

Padmavathi Mylapore
BUSI -405-W01

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Prof. Arthur Nehr
5/12/2013

Intrapreneur Research Assignment

Manager & owner head a business, but with a difference [Corporate Trends]

Vijayraghavan, Kala; Singh, Shelley. The Economic Times (Online) [New Delhi] 10 Aug 2011.

Summary:

Companies are embracing intrapreneurship as an option of choice in building a business. It is like a magnet for talent and enables a company to hire or collaborate with innovators and mavericks with big ideas who otherwise be wasting their time elsewhere. When sale of business went bad, Godrej Consumer Products offered project sharing to its regional manager Mahendran and asked him to work like an entrepreneur. Mahendran brought the sales from zero to Rs. 7.5 crore in two years. Effectively, intrapreneurship gives the individual a high degree of autonomy in building and running the business – much like an entrepreneur. Also, it gives the individual a financial payoff such as a percentage of revenue or a significant equity stake in the business. Godbole of Praj industries moved from just a senior manager to executive vice president for Americas and received huge compensation from Praj. For the corporations, it is like giving an ownership environment without the bureaucracy of a large organization. Tech Mahindra is now a \$ 1 billion company developed from its parent Mahindra British Telecom which was a \$ 200 million company in 2004. Intrapreneurship empowers individuals to leverage innovation into business and they are a breed with skills above leaders in any organization.

Opinion:

It has been proved that allowing employees to work like an independent entrepreneur bring a win-win situation for both the employee and the company. Internal business plans such as intrapreneurship increases revenues and so profits for both short and long terms. Many companies in India have improved their company images after the introduction of “corporate entrepreneurs”. Rajat Jain from Walt Disney changed the image for M2W (Mobile2Win) and received the

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opportunity to be a promoter without actually starting the company. Kaul from Microsoft of 11 years partnered with Blackstone to get CMS Info Systems where he has full accountability for its expected revenue of Rs. 2000 crore from a mere Rs. 600 crore.

How Dreamworks, LinkedIn and Google Build Intrapreneurial Cultures:

Posted on January 23, 2013 by John Webb

Summary:

Drive Innovation, Competitive Advantage and Customer Experience

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In order to meet today's changing demands, companies embedding intrapreneurship culture to stimulate innovation, increase efficiencies and remain competitive. Intrapreneurship is not created but identified and encouraged from within the company employees. By exploring the full potential and range of interests on different talents, companies can recruit people with Intrapreneurial traits. The management must provide visibility and understanding of the whole process to the employees to encourage intrapreneurship. Employees should feel the need to contribute more and make positive changes if they are a part of the company. Companies that foster independent thinking will build competitive advantage through intrapreneurship. As failures are expected in any innovation process, it should be tolerated by the organization for a greater success in future. People with an un-quenching thirst of learning will show endless improvement on innovation. The innovative company Dreamworks Animations supports and encourages creativity from all its employees including support and administrative staffs. This company challenges their employees to be their own CEOs and provide enough training on create and sell innovation. As employees know their customers well in the market place, they are best suited to spot new opportunities. Allowing employees to have flex time while working on new developments will also increase the chance of great success. Linked In launched its "Incubator" program where employees get 30 to 90 days away from work to develop ideas of their own into products. In a similar manner, Google offered 20% flex time that gave birth to products such as Gmail, Google Earth and Gmail Labs. It is also important to give

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a fair credit share for their work through some rewards to employees so that they continue to stay for long term in the same company.

Opinion:

In my opinion, the author explains that by fostering an Intrapreneurial culture through the methods and practices that he outlined in the article will enable organizations to gain efficiencies, drive growth and increase competitive advantage. The businesses will be positioned better in achieving great products with the above methods and practices. The author covers many aspects of how to drive innovation from within and way beyond product development. As such many companies may not succeed due to their inability to quick decisions and strong communication on new innovations. This can be improved with an open mind approach to change in culture.

Great Intrapreneurs in Business History

By Jake Swearingen / MoneyWatch/ April 10, 2008, 3:00 AM

Summary:

The author talks about classic examples of product innovation from big leagues such as Post-It from 3M, Play Station from Sony, Java Program from Sun Microsystems, Digital light processing technology from Texas Instruments and ELIXIR Guitar strings from W. L. Gore. One thing is clear from all different inventions identified in this research journal that the innovative idea started from a single mind, from there expanded into a business product through the help from management for design, development, test and implementations. Those companies that allowed free or flex time to their employees to spend on personal projects, have created better opportunities for intrapreneurship. As said by the author, it needs more than one person to launch the product. Every intraprenuer needs a colleague to review, rephrase or redesign the idea; the marketing team to evaluate, survey or test the market before product delivery and the management team to accept or take risk in initiating the new product development including arranging for financial investments. Post-it was initially made by Spencer Silver of 3M during his 15percent free time to develop personal ideas and it was his colleague

Art Frey who was able to find the usage as “sticky notes” when the bookmarks kept falling during a choir practice. This very idea brought out the great invention “Post-it Notes” from 3M that became standard office supply everywhere. Ken Kutaragi got the idea of developing a digital chip for sound quality on video games when he saw her daughter playing Nintendo and ended up getting Play Station for Sony Corporation. The product was developed for Nintendo and later Kutaragi brought it to Sony and named it as Play Station. The famous JAVA programming language was initiated when Patrick Naughton, a young programmer from Sun Microsystems wrote the reasons for leaving the company on the exit interview. Sun CEO Scott McNealy made Naughton to stay and arranged a dedicated team to work on JAVA development.

Opinion:

In my opinion, innovation exists in every mind and ideas are freely flowing across many boundaries. It is the fire that makes one idea into a great product, when suitable support is available for the person to expand the idea. When provided with time, support, marketing strategy and financial investment, the companies can make “corporate entrepreneurs” for the future success for the company.

Works Cited

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