>
External Organisational Factors	<p>-Have any impacts or effects from the external environment and economy encouraged or hindered intrapreneurship in your organisation?</p> <p>-Have any government policy or initiatives had an impact on hindering or encouraging intrapreneurship?</p>
Conclusion	<p>-What do you perceive or experience as being the main challenges for intrapreneurship?</p> <p>-What are your hopes or fears for the future of intrapreneurship in your organisation and within Scotland as a whole?</p>

Appendix B: Interview Themes - Members of the Government and ISO's CEO

Themes	Questions
Introduction	<p>-Would you like to tell me a little bit about yourself and your interests and experiences of intrapreneurship in Scotland?</p> <p>-Could you discuss what you perceive to be the opportunities of intrapreneurship in an organisation?</p>
External Organisational Factors & Scottish Entrepreneurial Ecosystem	<p>-Can you discuss the levels of intrapreneurship in organisations throughout Scotland?</p> <p>-Can you think of the most significant contribution or impact a policy, or initiative has had in Scotland for intrapreneurship?</p> <p>-What, in your experience, if anything, is holding back the further growth and development of Intrapreneurship nationally?</p> <p>-Considering the external environment locally and globally, what specific events have impacted the Scottish entrepreneurial ecosystem and what effects have these had on entrepreneurship and intrapreneurship in organisations?</p> <p>[CEO ISO]</p> <p>-Can you describe some of the successes you have had and how you measure success in the short, medium and long term, with the organisations you have worked alongside?</p> <p>-Do you have anything in place to ensure or encourage that intrapreneurship continues after the initial projects?</p>

Internal Organisation	<ul style="list-style-type: none"> -What does organisational culture mean to you? -How would you describe the culture of an organisation that is intrapreneurial? -What does organisational structure mean to you? -From your experience what sort of organisational structure best facilitates or allows for intrapreneurship? -Within your own organisation is intrapreneurship encouraged? And can you talk more about this or give examples? -What do you perceive or experience as being the main challenges of intrapreneurship in an organisation?
Conclusion	<ul style="list-style-type: none"> -Are there similar challenges and opportunities for intrapreneurship as entrepreneurship? -What might be some of the challenges for intrapreneurship in Scotland? -From your experience, what are the opportunities and benefits of facilitating and encouraging intrapreneurship in the organisations? -What are your hopes or fears for the future of intrapreneurship within Scotland as a whole?

Appendix C: Ethical Approval



31 August 2022

Dear Roisin Dooley-Nealis

College of Social Sciences Research Ethics Committee

Project Title: Intrapreneurship: Its forms and enabling organisational factors

Application No: 400210272

The College Research Ethics Committee has reviewed your application and has agreed that there is no objection on ethical grounds to the proposed study. It is happy therefore to approve the project, subject to the following conditions:

- Start date of ethical approval: 31/08/2022
- Project end date: 30/09/2024
- Any outstanding permissions needed from third parties in order to recruit research participants or to access facilities or venues for research purposes must be obtained in writing and submitted to the CoSS Research Ethics Administrator before research commences: socsci-ethics@glasgow.ac.uk
- The research should be carried out only on the sites, and/or with the groups and using the methods defined in the application.
- The data should be held securely for a period of ten years after the completion of the research project, or for longer if specified by the research funder or sponsor, in accordance with the University's Code of Good Practice in Research: (https://www.gla.ac.uk/media/media_490311_en.pdf)
- Any proposed changes in the protocol should be submitted for reassessment as an amendment to the original application. The **Request for Amendments to an Approved Application** form should be used: <https://www.gla.ac.uk/colleges/socialsciences/students/ethics/forms/staffandpostgraduateresearchstudents/>