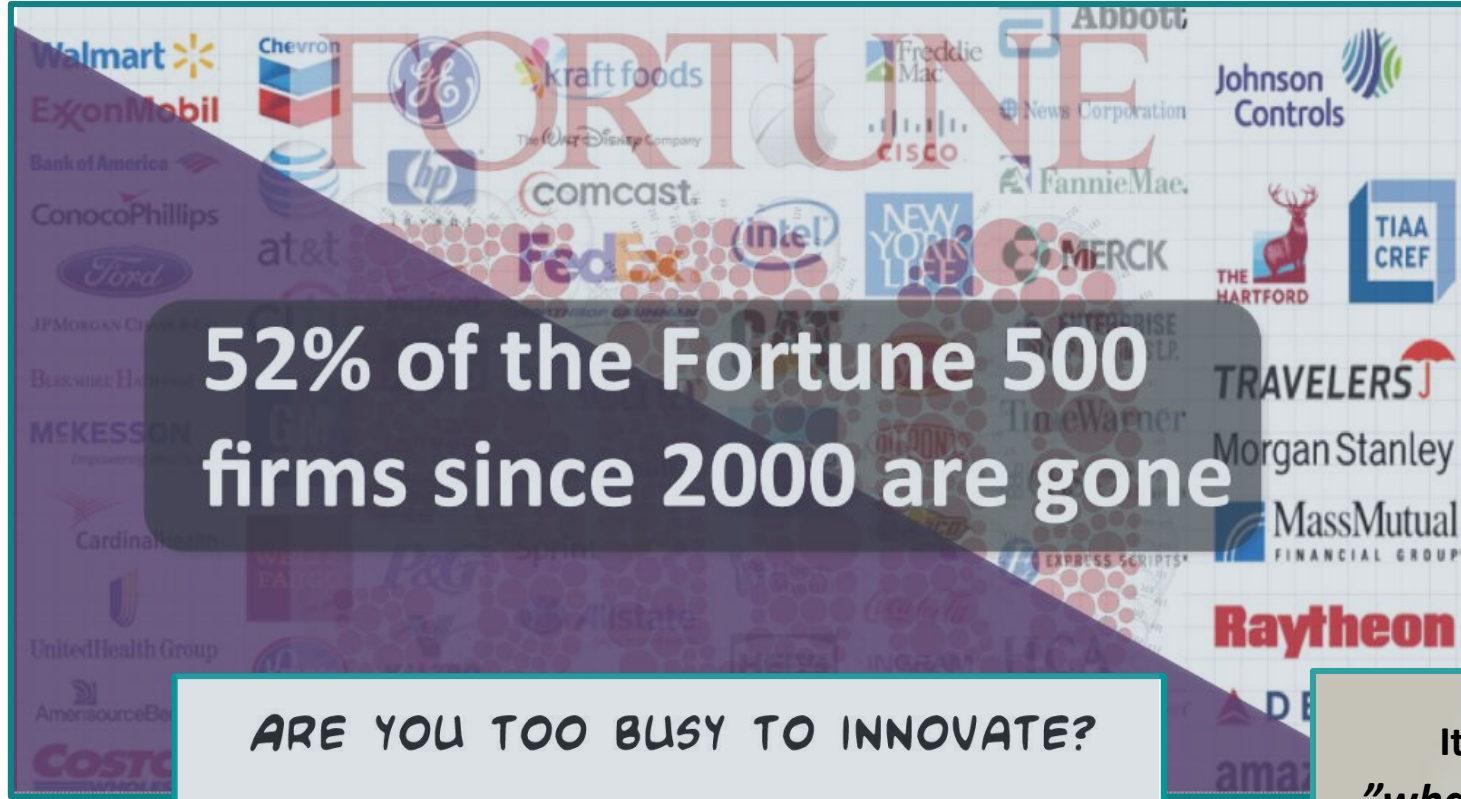


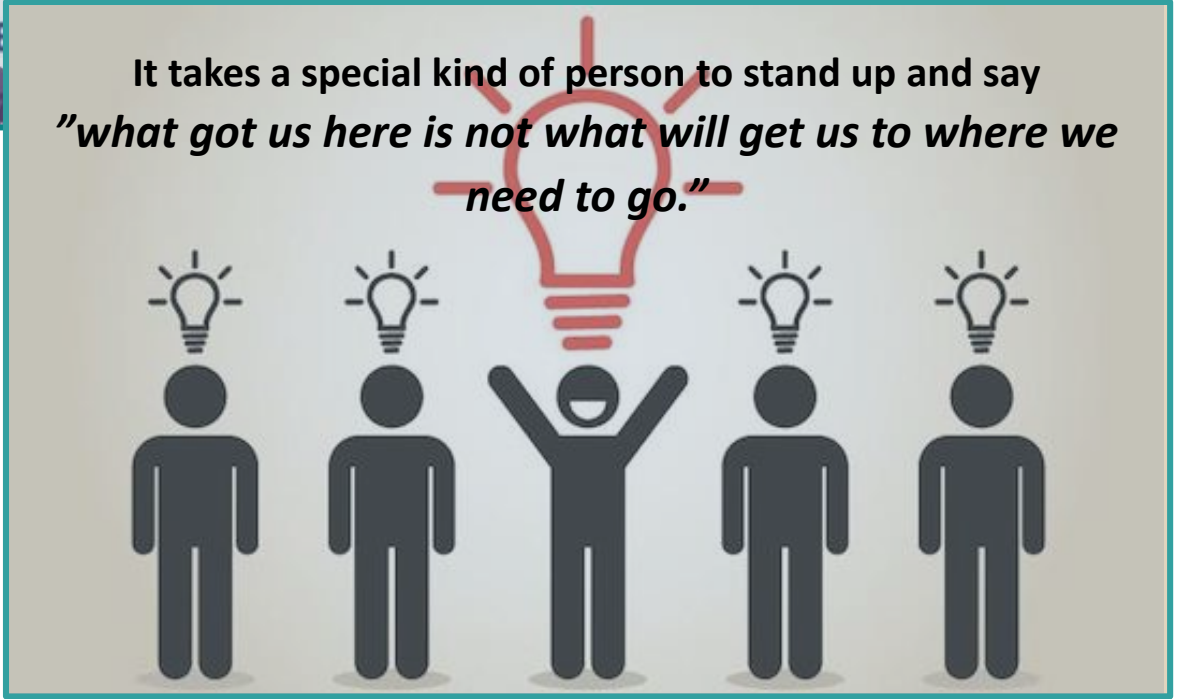
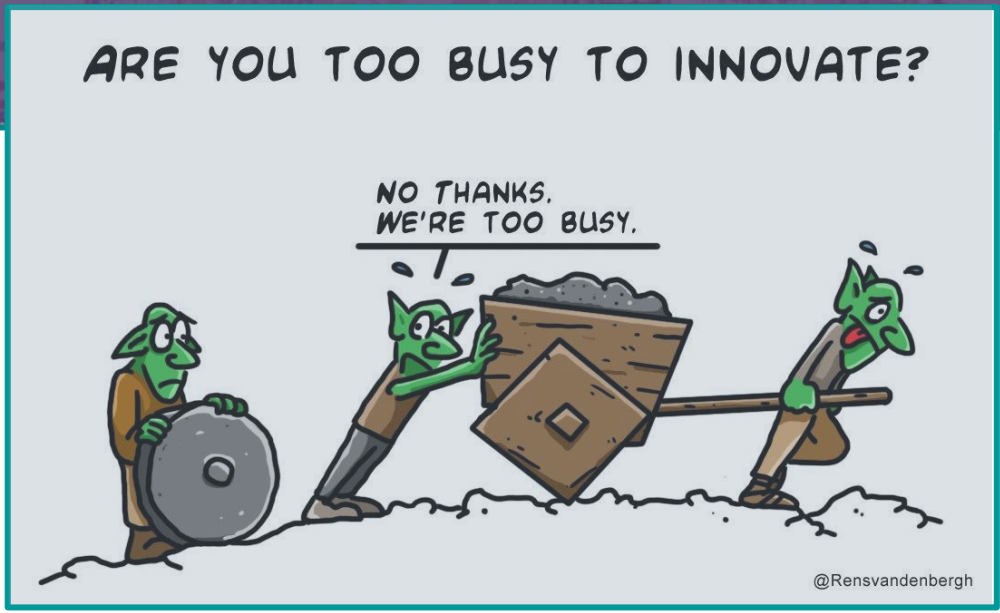
Intrapreneurship

Siemens Industrial Turbomachinery AB /
Linköping University
Mineta Galijasevic




SIEMENS
Ingenuity for life

52% of the Fortune 500 firms since 2000 are gone



New conditions impacting organizations – raising the need of Intrapreneurship

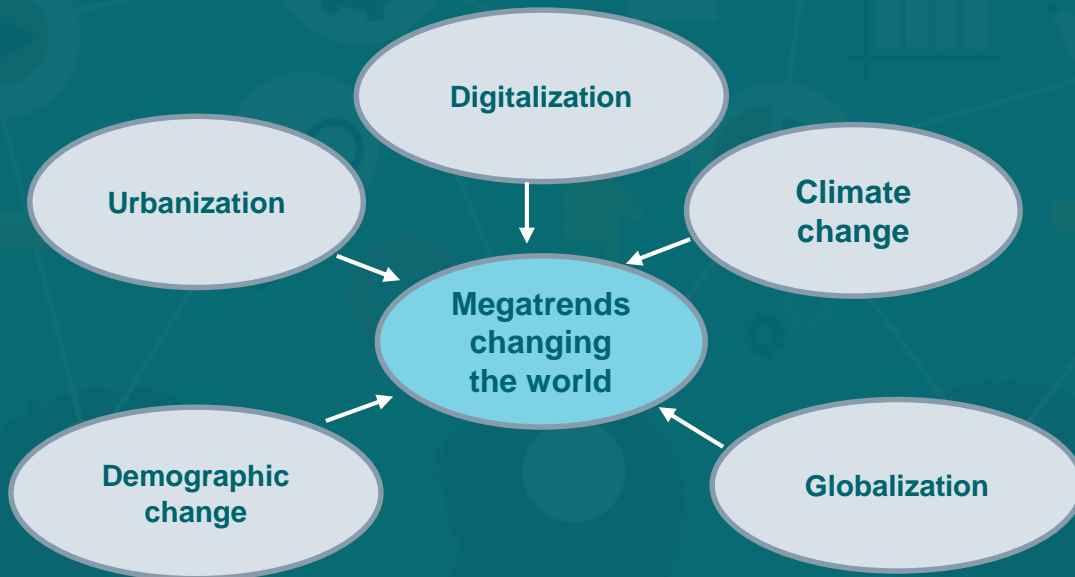
- Introduction of new products and service is at high levels in most industries
- Patents issued and new products and processes licensed are increasing
- The request and development of new technologies are occurring at a fast pace
- New forms of business organization and business relationships are appearing



Companies must therefore adapt and adjust or redefine themselves in a much faster speed than previous

The PURPOSE for the Intrapreneurship project at Siemens

Megatrends are changing the world and therefore pushing organizations to continuous and sustainable adaptation. The need for new ideas and product development is becoming crucial for organizations' survival more than ever!



The main Purposes for the Intrapreneurship project at Siemens are:

- Identifying new possible ideas that will lead to new products and services both within and outside gas turbine market
- Creating methods and models for enabling best ideas to be implemented
- Creating processes for Siemens commercialization of new ideas

WHY do we combine Siemens organization with the Academy?

The combination of Siemens and Linköping University gives a broader approach to the Intrapreneurship project and benefits for Siemens as a company:

- By combining scientific methods and theories with practice at a global company
- By enabling practice within the network in academy and other companies involved in the HELIX project at Linköping University
- By getting a deeper knowledge in the area of Intrapreneurship



To accomplish this Siemens will accommodate a PhD student through the HELIX project, already including number of companies in the region.

General information about HELIX:

- HELIX Competence Center is a program with focus on sustainable development in organizations
- The program works from a partnership between the five sectors; University, Industry, Public sector, Civil Society and Labor organizations



Research within Intrapreneurship

Research within the topics below:

- What characterizes intrapreneurial processes within larger technology-based companies?
- Which factors are crucial in organizing intrapreneurial processes?
- How can successful intrapreneurial processes be organized?

Focus of the large technological organization

A PhD in the area of Intrapreneurship will do research within the topics below:

- What effects are seen in companies with high Intrapreneurship focus?
- How can organizations implement a strong Intrapreneurship focus in the workplaces?
- What determines how successful the commercialization of new ideas will be?
- What cultural impact does strong Intrapreneurship focus have on organizations?
- What methods and models for collecting and enabling ideas are applicable within organizations with focus on Intrapreneurship?
- What internal support is needed in the organizations for discovery and exploitation of new business opportunities?

Entrepreneurship ...

...is defined as innovation and the ability to successfully commercialize ideas

...is also explained as a process that includes identification, evaluation, explanation and modification of ideas

Intrapreneurship ...

...is entrepreneurial behavior within an existing company

...is describes as rejuvenation within an existing organization

The *Intrapreneurs* are “***dreamers who do***”, the people inside an organization who turn ideas into realities and are closely resembled to the entrepreneurs

Intrapreneurs...

- Self-motivated
- Proactive
- Action-oriented
- Strive for autonomy
- Leadership and network skills
- Think outside the box
- Takes risks

The intrapreneurial organization promotes...

- Identification of new opportunities
- Launch of new business
- Building accelerators and incubators
- Action under uncertainties (Fail fast, learn fast)

"It is not about creating Intrapreneurs, it's about finding and recognizing them"

How do organizations create Intrapreneurship focus?

- Innovation in existing companies needs to be **acknowledged as a permanent function**; just like other business functions
- To be able to consistently innovate, companies need **dedicated innovation professionals** to discover, develop, accelerate and commercialize new ideas

1. Support from management and an innovation culture willing to commit
2. Resources and a governance process
3. Mandate and scope for breakthrough innovation
4. An organizational structure with interfaces between different parts of the company
5. Processes and tools & metrics and rewards
6. Skills and talent that are differentiated from traditional R&D or new product development roles

Some examples of successful Intrapreneurship

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Google

“20 Percent Time” policy - Some of the projects to have come out of 20 Percent Time include Gmail, Google Maps and Google News



3M

Encouraged employees to spend 15% of their work time developing their own ideas and products.

Today Post-It Notes continue to be one of 3M’s top-grossing products.



SONY

The Sony PlayStation was the result of a relatively junior Sony Employee, Ken Kutaragi who spent hours playing with his daughters Nintendo to make it more powerful and user friendly.

Contacts



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