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SCHOOL OF BUSINESS, ECONOMICS AND LAW

Master Degree Project in Innovation and Industrial Management

Translating Creative Ideas into Profitable Realities

- A Multiple Case Study of how Swedish MNCs Foster the Antecedents of Intrapreneurship

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“Innovation just do not happen, unless someone takes on the intrapreneurial role”

- Pinchot & Pellman (1999)

Translating Creative Ideas into Profitable Realities

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Abstract

In the twenty-first century, organizations are left with no choice but to innovate if they are to survive. In order for innovation to happen, it is often required that the creative ideas in the organization are translated into profitable realities. One major source of such creative ideas is the company's employees, who are also the executors of this translation. Here, the topic of intrapreneurship has recently grown popular, a term that can be defined as entrepreneurship within an existing organization.

Whilst the concept of intrapreneurship has become a popular buzzword over the last few years, both in research and among managers, it is still ambiguous how Swedish MNCs today are fostering and working with the enabling factors, or antecedents, of intrapreneurship. This study thus adds to the field through in a qualitative multiple case study compare how three Swedish MNCs are working with the hard and soft antecedents of intrapreneurship, that is both the non-formalized and formalized structures necessary to enable intrapreneurship. The findings from the study suggest that all of the case companies are working with at least some aspects of the antecedents, but to a certain degree lack more fine-tuned tools and formal structures for this task. When comparing the findings from both the soft and hard antecedents, it was found that whilst the soft antecedents are necessary to enable the creation of creative ideas, the hard antecedents are crucial for translating these creative ideas into profitable realities. Therefore, if Swedish MNCs wishes to become more intrapreneurial, this study suggests a more focused approach on the hard antecedents of intrapreneurship is to recommend. Lastly, the study has given source for a number of possible research topics in relation to intrapreneurship in the future. These include looking more in depth into the role of hard antecedents of intrapreneurship, office design and planning as well as the role of motivation and design of reward systems.

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1. Introduction

In the introductory section, a brief background of the subject and the underlying problem prevailing the research is given. This is followed by a presentation of the purpose of the thesis and the research question. Lastly, delimitations and disposition for this study is presented.

1.1 Background

In the twenty-first century, the economic environment is growing more and more competitive, challenging, and demanding for most organizations. Owing to radical technological changes and a constant rise in globalization, chief executives today consider the current economic environment to be much more volatile, uncertain and complex than ever before. (Baruah & Ward, 2015). This leaves the company with no other choice but to innovate, to constantly work on their products, services, and business models, if they are to maintain their competitive advantage (Ibid.) and survive (Pinchot & Pellman, 1999).

Regardless of whether the changes made in the products, services, and business models are radical or incremental, any innovation requires the creation of something new (Rickne & McKelvey, 2013). However, the innovation process is not only limited to coming up with new ideas, nor to the development of a new product, service or business model. Rather, for innovation to influence the firm's competitive advantage, the new offer must be brought to the market. (Ibid.). This in turn require that someone in the company takes an idea, develop it, and brings it to the market, a task which according to Pinchot and Pellman (1999) is often performed by a so called intrapreneur. In this sense, innovation simply cannot happen unless someone takes on an intrapreneurial role (Ibid.). Thus, one possible way to tackle the challenge of stimulating innovation in an organization is through encouraging intrapreneurship, defined as entrepreneurship within an existing organization (Pinchot, 1985).

Over the last decade, intrapreneurship has become somewhat of a buzzword and today a number of researchers have studied which organizational conditions best nourish intrapreneurship (e.g. Skovvang Christensen, 2005; Alpkhan et al. 2010). This has been visible not only in brochures on insights into intrapreneurship from large management consulting firms (EY, 2010; Deloitte Digital, 2015), but also in intrapreneurship summits and conferences (Eventbrite, 2018; Innov8rs, 2018). Still, while both researchers and managers recently have showed great interest in the field, it's still young. Thus, few studies currently exist on how companies today are working with intrapreneurship and its' antecedents.

1.2 Problem Discussion

In order to keep up with an increasingly competitive landscape, the challenge for many organizations today is how to successfully innovate and develop new products and businesses (Oden, 1997; Schilling, 2013). One approach to fostering a firm's innovative capacity is *intrapreneurship* (Haase et. al, 2015), i.e. entrepreneurship within an existing organization (Pinchot, 1985).

Seen from an organizational perspective, research has shown that firms who actively engage in and promote intrapreneurship, have many organizational benefits to reap (Haase et al., 2015; Gawke et. al., 2017b; Seshadri & Tripathy, 2006; Antoncic, 2007). Not only does encouraging intrapreneurship help the company become more innovative in general (Parker, 2011; Menzel et al, 2007) but it is also considered to be an important factor for successful enterprising at large, (Haase et. al., 2015) as well as advantageous in terms of firm growth, profitability, innovativeness and overall performance (Gawke et. al, 2017a; Antoncic, 2007; Antoncic & Hisrich, 2001). With such a large amount of potential benefits, it is not surprising that intrapreneurship recently has become somewhat of a hot topic within research. Dozens of authors have discussed what intrapreneurship really entitles (Bouchard & Basso, 2011) and what organizational conditions are necessary for it to flourish (e.g. Hisrich, 1990, Skovvang Christensen 2005). Because although an intrapreneur by definition must be present for intrapreneurship to happen, the definition of the intrapreneur as an intra-*corporate*-entrepreneur also makes it clear that an organization too must be involved as a given variable (Menzel, 2007). It is therefore not enough to only focus on encouraging the individual intrapreneur for intrapreneurship to happen, rather, the organization and its enabling conditions and climate for intrapreneurship is also of great importance.

However, whilst the research on the subject has come to the conclusion that intrapreneurship is a necessary antecedent of innovation (Pinchot & Pellman, 1999) and greatly beneficial to the company overall (Haase et al., 2015; Gawke et. al., 2017b; Seshadri & Tripathy, 2006; Antoncic, 2007), little research exists on whether or not companies today are working with enabling and fostering intrapreneurship within their organization (Bouchard & Basso, 2011). This is especially true when it comes to companies originating from other countries than the U.S. (Antoncic & Hisrich, 2003) and Slovenia (Antoncic & Antoncic, 2011) where much of the previous research on intrapreneurship has been conducted. Meanwhile, Sweden is known as the second most innovative country in the world (WIPO, 2017) and the one of the most entrepreneurial countries in Europe (Science Business, 2016), suggesting that Swedish companies could be a place for intrapreneurship to blossom. Adding to this argument is the fact that when previous researchers have studied intrapreneurship, they have come to the conclusion that for intrapreneurship to flourish, certain organizational conditions must be fulfilled, including a flat organizational structure with a high degree of networking and teamwork (Hisrich, 1990). Swedish companies are, according to Salminen-Karlsson (2013), known for attaining these characteristics, which makes the Swedish corporate setting an interesting area of research. However, it is due to a lack of previous research, ambiguous how Swedish companies today are working with the antecedents of intrapreneurship. With this mind, and considering the fact that much previous research on intrapreneurship mainly have focused on small to medium sized enterprises (SMEs), it is of interest to further investigate the concept of intrapreneurship, and its preconditions and enabling factors within large Swedish organizations.

1.3 Purpose

The purpose of this thesis is to investigate how multinational companies (hereafter denoted as MNCs) of Swedish origin today are fostering and working with the enabling factors for, or antecedents of, intrapreneurship. As a consequence of the collected data, the research hope to yield insight into how three Swedish MNCs today work and foster the antecedents of intrapreneurship within their organization.

1.4 Research Question

Given the purpose of the research project, the research question takes an exploratory stand and is formulated as follows;

How are Swedish multinational companies today working with and fostering the antecedents of intrapreneurship?

1.5 Delimitations

Due to the fact that this research is limited in resources, the choice has been made to conduct a smaller multiple case study. It would have been interesting to perform a much larger and more exhaustive study within the area of intrapreneurship in MNCs, but for this study however, the choice was made to focus only on three case companies in order to answer the research question.

In addition, the choice was made to focus primarily on the concept of intrapreneurship in this study. Other streams of literature, such as for example literature around organizational climate, creativity etc. have thus not been included in this thesis.

Further, there are a numerous factors influencing intrapreneurship (Antoncic, 2007). However, as this is a comparative study, the depth of the analysis for each company must be limited. As a consequence, some factors found in the literature review and in the empirical material, will not be thoroughly explored and the interviewees' statements will be considered sufficient proof that a certain factor is present/active in the company.

1.6 Disposition



Figure 1. Thesis disposition

2. Theory

In the theory section, the related concepts and theoretical framework is presented. First, related concepts to intrapreneurship is presented, followed by a definition of the intrapreneurship concept. Following this, the organizational benefits from practicing intrapreneurship will be presented as well as how to measure intrapreneurship and its' enabling factors.

2.1 Multiple Aspects of Firm-Level Entrepreneurial Activity

The notion of entrepreneurial activity at firm-level has been discussed widely since the 1980s (Pinchot, 1985). However, the different concepts and labels within the research field still, to a large extent lack clear definitions and boundaries. (Kantur, 2016; Bouchard, 2011; Ireland et al., 2009). Whilst some of the terms and concepts are only used by selected authors, other, mainly *corporate entrepreneurship (CE)*, *entrepreneurial orientation (EO)* and *intrapreneurship* reoccur over and over again in literature, as exemplified by e.g. Kantur (2016), Bouchard (2011) and Lumpkin & Dess (1996).

These three most commonly recurring terms have previously been associated to each other in many different ways. According to Bouchard (2011), this lack of differentiation between the concepts is a consequence of the late convergence of the research streams, where different scholars simply adopted different terms to describe the notion. Whilst Burgelman (1983) was the first to introduce the concept of CE in 1983, describing it as “*the intra-firm process by which autonomous strategies gained organizational acceptance within established firms*” (Bouchard, 2011, p. 221), the field of EO instead sprung from the work of Miller (1983) (Anderson et al., 2015) and other Canadian scholars (Bouchard, 2011). Interestingly enough, Miller (1983) did not use the exact term in his paper but later authors, building on his work, have identified him as the founder of the concept and defined it as “*a firm's strategic posture towards entrepreneurship*” (Anderson et al., 2015, p. 1579). Meanwhile, Pinchot (1985)'s term intrapreneurship, defined by the author as “*entrepreneurship within an existing organization*”, quickly gained popularity among students of the field and a large body of literature grew under this term (Bouchard, 2011). As this definition of intrapreneurship also incuse the majority of later literature within this field, it is the definition of intrapreneurship hereinafter used in this thesis.

While the three concepts originally had different definitions, scholars have since applied the concepts rather arbitrarily, which somewhat have impeded the progress of the field and made it difficult for researchers (Lumpkin & Dess, 1996). Whilst it is possible to distinguish somewhat of a difference between the terms, this difference is likely to depend on the late convergence of the research streams (Bouchard, 2011) rather than a profound scientific difference; and a number of authors tend to use the terms somewhat interchangeably (e.g. Kantur, 2016; Antoncic & Hisrich, 2001). Thus, as this paper does not strive to add to the academic literature striving to theoretically differentiate between the concepts, literature on all three concepts will be included in the literature review if they are deemed to discuss entrepreneurship within the organization and thus correspond to Pinchot's (1985) original definition of intrapreneurship.

2.2 Defining Intrapreneurship

Broadly speaking, the concept *intrapreneurship* is often defined as entrepreneurship within an existing organization (Pinchot, 1985; Antoncic & Hirsch 2001; Antoncic, 2007; Menzel et al., 2007), and is considered to be a prerequisite of innovation (Pinchot & Pellman, 1999). At large, intrapreneurship relates to the departure from the customary (Antoncic & Hisrich, 2003), to exploit new opportunities within the organization and create economic value (Parker, 2011).

Over time, different authors have chosen to emphasize different aspects of intrapreneurship, but five dimensions are frequently recurring. One of the first authors to discuss the dimensions of entrepreneurship within the existing organization was Miller (1983) who stated that the concept is about encompassing the firm's actions relating to innovation, pro-activeness and risk-taking. As put by Miller (1983 p. 771) "*An entrepreneurial firm is one that engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with "proactive" innovations, beating competitors to the punch*". Later authors such as Antoncic & Hisrich (2003) have emphasized that this statement holds true for an intrapreneurial firm as well, but also added two dimensions of their own; new business venturing and self-renewal. Because intrapreneurship can result in new business creation within the existing organization, the authors argue that new business venturing is also a relevant characteristic of intrapreneurship. Meanwhile, the fifth recurrent dimension is self-renewal, which reflects how the organization through intrapreneurship transforms through renewing the key ideas on which it was built. (Antoncic & Hisrich, 2003).

To conclude, an intrapreneurial firm is thus one that engages in innovation, undertakes somewhat risky ventures, is first to come up with proactive innovations, creates new businesses related to the existing one and continuously renew the key ideas on which it was built. In order for an organization to become intrapreneurial however, certain enabling factors, or antecedents, must be in place. These antecedents are further discussed below (section 2.6).

2.3 Intrapreneurship and Organizational Benefits

The term intrapreneurship can be defined as "*entrepreneurship within an existing organization*" (Pinchot, 1985; Antoncic & Hirsch 2001; Antoncic, 2007; Menzel et al., 2007). In recent literature, there has also been vast amount of findings that present various benefits from firms engaging in intrapreneurship. These benefits can most broadly be categorized into benefits for the organization at large and benefits for the individual employee. In the sections below, the various benefits stemming from intrapreneurship will be presented.

In practice, Antoncic (2007) argue that working with intrapreneurship within organizations can have beneficial effects on firm growth and profitability. Antoncic and Hisrich (2001) further specifies this argument by stating that "*Firms that nurture organizational structures and values conducive to intrapreneurial activities are more likely to grow than organizations that are low in such characteristics*" (Antoncic & Hisrich, 2001, p.496). The idea that engaging and fostering intrapreneurship within an organization have positive effects on firm performance, both in terms of growth and profitability, is also considered to be one of the most important consequences from intrapreneurship (Antoncic, 2007).

Seen from an employee perspective, intrapreneurial activities have several beneficial outcomes (Gawke et al. 2017a; Seshadri & Tripathy, 2006). In general, the intrapreneurial behavior of employees relates to beneficial organizational outcomes such as innovativeness, firm growth and overall performance (Gawke et al, 2017a). From a broader organizational perspective,

intrapreneurship can be seen as an important factor for successful enterprising (Haase et. al, 2015; Antoncic & Hisrich, 2001). From the perspective of business performance, literature has also shown that engaging in intrapreneurship help to improve and enhance the general business performance (Haase et al, 2015; Parker 2011), including financial performance (Holt et al., 2007; Zahra & Covin, 1995). Further, when it comes to the positive relationship between corporate entrepreneurship activities and financial performance, the strength of the relationship tends to grow stronger over time (Zahra & Covin, 1995). Intrapreneurship is also seen as an important tool that helps managers to renew and revitalize their business (Parker, 2011; Haase et. al, 2015), as well as an important source of innovation within the existing organization (Menzel, 2007).

According to Gawke et. al (2017a), intrapreneurship may also provide beneficial outcomes in terms of employee well-being, which later also increases levels of work engagement and maintain these levels more effectively, something highly beneficial for the organization at large. By letting employees engage in intrapreneurship, Gawke et al. (2017b) further concludes in a different study that employees are able to contribute to two important organizational outcomes which is *new venture creation* and *strategic renewal*. According to Seshadri and Tripathy (2006) intrapreneurship within an organization “*enables employees to unleash their passion, that often results in generating new avenues for business growth or alternately provides radically different ways of doing business*”. (Seshadri & Tripathy, 2006, p.18). In this sense, the literature by Seshadri & Tripathy (2006) show that engagement of employees in intrapreneurship has important impact on innovation. As firms need innovative and new ideas to survive and grow profitably (Ibid.), tapping into the intrapreneurial potential from the firm's employees is an important capability.

2.4 Measuring Intrapreneurship

As this thesis purpose is to investigate how Swedish MNCs are working with the antecedents of intrapreneurship, it was deemed meaningful to in this study asses the respective case companies' current position in relation to the dimensions of intrapreneurship. Through conducting this analysis of the current situation, a more holistic view of how Swedish MNCs are today working with and fostering the antecedents of intrapreneurship can be attained.

As previously mentioned, different authors have chosen to emphasize different aspects of intrapreneurship, but five dimensions are frequently recurring (section 2.2). Over time, methods for testing how far companies have come on these five dimensions have been developed. Two key instruments of measurement are the ENTRESCALE and The Corporate Entrepreneurship Scale (Antoncic & Hisrich, 2001). The ENTRESCALE, which measures the three dimensions' innovation, risk-taking and pro-activeness, was developed by Khandwalla (1977), and later refined by Miller and Friesen (1978) and Covin and Slevin (1989). The refined scale has since been used in a wide variety of research and numerous times exhibited high levels of reliability and validity (Kreiser et al., 2010; Marino et al. 2002; Keh et al., 2007). The scale has also been checked for cross-country validity and reliability by Knight (1997). The second scale, the Corporate Entrepreneurship Scale, which measures innovation, new business venturing and self-renewal, was developed by Zahra (1991). Combining the two scales has been shown to increase validity of the research and captures all five dimensions (Antoncic & Hisrich, 2001).

Practically, the measurements on how far the companies have come on the different dimensions have by previous authors been carried out through asking respondents, often managers, to rate their view on eight statements from agree to disagree on a 1 to 7 scale, where the results then

will pinpoint the firm's degree of the dimension. The questions and answers in full can be found in Appendix 1.

2.5 Antecedents of Intrapreneurship

For intrapreneurship to blossom within an organization, there are many pieces that must fall into place. Different authors have identified and discussed numerous factors necessary for fostering an intrapreneurial climate within the organization (e.g. Hisrich, 1990; Pinchot & Pellman, 1999; Skovvang Christensen, 2005; Menzel, 2007; Alpkam et al. 2010), and whilst the literature on the subject is extensive and partly inconclusive (Holt et al., 2007), eight themes seems to be recurring of what enabling factors, or antecedents, that must be put into place if intrapreneurship is to blossom within the organization. These themes are; (1) **management support**, (2) **culture**, (3) **communication**, (4) **organizational structure**, (5) **resources**, (6) **risk**, (7) **rewards**, (8) **process**. Not all authors mention all themes in each paper, nor use the above presented labels for them, but the content of what is written about enabling intrapreneurship to a very large extent falls into these themes. Hence, the choice was made by the authors, to compile the antecedents into these overarching themes.

In order to provide a clear overview of the different antecedents of intrapreneurship, they will in this study be divided into two groups - hard and soft antecedents. Here, the hard antecedents regard to the themes which are related to the presence of formal structures and processes within the company. Belonging to this group are organizational structure, resources, risk, process and rewards. The soft themes on the other hand are related to more informal factors and include management support, culture, and communication. Unlike for the hard antecedents, formal processes and structures might not be enough to put these soft antecedents in place as they strongly depend on the individuals within the organization and their behavior. The division of the themes into two groups have been visualized below in figure 2. Next, in order to gain a deeper understanding each of the eight themes, and how they influence the possibility of intrapreneurship, they are presented in detail below.

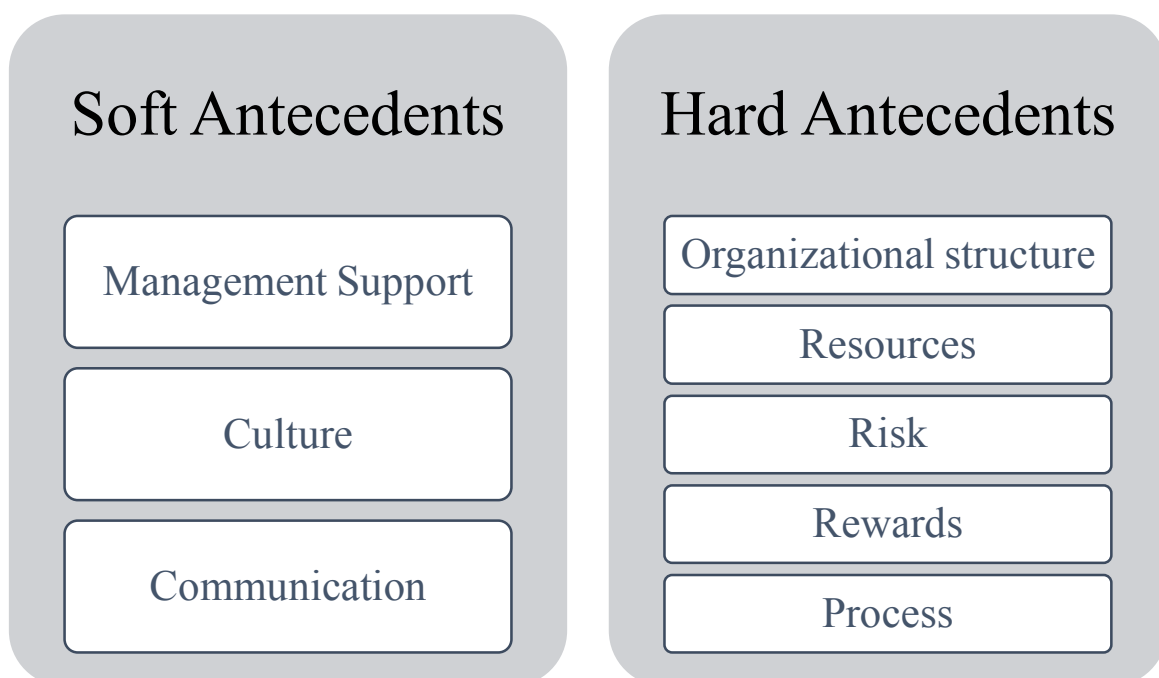


Figure 2. Overview of the eight themes and their division into soft and hard antecedents

2.5.1 Soft Antecedents

2.5.1.1 Management Support

A crucial postulate for intrapreneurship is management support (e.g. MacMillan, 1986; Hornsby et al., 1990; Antoncic, 2007; Alpkan et al., 2010; Skovvang Christensen, 2005; Menzel, 2007). Some authors, such as Alpkan et al. (2010), even argue that management support for intrapreneurship is so crucial that if a company wishes to become more intrapreneurial, they should concentrate on recruiting and training managers to be supportive and view failure as a natural path to success. Here, Pinchot and Pellman (1999) argue that there are different roles that managers can take in terms of support. Either, the managers might act as sponsors or climate makers within the organization (Ibid.). The sponsors are the support for the intrapreneurs within the organization. According to Pinchot and Pellman (1999) just as there is no innovation without persistent intrapreneurs and intrapreneurial teams - there is no innovations in large organization without courageous sponsors. Within the organization, the sponsors are the ones who coach intrapreneurs and the intrapreneurial team, raise tough questions and lead the way forward (Ibid.). Finally, one of the most important roles of the sponsor is also to either provide resources themselves, or coax resources and permissions of others within the organization. An effective sponsor thus also help others understand the importance of the intrapreneurial project, in order to gather further support and resources within the organization. (Ibid.). Another role a manager can take is that of a climate maker. Climate makers are people in the organization who create an organizational pattern and culture, in which there exist intrapreneurial freedom, and where effective sponsors can empower successful intrapreneurial teams. These climate makers later also guide managers and intrapreneurs towards innovation. (Ibid.)

Another important role of management is to build trust between managers and employees, where Rigtering and Weitzel (2013) argue that trust in the direct manager play a crucial role in both the stimulation of innovative behavior, and initiative amongst employees. This trust is most directly translated into that the employee trust that the direct supervisor will provide support in case things go wrong, and a high level of trust even mitigates the negative effects of high levels of formalization in the organization (Ibid.). Other authors have moreover brought attention to other important aspects of management support. Skovvang Christensen (2005) for example argue that the role of management support is to encourage the employees to believe that innovation is embedded into all staff members' roles. Other authors instead relate management support to the willingness of management to facilitate entrepreneurial projects (Kuratko et al., 1990; Holt et al., 2007), including the championing of innovative ideas and providing resources for entrepreneurial actions (Holt, 2007). However, regardless of what form this support should take Kolchin and Hyclak (1987) argues that including the responsibility for innovation and entrepreneurship in the manager's job description is essential for fostering intrapreneurship. Moreover, it is according to Burgess (2013) essential that the top management have and communicate an intrapreneurial vision with a long term strategy. Meanwhile, the middle management has the opportunity to act as a link between top management and operating staff. This viewpoint is shared by Brunåker & Kurvinen (2006) who state that the middle manager is the gatekeeper who can support or ignore local initiatives from the floor and thus enable or hinder intrapreneurial behavior. It is however important to remember that it is not mainly the middle- but also the top management who must take on responsibility for intrapreneurship (Burgess, 2013).

2.5.1.2 Culture

In order to foster intrapreneurship and innovation in general, literature suggest that the specific culture within the organization is very important (Hisrich, 1990; Pinchot & Pellman 1999; Skovvang & Christensen, 2005). In essence, if entrepreneurship within the organization is to flourish, employees must perceive that the culture allow for them to freely engage in innovative activities (Holt, 2007). A corporate culture can be seen as the values, rules, norms, beliefs, philosophies and assumptions that exist within an organization (Oden, 1997). The different aspects of the corporate culture define what the organization is all about, as well as how members within that organization should behave and how the organization defines themselves in relation to the external environment (Ibid.). According to Oden (1997) a corporate culture can be defined as a set of shared behaviors, values, beliefs and in some cases even assumptions that a corporation develops while it learns to handle internal and external factors for survival and success.

According to Skovvang Christensen (2005), innovation within a company is often not only restricted to the research and development department, but also something that pervades the corporate culture itself. In order to foster intrapreneurship within an organization, it is thus important that there exists a corporate culture where ideas are not only generated through formal organizations and departments, but also supported through more informal pathways such as small talk and observations across the whole company (Ibid.). This is particularly essential as intrapreneurship can come from unlikely parts of the company and thus, because the organization cannot know beforehand where intrapreneurship will blossom, they must ensure that the intrapreneurial spirit is fostered in all employees (Kolchin & Hyclak, 1987). At the same time, the culture that a company inherits is according to Grant (2010) extremely difficult to change. However, in general, corporate cultures which provide high levels of work discretion (Alpkan et al, 2010; Hornsby 1990) as well as being open to change, learning and new ideas serve as good seedbeds for fostering intrapreneurship within an organization (Goosen et. al, 2002; Seshadri & Tripathy, 2006). It is also in corporate cultures where training and trusting individuals within the firm to detect opportunities (Stevenson & Jarillo 1990) as well as creating organizational values supporting intrapreneurship (Antoncic & Hisrich, 2001; Antoncic, 2007) that intrapreneurship and innovation is likely to flourish. (Stevenson & Jarillo, 1990).

In relation to the definition of a corporate culture, there, according to Hisrich (1990), exist nine fundamental elements that characterize an intrapreneurial culture. These elements include previously mentioned factors such as the encouragement of new ideas, trial- and- error approach, access to resources, multidisciplinary approach, rewards and top management support. In addition, an intrapreneurial culture is also be characterized by the fact that there should not exist no internal parameters to hinder creative problem solving. As Hisrich (1990) explains it, organizations often have various “turfs” internally, which may be protected. This may later cause frustration as it can inhibit intrapreneurs from establishing new ventures or ideas. To overcome such turf battles internally within an organization, is thus important for fostering intrapreneurship. According to Hisrich (1990) it is also important to remember that the intrapreneurial spirit cannot, and should not be forced on persons within the organization as intrapreneurship should be on a voluntary basis. According to Hisrich (1990) there is a difference between “corporate thinking” and “intrapreneurial thinking” and different individuals may tend to perform better on one side of the continuum than the other.

2.5.1.3 Communication

Intrapreneurship seldom happens in isolation (Pinchot & Pellman, 1999) but rather flourish in cross-functional and cross-disciplinary teams (Pinchot & Pellman, 1999; Skovvang Christensen, 2005; Hisrich, 1990). In other words, it is when people meet and interact that intrapreneurship takes place, why it comes natural that face-to-face communication, physical proximity and natural “water holes” such as coffee pots, mailrooms and social events all have been found beneficial for intrapreneurial activity (Skovvang Christensen, 2015). The informal exchange that might occur at the workplace through these water holes play an important role in enabling intrapreneurship (Rigtering & Weitzel, 2013).

Further relating to the area of communication, is that the topic of communication openness, (Antoncic & Hisrich, 2001; Antoncic, 2007; Oden 1997) informal- and transparent communication and the easy exchange of ideas (Goosen et al., 2002) all are important enabling factors for intrapreneurship. Included in the easy exchange of ideas is also the importance of a common language, both regarding the actual language itself - i.e. English, Chinese etc. - and terms, abbreviations etc. used within the company. A lack of a common language inhibits communication and thus, the innovation process becomes distorted or slowed down. (Skovvang Christensen, 2005; Pinchot, 1985). An additional aspect of communication which is relating back to the previously mentioned antecedent of management support is the fact that for intrapreneurship to flourish, top management must also communicate a clear vision to the employees (Sathe, 2003). Advantageously, this communication of the organizational vision should always be ended with an ask for help to fulfill the vision, which empowers the rest of the organization to find the solutions needed to achieve it. (Pinchot & Pellman, 1999).

Another important condition for promoting and stimulating intrapreneurship and intrapreneurial behavior in organizations is often described as employees trust in their direct managers (Rigtering & Weitzel, 2013). Thus, an important role of communication is also to help build trust between the employees and the manager.

2.5.2 Hard Antecedents

2.5.2.1 Organizational Structure

One of the most important antecedents for intrapreneurship is the structure of the organization (Rigtering & Weitzel, 2013). Whilst a free-flowing structure with low levels of formalization and standardization often are considered better for innovation in general (Schilling, 2013) a convenient organizational structure is also a postulate for intrapreneurship to flourish (Skovvang Christensen, 2005; Alpkam et al. 2010; Haase et al.). This convenient structure at large translates to a formal organization that enable employees to think outside the box (Menzel et al., 2007; Hisrich, 1990).

In addition, a lack of hierarchy is according to Oden (1997) central to the innovative organization, which is much flatter and involve fewer levels of managers than the traditional bureaucratic organization. Other authors, such as Alpkam et al. (2010), argue that a convenient organizational structure in particular concern decision-making autonomy and decentralization, factors recurring within the intrapreneurship research field under terms such as work discretion (Hornsby et al., 1990; Holt, 2007) and the demand for a flat hierarchy (Hisrich, 1990; Goosen et al., 2002; Haase et al., 2015; Burgess, 2013). The importance of a flat hierarchy is further supported by Kreiser et al. (2010)'s study which found a negative correlation between power distance and pro-activeness and risk taking (Kreiser et al., 2010) which are two of the five dimensions of intrapreneurship (section 2.2). The same fluid boundaries enabling innovation

(Schilling, 2013) are also enabling intrapreneurship (Goosen et al., 2002), as they help promote flexibility, adaptability and open interaction within the organization (Daft, 2009).

The flat organizational structure advocated by, among others, Hisrich (1990), Oden (1997) and Daft (2009) also have the essential function of empowering employees and creating an atmosphere of teamwork and collaboration (Daft, 2009; Oden, 1997). According to Pinchot and Pellman (1999), it is seldom a lone intrapreneur coming up with an innovation. Instead, it is in most cases when the employees are able to work together that intrapreneurship blossom and innovation happens (Pinchot & Pellman, 1999; Haase et al, 2015; Oden, 1997). Especially when the teams are cross-functional and cross-disciplinary (Pinchot & Pellman, 1999; Skovvang Christensen, 2005; Hisrich, 1990; Oden, 1997). The importance of teamwork is also supported by Kreiser et al. s' (2010) study which found a negative correlation between emphasis on individualism and pro-activeness. However, bureaucracy, or a strict hierarchy, alone will not stop an intrapreneur from innovating (Kolchin & Hyclak, 1987). Rather, intrapreneurs sometimes delight in accomplishing change despite the bureaucracy, seeing the system as a challenge rather than an inhibitor (Ibid.), and other antecedents, such as management support might mitigate the negative effect of a strict hierarchy (Rigtering & Weitzel, 2013).

2.5.2.2 Resources

Another important factor for intrapreneurship to happen, is that there also exists the right type of resources. In order for individuals to act as intrapreneurs in their organization, they must perceive that there is an availability of resources for innovative activities (Kuratko et al., 1990) such as developing and implementing innovative ideas and projects (Alpkan et al., 2010). These resources do not only regard a intrapreneurially supportive physical environment (Menzel, 2007), but also financing (Skovvang Christensen, 2005), time availability and allocation of free time (Alpkan et al., 2010; Hornsby et al., 1990; Antoncic & Antoncic, 2011; Menzel, 2007). The allocation of free time is a critical resource for intrapreneurial ideas and activities. Making sure that the employee has enough time to experiment, develop, imagine and observe encourages risk taking in order to put novel ideas into practice. (Alpkan et al., 2010). Additionally, the notion of time availability also includes making sure that the employees' jobs are structured in a way that allows for the pursuing of both short- and long term goals (Holt et al., 2007).

2.5.2.3 Risk

When it comes to enabling intrapreneurship, the tolerance of risk, including the freedom to fail, is a relevant factor for enabling intrapreneurship (Skovvang & Christensen, 2005; Menzel, 2007; Alpkan et. al, 2010; Burgess, 2013; Oden 1997). In addition, some authors even argue that risk-taking must not only be tolerated, but encouraged within the organization (Kolchin & Hyclak, 1987). According to Morris and Kuratko (2002), the notion of risk is especially important to carefully consider since both too little and too much risk taking can be fatal to a company's success. On one hand, taking too little risk can be dangerous as the organization might then fail to adapt themselves to changing market conditions, making little or no innovative efforts. On the other hand, taking too much risk can be fatal for a company, as the process of coming up with a breakthrough or radical innovation often means higher levels of risk. (Morris & Kuratko, 2002; Schilling, 2013).

As mentioned, tolerating risk also includes taking on the risk of allowing employees to work on projects which might fail (Alpkan et. al, 2010; Fry, 1987; Skovvang Christensen, 2005). According to Alpkan et. al (2010) it is the tolerance for trial-and- error, as well as failures, that enables intrapreneurs to dare to engage in entrepreneurial activities within the organization.

Through allowing employees to experiment within the organization, without penalizing them when failure occur, the company can encourage an intrapreneurial spirit (Fry, 1987). Further, it will also generate additional positive impact in that intrapreneurs will become better at determining what will be successful in the future (Morris & Kuratko, 2002). In order to foster intrapreneurship, it is thus necessary for the organization to have a tolerant approach towards risk-taking within intrapreneurial activities and projects. This is considered to be important since the greater the tolerance for risk-taking in organizations, the higher the innovative performance. (Ibid.) If an organization is instead characterized by more conservative and risk-averse managerial attitudes, this will cause a lack of confidence in employees' intrapreneurial potential; something that often leads to frustration which later reduce innovative approaches and undertakings within the organization (Gupta et. al, 2004).

2.5.2.4 Rewards

In order to encourage entrepreneurial behavior among individuals within an organization, appropriate and effective rewards play an important role (Skovvang Christensen, 2005; Alpkam et. al, 2010; Hisrich, 1990; Menzel 2007; Thornberry, 2003; Alpkam et. al, 2007). In relation to intrapreneurship, rewards can be used in order to influence employee behavior, and is according to De Villiers- Scheeper (2011) the main factor behind whether the employees are willing and able to engage in intrapreneurship or not. However, one of the challenges managers face in fostering intrapreneurship in organizations, is the appropriate selection and use of rewards and motivation that can build entrepreneurial commitment. (Ibid.).

Like entrepreneurs, intrapreneurs expect their performance to be suitably rewarded (Hisrich, 1990). However, the difference between the entrepreneur and intrapreneur is that the source and form of the actual reward may differ (Ibid.). Whilst entrepreneurs might seek rewards in terms of for example pride in starting a new business and consequently prospecting financial gains, intrapreneurs may instead value other forms of incentives and rewards. However, what these rewards should entitle might not always be so clear. (Sathe, 2003) According to Morris and Kuratko (2002), intrapreneurs are often motivated by controllable or formal rewards such as bonuses, expense accounts, job security, profit share, equity or shares in the firm, promotions, expanded job responsibilities, money for research trips, conference trips, autonomy, free time to work on "pet projects" or public or private recognition. This reasoning is further supported by Carrier (1994) who argue that the most attractive or stimulating rewards for an intrapreneur are (1) recognition, either symbolic or financial, (2) more freedom to implement other projects and (3) the availability of some kind of capital. Here, the third reward is closely linked to financial recognition and the capital can either be connected to the intrapreneur in the form of e.g. bonuses, or to implementing new projects (Ibid.). Whilst both Morris and Kuratko (2002) and Carrier (1994) suggest the option of financial recognition or access to capital as a reward, other authors instead argue that capital is not the most important motivator of intrapreneurship (De Villiers-Scheeper, 2011). Instead, De Villiers-Scheeper (2011) argue that the key motivators to support intrapreneurial behavior focus more on social incentives, formal acknowledgement and organizational freedom. Here, Carrier (1994) also contradicts one of Morris and Kuratko (2002) s' suggestions and argue that promoting the intrapreneur is often ill-advised, as the intrapreneur does not seek more power or control but rather more autonomy and freedom. Carrie (1991) does however here recognize a difference between SMEs and large companies where intrapreneurs in SMEs tend to be more appreciative of the promotion.

2.5.2.5 Process

Just as it is important to have robust and dependable processes for any project to succeed (Tonnquist, 2014), for any kind of corporate entrepreneurship to work, there must be appropriate structures and process in place in the organization (Burgess, 2013). According to Oden (1997), the emphasis on process management is one of the characteristics of an innovative culture. The purpose of process management is to manage critical processes that can be found in the whole organization such as new product development, quality, cost, control and delivery (Ibid.). When it comes to entrepreneurship within the company, these processes might either refer to processes designed to assist the employees in finishing a project (Skovvang Christensen, 2005) or the strategies used to implement intrapreneurship, i.e. *how* entrepreneurship is implemented and diffused throughout the organization (Holt et al., 2007). According to Holt et al. (2007) the process of how entrepreneurship is implemented and diffused is crucial, which means that how the antecedents are managed is vital for success. This point of view is shared by Skovvang Christensen (2005) who argues that the previously identified antecedents of intrapreneurship are not sufficient in themselves to properly understand intrapreneurial behavior in knowledge-intensive companies, but that the process itself must be considered if one is to succeed with intrapreneurship. The underlying processes of the entrepreneurial implementation is finally important as a differentiator between what constitutes an actual strategic intent to continuously and deliberately leverage entrepreneurial opportunities (i.e. corporate entrepreneurship, entrepreneurial orientation or intrapreneurship) and spontaneous and autonomous entrepreneurial actions performed by individuals in the company (Ireland et al., 2009).

3. Methodology

In this section, the methodological choices of this study is presented. First, the research strategy and research design will be introduced. Following this, is a presentation of the research method, data collection as well at the selection of case companies and its' respective respondents. Following this, is the ethical consideration made in this study. Finally, the method for data analysis and quality of findings will be presented.

3.1 Research Strategy

The aim of this study is to investigate how Swedish MNCs are working with and fostering the antecedents of intrapreneurship. Through this study, the aim is to gain deeper insight into what factors might be important for accelerating intrapreneurship in organization, as well as gaining in depth answers about how, and why, companies are working or not working with the antecedents of intrapreneurship to the extent that they do. The viewpoint of the research is the respondent's and his or hers' perceptions of the social reality, and because little is previously known on the subject in the context of Swedish MNCs, an explorative approach is necessary. Furthermore, in this study we are also seeking to gain data in forms of rich and detailed answers in words to analyze, rather than numerical data.

In order to succeed with any research, it is important that the researcher chooses a research strategy that is suitable for the chosen research topic (Bryman & Bell, 2013). The choice of either a quantitative or qualitative research strategy is according to Bryman & Bell (2013) mostly linked to what type of information the researchers are looking to gather, in order to answer the research question. As this study is focusing on trying to see the reality through the eyes of the respondent and answer questions such as 'how' and 'why', Yin (2007) state that the qualitative research approach is to prefer. This conclusion is further supported by Bryman & Bell (2013) who recommends a qualitative research approach when the aim of research is to gain understanding of a specific subject, concept, or phenomenon based on words rather than numbers.

Further arguing to the benefit of a qualitative approach is the fact that this study is of an explorative nature. This means that the aim is to investigate a previously unknown topic, where a qualitative approach according to Bryman and Bell (2013) is to prefer as it allows for a lot more flexibility than a more quantitative approach. Moreover, a qualitative approach also, according to Bryman and Bell (2013), allow for one to gain more in-depth answers about the topic from the respondents and a contextual understanding of the subject, which is necessary in an unexplored area. Finally, a qualitative approach has the benefit of allowing for the use of an inductive approach between theory and research (Bryman & Bell, 2013). As the inductive approach is an iterative process, it offers the possibility to go back and forth between the theory and the data (Bryman & Bell, 2013). Taking all of this together, a qualitative research approach was considered the most suitable research strategy for this purpose.

Even though the qualitative research design is seen as a suitable research strategy in this case, it is also important to address the criticism of the approach. One point of criticism is that the qualitative research design often is seen as too subjective, since the results of a qualitative design might to a too large degree be based on the researchers' subjective point of view. Critics further argue that the qualitative design suffers from low replicability, due to the often

unstructured nature of the qualitative research as well as the difficulty to replicate social contexts. A final point of criticism is that the findings from a qualitative research cannot be generalized over a larger population as they are strongly dependent on the social setting they were produced in. (Bryman & Bell, 2013). These challenges with the qualitative approach have been taken into consideration whilst performing the study, and measures have been taken to, as far as possible, mitigate their effect, as discussed in further detail below in section 3.6.

3.2 Research Design

3.2.1 Multiple Case Study Design

For this study, the choice has been made to pursue a research design in the form of a *multiple case study*. The multiple case study here consists of three Swedish MNCs, where each company constitutes its own case. The companies were chosen based on selection criteria developed for this study, which is presented in detail in section 3.3.2. The choice of specific organizations as cases are supported by Bryman and Bell (2013) who state that the term “case study” can be defined as a detailed and in depth study of a case, which can be exemplified as a specific organization, a single place, a special person or a specific event. As the subject of intrapreneurship within Swedish MNCs is an unexplored research topic, the multiple case study design was further chosen as the multiple case study according to Bryman and Bell (2013) is presented as a favorable choice for capturing under-researched and complex areas. In addition, it further allows for detailed study of each subject, as well as understanding for both the specific context and preconditions. By contrasting different cases, this facilitates the discussion of in which contexts, conditions and circumstances that a theory can be seen as valid. (Ibid.).

Just as Yin (2007) states that a qualitative research strategy is favorable to use when answering questions such as “how” and “why”, the author also argues that a case study is to prefer as a design when answering the same questions. Compared to adjacent research designs, the case study method is also favorable to use when the purpose of the research is not to create generalizable results, but to for example gather knowledge about a specific organizational phenomenon, where the research is open to a deeper understanding of a specific topic (Bryman & Bell, 2013). This type of qualitative research often also incorporates an in depth understanding, complexity, and peculiar nature of the investigated case in question (Ibid.).

3.3 Research Method & Data Collection

3.3.1 Literature Review

The theoretical framework in this study is based on existing literature within the field of intrapreneurship and consists mainly of different publications, scientific articles and books on the topic. Since it was quickly concluded that the concept of intrapreneurship was closely related to similar concepts such as corporate entrepreneurship and entrepreneurial orientations, such literature was also reviewed.

In order to find and retrieve relevant sources of literature, a number of databases such as GUNDA, Google Scholar, Scopus, Business Source Premier, Emerald and Science Direct was used. The choice of databases was mainly based on the availability in the Library Portal of the University of Gothenburg, as well as its compatibility with the research subject of this thesis. The selected number of databases made it possible to select a broad sample of literature, in order to make the literature review as thorough as possible within the field of intrapreneurship. After the initial literature review, a number of keywords/search words have been used, presented in Table 1 below.

Intrapreneurship	Entrepreneurship
Corporate Entrepreneurship	Entrepreneurial Orientation
Employee Intrapreneurship	Intrapreneur
Intrapreneurial	Entrepreneurship in organizations

Table 1. Search words used for the literature review

3.3.2 Selection of Case Companies

Due to the given time-frame and desired scope of the study, it was decided that it would be suitable to include three companies. In order to find suitable case companies, a number of selection criteria were established. First, the companies must be well-established and of Swedish origin. Further, their head office should still be located in Sweden whilst the company should be active in a number of different countries and be large enough to fulfill Bolagsverket, i.e. the Swedish equivalent to the British Companies House, requirements for being a large company. These requirements are; (1) more than 50 employees on average, (2) more than 40 million SEK in assets each year and (3) more than 80 million SEK in net sales each year (Bolagsverket, 2012). Moreover, because the aim of the study is to investigate a previously unexplored topic, it was seen as beneficial to select companies from different industries. Not only is this supported by the purpose of the study being to investigate how different Swedish MNCs are working with and fostering the antecedents of intrapreneurship, but also since it allows for the discovery of similarities or differences between industries. Therethrough, a more holistic view of the subject can be gained. Finally, in order to find companies which were likely to work with the antecedents of intrapreneurship, or similar concepts, it was deemed necessary to select companies which are actively and knowingly working with innovation and valued it highly. This was due to the strong correlation between intrapreneurship and innovation which has previously been discussed. Based on these criteria, a list was put together over suitable companies, which later were contacted through email or in some cases through the researchers own personal connections. From this, a connection was established with each of the three respective companies, who later stated their interest in participating in the study.

3.3.3 Presentation of Case Companies

3.3.3.1 SKF

SKF (Aktiebolaget Svenska Kullagerfabriken) was founded in Gothenburg, Sweden, the 16th of February in 1907 and is one of the world's largest leading companies within bearing- and seal manufacturing. SKF offer bearings, seals, mechatronics, condition monitoring, lubrication systems and services to its customers worldwide. SKF is the world's largest bearing manufacturer, and distributes and supplies almost 40 global industries and 130 international markets with products and services, through a distributor network of approximately 7000 distributors. SKF have over 45 000 employees globally, and further holds 103 manufacturing units and 15 technology centers around the world. In 2017, net sales were approximately 78 billion SEK. SKF was founded in 1907, and have a long history and track record within innovation. With Sven Wingquist, the inventor of the double- row self-aligning ball bearing, being one of the founding members and the first managing director, SKF have not only introduced several innovative solutions within bearings, but also within other product segments and services. In terms of actual innovations during 2017, SKF held 196 invention disclosures, 192 first filing of patents, and launched 18 new products and solutions during 2017. (SKF, 2017).

3.3.3.2 IKEA

IKEA (standing for Ingvar, Kamprad, Elmtaryd, Agunnaryd) was founded in 1943 in Älmhult, Sweden and is one of the world's largest producer and retailer of self- assemble furniture, kitchen appliances and home accessories. IKEA currently have 355 IKEA stores in 29 countries worldwide, and approximately around 149 000 employees. In 2017, IKEA had a total revenue of approximately 36 billion euro. Founded by the Swedish entrepreneur Ingvar Kamprad, IKEA stem from a long history of innovation and entrepreneurship, being the world's first global retailer of ready- to- assemble furniture, as well as the company warehouse store system. Since its founding in 1943, the company has been known for their innovative products designs and affordable furniture solutions, but also for creating other innovative and sustainable product solutions and services. IKEA is to this day a non- publicly traded company. (IKEA, 2017).

3.3.3.3 Company X

Due to confidentiality reasons, a company presentation of Company X is excluded from this study. Company X was selected based upon the above mentioned selection criteria, which are all fulfilled.

3.3.4 Semi Structured Interviews

For this thesis, the chosen method of collecting data is through conducting semi structured interviews. The purpose of this thesis is to investigate how Swedish MNCs today are working with and fostering the antecedents of intrapreneurship, and we seek a deeper understanding of the concept of intrapreneurship and how it is implemented in Swedish MNCs today. For this reason, the choice was made to conduct interviews, as it has a great potential to give deeper understanding of the chosen research topic, as well as being suitable for this study in terms of scope, time and resource aspects.

When selecting data collection method, Bryman & Bell (2013) argues that the researcher need to identify what type of information that is sought for. For multiple-case studies and studies with a clear topic to investigate, semi-structured interviews are recommended. This is to allow a deeper understanding of the topic and to ensure comparability between the interviews (Ibid.) As a consequence, semi-structured interviews were deemed to be the most suitable method of

data collection in this study as these does not only generate the possibility to get answers around specific themes, but also since it allows for a high level of flexibility. The choice of this data collection method was further supported by the fact that respondents in the semi structured approach can speak more freely and give deeper and richer answers in comparison to the structured interview, something that, as discussed earlier, suits the purpose of the thesis. In order to get as much as possible out of the interviews, and increase the comparability between cases, an interview guide was formulated (Appendix 1). The interview guide was formulated based on the chosen theory for this study, where different questions were generated based on different parts of the theoretical section, which is discussed more in detail below.

Compared to other methods of data collection, the semi-structured method has some disadvantages. Critics argue that a semi-structured interview might easily deviate from the interview guide and the discussions may also move in different directions which might decrease the comparability between interviews (Bryman & Bell, 2013). In order to mitigate this effect, the interviewers took care to not have too many questions in the interview guide, which left room for flexibility to discuss more in depth responses surrounding the themes. Moreover, the interviewers were also careful to return to the themes when necessary, to ensure all questions were answered by all respondents. As an additional step, the interview guide was sent out to the respondents beforehand, to give them an idea of the subject and the number of questions that needed to be answered during the given time-frame.

3.3.5 Interview Guide

In this study, an interview guide with relevant overarching themes and questions was created based upon the findings from the literature review. This goes well in line with Bryman and Bells' (2013) recommendation that the formulation of the interview guide and its' themes is most suitably done with a departure in the theoretical findings, to make sure that the purpose and research questions can be answered. Upon constructing the interview guide, it was also ensured that the questions were stated in a manner which allowed for open answers regarding the different themes. This was to ensure that the questions asked would not hinder respondents from speaking freely about the subject, or to hinder alternative ideas or different types of answers. This also goes in line with Bryman and Bell (2013)'s recommendations, who argue that the interview guide and the formulation of questions should not be too specific or influenced by the preconceptions of the researchers themselves, as this might constrain the explorative stance of the qualitative research. The themes in the interview guide was structured in such a way that would allow a natural flow between the topics, ranging from initially more general topics, to later more specific ones. It was also ensured that, as recommended by Bryman and Bell (2013), the interview guide did not only make it possible to obtain information on how respondents perceive their social reality, but also give room for flexibility. Further in accordance with Bryman and Bells' (2013) recommendations, all interviews were ended with a 'collection question' where the respondents were asked if they had something to add and what they thought the organization could do to become more intrapreneurial.

When formulating the interview guide, all questions and themes were discussed with this thesis supervisor. This was done in order to ensure that the questions and themes were perceived as relevant for fulfilling this thesis purpose and to receive feedback about the formulation of questions. From these discussions, wordings and questions that was seen as unnecessary was removed from the interview, and wordings that were perceived as difficult to understand was further clarified. The interview guide was then sent out to the respondents at least one week before the interviews to give the respondents time to prepare and to ensure that the respondents

felt comfortable with the questions, as they participated on a voluntary basis. The interview guide in full can be found in Appendix 1.

Incorporated into the questions based on the central themes for enabling intrapreneurship was also the questions from the ENTRESALE and the Corporate Entrepreneurship Scale (section 2.4). The purpose of doing so was to be able to measure where the companies lie on the different dimensions of intrapreneurship, as this was seen as a suitable way to map the companies' current level of intrapreneurship. The questions from the scales were incorporated into the themes as presented in Table 10 in Appendix 1. All the questions from the scale regarding innovation were not included in the interview guide as it was a selection criterion that the companies in this study should be innovative.

3.3.6 Conducting the Interviews

As mentioned above, the choice was made to in this study to conduct semi-structured interviews with representatives from the respective three case companies. Before each interview was conducted, the interview guide was sent by email to the respondents to read beforehand. This was deemed as suitable due to the unexplored nature of our topic, as it allows for each respondent to begin to think about the general topic of the interview beforehand, but also to give enough time to prepare for more detailed answers regarding some specific subjects which is sought for in the interview guide.

Out of the total seven interviews, three were conducted face- to face, whilst three interviews were performed through phone, and one interview through Skype. When performing the face-to face interviews, these were held at the respective case company's office, at which the respondent him/herself chose the specific place for the interview in their office. According to Bryman and Bell (2013), the place for conducting an interview is important. A good place for conducting an interview is a room that is quiet and private from the surroundings, this so that the respondent can with ease express his or hers answers and thoughts to the subject (Ibid.). This was the case when performing the face-to face interviews, where all of the interviews were held in separate and private meeting rooms at each company. The other interviews were as above mentioned, performed either by phone or Skype. This was a choice made at the request of the respondents, as it was deemed as the most convenient way to perform the interview. In these cases, at the interviewers end it was made sure that the interviews took place in a calm and private setting.

Before conducting each interview, a short introduction was made to each respondent about the subject, as well as a short presentation of the researchers. Before each interviews, the respondents were also asked for the approval to record the interviews in order to later transcribe the findings from the interviews. In addition to this, discussions were held regarding the confidentiality of each interview, where respondents were given the possibility to remain anonymous in the study. Both in line with the ethical considerations by Bryman and Bell (2013). During each interview, both of the researchers were present. This was done to make the future analysis of the empirical findings as comprehensive as possible and to avoid any misinterpretations that might arise from the interviews. During each interview, one of the researchers was primarily responsible for leading the interview and asking questions, while the other researcher was responsible for taking notes, and assuring that the whole scope of the interview was covered. This way of performing interviews, and dividing tasks between two researchers is also something encouraged by Bryman and Bell (2013), and was found to be a suitable method for this study.

None of the respondents gave their disapproval to record the interviews, and after all interviews were performed, the recordings were fully transcribed. According to Bryman and Bell (2013), fully transcribing interviews is often a time consuming process, but it greatly improves the accuracy of the empirical findings. However, a common critique against the transcription of interviews, is that the researcher might make mistakes in the transcription, misinterpret the findings from the interview or make wrongful interpretations (Ibid.). After each interview was transcribed, both researchers therefore also read the transcriptions, in order to detect any misinterpretations and mistakes before summarizing the empirical data. In order to ensure that the empirical findings were correct, the empirical findings for each case company was also sent out by email to the respondents at respective company. This was done in order to verify the findings with all respondents, in order to ensure that no sensitive information about the company was disclosed, and to detect any other misunderstanding or wrongful interpretation from the interviewers.

3.3.7 Selection of Respondents

In order to find suitable interviewee respondents for this study, a purposive sampling method was used. In this method, the researchers choose respondents who are relevant to interview based on the formulated research question (Bryman & Bell, 2013). First, relevant companies for the study's purpose and research question were identified and contacted (section 3.3.2). The companies were either contacted directly, using the email address for contact posted on their website, or through personal contacts. In the email to the companies, the thesis topic was introduced together with an expression of our wishes to conduct interviews at each specific company. In order to find suitable interview respondents for the thesis topic, it was stated in the contact emails that respondents with positions related to idea generation such as R&D, Innovation Management, and Business Development were likely to be suitable respondents. The reason for suggesting respondents with such positions was that it was perceived as relevant and suitable functions, closely related to the thesis topic. Next, the contact at the respective companies made the formal decision that it would be of interest for the company to participate in the study and appointed relevant managers to interview. The second approach for selecting respondents was to contact a specific manager in selected companies on LinkedIn, who next recommended other potential participators. This approach was used since there was a previously established contact with this specific manager through one of the researchers. The manager in question both fulfilled the pre-established selection criterion regarding field of work and was employed at a company relevant for the thesis topic which fulfilled the pre-established criterions for company selection. A list of the respondents can be found in Table 2 below.

Respondent	Title	Company	Date	Language	Method	Length
Christian Appelt	Innovation Enablement Manager	IKEA	23/4	Swedish	Phone interview	1h 11 min
Anonymous Respondent A	Anonymous	IKEA	12/3	Swedish	Skype interview	36 min
Johannes Jönsson	Incubation Services, IT Operations and Shared Services	IKEA	9/3	Swedish	Face to face interview	49 min
Anonymous Respondent B	Anonymous	Company X	14/3	Swedish	Phone interview	41 min
Anonymous Respondent C	Anonymous	Company X	23/3	Swedish	Phone interview	52 min
Patrik Dahlman	Director Manufacturing Development Centre	SKF	7/3	Swedish	Face to face interview	36 min
Milen Kourtev	Project Manager Innovation & Business Development	SKF	21/3	Swedish	Face to face interview	58 min

Table 2. List of respondents

As above mentioned, the chosen method for respondent selection was the purposive sampling method, where researchers choose respondents who are relevant to interview based on the formulated research question. This method was deemed to be the most suitable because the research topic and thus the interview questions are related to a rather unexplored research field. Therefore, it was deemed necessary to have pre-established selection criteria for the respondents, i.e. what part of the company they worked at, to ensure that the respondents were informed about the subject and thus could answer the interview questions in a meaningful way.

3.3.8 Language

In this study, all interviews were originally conducted and transcribed in Swedish to later be translated into English. Because the majority of the respondents and both the researchers have Swedish as both their native and working language, whilst also being fluent in English, which of the two languages were used for the interviews was deemed to be of minor importance. Because all participants were considered to be fluent in both languages, either language was deemed suitable for allowing the respondents to speak freely about the topics without the restraints of a potential language barrier, which according to Bryman and Bell (2013) is important to consider. Thus, the respondents were given the option to either have the interviews in Swedish or English, were all respondents later chose Swedish as their preferred language.

Most critique in the topic of translating interview material concern issues related to collecting data in a language that is not one's native language, and in a different cultural setting than one's own (Bryman & Bell, 2013). This limitation does not apply to this thesis as the researchers too have Swedish as their native language and have the same national cultural setting. However, there are according to Bryman and Bell (2013) still two potential issues with the later translation process. First, there are linguistic problems, which occur when the respondent uses words or phrases which has no equivalent in the language one wishes to translate the interview into. Second, there are socio-cultural problems which spring from the fact that some idioms and sayings demand a certain cultural background to understand them. (Ibid.). In order to avoid these problems, and any other challenges with translation, the interviews were carefully transcribed with potential linguistic and socio-cultural problems in mind. Further, the researchers took care to ensure that both researchers agreed on the translation and as a final step to ensure that the translation and interpretation of the answers was correct, the answers from the empirical findings were forwarded to each respondent at the respective case companies.

3.3.9 Ethical Considerations

According to Bryman and Bell (2013) there are some important ethical issues that needs to be considered when conducting research. These ethical issues touch upon areas such as freedom of participation, integrity, confidentiality and anonymity for those parties that are directly involved within the research (Ibid.) First of all, it is according to Bryman and Bell (2013) important that all involved parties in a study are well informed about the purpose and scope of the study. Therefore, the purpose and the background of the study was made clear in all communication with both the companies and the respondents. Additionally, it was made clear that the study in question was a multiple case study and that other companies thus would be participating as well. Finally, it was made sure that the respondents at each company was made aware about the other participating colleagues, in order to increase transparency.

An additional important ethical consideration is according to Bryman and Bell (2013) that all respondents and parties involved are clearly informed that they have freedom of participation. When approaching companies and respondents at each company, it was therefore clearly stated that the participation is voluntary. Further, all companies and their respondents were given the possibility to be anonymous in this study. The companies were first asked before conducting the interviews if they wanted to be anonymous, and all respondents were asked once more after receiving the empirical material. Upon request of some respondents, the name of the company and respondent, as well as company position have in some cases therefore been anonymized. Final ethical considerations emphasized by Bryman and Bell (2013) is that the researcher is only allowed to gather data that is to be used in the specific study, as well as the importance of not giving respondents a false or misleading information about the research. To meet these requirements, it was therefore clearly stated in all communication with the companies and respondents that the information gathered was only for the single purpose of this master thesis. In addition to these previously mentioned ethical considerations, the respondents have been asked for permission before recording interviews, as well as given the possibility to read through summarized empirical findings in order to clarify any answers or possible misinterpretations.

3.4 Data Compilation

3.4.1 Measuring Intrapreneurship

Before conducting a thematic analysis of the empirical material, the company's current level of intrapreneurship was assessed. This assessment was focused on four of the five dimensions of intrapreneurship and are based on the data collected in regard to the ENTRESALE and the Corporate Entrepreneurship Scale (section 2.4). The fifth dimension, *New Business Venturing*, was not included in the assessment, due to the fact that it was perceived to not be within the scope of this study. The questions of these scales has been incorporated into the interview guide (Appendix 1, Table 10) and can be used to assess how far the companies have come on the different dimensions, as the scales have been used and validated in previous studies (Knight, 1997; Zahra, 1991).

In order to assess the companies' current level of intrapreneurship, the three companies have been evaluated on a scale to 1-3 on the different set of questions in regard to the ENTRESALE and the Corporate Entrepreneurship Scale. The assessment for each companies' position is based on the respondents' answers in the semi-structured interviews and on secondary data. The respective companies were thus given a score between 1-3 based on their perceived fulfilment of the different questions in the two scales. Originally, the scales use a scale of 1 to 7, but in order to simplify the process of assessing the company's current level, the scale was reduced to 1 to 3.

3.5 Data Analysis

3.5.1 Thematic Analysis

In order to structure and analyze the collected material from the interviews, a thematic analysis was conducted. According to Nowell et al. (2017, p. 2), the thematic analysis is a method for “*identifying, analyzing, organizing, describing, and reporting themes found within a data set*”, and the method of analysis is based on the researchers actively seeking and identifying recurring themes in the material (Bryman & Bell, 2013). For this study, an interview guide with different themes was, as mentioned above, formulated in order to assess how the respective case companies are working with the antecedents of intrapreneurship. The data was later transcribed, where the answers then naturally fell under the respective themes from the interview guide. Once all interviews at each company had been conducted, all respondents from the same company's answers were put together under the respective themes in the interview guide, as seen in the empirical material.

In order to develop initial codes and find common themes and patterns in the empirical material, a thematic analysis was performed through the use of mind maps. In the first step of this process, each theme received its' own mind map, where key words from all the respondents' interviews were mapped out and used as codes. Next, similarities and differences between the companies were assessed for each theme, as well as the codes' connection to literature. This process of coding was then repeated for each theme in the interview guide. Apart from the themes deriving from previous literature and the interview guide, the codes were also combined into overarching new themes, further presented in the conclusion. In Table 3, a visual example of the coding process for the overarching theme Culture is presented. Here, the case companies' statements about their differing organizational cultures were coded into the theme of “Heritage matters”.

Theme	Example from empirical findings
Overarching theme: Culture	
Theme: Heritage matters	<p>SKF: <i>Because of SKF's industrial background, one of the respondents describes the company culture for innovation and entrepreneurship as somewhat limiting.</i></p> <p>IKEA: <i>According to the respondents, the culture around innovation and entrepreneurship is, just like with management support, much incorporated into the company's core values and DNA.</i></p> <p>Company X: <i>Further, the respondent describes the company culture as open and helpful, something which the respondent believes is a consequence of the organization's clear customer orientation.</i></p>

Table 3. Presentation of coding example

The method of using a thematic analysis for analyzing the findings from a multiple case study with several respondents corresponds well with Nowell et al. s' (2017) statement that the thematic analysis is especially useful for examining and comparing in the perspectives of different participants in a study, which might generate new and unanticipated insights. The method of analysis is also beneficial for finding key elements in large sets of data and it forces a well-structured approach to handling the data, which aid the researcher in producing a clear and organized result (Ibid.). The habit of, as in this study, use coding to structure the collected data is a natural and important part of the thematic analysis (Nowell et al., 2017; Bryman & Bell, 2013) which helps the researcher in moving from unstructured data to structured (Nowell et al., 2017) and naming/labeling the parts which are theoretically relevant or practically important for the research study (Bryman & Bell, 2013). Just as the codes in this analysis were combined into new themes, Nowell et al. (2017) states that the final phase of the thematic analysis is the process of organizing the codes into overarching themes which capture important aspects in relation to the research questions. Finally, Nowell et al. (2017) argues that in order to ensure validity, one must ensure that the codes and overarching themes are representative for all the empirical data, and that there is a clear link between the empirical material and the final analysis. As suggested by Nowell et al. (2017), this was ensured through careful scrutiny of all codes and themes.

Even though the thematic analysis is seen as an effective analysis method, Bryman and Bell (2013) also argue that there is a drawback from coding the material, which is that it also results in a de-contextualization and fragmentation of the material. Thus the context and narrative flow of what is being said might be lost. However, due to its importance and its general acceptance within the research community, coding is still the recommended starting point of qualitative analysis. (Bryman & Bell, 2013).

3.6 Quality of findings

3.6.1 Reliability

3.6.1.1 Internal Reliability

In qualitative research, internal reliability concerns if members of a research team agree on how to interpret what they see and hear, which is also known as *inter-observability consistency* (Bryman & Bell, 2013). In order to increase the internal reliability in this study, all of the interviews with the respective respondents have in accordance with Bryman and Bells' (2013) recommendations been recorded and transcribed. Further, when conducting interviews both researchers have been present, in order to make sure that the interpretations made reflects reality, which is also recommended by Bryman and Bell (2013). In order to make sure that the researchers are interpreting observations in the same way to increase the inter-observability consistency, discussions have further been held continuously whilst analyzing the results. This was done in order to agree upon the interpretations and conclusions that have been made from each interview just as Bryman and Bell (2013) recommend.

3.6.1.2 External Reliability

The external reliability of a qualitative research relates to what extent that the study can be replicated (Bryman & Bell, 2013). In general, the qualitative research design suffers from low external reliability, since it is almost impossible to replicate the social setting from where the results were generated (Ibid.). Furthermore, due to the fact that this study also uses semi-structured interviews as the data collection method, it becomes hard to fully replicate the results made from each respondent, which subsequently also makes the external reliability decrease. Therefore, in order to ensure reliability in qualitative research, *dependability* is often used as a corresponding term. To ensure dependability, the researcher should adopt an auditing approach, which entails that it must be ensured that a complete and accessible description of the research process is presented. (Ibid.). In this research process, each decision taken and methods used in this research process have been described in detail. By clearly describing all of the choices made in regards to selection criteria, research process and data analysis, the dependability and external reliability of this study increase as it allows for other researchers to conduct a similar study.

3.6.2 Validity

3.6.2.1 Internal Validity

In qualitative research, internal validity means that that there should be a good match between the researcher's observations/empirical results and the theoretical ideas and concepts that are being developed (Bryman & Bell, 2013). This is also often described as *credibility*, which first involves that the research has been conducted according to existing rules, and second that the results has been reported to the people who are a part of the social reality so that they can confirm that the researcher has understood the reality correctly (Ibid.). According to Bryman and Bell (2013) the internal validity is often a strength in qualitative studies due to the fact that the researcher often shares longer presence and participation together with the respondents, something that also makes it possible for the researcher to ensure a higher degree of correspondence between theoretical ideas/concepts and the empirical results. In order to further ensure the internal validity, as well as transparency and accuracy in this thesis, the interviews were also transcribed, and the respondents were given the opportunity to confirm that the empirical findings had been presented in a correct way. By transcribing the interviews, this also simplifies the process of analyzing the empirical results in relation to the theoretical framework in an accurate way (Ibid.).

3.6.2.2 External Validity

The external validity regards whether the results from a study can be generalized beyond the specific context in which it was first performed (Bryman & Bell, 2013). In general, the qualitative research design tends to suffer from low external validity as for example the use of case studies and semi-structured interviews with a few selected respondents makes it hard to draw any conclusions that is generalizable over a whole population (Ibid.). In this study, the choice was made to conduct a multiple- case study consisting of three companies. To gather empirical data, semi-structured interviews was later conducted. While these preconditions make it hard to generalize the results over a broader population, the purpose of this study is not to perform a study from where one can make any broad generalization about intrapreneurship in Swedish MNCs. For this reason, it can be argued that the conclusions made in this study should be viewed in the context of this specific setting. Such an argument is also supported by Bryman and Bell (2013) who states that the result from a case study should not be viewed as directly applicable to other cases due to the contextualized nature of that case, but rather as something that can give guidance and further research within that field.

4. Empirical Findings

In this section, the empirical findings from each case company and its' respondents will be presented. First, the empirical findings from respective case companies' current situation in relation to the dimensions of intrapreneurship will be presented. Following this presentation of the current situation are the empirical findings from the semi-structured interviews, which have been compiled per company and divided into soft and hard antecedents. The soft antecedents include management support, culture and communication. The other group is hard antecedents, including organizational structure, resources, risk, rewards and process.

4.1 The Current Situation

Before the presentation of the findings from the thematic analysis, the companies' current position in relation to Miller (1983) and Antoncic and Hirsch's (2003) four out of five dimensions of intrapreneurship is presented. As previously discussed, the assessment of the companies' positions is based on the respondents answers in the semi-structured interviews and on secondary data only in relation to four of the dimensions, as the last one, New-Business Venturing, was deemed to lie outside the scope for this study. A more detailed description of this assessment is found in the methodology section (3.4.1), and results in Appendix 2.

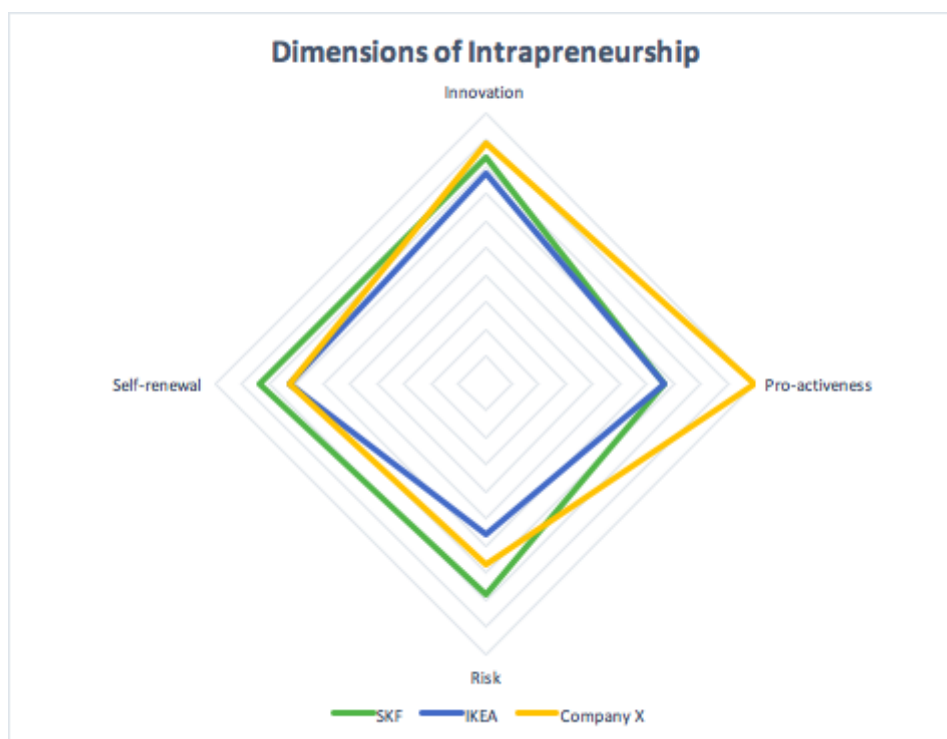


Figure 3. The company's current level of intrapreneurship based on their degree of fulfillment of the dimensions of Intrapreneurship found in the Corporate Entrepreneurship and ENTRESALE.

As seen in Figure 3, all three companies are all strong in the area of innovation, with small differences. Meanwhile the strength in the areas of self-renewal, pro-activeness and risk differ between the companies. Here, it becomes clear that Company X exceeds at pro-activeness whilst SKF is the most risk-taking and IKEA perform slightly below the other two on all four dimensions.

4.1.1 SKF

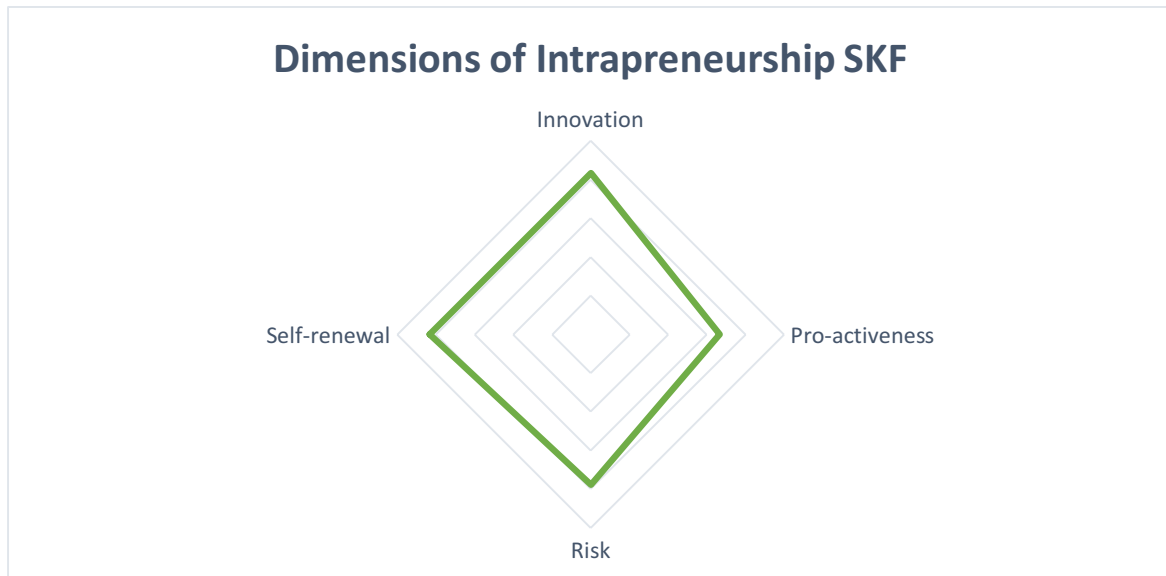


Figure 4. Summarization of the dimensions of intrapreneurship for SKF

As presented in figure 4, it becomes clear that the degree of perceived fulfillment of intrapreneurship is high within the dimensions of innovation and self-renewal. However, the degree of fulfillment is somewhat lower in the dimension risk, and lastly, the dimension of pro-activeness is found to be the dimension with the lowest degree of fulfillment.

4.1.2 IKEA

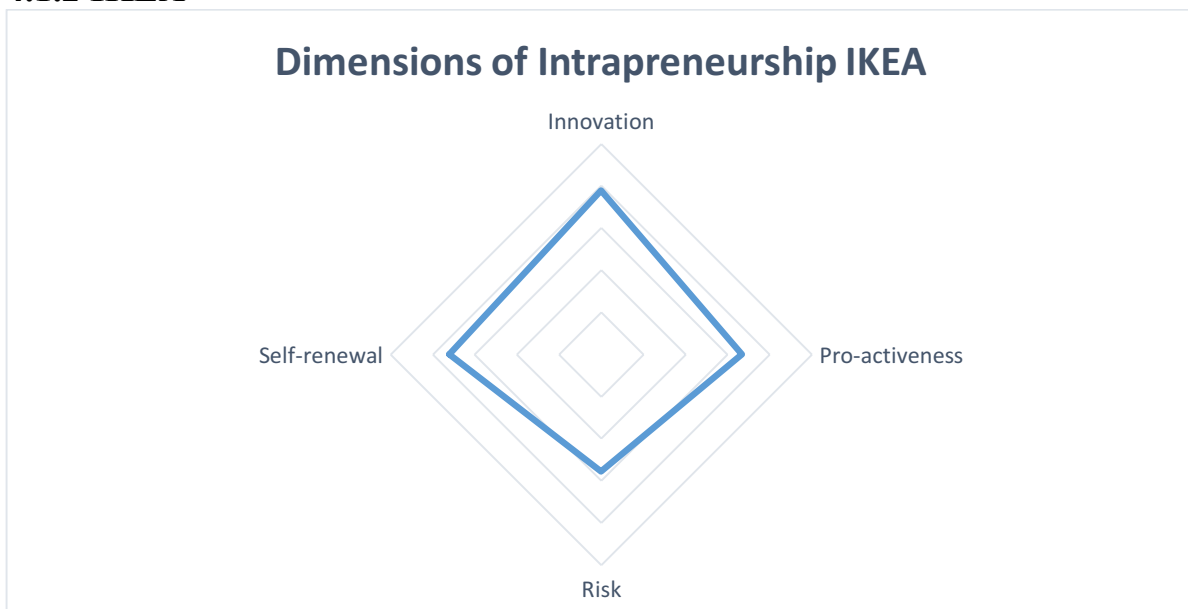


Figure 5. Summarization of the dimensions of intrapreneurship for IKEA

In Figure 5, the dimension of intrapreneurship that has the highest degree of perceived fulfillment is innovation. Somewhat lower degree of fulfillment is found within the dimensions of self-renewal and pro-activeness, where the later dimension is somewhat lower than the former. Lastly, the dimension of intrapreneurship that is at the lowest degree of fulfillment at IKEA is risk.

4.1.3 Company X

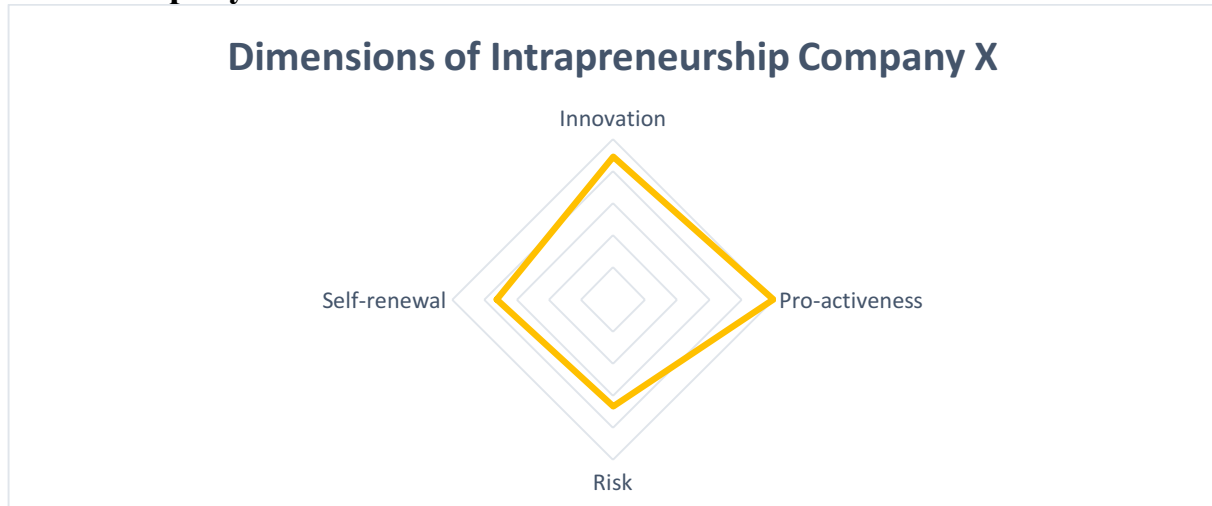


Figure 6. Summarization of the dimensions of intrapreneurship for Company X

In Figure 6 the summarization of the dimensions of intrapreneurship for Company X show that the company holds a high degree of perceived fulfillment within the dimension of pro-activeness. However, somewhat lower degree of fulfillment is later found in the dimension of innovation. Lastly, the two dimensions which holds the lowest degrees of perceived fulfillment is the dimensions self-renewal and risk.

4.2 SKF

4.2.1 Soft Antecedents

4.2.1.1 Management Support

Both respondents from SKF agreed that *“the management wants more entrepreneurship in SKF”*, something that has become more noticeable over the past two years due to a great change in the internal culture of the company. Historically, the company has been an industrial company where they state that *“entrepreneurship was something that a few managers should engage in, everyone else should just execute. That still persists, but it’s new times, we must have entrepreneurship”*. Among other things, this increased focus on entrepreneurship has expressed itself in that employees are encouraged to make their own decisions, an approach described as purposeful action taking. *“That’s important, if you see an opportunity, don’t stop, go for it”* a respondent explains. The respondents further agree that the top management are strongly supportive of entrepreneurship, explaining that *“top management feel that we must have more of that [entrepreneurship], absolutely”* and that this support *“permeates everything”*.

Whilst the respondents feel that the company is excellent at the initial part of the entrepreneurial process *“we are incredibly strong at creativity and coming up with solutions”*, they to some extent perceive a lack of certain skills in the organization. *“To be creative is only the first step. Entrepreneurship is also about delivering something and a commercial thinking. There, we are not as strong among the average employees”*. Or, as put by the second respondent *“It is not always the person who came up with the idea who should execute it. [...] Then, you need someone to bring these ideas forward. Managing projects is a special competence that is often underestimated. Getting the right people is the big challenge”*. As a consequence, both respondents agree that whilst they still need people with special competences to run company operations, and not everyone needs to be an entrepreneur, they do need more entrepreneurs within the organization. However, one of the respondents also brings up the challenge in

attracting this kind of people to the organization “*that type of personalities, they don’t want to work in a slow company. They are not looking for the security of a fixed monthly salary and so on. It’s difficult to attract that type of personalities*”.

Although the respondents perceive the company to, in general, be good at creativity, there is room for improvement. Especially amongst middle management; “*there is a need in middle management to become more creative. [...] and here I think, not only for SKF but for all companies, if one could train people in how to lead creative sessions, one could increase the creativity and quality*”. Although there are initiatives for starting up such workshops, or creative sessions, SKF does not today have any formal training for managers in how to promote innovation or creative thinking.

4.2.1.2 Culture

Because of SKF’s industrial background, one of the respondents describes the company culture for innovation and entrepreneurship as somewhat limiting. The respondent explains that previously, with the company’s previous idea collection system [the innovation board], there was a very high degree of confidentiality which according to the respondent in turn resulted in a lack of transparency. Today, the respondent further explains “*we do the opposite, we do not want to protect ourselves through being quiet but through being quick, and then you must have transparency and allow for collaboration*”. The other respondent describes the culture as “*Local. There are a lot of great ideas, but these might not reach group level. If you go out to any factory or operation, there are tons of good ideas which could have been lifted and used somewhere else*”. The reason to why these ideas does not reach group level might, according to the respondent, be that there has been a lack of natural communication at the lower levels of the organization. People at higher levels in the organization regularly meet across departments in so called councils, but on engineering, factory, or market level, there is “*little exchange between different departments*”. One possible explanation for this is according to the respondent that one is expected to prioritize one’s own factory and not focus too much at doing something somewhere else. Here, the respondent finds the company wide chat forum to be an improvement, and an aid for facilitating this kind of communication. The problematizing of local ideas is also touched upon by the first respondent, who describe that “*there are several local idea management systems [...] Slowly but steadily, these local systems are shut down and they move over to the global [system, SKF ideas]*”. [Note: the global system was implemented right before the organizational restructuring two years ago].

4.2.1.3 Communication

Although both respondents agree that web based communication tools such as the company chat forum are aiding in the cross functional communication, there are also challenges to the method. “*The problem is that this requires that people log in to the forum and look around and subscribe to certain groups. There is no structure that people should log in and look at this*”. Further, one respondent state that “*one should not underestimate the unplanned physical meeting, that’s where a lot of great ideas happen. That’s really important*”. Such meetings are facilitated through a shared lunchroom, “fika” [coffee] breaks and department lounges where employees can meet during their breaks. A challenge is however that different departments are so physically widespread, which to some extent complicates the physical meeting. One of the respondent personally solve this problem through actively taking the opportunity for spontaneous interaction when the respondent visits the head office in relation to meetings and similar. A second challenge is that whilst the Swedish coffee breaks provides a natural opportunity for employees in Sweden to meet, in other countries these coffee breaks are not institutionalized, and thus a respondent explains that “*now, we have built a number of new*

offices. And when we build them, we have informal [natural] meeting points and creative areas, or open landscapes, to facilitate that people meet”.

At SKF, there are according to the respondents “way too many abbreviations”, but this internal language is “consistent within the company”, and does not, according to the respondents, affect the culture too much. As put by the respondents, “there are a lot of terms, but they are consistent across continents” and “you get into the jargon very quickly, after a couple of months”.

	Company
	SKF
Management support	<ul style="list-style-type: none"> * Clear management support * The company needs more entrepreneurs but have difficulties attracting them and to find the right people to execute ideas
Culture	<ul style="list-style-type: none"> * Somewhat local culture * Industrial background a challenge
Communication	<ul style="list-style-type: none"> * Limited cross functional communication at lower levels, focus expected to be in your own function * Chat forum improvement, but then people must check it * A lot of internal language, but it is consistent across all parts and functions of the company * The natural meeting is somewhat hindered by physical distance between departments * Lunch, coffee breaks and department lounges facilitate natural meeting points * New offices designed with natural meeting points in mind

Table 4. Summarization of the findings regarding the soft antecedents at SKF

4.2.2 Hard Antecedents

4.2.2.1 Organizational Structure

SKF’s organizational structure is by the respondents described as a matrix organization moving towards a more hierarchical structure. The size and structure of the company is seen as somewhat limiting, but respondent has seen improvements in this area, and the other respondent explains that although the company have moved towards a more hierarchical structure, they have also given more responsibility to the individual. As part of this restructuring they have also made sure to decrease the number of processes in general because, as the respondent explains it “we used to have a lot of processes, and then, what happened was that people might be aware that they were doing too little, that they were doing something wrong, but they said that ‘I have followed the process’. It becomes a way of safeguarding as well”. The respondent also explains that within the matrix organization there were a lot of similar areas of responsibility, which did not cooperate. Rather than focusing on what was best for SKF, they focused on their own department and did not want to use their resources to support a different department. In order to resolve this problem, one respondent states “So, then the company established this more hierarchical structure. So [now we say that] you are [the] innovation

[group], [...] and you are entirely responsible for this [innovation], do everything you can. And then everything happens within that group, then everyone must collaborate”.

The transformation of the company also extends to taking in more web-based communication tools which increases the opportunities for networking in the organization. *“We have worked hard to improve this [the networking possibilities]. I believe that this digital way of working helps a lot. That you get this chat forum, SKF ideas and so on”.* This viewpoint is, as previously mentioned in the soft antecedents, also supported by the other respondent who feel that the chat forum has improved the communication among lower level employees such as engineers, factory personnel etc. *“So it’s both the organizational structure and the tools that have improved”*, concludes the first respondent. However, the respondent also points out that this restructuring from a matrix to a hierarchical organization has been the biggest restructuring process in the company’s history, and that the organization still is *“a little bit paralyzed”* from this.

4.2.2.2 Resources

If an employee at SKF wishes to pursue a new idea, there are several resources which he or she might receive, however, these entirely depend on the level of the idea. Resources that you can receive, the respondent mean are *“Everything from removing a work task during a shorter period of time so that the person can put more time into it [the idea] to taking in consultants or degree students”*. If the idea is good enough, it might also become a larger project which receives more resources, investments etc. The other respondent also brings up the opportunity of receiving funding from SKF ideas, a web-based idea management system, for spectacular ideas related to the R&D department. Other ideas within SKF Ideas, which are not related to the R&D department can still receive some resources, but in terms of support, development and improvement. Here the respondent also stresses that the company never shut down ideas without carefully motivating why. In most cases however, what resources an idea can receive depends on the employee’s manager who sometimes have the opportunity to *“add some time or resources”*.

At the moment there are no free time allocated for employees to work on their own creative ideas and projects. Here, one of the respondents does not think that it not is possible to *“plan that right now we should be innovative [...] in general, it is difficult to plan creativity, the ideas appear when they do”*. The other respondent is open for a freer allocation of employee time, but stresses that *“there must be some requirements [...] you can’t just receive time, it’s better if there are some challenges, then you’re more focused on what you’re looking for. [...] a mix of freedom, report and evaluation.”*

4.2.2.3 Risk

At SKF, the respondents feel that risk-taking and failure is becoming more and more encouraged. *“It is good as long as one knows that it is a risk and have communicated that it is. We are going to do this; we are not sure if it will work. It might work, then it’s all great, if it doesn’t, it will be very expensive”*, the first respondent explains. The other respondent continues to state that *“I’m rather proud of saying this [...] that we are in a phase right now where we’re willing to take more risks, finally”*. *“For a long time we were very conservative [...] if you want to change the culture, then you must make it clear what you want from the employees, how you want them to act, and the organization must follow those principles. Today we have started to collaborate, we have collaborated with start-ups, bought small companies and so on. We have started collaborating with other organizations. We take more risks, we are more open. [...] and we have told people that they should dare more”*. It is still, according to the respondent, too

early to evaluate the initiated collaborations, but already more spectacular ideas have emerged from employees.

On an additional note, the respondent argues that it is beneficial to be located in Sweden when it comes to collaborating. *“There is a trust index and Sweden is always in the lead. [...] We trust each other, not only between people but also between companies. So we can collaborate, a lot of companies have existed in parallel in Sweden [...] we invest together.”*

4.2.2.4 Rewards

At SKF, *“the ultimate reward is the Excellence Award. Then a number of ideas or projects that has been executed are selected and there it is full dedication, presentation for management and a lot of publicity. It is not a monetary reward in itself, but a lot of attention. There is a lot of prestige in it”*, one of the respondents explains. *“It is a huge event”*, the other respondent explains. *“SKF owns a castle and that’s where the ceremony is. The employees who have executed the activities and their partners are flown in so it’s great because you get to show it to your family. [...] You receive a diploma and a fantastic glass sculpture that you bring home”*. This combination of being noticed both at your workplace and in your private setting is something that one of the respondents feel is very important, which has colored the task of finding suitable rewards for entrepreneurial behavior within the company. *“The Excellence Award is great”*, the respondent explains *“[but] you can only have such a big event for certain specific things, for big projects which really has proved profitable. But if you want to be innovative, agile and fast, then the rewards have to be that too. If you want people to constantly improve things and come up with new things, then you have to reward that. I believe that you then need these small presents or rewards as well”*.

What smaller rewards an employee can receive for entrepreneurial behavior to some extent depend on which country he or she is working in, due to country specific regulations, especially when it comes to patents. *“In Sweden you receive 5000 SEK I think, so one patent is nothing [...] but in Germany they are much more driven to come up with good ideas and take patents. Also on SKF ideas we have a lot of engagement from the Germans, because they hope that the ideas they publish – that they become patented”*. *“I do however think that there are better rewards than money”*, the respondent continues, and the respondents both agree that the monetary award is not always the best. *“I think it’s fun when you can read about it on the intranet for example, when you get some time in the spotlight. Sometimes that is more important than 500 SEK extra each month, to become more recognized and well known within the company”*, one of the respondents explains. Another smaller reward which have been evaluated within the scope of SKF ideas is also a dinner for the employee and their family, which however proved somewhat difficult due to tax regulations. Other more material things, such as for example an Ipad, has also been evaluated. *“It could be a good idea to give one of those [an Ipad]. You can use it at work, you can showcase it at home; that you received this for doing something great at work. Your spouse will be happy; your kids will be happy etc.”*. The respondent really feels, as mentioned, that these smaller and faster rewards are important as well if the employees are to stay motivated to behave entrepreneurially.

4.2.2.5 Process

At SKF, the employees are encouraged to share their ideas and have several different means of doing so. The most common way is according to one respondent to *“if you have an idea, which is truly interesting, then you turn to your manager and the manager takes it one step higher and get budget or resources for it”*. The challenge here is however that once employees turn to their managers with ideas, *“it is important that all managers within the organization pick up*

ideas when they come, and that they are not suppressed. [...] When the ideas reach the people who make the decision about more resources, they must be on their toes and bring the idea forward if it's good". However, "[if you have] an idea which might not fit your portfolio, your work role, or in your area, then you can go through SKF ideas". Through SKF ideas, a web-based idea management system, any employee, anywhere in the world, can submit an idea, and the R&D department who are responsible for managing the platform, have a budget for financing spectacular ideas related to the R&D department. Sometimes, the company also have campaigns where they post a challenge at SKF ideas and ask their employees for solutions. Finally, an employee can also choose to submit an idea on the company chat forum where a lot of communication takes place.

Although SKF nowadays have implemented several means to encourage the submission of ideas, they mean that they are here somewhat inhibited by their past. Previously, the company had a different system for idea management; an innovation board consisting of the top management, which employees could come to present their ideas to through three minute pitches. Whilst employees seemed to enjoy the presentation format itself, the problem with this system was that it was the managers who were asked about good ideas and then were supposed to turn to their employees. Sometimes this resulted in that the managers who reported the ideas were given the credit for them, rather than the employees who came up with it. This problem the respondent mean has also influenced the perception of SKF ideas, the replacement of the innovation board. *"There are a lot of creative people who have said that they do not want to submit ideas, because it feels like they are giving away their ideas to someone else. [...] due to what has happened before, the history has made its mark".*

The process of implementing an idea at SKF to a large degree depend on *"where the idea is coming from and how big it is"*. There are different processes in different parts of the organization, but in many parts there is a gating process for idea and innovation implementation. Here, *"the first part is a scouting process where it's okay to run around and look and maybe not have that much resources but gather data to build one's idea"*. In other words, it's an opportunity to look around a little bit and evaluate if the idea really is good. For some smaller ideas there might also be a possibility to *"if it [the idea] is interesting we might assign five people to work with this idea and create a product and bring it to a market"*.

Regarding where the idea is coming from, the product side have very clear priorities, where the idea must fit the current portfolio to be invested in, whilst the innovation side have more freedom to explore a certain question and pitch is as a project so that internal customers, who can then take the next steps. As on respondent puts it *"There is no common super process for the entire company, because we are decentralized and work in so many different ways"*, the respondent explains. *"In most departments; if you have an idea which fits the product portfolio it's easy to get it included. If you have an idea that you really believe in which does not fit in anywhere, then you really have to pitch it. But if you manage to convince management, then there normally is no problem"*.

4.2.2.6 Other

One thing that both respondents independently mentions might stimulate intrapreneurship at SKF is to have a greater rotation of people. *"What we can do better is to have more rotation of people. If you have worked 25 years within production, it might be good to work somewhere else. Then you can connect the two areas, and that's where ideas are born"*, one of the respondents explain. The other respondent confirms that this is an area for improvement; *"I think we must become better at that - to once people are hired, guide them through the different*

roles and areas of responsibility needed. Because people evolve in different ways and in different directions and organizations are re-organized and you get a need for different types of knowledge. We are weak in this area. Once you're in the organization you stay within a certain area [...] It is up to the organization to when the time comes place this person in a new area. That's good for both parties, both SKF and the employee". Rotating people are however not always done without complications, as one respondent puts it "It's not everyone who wants to rotate, one might be happy in your own little sphere".

When it comes to other ways to stimulate intrapreneurship, one of the respondents state that *"it is the friction between the everyday work and something new that things happen. That's where ideas are born. It is seldom something new is created if one does not have the opportunity to communicate and integrate with others. Preferably from different areas"*. The other respondent focus more on comparing his task at SKF to entrepreneurial friends and family, and stresses the role of culture in creating entrepreneurship *"clear goals, hope and a sense of responsibility must be achieved. Then you have the right culture. And that's difficult, it's difficult in large companies and in industrial companies"*. Here, the respondent relates clear goals to that the entrepreneurs, rather than a number of processes to become entrepreneurial, have clear goals of what they must achieve, and are flexible and adjust the company and their behavior in order to meet these goals. They also have hope, as they believe that their business can *"become huge, as big as possible"* whilst there in a large organization might instead be a fixed career path and predetermined opportunities for growth, which can, according to the respondent, be changed to talent managements and rotation.

Finally, a sense of responsibility is needed. *"In a small company, you know that the company's future rest on your shoulders, you know that you must be at your best. But you do it - because you have hope and you know what you must do to reach your goal [...] we must achieve this sense of responsibility in SKF"*. The respondent also thinks that a clearer sense of responsibility has been achieved through the new organizational structure, but that there is still room for improvement. Finally, the respondent adds that adding too many processes for innovation might cost the company it's flexibility and rather than focusing on current trends within innovation, the company must work with the foundation of innovation and ask itself *"what is it that drives people, what is it that makes them innovative? And I believe that it is [these things] clear goals, hope and a sense of responsibility"*.

	Company
	SKF
Organizational structure	<ul style="list-style-type: none"> * Matrix organization moving towards a hierarchical structure * Clearer responsibilities on the individual, can't "hide behind a process" * Good possibilities for networking * Networking improved by web-based communication tools
Resources	<ul style="list-style-type: none"> * Depends on level of idea and where in the organization * Several resources available if idea fits current portfolio within the employee's area, time, financing etc. * SKF ideas can finance spectacular ideas outside the employee's area * No allocation of free time to work on own projects
Risk	<ul style="list-style-type: none"> * Risk taking more encouraged * Communicating risks important * The organization as a whole take greater risks
Rewards	<ul style="list-style-type: none"> * Excellence Awards for outstanding projects - banquet at castle, publicity, glass sculpture, a lot of prestige * Smaller, faster, rewards being evaluated to stimulate innovation and agility * Best reward that you're noticed - both at work and at home
Process	<ul style="list-style-type: none"> * Ideas collected through (1) manager (2) chat forum and (3) SKF ideas * The challenges to idea collection is that the managers must be on their toes and a history of managers taking credit for ideas, which make the employees hesitate * The company has an established gating process within some areas, where the first step is a scouting * Process differs somewhat between business areas
Other	<ul style="list-style-type: none"> * More rotation of employees desired * The opportunity to communicate and integrate with others, as well as clear goals, hope and a sense of responsibility rather than heavy processes and fixed career paths considered crucial for entrepreneurship

Table 5. Summarization of the findings regarding the hard antecedents at SKF

4.3 IKEA

4.3.1 Soft Antecedents

4.3.1.1 Management Support

Regarding the question of management support for entrepreneurial ideas and behavior, all of the respondents at IKEA perceive that entrepreneurship is not only supported by management, but also culturally supported by the company's core values. The respondents all emphasize that the company stem from an historically entrepreneurial background, where core values have been very much entrepreneurially oriented. As one of the respondents states *"I would say that it [entrepreneurship] is encouraged culturally, when one looks at IKEA and what IKEA stands for"*. However, despite the company's strong heritage within this field, the respondents also problematize some challenges within this area. One of the respondents state that *"as we have become bigger, more controlling functions have emerged [...] and whilst entrepreneurship has been premiered 'on paper', we have become quite formalized"*. As the respondent puts it *"maybe it has become a little bit too much about relishing our entrepreneurial heritage rather than building on it"*. As the company has grown, the respondent explains, more control

functions, structures and central governance have also emerged, something that the respondent also mean that the company is now trying to break through, to make it more simple again. Still, the respondent adds *“the world has changed during all these years and it has become riskier and riskier to let an organization on the floor evolve. One must have a more central control function”*. The respondent also explain that the company have experienced a shift in encouragement in entrepreneurship in recent years *“it’s really now the last two years, that we once again can say that yes, entrepreneurial behavior among employees is encouraged”*. Two of the respondents especially emphasize the shift towards entrepreneurship within later years and the support that has arisen with the new managers that have been appointed in the top management organization. These managers, the respondents also explain are *“extremely focused on entrepreneurship”*, something that the respondents also explain have had a dramatic impact within the organization, where the company is perceived to be moving back towards its entrepreneurial DNA, and away from a more process oriented structure. As one of the respondents explains it *“before it was more important [for everyone] to come into the process, however now the pendulum is starting to swing back a bit [...] we capture our DNA and are more true to our hearts so to say”*.

All respondents agree to the view that the company, despite an increased focus on entrepreneurship in later years, still have a long way to go. As one of the respondents explains it *“we have a quite long journey until we are where we should be [...] we are not strong enough there, but we have realized it and are working hard to achieve it”* This is something that is further supported by one other respondent who state that *“I would say that it is encouraged, but I believe that the structures around it could be better”*, as well as the third respondent who conclude that *“purely emotionally it [entrepreneurship] is supported, however it is difficult to exert it”*.

When it comes to the training of managers within the organization, the respondents all explain that there exist several types of training programs in order to increase creativity and innovation. These programs and processes include different kinds of formal training programs and education in areas such as agile development, design thinking and business model generation, as well as training in more innovative thinking. According to one respondent, tools such as lean startup- thinking was introduced as the organization developed two years ago, where a new area for business solutions was established. After this time, the respondent mean that they have worked with incorporating training of different projects, groups and managers and spreading the different tools and techniques in the organization. Attending conferences, as well as keeping on track with the latest developments is also something that is prioritized as well as often performed by different managers within the organization. One of the respondent however state that when it comes to the training of managers *“as we are becoming more innovative, I would say that this concerns an exclusive part of the company itself”*. This respondent also mean that the company is often good at selecting people who are working in an innovative way, but not as equally good in training the average middle manager in more innovative thinking. Due to a lack of such training, there is according to one respondents somewhat of a risk that there is an exclusive group which becomes more innovative, which the respondent mean is linked to the question of communication and language, where *“the innovation group create their own language, their own lingo [...] and middle managers are part of the process, but not in a deeper level due to the fact that we are not educating them enough”*.

4.3.1.2 Culture

According to the respondents, the culture around innovation and entrepreneurship is, just like with management support, much incorporated into the company's core values and DNA. However, one of the respondents state that *"looking at our DNA, it is 100% entrepreneurship [...] However, we do not really live the culture we say we have when it comes to entrepreneurship"* and further conclude that in order to enable intrapreneurship and innovation, that it is necessary to think about the culture and the people, and that *"this might to a larger extent than we had imagined, actually is an HR matter"*. Another respondent also concludes that, just as in the case of management support, the company has once again begun to shift themselves more towards entrepreneurship, but also mean that the culture around innovation is less mature than the culture around entrepreneurship. As the respondent state it *"I would not say that there is not any uniform definition and application within innovation [...] we are still seeking our way forward there"*. This is also something that is confirmed by the other two respondents, who also emphasize the organizations later efforts and needs to structure the area of innovation within the company. This was also summarized by one respondent, who mean that *"there is a strong will, a good culture and value base to work with it, but we need to work more with the structure around it and have a more common agenda"*.

The entrepreneurial heritage is also perceived as important in the way that it influences what type of people work at IKEA *"it's very interesting because it has also resulted in that one has recruited many people who are this way, everyone wants to do things, everyone has an interest in coming up with good ideas"*.

4.3.1.3 Communication

According to all respondents, the opportunities for networking and informal meeting opportunities are plentiful. The respondents also all agree that there exist a lot of informal decision making, and that it is often easy to network due to the fact that there exists a lot of natural "water holes" and areas in the different offices that enable different people within the organization to naturally meet and interact during a working day. In general, the offices are structured in such a way that the majority of the employees have flexible working places, as well as open spaces where any person can sit and work. All of the respondents also agree upon that this structure has been very successful in terms of internal networking, and that the opportunities to take quick informal decisions is often a result from this. In addition to the structure and possibilities for informal networking through the structure and design of the different offices, frequent initiatives such as lectures, presentations, workshops and lunches is according to the respondents also seen as important forums for informal networking where people often meet and interact.

According to the respondents, the many opportunities and forums for networking and informal decision making is in some aspects also somewhat troublesome as many decisions still are taken very informally where one respondent state that *"perhaps too much sometimes [...] we are very keen on networking, workshopping and so on, but sometimes we lack discipline in what it should lead to [...] it is absolutely encouraged but it can actually be structured a bit more I think"*. This view is also supported by another respondent who state that *"very many decisions, still, is taken by the coffee machine, maybe a little too many sometimes"* This is also confirmed by another respondent who mean that there exist many opportunities around informal networking, but that *"it is a question of how structured"*.

Regarding the internal language within the organization, the respondents all agree that there exists a strong internal language with a lot of internal technical terms and abbreviations. One

respondent state that they within the organization use a “*hopeless amount*” of internal language and continues “*we use an extreme amount of abbreviations and terms [...] and sometimes we use them quite arrogantly because you know them very well yourself, and most people you talk with know them, and you forget that other people might not. And they become confused. It’s a big problem*”. The respondent also feels that there is a risk that people interpret what was said based on the reference point that they have, which gives incorrect interpretations. This strong internal language is further complicating things in that it according to two of the respondents differs between departments “*there often exist different languages within the organization, which might complicate things*”. If the language differences between department grow too large, the respondent also feel that this might inhibit the cross-functional benefits that one could have reaped.

However, whilst the internal language might result in confusion and complicate things it is also, according to the respondents, an important source of unison. “*Perhaps we’re a bit like the Icelandic people in that way, who comes up with our own words. We are careful about our culture and don’t want to contaminate it [...] but if you can find you own word for it, then it becomes extremely powerful and it’s accepted in a whole different way*”. Another respondent continues “*it can be an enabler in peoples’ work, that you have a common language that is shared throughout the organization*”. Here, the respondents both refer to the internal IKEA ‘testament’, written by the founder, which creates a shared foundation that permeates everything in the organization “*everyone can refer to both values and culture and things like that, that language is not individual, it really is shared by everyone*”. In other words, the respondents feel that there are both benefits and disadvantages from the strong internal language, and that the question of language is difficult. As concluded by one respondent “*as we are an organization in constant change [...] even if we educate people here and now, it could be that in two years or so that terms are outdated or mean something completely different [...] so it’s definitely a problem*”.

	Company
	IKEA
Management support	<ul style="list-style-type: none"> *Strong cultural support *Increased focus on entrepreneurship in later years *Formal training programs for managers *Workshops and training in other innovative tools and techniques
Culture	<ul style="list-style-type: none"> * Entrepreneurship anchored in company values and DNA *Mature culture of entrepreneurship *Innovation culture under development
Communication	<ul style="list-style-type: none"> *Great opportunities for networking and collaboration *Many natural meeting points due to free structure of offices/working places *A lot of informal decision making *Very strong internal language culture, which is strongly protected

Table 6. Summarization of the findings regarding the soft antecedents at IKEA

4.3.2 Hard Antecedents

4.3.2.1 Organizational Structure

Regarding the organizational structure, the respondents do not view the organization as neither strictly hierarchical nor totally flat. As one of the respondents puts it *“I would probably say we are somewhere in the middle [...] we are not hierarchical, but neither are we as flat as we once were and as flat as we say we want to be”*. This view is also supported by the other two respondents, where one of the respondents state that *“I think we are as hierarchical as we need to be, but then you can surely discuss if you need to decrease it or not”*.

In general, all of the respondents agree to that there exist good opportunities for teamwork, networking and collaboration between different functional areas within the organization. All of the respondents also support the view of the company as a very networking organization. To explain this, two of the respondent also emphasize the role of the individual’s social networks at the company. As one of the respondents puts it *“I would say that the opportunity [to collaborate between different functional areas] is extremely large if you have the personal network”*. This view is later also supported by another respondent who mean that *“If you have been here for a few years, you are encouraged to move around in the organization [...] which makes that people build enormous social networks and a social capital between each other which create an effect that, the more you network, the greater things you can achieve”*. One of the respondents also talk about the efforts made within the project organizations, where cross-functional collaboration is strongly emphasized. In relation to this, the respondent also explain how the organization have tried to measure cross-functional collaboration through a specific index aimed to measure the variety and innovative potential of a project, based on if there are members from different functional areas in the project group.

4.3.2.2 Resources

The capturing of ideas within IKEA is mainly done through one of the company process forums, where the respondents explain that the access to resources and support is very much dependent on not only the idea itself and its stage in development, but also its’ general fit with the current strategic portfolio. As one of the respondents put it *“I would say that we distribute resources quite freely [...] but we have a number of focus areas, and if it is within one of those areas, we do it, otherwise we simply say it is very interesting but do not take in resources on it [...] so we have a pretty clear strategic direction that decides what ideas we take in or not”*. If the ideas are seen as reliable, feasible and viable, they are likely to be adopted and receive additional resources if they end up in one of the company’s different process forums. Other ideas might not reach this stage, and one of the respondents explain that there then are incubation services, which is another way to experiment and test different types of ideas due to the more flexible and less controlled resources in comparison to the different process forums. Here, the company works a lot with how they can learn as quickly as possible which ideas to go for, for example through testing towards customers to receive feedback as early as possible.

In relation to resources, one of the respondent also comment that the speed of which and idea is adopted is one of the main challenges *“It is the speed that an idea is picked up, or not picked up that I believe is the main challenge”*. This, the respondent also relates to the role of internal social networks, where it is explained that if you have connections to the right people or managers within the organization, and get their support, ideas can move very quickly and receive resources faster within the organization.

Within the company, all of the respondents state that there exists no formal structure for employees to allocate free time on creative project and ideas. This is further explained and

commented by one respondent as *“That I know of, that is nothing that is formally communicated [...] However, we are a very effective organization, so you often need a project clarity code in order to spend time on something”*. Another respondent also states that *“It’s not like at Google, where you have 20% to spend on creative ideas [...] but I think that it would be good [...] but there is more work to do”*. However, one of the respondent perceive that the possibility to allocate free time on creative ideas is emerging within the organization, but still mean that this is an ongoing process by stating *“we have not yet come to that situation [...] But I believe, hope, and am pretty sure of that we will reach a point where people get to allocate their own time, without the direction from managers, to where they have their energy”*.

4.3.2.3 Risk

In relation to the notion of risk, all of the respondents agree that risk taking is something that has traditionally been emphasized through the company's core values, but that this is no longer something that is expressed in the day- to day operation. As one of the respondents explains it, taking risk has been somewhat more premiered on paper than in reality, and that the process as well as the key measures often do not encourage risk taking *“in our values, it says that we should encourage risk and failure, but if you are measured in a completely different way [...] that you deliver results and projects in time, then the results will not be good if you take risk”*. The view that the organization today is careful, and could become more aggressive when it comes to taking risk is also supported by the other two respondents, where one also state that *“we no longer dare to take risk [...] we have gone from a more open risk appetite, to become a lot more cautious [...] we are trying to change that, but it is not easy”*. In order to overcome this, one of the respondent emphasize that it is important to explain to people what risk is about, and create mechanisms that would allow risk taking to become a more natural part of the company. This view is also supported by another respondent who state that *“I think the trick here is to, it might sound odd, but to institutionalize risk [...] to make it clear for everyone involved if you have a case that have very high possible rewards, but also very high risk [...] because if it does not turn out good, and if you have included it into discussions, documents and decisions, then it is not a failure, but something natural in pre-process instead”*. This the respondent also means, that taking risks for the sake of risk taking is not a good idea, but rather to make this more incorporated in the whole steering model.

4.3.2.4 Rewards

The respondents at IKEA experience that there are no formally communicated reward systems for entrepreneurial behavior currently in place, but that there however exists a history of rewarding entrepreneurial behavior through more social rewards. According to one respondent, rewarding for entrepreneurial behavior at his department is much dependent on what manager you have. As this respondent puts it *“some managers are not willing to premiere it, while other managers are”*. Another of the respondents think that *“the rewards for entrepreneurial behavior are less than it has historically been before”*. In relation to this, the respondent brings up an example within the company, where they previously worked a lot with finding “good examples” within different markets and parts of the company to promote internally through an internal newspaper. Another respondent also agrees to the view that rewards are often quantifiable, but lobby for a culture around more social rewards within the company. However, there do exist quantifiable rewards, such as bonus programs for when projects have been completed successfully. In relation to this, one of the respondent discuss quantifiable versus social rewards, and as this respondent put it *“I think that, rather than just have the financial rewards, I hope that you can build a culture where you feel that it is enough with the publicity it [entrepreneurship, good ideas] brings”*. This view is also supported by another respondent, who mean that *“the individual creativity and entrepreneurship, it is a more social recognition,*

not bonus related [...] because all of those bonus programs is often about doing as you have planned, and entrepreneurship is instead a lot about changing the plans so to speak [...] so what we are measured on and rewarded for monetarily, actually counteract entrepreneurship”.

Working more with rewards is furthermore seen as very important. This was especially discussed by one respondent who meant that *“working with the reward culture is super important, so that people want to do it [come up with good ideas], otherwise the risk is that people that come up with super-good ideas, and there are no good rewards in any way, then these people might quit and take the good ideas somewhere else”*. Finally, one respondent also mentions that the entrepreneurial behavior in general, and the submission of ideas, is helped not only through rewards but also by what kind of people work at IKEA *“you want to feel that you stand for what IKEA wants to do, and hopefully strongly enough to want to develop the concept together with IKEA”*.

4.3.2.5 Process

Within the organization, the most common way to capture innovative ideas from employees is through the organizations’ different process forums. For each process that exist within the organization, there is also a steering group who gathers and prioritize ideas within the different process forums. Depending on the size, scope and fit with the portfolio, ideas are screened, evaluated and later realized if seen as a good opportunity. In order for ideas to become reality, one of the respondents explain that *“in order for the process to pick up an idea, we often talk about it in terms of validity, reliability and feasibility [...] if the customers want it, it is doable and if it can generate a positive business case, it is easy for the steering group to take a decision”*. In addition to the process forums, there also exist the larger innovation process, in which the organization looks at bigger problem that the organization has, which is accompanied by more formal innovation processes. At lower levels in the organization, there have previously existed pathways for capturing ideas, such as suggestion boxes, something that in later years has been removed. According to one respondent ideas often emerge from higher levels in the organization, but that *“it doesn't matter from where an idea comes from, we can capture it anyway”*. Making sure to capture ideas from lower levels in the organization is also problematized by another respondent, who mean that in order for ideas to reach the different forums *“then everyone also needs to know how to actually reach those forums [...] and that I believe could be made better, to make that more clear for everyone”*. One of the respondents also accentuates that it is often not the ide generating process that is the problem within the company, but *“the realization of ideas and daring to give resources to such ideas”*. However, one of the respondents also mean that ideas are encouraged, but also that *“it is a lot about taking personal leadership [...] if you want to do something, you are also given the opportunity to yourself to find the resources and network to deliver it”*.

Besides capturing ideas from within the organization through the different process forums and innovation processes, two of the respondents also problematize around the possibility to capture more radical ideas within the organization. As one respondent explain it *“But you can also ask yourself if you have an idea that is radically different [...] which would mean several billion in potential and so on [...] Where do you turn then?”* According to this respondent, capturing the real “game changers” that could affect the organization is something that is seen as difficult, as there currently is no natural landing site for such ideas. Another respondent also emphasizes this, and state that *“to dare to do the more radical moves so to think, I think we could do more in that area [...] today it is still more incremental innovation”*.

4.3.2.6 Other

An additional factor that one of the respondents bring up as an important factor becoming more intrapreneurial, is that “ *I think it is very much about how to find a way to come back to our DNA [...] even in the global functions so to speak, and that the global functions actually acknowledge that the different markets are the ones who are closest to customers, and that we should support them [...] not trying to push out new solutions and ideas to them, but working more with capturing the “good example” again and making people out there into heroes [...] then there will be many other heroes as well*”. According to this respondent, it is important to be able to lift up the “good examples” again, as well as sharing successful examples, projects and cases more transparently within the organization. In relation to this, the use of the above presented index is perceived as a good way to promote successful stories, projects and collaborations in the organization, where different members of a team have worked together and solved a problem.

According to another respondent, one important aspect of becoming more intrapreneurial is to work more with co-creation within different areas. Rather than just asking for ideas, this respondent means that a good way to actually promote intrapreneurial behavior would be to work in a more formalized way towards co-creating between different functional areas. As explained by the respondents “*I think this could grow to become something really good, because there is so much different knowledge out there, and then to solve the big problems that the world, and that this company has [...] that I think could be formalized in a better way*”. To work more with the culture and infrastructure of continuously testing new things, ideas as well as taking more risk was also something that was presented as important by this respondent. Just as it was seen as important to once again lift up the “good examples” in the local markets by another respondent, this respondent also emphasize the importance of encourage and support the rise of new ideas locally, and to support and help the local markets to work more with innovation as well as teaching them different methods. To work more together globally is especially emphasized, where the respondents emphasize that “*I think we have a really interesting opportunity in the future, to make more things together [...] because when it is very dangerous when you are in a global organization to say that “this is how the world is”, as we often have a very European point of view [...] while China for example have skipped the credit card nowadays and do mostly everything through the phone [...] and to lift in those unique cultural aspects and what possibilities there are there, I believe we have a great opportunity to link that together*”.

	Company
	IKEA
Organizational structure	<ul style="list-style-type: none"> *In the middle - not strictly hierarchical, nor totally flat *Networking organization *Good opportunities for collaboration between functional areas *Individuals social networks enable and accelerate collaboration *Focus on cross-functional collaboration measured by index
Resources	<ul style="list-style-type: none"> *Allocation of resources depends on viability, feasibility and reliability of idea *Depend on general fit with strategic portfolio *Speed of adopting ideas is considered main challenge *No formal structure for employees to allocate free time on creative projects and ideas
Risk	<ul style="list-style-type: none"> *Risk taking historically emphasized *Careful risk approach today; risk more premiated on paper than in reality *Incorporating risk more into steering model and processes is desired
Rewards	<ul style="list-style-type: none"> *No formally communicated reward systems *Use of rewards depend on manager *Culture of social rewards, lifting the good examples internally *Working more with reward culture is seen as important to keep ideas internally
Process	<ul style="list-style-type: none"> *Ideas are captures through different process forums *Steering group gathers an prioritize ideas in each process forum *Ideas are realized depending on size, scope and fit with strategic portfolio *Larger problems/ideas are captured by formal innovation processes *Capturing ideas from lower levels of organization is problematized, as well as daring to give resources to such ideas *Capturing radical ideas are seen as a challenge
Other	<ul style="list-style-type: none"> *Seen as important to come closer to the organizations entrepreneurial DNA *Lifting and sharing local ideas and good examples transparently again is seen as important *Working more formalized towards co-creation is seen as favorable for intrapreneurship *Emphasis on working more collaboratively on a global level

Table 7. Summarization of the findings regarding the hard antecedents at IKEA

4.4 Company X

4.4.1 Soft Antecedents

4.4.1.1 Management Support

Regarding management support for entrepreneurial behavior, one of the respondents mean that there currently is a strong anchoring in entrepreneurship within top management, as *“they see an increased need of this, they support it, give recognition to it, as well as wish for it to increase internally”*. According to one of the respondents, it is also experienced that *“these sorts of initiatives [entrepreneurial] often bloom in different periods, and in different rhythms of the company [...] that is, coupled to what you see you need to do in the future”*. According to this respondent, it is perceived that if you have many strong ideas and initiatives that are developing within the company, then the efforts of encouraging entrepreneurial behavior from the individual have a tendency to slow down. In the same way, when there are fewer ideas in the innovation pipeline, and not enough value in the innovation process- or portfolio, there is

instead a tendency for such initiatives to become more popular. In relation to this, the respondent also means that since the organization itself is very large, containing a lot of different groups within the company, it is seldom the case that every group is on the same “cycle” in terms of either encouraging entrepreneurial behavior less or more. Hence, the respondent also states that *“overall, it is thus often very different where you are in terms of need or ability to listen to these sorts of initiatives”*.

In relation to management support, one of the respondent also especially emphasize the difference between top management versus middle management support. According to this respondent’s view, there is a big difference between what one might call top management support respectively middle management support within the organization. As this respondent puts it *“top management is often those who are able to give a subject area, and interest and an accept for different types of initiatives, while it is the middle management role to actually transform these initiatives into action among the employees”*. This, the respondent also mean, brings great challenges for middle management, since they do not only have to successfully translate the needs and interests of top management, but also to match and balance them with the interests of the employees. Therefore, the respondent stresses the importance of highlighting these entrepreneurial initiatives and explains that *“at the end of the day, the individual chooses to do what is premiered, and then the challenge is to actually lift these things just as much as how much money one made today, and that’s difficult [...] this is a challenge for almost all large companies [...] it is common that you at the highest level say that ‘we should have this’, but when you come down to the middle level, you say ‘we should do this but you must at the same time also prioritize what we’re delivering tomorrow”*. The respondent also problematizes that if you leave this question of the prioritization up to the employee, there is a risk that urgent comes before important and that *“the ones left to perform entrepreneurial activities are those who act on an internal drive, because it is part of their DNA, [...] and it becomes up to the person rather than the position”*.

Both of the respondents agree to the view that there are many opportunities for entrepreneurial behavior after having being designated activities or a project that is in line with the strategic directives. Depending on the idea, and its’ relation to the current strategic portfolio, ideas can also be designated less or more resources. This was further exemplified by one respondent who meant that it in some cases could be more difficult to receive permission to work on, and get resources for, ideas outside the current strategic scope, but stated that *“however, when you do have a project, activity or concept that is sanctioned to you, you can be very entrepreneurial [...] so when you are “within the strategy” so to speak, you are allowed to work very autonomously, where you almost create your own little company within the organization”*. In relation to this, it was also expressed by one respondent that the top management support to entrepreneurial behavior and entrepreneurship is somewhat twofold. According to this respondent *“Of course, one the one hand top management say and think that you should be very self-propelled and so on [...] for a time now, we’ve had a rather new organization where it was said that we should not need any direct control, managers and so on, but instead be our own little own innovation companies [...] while it currently at the same time is quite managed from the top, and the strategies are often not at all decided by the innovation teams, but higher in the organization”*. This, the respondent also mean sometimes is a root for some confusion or problems in the organization, as the reasoning behind these decisions taken higher up in the organization is perceived to not always be fully explained or motivated, which the respondent mean sometimes makes it difficult for employees at lower levels to fully understand why certain decisions were made.

According to the respondents, there are currently many techniques and processes that are used within the organization to help increase creative- and innovative thinking. In general, it is viewed that there exists great support for such tools internally, where one of the respondents state that *“it is something we support, that we provide help in, and something that the company use to a large extent”*. One of the respondents has also been frequently involved in training different types of managers within the organization during the last years. According to the respondent, the use of different workshops and tools is seen as beneficial in comparison to other methods such as brainstorming, as it is expressed that *“brainstorming, in reality, is quite weak [...] if you can put a focus and a process on it, you will come much, much, further”*.

4.4.1.2 Culture

When it comes to describing the internal culture in terms of innovation and entrepreneurship, one of the respondents mean that it is hard to define one single culture within such a large company, but explain that the focus on innovation is generally large, and that there are very good processes for executing innovative ideas and projects. Further, the respondent describes the company culture as open and helpful, something which the respondent believes is a consequence of the organization's clear customer orientation. Another respondent describes the culture around innovation and entrepreneurship as a little bit fluctuating and explains that *“if you look back 10 years ago, then there was a bit more “Gyro Gearloose” people who could do what they wanted, but that wasn't sustainable, and then you structured it again”*. In relation to this, the respondent also expresses that *“absolutely there is a sense of entrepreneurship, innovation and drive within the company that wasn't there a few years back, and that is positive [...] but I believe we could also be better at boosting and lifting up these units we have [...] perhaps letting them become a bit more autonomous maybe”*. However, the respondent also adds that there also exist exceptions from this view of the company, where for example some units and projects get opportunities to create a lot of things on their own, and are more free and autonomous from the general structure - as this is freedom is often required when you are to develop a completely new business model.

In relation to the company culture, it was lastly also expressed by one respondent that it to some degree is perceived as that the top steering group of the company sometimes hold a more hesitant pose towards entrepreneurship and innovation. According to this respondent, there are some members within this steering group that represent the more traditional business, something that was perceived as an advantage in some cases but also problematized in relation of the subject of innovation and entrepreneurship specifically. From this respondent it was further perceived that it is in general important to consider what type of profiles to target within these types of groups *“in order to do things differently, then perhaps you have to do top management in a different way [...] for example it could perhaps be so, that you try to work with selecting people in the organization that are more prone to risk, more trend-sensitive or more experienced within new technology”*.

4.4.1.3 Communication

According to the respondents, people from different parts of the organization have good opportunities to meet and interact. Not so long ago, the company moved into a new office, in which both of the respondents mean enable natural meeting points and points of interaction. According to both respondents, the set up coffee areas in each floor serves as good day-to-day informal meeting points, which according to one respondents also enable a lot of informal decision making internally. Although these coffee areas were highly appreciated by the respondents, one of them also problematized slightly that whilst the coffee areas serve as a great opportunity to informally interact with the people on your own floor, there is seldom a reason

to go to another floor and thus meet more people from different business functions than your own. On the other hand, the respondent continues *“However, you don’t want to much traffic and people moving around where you work and be disturbed, but at the same time, if you create more traffic, you also create more meetings so to speak”*. In addition to the coffee areas, one respondent also praised the common dining hall as a natural meeting point where almost everyone at the company go for lunch, both those who brought their own food and those who buys it in the company restaurant. *“When you go down for lunch you meet, you can tick off four errands for things were you need to meet people, just through that short walk”*, one respondent explains. However, there might, according to one respondent, be even more opportunities for natural meeting points to grasp in relation to the dining hall. For example, if there was a way to encourage people to sit down and have lunch with people they don’t know.

Regarding the internal language within the organization, both of the respondents express that they have both worked so long in the company, that it becomes hard to determine and assess the level of the internal language used. As one of the respondents puts it *“absolutely, there exist a lot of lingo - and now I have worked here so long as well, and perhaps that's why I don't really react to it anymore [...] but I can imagine, coming in as new in the company, that it might be experienced as a lot”*. In relation to the internal language, one of the respondents also emphasize that the use of internal language is also beneficial, as it is also seen as a way to create a common ground. However, in relation to this, the respondent also states that *“I cannot really evaluate whether it is a good or a bad thing [...] but if there comes in new people in the organization, I think it is very important to be very including, perhaps also providing a company dictionary”*.

Company	
Company X	
Management support	<ul style="list-style-type: none"> *Support for initiatives often blooms in different periods and rhythms of the company, and in different departments *Top management provide clear strategic directives *Decision making occurs at higher levels in organization, which gives experienced twofold results in terms of management support *Projects within strategic directives are given great autonomy *Frequent training and use of techniques, tools and processes for creative activity
Culture	<ul style="list-style-type: none"> *Culture with robust processes for executing innovative ideas and projects *High customer-centric approach in innovation and entrepreneurship *Possibility to develop projects autonomously, but is perceived could be done on a wider scale within innovation units *Problematizing of the representation of the traditional business within steering group
Communication	<ul style="list-style-type: none"> *New office create good opportunities to interact and network through social areas and coffee areas *Natural meeting points enable informal decision making *Little movement around different office floors than your own is problematized in terms of running into new people *Strong internal language use

Table 8. Summarization of the findings regarding the soft antecedents at Company X

4.4.2 Hard Antecedents

4.4.2.1 Organizational Structure

One of the respondents from the company describes the organizational structure as *“open and flat. Of course there is some hierarchy in it, but it’s not far between the employees and managers. It’s an embracing hierarchy one could say. An embracing, including organization”*.

Regarding networking possibilities there are according to one of the respondents *“every opportunity for networking [...] everyone has the possibility to take that initiative”*. Whilst the company has no central functions with the sole function of *“clinging people together”*, they do try to achieve that people meet and interact through various workshops. The respondent also explains that *“we are very much a matrix organization, which means that all activities are project based, and then we’re put together cross-functionally”*. However, sometimes, a lack of time makes it difficult to network to a full extent, why there, as the respondent puts it *“are benefits to reap if one could facilitate even more collaboration between the categories”*. In some areas, there are also established sharing networks based on subjects (e.g. communication) which people from different categories and functions can be a part of and share their victories and lessons. Another respondent agrees that there are great possibilities for networking, but also that there is room for improvement in the area. The respondent relish the sharing networks and opportunities for internal educations, where one often meet people from other categories and functions. At the end of the day however, the respondent state that *“often one work with one’s own things and so on”*, and that most collaboration and networking happens with groups that have similar business functions. The respondent does however stress that there might very well be more collaboration within other areas than the respondent’s own as well, but that whether such collaboration between functions other than one’s own area is occurring or not is difficult for the respondent to know.

4.4.2.2 Resources

What resources an employee might receive to work on individual ideas is according to one respondent heavily dependent on their group and group management. *“I don’t know if that’s better or worse, but. It’s pretty difficult to be a part of the central organization and be an expert on everything in the company, and that’s one of the reasons to why this was re-organized, and why one decided that these decisions must be made by those who are closer to these activities”*, the respondent explains. The respondent also sees some disadvantages from the structure as it might create big variation between groups, but still adheres to the conclusion that it is the people in the groups who know whether the ideas are good or not, given the area of business. The respondent also adds that *“in the groups I have insight in, there are good possibilities for this”*, a viewpoint that is shared by a second respondent who expresses that there are opportunities to within the group function pursue opportunities, as long as they are approved by the manager and in line with the strategic portfolio. *“If I want to try something, but then again, my manager is a lot like that too, but if there is an idea and I say that ‘yes, I can try this with this supplier’, then we can receive resources to do that. But then it’s also because I work in that kind of group, if you’re working closer to the core business [in a more operative position], then I don’t think it’s like that at all. Or if it’s something that is outside your scope”*.

When it comes to the allocation of free time to work on one’s own creative ideas and projects, the first respondent state that there are such opportunities, but that these varies between groups. The respondent also underlines the importance of that employees are given such opportunities *“without this we are more or less empty, we need a certain bubbling of creativity at all times. To say that one should only run with what we have or make simple upgrades or innovations on what we have, that’s nothing more than a slow slope to a certain death. One must have things*

that lift you from there as well, or else, competition will catch up". However, the other respondent does not fully agree with that employees are given time to work on their own projects, but think that it is a good idea to implement this. *"No, I don't think so, rather, it can be that an idea appears and then you discuss it and maybe try the concept, that's alright. But this with simply dedicating time... I have always felt that this is something that should be evaluated on, whether you do something else. [...] If I'm not evaluated based on it and there's no culture or climate for it, then it will not happen. I feel like the company hasn't tried that, but I don't know if that's right or wrong"*.

4.4.2.3 Risk

According to one respondent *"the company absolutely take risks"*, but these risks are often preceded by thorough market research which, according to the respondent's personal opinion, might not always be rewarding as *"market research is a rather poor way of concluding whether something will be a success in the market or not"*. Instead, the respondent argues, the market research might be used as a way for the managers to safeguard themselves *"no manager wants to be the one taken off guard, and if you then have market research to support you, that shows, then you can always refer to that and say 'yes, it was a failure, but the market research was positive so there was no way for us to foresee that'"*. Rather than spending resources on this market research, the respondent would therefore prefer minimizing the risk by incorporating the customer into the development process at an earlier stage. The lack of such initiatives are also somewhat problematized by the respondent who state that *"we are not very good on doing things small and cheap [...] it often becomes a huge project, which makes it a little bit difficult to do things on a smaller scale. And if you are a start-up, then you can afford to fail in an another way. [...] One does not really want to experiment as much anymore [when products become bigger and more established], rather, it's very much a matter of protecting what we have"*.

The other respondent from the company at large agree with this point of view, and argues that although the organization is quite good at risk taking, there is room for improvement *"large organizations have become successful through being effective on something they already have, which means that there is always, or at least often, a certain lack of the odd, the risk taking. Because you have become large through doing the opposite, through minimize risk and scale linearly. So that's a difficulty, to incorporate risk-taking into large organizations"*. The respondent does however state that the company currently have a good mix of innovation projects with different risk-levels and that how much risk the company takes within a certain area depends on the long term strategy for that area of the business.

4.4.2.4 Rewards

When it comes to rewards, the company has no specific reward structure put in place and one respondent argues that the employees who run entrepreneurial actions are *"to a very, very, large degree motivated by an internal driving force to want to do this in our organization"*, rather than motivated by external rewards. The same respondent stress the importance of separating rewards and recognition and continues *"in some parts of the company everything really has been put into place when it comes to the recognition aspect, that one highlights these parts. And if you look at top management, it's almost exclusively these things they choose to communicate when it comes to annual reports and similar, it's these entrepreneurial parts that have bubbled in the organization and initially emerged based on the individual's driving force and then grown, and there one can receive a lot of recognition. But then there are other parts of the company where this could be improved"*.

Another respondent mentions a forum where one can nominate colleagues who have done something fantastic, which the respondent feel is a good system per say, but have been used in the wrong way. This, the respondent explains that *“People who are nominated become nominated because they have finished a project, and you might not receive the recognition when you had the project [...] it becomes a receipt for delivery at the end of the day. And, a lot of people are nominated and recognized so it’s a pretty rough assessment and it becomes more of ‘okay, and those who are not nominated, are they doing a bad job then?’”*. The respondent also problematize that this is twice a year and the respondent would instead appreciate if finishing a part of a project, would be recognized, i.e. shifting the focus of the recognition from finished project to activities performed by the employee. *“To highlight fewer people but more often”*.

4.4.2.5 Process

Regarding potential processes that are in place to aid the employee in implementing an idea, one respondent puts it that *“We are good at this, but we could become even better”*. A smaller idea will at first remain at group level where the company has several feasibility and enabling projects and studies and the *“top notch of these parts will later become innovation projects”*.

4.4.2.6 Other

Both respondents at the company agree that for the company to become more entrepreneurial, they would like to see *“more collaborations with other companies [...] we are not excellent at pure partnerships”* and both respondents mention start-ups as advantageous partners. This collaboration could also, according to one respondent be *“a more experimental part which focuses more on so called odd birds, in the form of ideas in the company”*.

Apart from collaborations, one respondent would also like to see more central processes to support ideas which might not fit the specific strategy of the group, rather than just leaving it up to the individual. *“But this is very connected to the maturity level of the company, the economic cycle, the focus area of the company and so on. And we have had these pieces in place, then they come and go a little bit, and right now I think we’re approaching a situation where it’s time to put them back again”*.

Finally, one respondent would also like to see improved talent management within the company, as *“one often go for the safer option”* when it comes to choosing the candidate for a position. In order to become more entrepreneurial, the respondent believe that the employees might need to be challenged more through trying new and different positions in the company. This way, they will acquire a broader spectra of knowledge, and thus, have better opportunities to spot ideas and act entrepreneurially.

	Company
	Company X
Organizational structure	<ul style="list-style-type: none"> * Open and flat structure * Matrix organization * Good opportunities for networking in workshops and through projects, but could be improved
Process/Resources	<ul style="list-style-type: none"> * Resources depends on group manager, differences between groups * Few to no opportunities for free time allocation although deemed important, however evaluated on own ideas and ability to see customer needs * Processes are good but could be better, the best ideas become innovation projects
Risk	<ul style="list-style-type: none"> * The company is considered to be somewhat risk taking * Involving the customer at an earlier stage seen as a better way to mitigate risk than the current extensive market research * The size and reputation within market hinders risk taking.
Rewards	<ul style="list-style-type: none"> * No financial awards, some opportunities for recognition but it often depends on the manager * The ones running entrepreneurial actions considered to do so based on internal motivation * Highlighting fewer people more often desired
Other	<ul style="list-style-type: none"> * More collaboration with other companies desired * More central processes to support idea implementation

Table 9. Summarization of the findings regarding the hard antecedents at Company X

5. Analysis

The aim of the analysis is to, based on the empirical findings and the literature review, compare the three different case companies with each other and literature to answer the research question;

“How are Swedish multinational companies today working with and fostering the antecedents of intrapreneurship”

The analysis will be divided in the same way as the theory section where the soft antecedents are presented together, and the hard together. For each section of antecedents, the different themes derived from the thematic analysis will be presented.

5.1 Thematic Analysis

5.1.1 Soft Antecedents

First, the companies' answers in relation to the soft antecedents will be analyzed. As discussed earlier, the soft antecedents are antecedents which cannot be fully regulated through formal processes and structures, as they are heavily dependent on the employees' behavior. The three soft antecedents are management support, culture, and communication.

5.1.1.1 Management Support

5.1.1.1.1 Management Support and the Success of Climate Makers

From the interviews in this study, it was found that there in all three case companies exist strong support from management regarding the encouragement of entrepreneurial behavior. Although this support takes somewhat different forms in the respective companies, all respondents from all companies express that there is a strong managerial support for entrepreneurship and entrepreneurial behavior in general. This is beneficial for intrapreneurship to blossom, as strong management support is emphasized by literature as a crucial postulate for intrapreneurship to happen (MacMillan, 1986; Hornsby et. al, 1990; Antoncic, 2007; Skovvang Christensen, 2005; Menzel, 2007). The importance of this support is further underlined by Pinchot and Pellman (1999), who mean that one central task for management, leaders, and other types of “climate makers” in the organization, is to create a climate for innovation. This should later guide managers and intrapreneurs towards innovation. Just as Pinchot & Pellman (1999) argues, the efforts of top management and climate makers becomes an important factor for creating and stimulating intrapreneurial behavior - something that is well reflected within the answers from the respective case companies.

However, even though it is expressed that there exists a strong management support in all case companies, it is not always crystal clear to what degree intrapreneurial behavior only is premiered on paper or actually is emphasized and supported in the day-to-day life. As one respondent from IKEA states, entrepreneurship is considered to be premiered on paper, but in reality, there exist a quite formalized structure, which to some degree hinder intrapreneurship from blossoming. Likewise, this problem was also discussed by one respondent from Company X, who meant that management do encourage people to be entrepreneurial, but that decisions at the end of the day often are taken higher up in the organization, something that also hinder

intrapreneurship to blossom at lower levels. Hence, even though all of the three case companies seem to have strong management support for intrapreneurship and entrepreneurial behavior, there still seem to be some gaps in terms of what is being communicated and encouraged by management in general, and what is actually encouraged in terms of the day-to-day activities of the employees. Looking in to the literature on intrapreneurship, this part of the role of management support was not found to be widely discussed. However, as the evidence from the case companies suggest that this subject seems to be important to discuss, we further argue it important to consider when discussing the role of management support in the future. From the empirical findings, it becomes evident that all three case companies indeed have theoretical climate makers, i.e. actors who support a climate of innovation and entrepreneurship within the organization (Pinchot & Pellman, 1999), but that this is somewhat lacking in terms of practically creating a functional and actual climate for innovation and intrapreneurship. Thus, we argue it to be of importance when in the future assessing the level and viability of the dimension management support to make sure that there does not only exist a theoretical strong management support, but also a functional support from management in the day-to day operation.

5.1.1.1.2 The Role of the Middle Manager

One key actor in enabling intrapreneurship is the middle manager. When it comes to this key actor, two main themes emerged from the interviews. First, the respondents from SKF related the role of the middle manager to the notion of trust, where the organization have previously had an issue with managers received credit for employee ideas, something that the respondents mean have put its mark in regards of trust in submitting ideas. This problem relates well to the findings of Rigtering and Weitzel (2013), who conclude that trust in the direct manager is crucial in terms of stimulation of innovative behavior and initiative amongst employees.

The second theme which emerged from the interviews is that of the middle manager as a link between top management and the operating staff. As put by one respondent from SKF, it is the middle managers who must be on their toes and pick up good ideas when they come, rather than suppressing them. This observation goes well in line with Brunåker and Kurvinens' (2006) description of the middle manager as a gatekeeper with the opportunity to either support or ignore local initiatives from the floor and thus either enable or hinder intrapreneurial behavior. The role of the middle manager, and their opportunity to act as a link between the top management and operating staff (Burgess, 2013) is something that not only SKF but also the two other case companies discussed and problematized in their respective interviews. This perception of the middle manager as a link between top management and operating staff was also noted by Company X who highlighted the challenge for middle manager to not only successfully translate the needs and interests of top management, but also to successfully translate them to the interests of the employees.

This role of the middle manager acting as a link between top management and the floor can however, as discussed by a respondent from Company X, also put a lot of pressure on the middle manager who must both execute the long-term visions of top management and prioritize what must be delivered tomorrow. At the end of the day, this respondent also meant that the individual chooses to do what is premiered, which later become a challenge in terms of lifting and premiering things such as intrapreneurial initiatives, just as one lifts and premiere how much money one has made during a day. This pressure on the middle manager has been discussed in previous literature as well, where Burgess (2013) argues that one should not forget that it is essential for the top management to remember that it is not only middle management that must take on responsibility for intrapreneurship. Here we argue, the question of whether

intrapreneurship is only premiered on paper or actually encouraged in the day-to-day operations, become more relevant than ever. Therethrough, it becomes evident that targeting the role of the middle manager in the work with enabling intrapreneurship is indeed important. However, one should perhaps also ask oneself the question whether this role of the middle manager needs to be supported further in terms of formal structures. Since it was frequently mentioned by the respondents in this study that the middle management support depends on the individual manager's own will and priorities in terms of the idea receiving rewards, support or resources, one could also argue that more formal processes could aid in these matters, in order for decisions to become less dependent on the specific manager. This increased top management support, in terms of formal processes and resources might also aid the middle manager in balancing the everyday-operations and the long-term strategic goals of the company. However, it becomes evident that for such initiatives to work, and help the middle managers, intrapreneurship cannot only be premiered on paper but must be incorporated into the day-to-day operations of the company, i.e. practically encouraged. Still, one must not forget that management support is a soft antecedent and will thus at the end of the day always be a question of the individual's behavior although more formal processes and support might decrease to what degree this support depends on the individual. Thus, management support could be argued to come down to first, what managers are hired, and second, what training these managers receive.

5.1.1.1.3 Role of Training

With basis from the results from each case company, the lack of training seems to be an important problem in regards to enabling intrapreneurship, especially since it has been clearly linked to the important role of the middle manager by each case company. At both SKF and IKEA, the respondents state there is currently an expressed need for middle management to become more creative, and that there currently is a lack of training of more formalized training for all the middle managers. In contrast to these findings, Company X however demonstrate that they have several formalized training programs and initiatives in place for middle management. Just as Alpkhan et al. (2010) argues, the emphasis on training of managers is of importance if a firm wish to become more intrapreneurial, which goes in line with the findings and efforts from Company X. In addition, as the role of the middle management have been previously presented as an important part of enabling intrapreneurship, the training of middle management also seems to be likewise important in order to not only serve as a link between top management and operating staff, but also to be a source of encouraging innovative thinking. This further goes in line with Skovvang Christensen (2005)'s argument that it is the role of management to encourage the employees to believe that innovation is embedded into all staff members' roles, as well as Holt (2007) reasoning about providing the right resources for entrepreneurial actions.

5.1.1.1.4 Strategy Alignment and Support for Radical Ideas

In relation to the questions regarding management support, it was found during the collection of the empirical data that ideas and projects are easy to implement in all three case companies as long as they are aligned with the current strategy, meanwhile it becomes much harder to implement and support more radical ideas relating to areas which top management have not defined as areas of current strategic focus. This was problematized by all three case companies. These findings were further found to be somewhat conflicting with the reasoning by Holt (2007), who mean that one of the most important roles for management is to provide resources for entrepreneurial actions, as well as Kuratko et al (1990) who emphasizes management's role to facilitate entrepreneurial projects.

In relation to the theme of strategy alignment of ideas, finding ways, or forums, through which employees are able to lift and work on ideas that are not in line with the current strategic focus within an organization was lifted by all of the respondents as an important subject in the interviews. When there is no forum for capturing such ideas, both intrapreneurship and radical innovation could potentially be hindered. At SKF, there however exist a forum for these types of ideas, “SKF Ideas”. In relation to the findings from the other two case companies, the existence of this forum does not only differentiate in terms of being an open source of more radical ideas, but also since the forum itself also have its own budget related to R&D. Just as Kuratko et. al (1990) and Holt (2007) argues it important to facilitate entrepreneurial projects and giving the right resources of entrepreneurial actions, SKF Ideas we thus argue play an important role in enabling intrapreneurship, as it does not only enable to address more radical ideas per se, but also represent a forum with dedicated resources to lift such ideas. This also enables for more radical ideas to transform into, as Pinchot and Pellman (1999) puts it, profitable realities. Hence, providing a forum through which employees can submit their more radical ideas we argue sends a signal to the employees that such ideas are valued and appreciated which in turn might result in that a greater number of radical ideas are expressed.

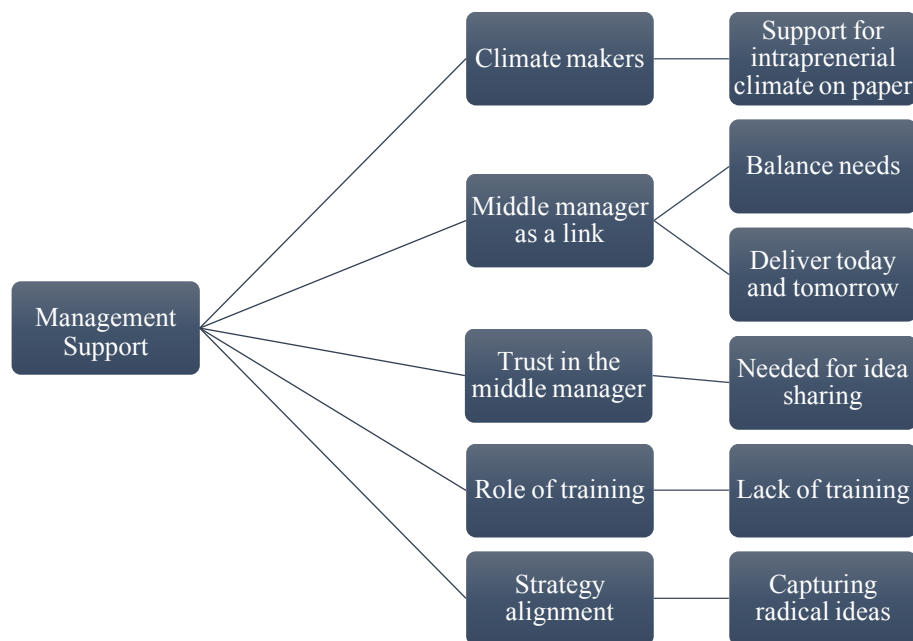


Figure 7. Summarization of themes for the antecedent management support

5.1.1.2 Culture

5.1.1.2.1 Cultural Support and Creating a Climate for Intrapreneurship

When it comes to encouraging intrapreneurship, the company culture is extremely important as it dictates how the members within the organization should behave (Oden, 1997). At the same time, the culture that a company inherits is according to Grant (2010) extremely difficult to change, which has been noted by for example one of SKF’s respondents who talk about how the company, when it comes to entrepreneurial behavior, struggles with their industrial background and its industrial culture. Several respondents from IKEA on the other hand discusses the importance of their entrepreneurial heritage. Company X on their end, describe the culture as difficult to define due to the size of the company, but land with terms such as open and helpful, something that the respondents perceive is a consequence of their historical customer orientation. Just as Grant (2010) argues, the current company culture is thus strongly

influenced by the company's background, which we argue thus must be taken into consideration when assessing how the company might improve their work with intrapreneurship.

Although the inherited culture is difficult to change (Grant, 2010), if it is not currently displaying the right signal elements for intrapreneurship to blossom, the managers still might have to try. Just as Holt (2007) and Pinchot and Pellman (1999) argues, a suitable climate for intrapreneurship is one where there exists intrapreneurial freedom i.e. the opportunity for the employees to freely engage in innovative activities. In contrast to this reasoning, the interviews revealed that none of the companies currently offers their employees the opportunity to completely freely engage in pursuing their own ideas. Instead, the companies emphasize that employees might have freedom within projects and/or with ideas which have received management approval and fit the overall strategic direction of the company. A respondent from Company X even pinpoints the fact that it's not encouraged by the company's culture for employees to freely engage in things other than their assigned work tasks, why they seldom do. Meanwhile, one of the respondents from SKF talks about how employees are somewhat expected to prioritize time to their own factory, and their assigned tasks, rather than coming up with ideas for the entire organization. This has contributed to creating a culture where local initiatives and ideas not always reach group level, a problem that also IKEA struggles with. SKF have however found an initial solution to the problem through using web-tools to assist in this problem and instituted a new web-based method of idea collection, SKF ideas, a tool that is accessible on a global level for all employees. Here, the company is united over distance through the help of new technological solutions, a method not widely studied in previous literature but a practice praised by the company in question. Another way in which web-based tools has assisted SKF in uniting people over distance is through the company-wide chat forum, which has facilitated the sharing of knowledge and idea generation amongst all levels and groups in the company. This is especially important in relation to Kolchin and Hyclaks' (1987) conclusion that one cannot know beforehand where in the organization that intrapreneurship will blossom. Thus, the chat forum which can pick up ideas and projects from anywhere in the organization can be seen as a very beneficial solution. This forum also enables the form of informal communication which Skovvang Christensen (2005) pinpoints as vital for intrapreneurship. In the other companies on the other hand, the informal support and the idea generation from anywhere seem to depend more on the individual's network and networking abilities. How to, at the end of the day, truly facilitate intrapreneurial freedom is however a difficult question due to the fact that organizations must not only explore possibilities that lie far in the future, but also deliver one what has been promised for tomorrow.

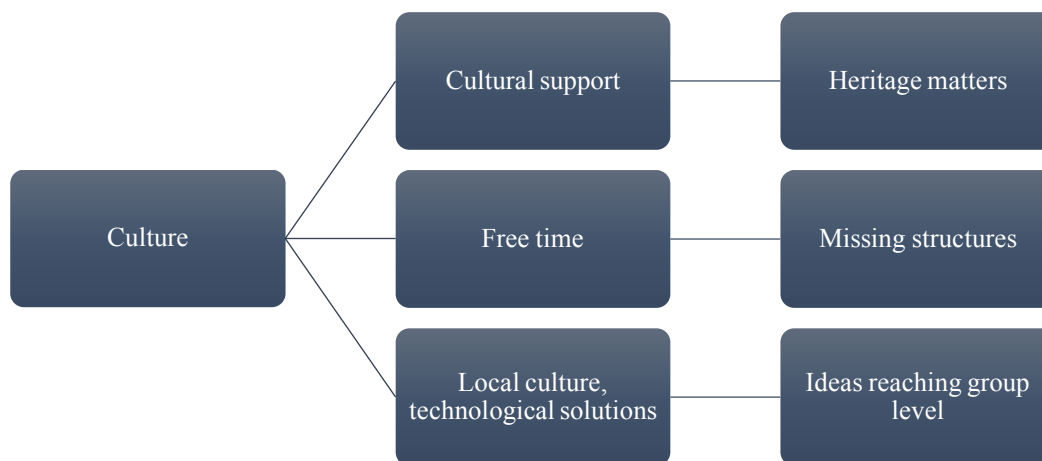


Figure 8. Summarization of themes for the antecedent culture

5.1.1.3 Communication

5.1.1.3.1 Informal Communication and Office Design

When discussing the antecedent communication, one theme that all of the respondents touched upon was the importance of informal communication pathways, and physical office design. All the companies had considered this topic, and designed their office spaces with the natural, informal, meeting in mind. Whilst Company X and SKF both highlighted the benefits from the shared lunch room and the Swedish coffee breaks [fika] at their respective companies, IKEA mentioned their new facility “Hubbhult” as an example of this, as it is an office which was specifically designed to further encourage and facilitate the opportunity for employees to meet new people through floating location of workplaces. This is advantageous given that informal exchange (Rigtering & Weitzel, 2013) and natural “water holes” (Skovvang Christensen, 2005) are essential for intrapreneurship to blossom.

Although all companies brought up the favorable physical layout of their newer offices, there were also discussions amongst the respondents about a room for improvement. When it comes to Company X for example, one respondent described that it is seldom that one goes to a different floor for coffee than one’s own, nor sit with someone one doesn’t know beforehand in the lunchroom. This indicates that although these natural waterholes offer great opportunities for communication and networking with people that one already knows, there is still a need for opportunities to meet ‘strangers’ within the company. All three companies have solved this with more structured opportunities for networking, such as through the arrangement of workshops, which is further discussed below (section 5.2.2.1.2). One of the companies, IKEA, also mentions how taking things, e.g. the floating workspaces, too far might also result in its own problems. At IKEA, one unexpected result from the new layout in the Hubbhult office is that people sometimes become too floating and too widespread, which means that they as a matter of fact become difficult to find, and one respondent explains that some people who you earlier met almost daily, you now might even see for weeks at a time. SKF too have similar difficulties, but not only related to the size of the office as the other two, but rather to the physical distance between different offices. In all cases, it is clear that physical distance, be it within the office or over nations, tend to inhibit communication, something that is also noted by Skovvang Christensen (2005) who stresses the importance of physical proximity to facilitate intrapreneurial activity. Here, it was found in this study that the use of technology could potentially offer a solution in the future.

5.1.1.3.2 Internal Language

At all three companies, it was found from the interviews that there seems to be at least some kind of internal language, but whether or not it differs between different parts of the respective company is difficult to assess. By the companies, the internal language is also perceived as something at least partly beneficial, as it creates a sense of unison and simplify internal communication. Only one company, IKEA, problematize the use of internal language, but it is also the only company where at least two respondents perceive that the language differs between departments. In other words, as long as the internal language is common to all parts of the company, it would seem like it is not perceived as a problem, but rather a facilitator for communication and innovation.

On a final note, some respondents at different companies do admit that it takes a while for a newcomer to get a grip of the language, but seem to perceive this as a natural part of starting out fresh at any company. Here, SKF has for example created a dictionary for new employees, to help them get into the language. IKEA on the other hand does not feel like such an initiative

would help, as their internal language is constantly changing to such a large degree. Whilst authors such as Skovvang Christensen (2005) have previously stressed the importance of a common language, evidence from the empirical data indicates that the common language might very well be a benefit when it comes to creating a sense of unison, but that it is not something that has actively been considered and problematized by most respondents. Rather, it would seem that an internal language is something that is somewhat perceived as a given variable, and not something that is considered to influence the work with intrapreneurship at large.

5.1.1.3.3 Communication Openness

Another common theme mentioned by the respondents in relation to communication, was the role of communication openness, trust and transparency. This theme was especially a recurring topic from one of the respondents from SKF, who explains that previous methods of idea collection lacked transparency which later also inhibits idea collection in the new system. Further, the respondent explains that the previous culture of keeping silent about ideas and projects - as a form of protection of intellectual property - also inhibits the sharing of new ideas. These are in other words concrete examples of both how the heritage of the company might inhibit on its' road towards becoming more intrapreneurial, and how the communication lacks transparency. This lack of transparency has also become apparent in Company X, where the fact that managers does not always properly communicate their reasoning behind a decision has, at least to some extent, hurt the trust in management. These findings go well in line with both the reasoning by Oden (1997) and Rigtering and Weitzel (2013), who both emphasize the importance of communication openness, an informal and transparent communication style as well as an easy exchange of ideas in order to build trust in the company.

5.1.1.3.4 Top Management Communication

A final aspect of communication is the communication that comes from top management. Whilst all companies, as discussed above, agree that they have full support from management when it comes to entrepreneurship, a few respondents also discuss that this support in some cases might be more premiered on paper than in their daily operations. Moreover, the respondents discuss factors such as that it is not in the company culture to work on their own ideas, that there are no initiatives for allocating time freely and that one is somewhat expected to focus on the own factory, evidence which all could point to a lack of unison intrapreneurial vision clearly communicated from top management. Here, the companies could perhaps, in line with Pinchot and Pellman (1999) s' suggestion, benefit from reviewing their communication from top management, to ensure that it contains concrete encouragement to act more entrepreneurially. Apart from empowering the individual employee, this could also make it easier for the middle manager to support employee initiatives in weighing top management directives with the employees' best interest. With clear calls for actions from above, signing off on an employee initiative for intrapreneurship might feel easier to justify.

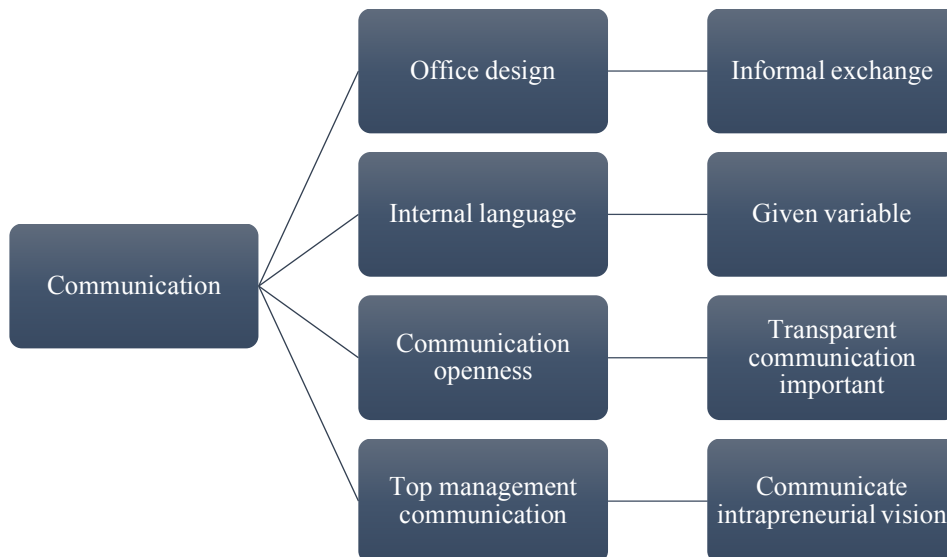


Figure 8. Summarization of themes for the antecedent communication

5.1.2 Hard Antecedents

In the section below, the findings from the case companies in relation to each other and the literature will be analyzed. The hard antecedents are those who are directly related to formal structures. The five hard antecedents are organizational structure, resources, risk, rewards and process.

5.1.2.1 Organizational Structure

5.1.2.1.1 *The Convenient Organizational Structure for Intrapreneurship*

According to literature, one of the most important antecedents for intrapreneurship is a convenient organizational structure. This includes a lack of hierarchy (Oden, 1997; Hisrich 1990; Goosen et. al, 2002; Haase et. al, 2015; Burgess, 2013), free-flowing structure with low levels of formalization and standardization (Schilling, 2013), decision making autonomy and decentralization and work discretion (Hornsby et. al, 1990; Holt, 2007). However, other authors argue that the organizational structure isn't always the most crucial factor for intrapreneurship, Kolchin and Hyclak (1987) mean that intrapreneurs sometimes take delight in finding ways around the hierarchy, and Rigtering and Weitzel (2013) mean that other antecedents such as management support sometimes mitigate the negative effect of the strict hierarchy. These conflicting conclusions we argue calls for some further reflection, in relation to the findings from the three case companies.

Given the collected empirical data, it becomes evident that the case companies have found different organizational structures for an innovative organization. What this then entitles for the intrapreneurship part on the other hand, is somewhat unclear, especially due to the conflicting literature within the field. The problem we then argue is twofold. First, it is difficult to determine whether it is even possible for such a large organization as an MNC to become entirely as flat and free flowing as the literature argues beneficial. This reasoning we argue to be important since it was highlighted by all three case companies that some degree of hierarchy is necessary within the organization, due to the size and nature of their businesses. Second, given the responses from the cases, and the conflicting literature, one could also discuss whether the formal organizational structure actually matters. One thing discovered from the empirical findings, was that alongside the formal organizational structure, there seem to also exist a more informal structure, which is more dependent on the individual and the individual's social

network in the organization. This informal structure was for example indicated in how one respondent from IKEA said that ideas might be accepted more easily if you got the right managers convinced, and how whether an idea receives resources and support at all companies were very dependent on the closest manager. This indicates that the right person with the right connections might more easily get adherence for an idea than the ‘wrong’ person without such social connections. Although the formal structure for these two individuals are exactly the same as they work in the same company, the informal structure might be more dependent on the individual and thus differ between the two employees. For intrapreneurship then, how flexible this informal structure is, might be much more important than the actual formal structure. The literature on intrapreneurship we argue could thus potentially benefit from looking at the organizational structure more from the perspective of the individual. Given the different opportunities for different people, depending on who they are and what social network they’ve built in an organization, it might be difficult to say whether an organization have a convenient organizational structure for intrapreneurship or not. This is because questions about hierarchy, standardization and work discretion would mainly reflect the formal structure.

5.1.2.1.2 Structured Communication and Collaboration

Not only is the organizational structure important in itself for enabling intrapreneurship, but also play an important role in terms creating opportunities for network and collaboration. According to Pinchot and Pellman (1999), it is seldom a lone intrapreneur coming up with an innovation, but rather the result of different people working together where innovation and intrapreneurship is said to blossom. From the three companies, it becomes evident that there in general are very good opportunities for networking and collaboration. Not only is networking and collaboration encouraged through more formal meeting points such as workshops and trainings, but also through more informal meeting points and “water holes” within each respective company. However, the findings from the companies also show that this also to a great deal depends on the individual's propensity to actively seeking out and taking those opportunities for themselves. From SKF, it was emphasized that purposeful action taking is important when it comes to looking for new ideas, it was likewise emphasized by the respondents from IKEA that the individual’s own ability to use their personal social networks and taking personal leadership in order to develop and take new ideas further was of importance. In addition, Company X also agree to this view by stating that all employees have every opportunity to take their own initiative when it comes to networking and collaboration. These findings, we argue, further support the above presented discussion regarding the individual’s impact on the organizational structure.

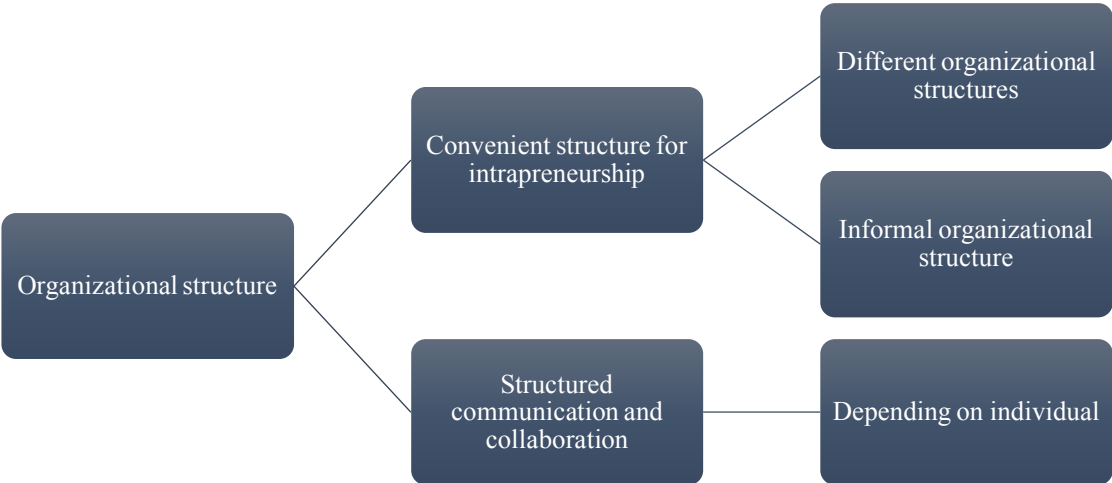


Figure 9. Summarization of themes for the antecedent organizational structure

5.1.2.2 Resources

5.1.2.2.1 Access to Resources

When comparing the three case companies, it was found that access to resources for entrepreneurial ideas or project depend on a set of different factors. In general, the access to resources for different ideas depend on concrete factors such as the availability of time, the scope and level of the idea and its' general fit with the current business and strategic scope. In general, it was found from all three companies that the access to resources is often facilitated if ideas are in line with the current strategic scope and focus areas, whilst more radical or odd ideas might be harder to find enough resources for. Even though these findings on one hand is in line with the findings from Kuratko et. al (1990), who mean that it is important for employees to perceive that there exists availability of resources for innovative activities, they also become somewhat conflicting in the sense that employees might not perceive the same availability of resources for more radical ideas.

Relating to resources, it was also found that the access to resources sometimes also depend on other factors, such as what manager you have. This was something that was further discussed by the respondents from SKF, who meant that the allocation of resources often depends on which manager you have, something that was also expressed by Company X who meant that access to resources heavily depend on the group, and group management. Just as Burgess (2013) emphasize the middle manager as an important constituent in terms of encouraging and enabling entrepreneurial behavior, one can also argue that the middle manager to some degree also has an important "gatekeeper role" role in terms of distributing access to resources for entrepreneurial activities.

5.1.2.2.2 Allocation of Free Time

From the interviews, it was found that none of the three case companies had any concrete formalized structure for the allocation of free time for employees to spend on creative ideas and projects. This is somewhat troublesome in relation to the conclusions made by Alpkan et. al (2010), who mean that the allocation of free time is a critical factor for enabling intrapreneurial ideas and activities. This to make sure that employees within the organization have enough time to experiment, develop, imagine and observe in order to encourage risk taking and putting novel ideas into practice.

In relation to the allocation of free time, the respondents from all companies however problematized the subject further, where both SKF and Company X agree upon the view that the allocation of free time needs to in some way be evaluated and measured in order to work in reality. The respondents from IKEA also problematize that the dedication of time in their organization is often very controlled by project clarity codes, something that is often needed in order to be able to spend any time on different projects. From the three case companies, it becomes evident that they all agree to the view that it would be beneficial for the company if employees could be given more freedom to spend time on creative ideas and projects - but that this to some extent also must be measured or evaluated upon in order to generate any greater value. Just as it was explained by one respondent from Company X, if it is not something that that you are being evaluated upon, or that it does not exist a culture or climate for it - it will most likely not happen. Thus, even though the findings from literature argue that it is important to make sure that employees have the possibility to allocate free time on creative projects and ideas, we would also like to add, and argue for, that when it comes to the allocation of free time in relation to enabling intrapreneurship – it is further also important to incorporate the role of structure and evaluation of that time in order for the efforts to be successful. With basis from

the findings made in this study, this we argue to be an important factor to further consider when designing the appropriate resources, at least within the context of enabling intrapreneurship within an organization.

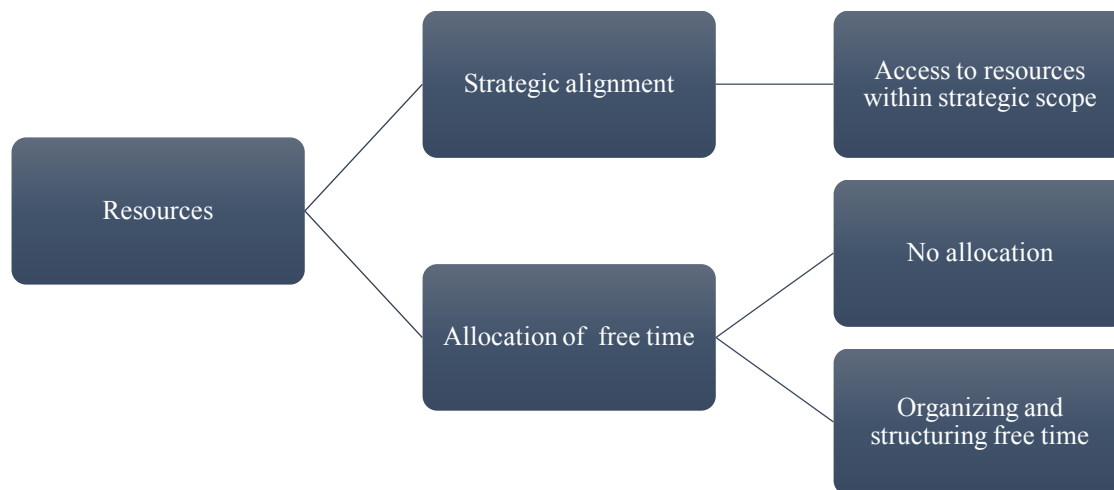


Figure 10. Summarization of themes for the antecedent resources

5.1.2.3 Risk

5.1.2.3.1 When Not Failing Becomes More Important than Risk-taking

Risk-taking is something that from a company-wide perspective is important for innovation, and from an inside-the-company perspective is also important for intrapreneurship. Some authors even argue that it is not enough that companies tolerate risk-taking behavior from their employees, no, it must be encouraged (Kolchin & Hyclak, 1987). This issue is something that IKEA struggles with, where risk-taking is something that has traditionally been encouraged, but, according to the respondents, is not fully premiered in reality. The respondents describe how the company has moved from a healthy appetite for risk to be a lot more cautious. This shift towards preservation is something that reoccurs in the interview with one of the respondents from Company X. The respondent there described how, whilst the company absolutely takes risks, when products become bigger and more established, it becomes a matter of protecting what you have rather than experimenting. Unlike start-ups, the respondent continues, a well-established company cannot really afford to fail. Another respondent from Company X talks along the same lines, explaining how large organizations have become large through being effective on what they already have, rather than risk-taking. Putting this together, it would seem like a smaller company might take bigger risk and experiment more to find what works, whilst a large company might focus more on preserving what it already has, and “not-failing” rather than seeking opportunities. This line of behavior could be argued to come natural considering that a company with millions in revenue and thousands of employees have, in pure numbers, much more to lose than a start-up run by a few people.

Nevertheless, for intrapreneurship to blossom, risk-taking is necessary, (e.g. Skovvang Christensen, 2005; Menzel, 2007) and here, SKF differentiates from the two other companies. SKF do, like the other companies, come from a background of preservation but has in later years shifted towards a more risk-taking stance. According to one of the respondents, this shift has occurred during the past few years and have expressed itself both in management encouraging the employees to take more risks in their daily tasks and the company leading the

way through acting more risk-taking as well through different types of collaborations and acquisitions. This behavior of the company at large is something that the respondent stresses is important, as the organization's behavior colors the behavior of the employees. Here, it would seem that SKF has come further with what IKEA aspired to do, institutionalize risk-taking as part of the company. However, it is important to remember that the three companies operate within different industries and competitive settings, something that might also explain and influence the different case companies' behavior in terms of risk-taking.

5.1.2.3.2 Taking the Right Risks

As put by one of the respondents from IKEA; taking risks purely for the sake of risk-taking is not a good idea. However, taking risks for the sake of encouraging intrapreneurship might not only be a benefit, but necessary. Here, IKEA have noticed a need to become more risk-taking, Company X also discuss that they are good in some areas but could improve, and SKF have already shifted to a more risk-taking stance. However, as it was expressed by SKF and IKEA, it is important that risks are taken in the right way. The employee must communicate that it is a risk that they are taking, it must be expressed in discussions, documents and decisions and in projects. Then, it is, as put by one respondent from IKEA, not a failure if the project does not succeed, but something natural in the pre-process. Therethrough, the question of risk-taking also becomes a question of trust and communication. Essential for successful communication is communication openness (Antoncic, 2007) and communication transparency (Goosen et al., 2002). The employee must be open and transparent with that he or she is performing a risky project, and in return be able to trust that because they did, they will not be punished if the project is to fail. As put by Fry (1987), through allowing employees to experiment within the organization, without penalizing them when failure occur, the company can encourage to an intrapreneurial spirit. Adding to this conclusion is thus the testimony from the case companies that in order for the company to be able to trust its employees with experimentation and risk-taking, they must in turn receive open and transparent communication about the magnitude and the nature of the risks being taken. Thus the aspect of trust and communication could, based upon the findings from the case companies, beneficially be added to future research within the subject.

However, if the company truly wishes for the employees to take more risks in their activities and projects, simply communicating this desire might not be sufficient. Some individuals are bound to start taking more risks simply given the opportunity, others on the other hand, might need a follow-up measure to do so. Both respondents from Company X and IKEA discuss how their employees are evaluated in a way that does not encourage risk taking. To some extent, employees at Company X are formally evaluated on ideas, but when it comes to rewarding and recognizing employees, the focus point is often finished projects. Similarly, the employees of IKEA are evaluated based on delivering projects on time, finishing projects and similar. A risk-taking behavior might delay the project, and thus, the employees might feel like it is not worth it to take the risk, because risk-taking itself is not something that they are evaluated based upon but finishing the project is and the employee is then likely to put finishing the project above taking risks as this will result in a better evaluation. Or, as directly put by one respondent from Company X, if there is no culture for it, and you're not evaluated based on it, it is not going to happen. Risk-taking is thus, just as put by the respondent from IKEA, a matter of institutionalizing risk. This is a subject that is not widely discussed in literature, which focuses on the actions and processes before the employee's risk-taking rather than after. Thus, the evidence from the case companies indicates that the actions and processes following the risk-taking are just as important if the company wants all their employees to take more risks. As this subject of the procedures following the encouragement of risk-taking have been discussed to

such a small extent, it could, based on the evidence from this case study, be interesting to look further into the subject in future research.



Figure 11. Summarization of themes for the antecedent risk

5.1.2.4 Rewards

5.1.2.4.1 Finding the Right Types of Rewards

If people are to act like intrapreneurs within the organization, it is essential that management is willing to reward them for doing so (Thornberry, 2003). Within the literature on rewards, there is however a lively debate regarding what these rewards should entitle. Whilst one stream of literature is mainly focused upon more formal and financial rewards (e.g. Morris and Kuratko, 2002), the other stream of literature is more focused around the importance of more social rewards such as recognition (e.g. De Villiers-Scheeper, 2011).

Whilst current literature still is in debate over formal versus social rewards, the three case companies seem to have made up their mind. All three argue that softer rewards, mainly recognition, is the most beneficial for intrapreneurial behavior. However, as discussed under risk, both Company X and IKEA tend to reward finished projects rather than entrepreneurial behavior directly. Whilst taking initiative to some degree is rewarded at Company X, which also have a forum for nominations, neither of the companies have any concrete reward system in place. Instead, respondents from both companies argue that the employees within the company are motivated by an internal driving force and a desire to develop things within and together with the company. In the cases the company do choose to reward employees, what forms this reward takes are to a great deal dependent on the manager of the employee in question, relating back to the role of the middle manager.

Unlike IKEA and Company X, SKF seems to have put a lot of thought into reward systems and how the potential intrapreneurs should be most suitably rewarded for their behavior. Over time, the company has experimented with several different rewards such as Ipad, the excellence award, family dinners and financial compensation for patented ideas. Relating to rewards, one highly interesting factor is also that all previous literature on rewarding intrapreneurial behavior seems to only focus on the intrapreneur's professional life. During the interviews with SKF, a different point of view was offered with their double recognition approach. The reasoning behind this approach is the importance of creating rewards and incentives which gives the employee recognition both at work and in their private setting. Therefore, the company ensure

that any reward they give out is something that will give the employee recognition both at work and among friends and family, so that the employee’s private circle too get to know that the employee did something good. As mentioned, this private aspect of what constitutes a suitable reward has not been previously discussed in literature and is thus, judging by this study, an interesting subject for future research.

Another aspect which also not discussed in previous literature, is the actual speed of which rewards are distributed. Here, both a respondent from SKF and from Company X discuss that they would like rewards for intrapreneurial behavior to be agile and quick, and focus on actions rather than finished projects. According to the respondents, if the company wishes the employees to be innovative and agile, the rewards must be too. Here, previous literature tends to focus on what type of reward is suitable rather than at what point in time it should be distributed, leaving room for more future research on the subject.

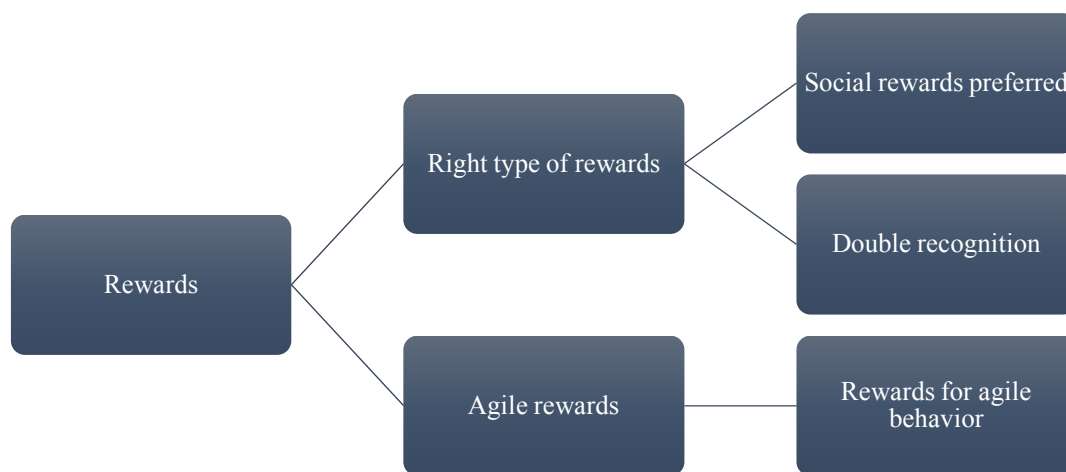


Figure 12. Summarization of themes for the antecedent rewards

5.1.2.5 Process

5.1.2.5.1 Finding Appropriate Processes

With basis from the findings from the three case companies, it becomes evident that the process of supporting intrapreneurial ideas that emerge within the respective organizations are much dependent on the idea itself, its’ size and scope as well as its alignment with the current strategic focus within the company. At SKF, employees often turn to their managers with ideas, who later takes the idea further and try to get further resources or budget for it. Just as it was mentioned above, this requires managers to be on their toes and picking up on ideas, rather than suppressing them in the organization. At IKEA, the process of developing ideas goes through the different types of process forums, where ideas are later evaluated by the forums steering group. In the first stages of looking into a new idea, the first step at both SKF and IKEA is to gather more data on an idea, described by SKF as a scouting process. At Company X, a smaller idea will first remain at group level, where the company later perform several feasibility and enabling projects and studies. The best ideas in this screening process are later those ideas that are turned into innovation projects. In line with Burgess (2013)’s argument that it is important to have structures and processes in place in order to formally capture different ideas, the

findings from the three case companies show somewhat similar formal, and intentionally formalized processes in terms of capturing ideas in the organization. This also goes in line with the reasoning by Skovvang Christensen (2005) who further mean that the process itself must be considered in order to understand and succeed with intrapreneurial efforts.

However, from the interviews a number of overarching challenges in terms of the process of capturing and developing intrapreneurial ideas was found. From SKF, perceived challenges was not only the fact that middle managers have to be on their toes to capture ideas, but also the history of managers receiving credit for employee ideas, something that they mean also to some extent have affected the present willingness of some employees to submit ideas through SKF Ideas. From IKEA, another perceived challenge was how to actually capture more radical ideas, as well as capturing ideas from lower levels in the organization. To make sure that every employee actually knows where to turn with their ideas, was according to one respondent emphasized as important to develop further. From Company X, it was expressed that the processed to aid the employee in implementing an idea is currently good, but could in general also become even better. From these findings, we can see that there also seem to exist several challenges and questions which are important to consider in relation to the literature, in terms of supportive processes for intrapreneurial ideas. Not only is it important to have formal processes in place, but perhaps also to make sure that these processes are easy accessible and understood by all employees. Likewise, just as it has been presented above, making sure to have processes, forums or places to gather and capture more radical ideas we argue to be of big importance in terms of really making sure to capture the intrapreneurial potential within the organization. Once again, the role of the middle manager also becomes important in terms of process, being the crucial link and gatekeeper between the idea generator and final idea implementation.

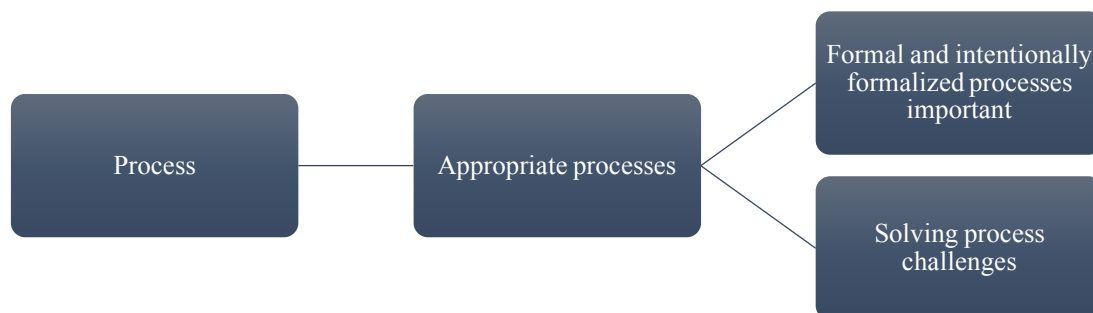


Figure 13. Summarization of themes for the antecedent process

6. Conclusions

In this section, the research question is first revisited. Next, the conclusions regarding first the soft and then the hard antecedents are presented, followed by the overarching conclusion of the thesis. Finally, suggestions for future research are presented.

6.1 Revisiting the Research Question

This study aimed to investigate how Swedish multinational companies are working with, and fostering, the identified antecedents of intrapreneurship. The research question that the researchers sought to answer was formulated as following;

How are Swedish multinational companies today working with and fostering the antecedents of intrapreneurship?

From the literature review, the researchers have found and investigated a number of antecedents which are necessary to have in place to enable intrapreneurship. These were by the authors later divided into two groups, soft and hard antecedents. Here, the soft antecedents refer to the antecedents which cannot be fully regulated through formal structures as they are dependent on the employees' behavior and the hard antecedents are related to formal structures within the company.

6.2 Conclusions About the Soft Antecedents

Looking into the findings from the case companies regarding the soft antecedents, it was found that all companies express that there on paper is a strong managerial support for entrepreneurship within the organization, but that this might not always be fully premiered in reality. Whilst the importance of top management encouragement of intrapreneurship previously has been discussed in literature, (e.g. Alpkan et. al, 2010; Skovvang Christensen, 2005; Menzel, 2007) little has been said about the importance of making sure that this encouragement manifests itself in reality. The fact that it might not be premiered in reality later also affect the middle manager, who must not only execute the top managements' long term vision, but also deliver on what is promised for tomorrow. Therefore, a theoretical support for intrapreneurship is not sufficient, and future research and managers must ensure that this encouragement also premiered in reality. This is of utter importance for intrapreneurship to blossom as the support from the middle managers has been found crucial both in previous literature and in this study. Further relating to the middle manager's need to balance of short- and long term priorities is the aspect of strategic alignment. In general, ideas within the current strategic scope of the company, or division, more easily received management support than ideas outside this scope. This we, with basis in the empirical findings, argue could result in a loss of more radical but potentially highly profitable opportunities. In addition, it was found that the training of managers seems to be a possible area of improvement, indicating a need further to prioritize this area further in the future.

Whilst previous literature has discussed the importance of cultural support for intrapreneurship, we in this study also found that the cultural heritage of each company seem to a large degree color the cultural support for intrapreneurship, something that has not been previously discussed in literature. Therefore, we argue that it is important to, when working with improving the cultural support for intrapreneurship, take the company's cultural heritage into account. To

some extent, the companies also expressed issues with how local ideas did not reach group level as the priorities of the local part of the organization overtook those of the entire organization. Here, technological solutions aided one company in bringing local ideas and initiatives closer to the decision makers and unify the company over distance. As the subject of technological solutions has not been previously discussed in earlier literature on intrapreneurship, but the solutions were perceived as highly important by the respondents, future research could focus more on this subject.

In terms of the antecedent communication, an aspect which were perceived to be highly important, and not previously discussed in literature, was the role of office design in relation to enabling intrapreneurship. Here, all companies had considered the informal meeting when designing their offices, which was considered to facilitate informal communication. As we in this study have seen that that the design of the physical working place seem to play a very important role in enabling different aspects of intrapreneurship in general, we also argue this to be an important area of further research. Another aspect of the antecedent was the internal language in the company, which was found to be a given variable rather than an area of importance. Further, there were in some cases a perceived room for improvement when it comes to communication openness and transparency, factors important for building trustful relationships in the company and aid the employees in daring to be intrapreneurial.

6.3 Conclusions About the Hard Antecedents

Looking further into the findings from the case companies regarding the hard antecedents, the literature's arguments around what organizational structure is the most suitable for intrapreneurship was found conflicting with the findings from the three case companies. Given the collected empirical data, it was evident that the case companies have found different organizational structures of an innovative organization. What this then entitles for the intrapreneurship part, was however deemed somewhat unclear. More important in relation to the antecedent organizational structure was by the authors found to be the role of the informal organizational structure, constituted by the individual's social network within the organization.

Regarding access to resources, all companies expressed that resources such as time and finance to a large degree are available for ideas within the strategic scope of the company. As for the resource of time, or more specifically, the opportunity for employees to allocate free time to work on their own projects, none of the companies offered such possibilities, something that was not only found conflicting in relation to literature, but also found to be an area of improvement within the respective organizations. However, simply allocating free time without ensuring any output was seen as problematic, why it must be ensured that if time is freely allocated, there must also be some structure around it to ensure valuable output. This structural part of the allocation of free time has not been mentioned in previous literature, but was perceived to be an important aspect by the respondents, why future literature on the subject could aim to find a beneficial structure for this.

In this study, only one company, SKF, was actively working with taking more risks, and encouraging their employees to do the same. As illustrated in the empirical findings (figure 4), this company also scored higher on the intrapreneurship dimensions of risk and pro-activeness. However, whilst the other two companies discussed the need to, at least in some areas, take more risks, it was also problematized how to achieve this. Simply taking risks for the sake of risk taking was deemed problematic, and whilst intrapreneurship literature often discusses the importance of allowing for risk taking and trial-and error approaches within the organization (Alpkan et. al, 2010), it is more seldom problematized how to achieve this. Here, findings from

the study suggest that the companies wish to focus on taking the right type of risks, where the companies also stressed that if the employees are about to take risks, this must be communicated. Thus, we argue that for companies to dare to allow their employees to take risks, they must in turn receive open and transparent communication from their employees about what kind of risk they are taking and how big they are. Therefore, improving the communication between employees and middle management could be a first step in moving the company towards a more risk-taking stance.

In relation to the antecedent rewards, our study shows that even though literature have not made up their mind about what type of rewards is to prefer when rewarding for intrapreneurial behavior, the case companies have. Not only was it found that the use of social rewards was deemed as the most efficient reward structure by all companies, but also that other new aspects of rewards systems such as the double recognition approach and the use of agile rewards for intrapreneurial behavior. These are also aspects, which with basis in this study, could be of importance when designing a reward system for intrapreneurship. As these are concepts that have not been previously discussed before in literature, this we also argue could serve as interesting areas for future research.

Finally, it was found in this study that all three companies had structured and formalized processes for taking an idea, which lay within the strategic scope of the company, further in the organization. However, all three companies also had their own challenges relating to these processes.

6.4 The Important Role of the Hard Antecedents

To in short answer the question of how Swedish MNCs today are working with the antecedents of intrapreneurship, one could with basis in the above presented findings, conclude that the case companies all are actively working on at least some aspect of both the hard and soft antecedents but to some degree lack more fine-tuned tools and more formal structures for this task.

When analyzing the results and findings from the respective interviews at each company, what have caught the researchers' attention is the significant role that the hard antecedents seems to play in enabling intrapreneurship. According to Pinchot and Pellman (1999), an intrapreneur is someone who takes new creative ideas and turn them into profitable realities within an organization. But just as Menzel (2007) argue that one must not forgot the corporate part of the equation, the findings from this study suggest that regardless of how brilliant the intrapreneur is, regardless of how creative and enthusiastic people you have in your organization, creative ideas cannot be turned into a profitable reality without the support of the right formal structures and processes within the organization. In other words, we, with basis in our findings, argue that if the hard antecedents are not in place and fully functioning, this translation of a creative idea into a profitable reality cannot happen. Still, a company which only has all the right processes is nothing but a shell. It still needs creative and enthusiastic people to take on the role of the intrapreneur, but, these people must also be supported by the right processes. Thus, we argue that there is support for that it's the soft antecedents which to large degree enable the creative ideas, but that it is the hard antecedents that later has the possibility to translate these ideas into profitable realities.

Further relating to the hard antecedents' role in translating ideas into profitable realities are the evidence from the study which suggest that what opportunities an employee have in an organization is largely dependent on the individual and his or her manager. Through ensuring that the right hard antecedents are put into place, e.g. through institutionalizing risk within the

company, create forums for capturing employee ideas and implementing agile rewards for intrapreneurial behavior, the company can decrease how much the employees' opportunities depends on who they are as a person, what network they have, and their current position and manager. If there are official structures around how a manager should act when an employee presents an idea, whether the idea is captured and realized or not will depend less on which manager who first hear about the idea.

The managerial implications from this study we argue, is that for intrapreneurship to happen in a company it must ensure that the right formal structures, i.e. the right hard antecedents, are in place to support their employees in their creative endeavors. Whilst it is important for the company to have the soft antecedents in place, it is through ensuring that the company has the right organizational structure, resources, risk, rewards, and processes, that they can ensure that creative ideas can de facto be translated into profitable realities.

6.5 Suggestions for Future Research

Given the scope of this study, as well as the existing literature on intrapreneurship, it is perceived that a number of other studies could be performed in order to further add to the research and intrapreneurship context. First of all, given the limited resources of this study, an additional study of a larger scope could give more insight into how more of the Swedish MNCs are working with fostering intrapreneurship. This might provide even more insights into the relationship between the hard and soft antecedents of intrapreneurship.

A second area of potential future research is to look more in depth into the hard antecedents, due to its perceived importance for enabling intrapreneurship in this study. Previous literature to some degree tend to focus more on the soft antecedents, why not as clear conclusions have been made regarding the hard antecedents. For example, future research could benefit from looking in to what really entitles a suitable organizational structure, if this even is possible for a large company to implement and if so how, and how much the formal organizational structure actually matters for intrapreneurship given the informal one.

Furthermore, throughout this study, a number of other areas was deemed as interesting to further investigate in relation to intrapreneurship. One aspects that was presented as important by all respondents, was the physical office design and planning. As the design of offices was deemed as an interesting subject in relation to communication and networking, future research could benefit from looking further into this aspect - investigating its role on enabling intrapreneurship. Another area of research that was found important was also the role of motivation and design of reward systems. Here, the field of study has not yet reached a clear conclusion on what rewards are suitable for an intrapreneur, an area to which this study added new insights in terms of the double recognition approach and the importance of agile rewards. Finally, as one company perceived technological solutions to be a great benefit in their work with intrapreneurship, future research could investigate what technical tools might aid a company in becoming more intrapreneurial.

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Appendix 1

Interview Guide

Information to the respondents:

This interview guide is a part of a master thesis in Innovation and Industrial Management at the School of Business, Economics and Law in Gothenburg, Sweden. In this thesis, the purpose is to conduct a multiple case study in order to investigate how Swedish MNCs are working with, and fostering the antecedents of intrapreneurship. The interview will be approximately 45-60 minutes long, where you as a respondent can choose to answer the interview in either Swedish or English. If desired, you will also have the possibility to be anonymous in this study. After this interview, the empirical data will be summarized and you will have the possibility to check our findings in order to avoid any misinterpretations from this interview.

Definitions: In this study, we refer to intrapreneurship as "entrepreneurship within an existing organization".

Introduction:

- Can you please present yourself and your position at your company?

Management Support

- Is entrepreneurial behavior among the employees encouraged (and supported) by management? If so, in what way?
- Do managers receive any training in techniques or processes which might help to increase creativity and innovation at your company?
- How do you believe top management feel about entrepreneurship within your organization?

Culture

- How would you describe the internal culture in terms of innovation and entrepreneurship?

Organizational structure

- How is your organization structured? Is there a strict or a flat hierarchy?
- How are the opportunities for teamwork and networking structured in the organization?

Communication

- How do people from different parts and levels/ranks of the company naturally meet each other and interact?
- Are there a lot of internal (e.g. technical) terms, abbreviations etc. in your organization and if so, does everyone know them? Or are there different "languages" in different parts of the company?

Resources

- If you have an entrepreneurial idea outside your regular projects and tasks - can you receive any resources or additional help to develop it?
- If you can receive more resources, at what stage does this happen? Is there some kind of evaluation beforehand?
- Are employees given possibilities to allocate time to spend on creative ideas and projects?

Risk

- How do your organization and culture look at failure and risk-taking? Do you take a more cautious or aggressive approach?

Process

- Are there any processes to support the entire implementation of a new idea?

Rewards

- To what degree are employees rewarded for intrapreneurial behavior and to what degree is it an expected part of their job?
- What rewards, if any, for entrepreneurial behavior currently exist?
- Lastly, is there anything you would like to add to or comment on this interview?

The incorporation of the ENTRESCALE and Corporate Entrepreneurship Scale into the questions in the interview guide

INCORPORATING THE SCALES INTO THE ANTECEDENTS			
Question	Scale	Category	Linked antecedent
New product lines	ENTRESCALE	Innovation	Selection criteria
Product changes	ENTRESCALE	Innovation	Selection criteria
Favoring R&D	ENTRESCALE	Innovation	Management Support
Programs to enhance innovation	CE Scale	Innovation	Management Support
Emphasis on innovation	CE Scale	Innovation	Management Support
Pursuing business opportunities developed outside your company	CE Scale	Innovation	Selection criteria
First to introduce new products	ENTRESCALE	Proactiveness	Risk-taking
Competitive posture	ENTRESCALE	Proactiveness	Risk-taking
High or low risk	ENTRESCALE	Risk	Risk-taking
Incremental or radical	ENTRESCALE	Risk	Risk-taking
Approach to uncertain decisions	ENTRESCALE	Risk	Risk-taking
Rewarding employees for creativity	CE Scale	Self-Renewal	Rewards
Establish procedures to solicit employee ideas	CE Scale	Self-Renewal	Management Support
Designating managers as champions	CE Scale	Self-Renewal	Management Support
Encouraging employee creativity	CE Scale	Self-Renewal	Management Support

Unit responsible for innovation	CE Scale	Self-Renewal	Organizational Structure
Training supervisors and managers	CE Scale	Self-Renewal	Management Support

Table 10. The incorporation of the ENTRESALE and Corporate Entrepreneurship Scale into the questions in the interview guide

Appendix 2

Scales used to measure Intrapreneurship

ENTRESCALE

1. *How many new lines of products or services has your firm marketed since 1989?*

No new lines of products or services	1 2 3	Very many new lines of product or services
Changes in product or service lines have been mostly of a minor nature	1 2 3	Changes in product or service lines have usually been quite dramatic

2. *In general, top managers in my firm favor*

A strong emphasis on the marketing of tried and true products or services	1 2 3	A strong emphasis on R&D, technological leadership and innovations
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3. *In dealing with competitors my firm*

Is very seldom the first business to introduce new product/services, administrative techniques, operating technologies, etc.	1 2 3	Is very often the first business to introduce new products/services, administrative techniques operating technologies etc.
Typically seeks to avoid competitive clashes, preferring a "live-and-let-live" posture	1 2 3	Typically adopts a very competitive, "undo-the-competitors" posture

4. *In general, top managers at my firm*

Have a strong proclivity for low-risk projects (with normal and certain rates of return)	1 2 3	Have a strong proclivity for high-risk projects (with chances of very high returns)
Believe that owing to the nature of the environment, it's best to explore it gradually via careful, incremental behaviour	1 2 3	Believe that, owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives

5. *When confronted with decision-making situations involving uncertainty, my firm...*

Typically adopts a cautious, “wait-and-see” posture in order to minimize the probability of making costly decisions	1 2 3	Typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities
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CORPORATE ENTREPRENEURSHIP SCALE

(9 items ranked on a scale of 1 to 3 where 1= little emphasis and 3=major emphasis)

1. Implementing new programs to enhance innovation throughout the company over the past three years;
2. Encouraging employee creativity and innovation;
3. Soliciting employee ideas for new products and processes;
4. Rewarding employees for creativity and innovation;
5. Establishing a unit or department responsible for innovation and corporate development;
6. Pursuing business opportunities developed outside your company;
7. Training supervisors and managers in creativity and innovation techniques;
8. Designating managers as champions of new ideas or innovations;
9. Emphasis on innovation in your company compared to your competitors.

The companies assessed score on the different questions from the scales

ENTRESCALE & Corporate Entrepreneurship Scale	SKF	IKEA	X	Category
Lines of products and services last five years	2	2	3	Innovation
Product changes	2	2	2	Innovation
Favoring R&D	3	2	3	Innovation
Programs to enhance innovation	3	3	3	Innovation
Emphasis on innovation	3	2	3	Innovation
Pursuing business opportunities developed outside your company	2	3	2	Innovation
First to introduce new products	2	2	3	Pro-activeness
Competitive posture	2	2	3	Pro-activeness
High or low risk	2	1	2	Risk
Incremental or radical	3	2	2	Risk
Approach to uncertain decisions	2	2	2	Risk
Rewarding employees for creativity	3	1	1	Self-Renewal
Establish procedures to solicit employee ideas	3	2	2	Self-Renewal
Designating managers as champions	2	2	2	Self-Renewal
Encouraging employee creativity	3	3	2	Self-Renewal
Unit responsible for innovation	3	3	3	Self-Renewal
Training supervisors and managers	1	2	3	Self-Renewal

Table 11. The companies assessed score on the different questions from the scales

Summarization of the companies' score on the different dimensions on the Corporate Entrepreneurship and ENTRESCALEs based upon the assessment.

	Max possible score per dimension	SKF's total score per dimension	% of max score	IKEA's total score per dimension	% of max score	Company X's total score per dimension	% of max score
Innovation	18	15	83,33%	14	77,78%	16	88,89%
Pro-activeness	6	4	66,67%	4	66,67%	6	100,00%
Risk	9	7	77,78%	5	55,56%	6	66,67%
Self-renewal	18	15	83,33%	13	72,22%	13	72,22%

Table 12. Summarization of the companies' score on the different dimensions on the Corporate Entrepreneurship and ENTRESCALEs based upon the assessment.