

A photograph of a construction site at sunset. The sky is a mix of orange, yellow, and grey. In the foreground, there are construction workers on a steel-reinforced concrete slab. One worker in the center wears a bright orange safety vest and a hard hat. Another worker on the right is in a grey jacket and dark pants, also wearing a hard hat. The background shows the silhouettes of construction cranes and other workers. The overall mood is one of active progress and industry.

The Manager of Corporate Entrepreneurship : A job in progress

Based on a survey of 20
managers of intrapreneurship
programmes

The authors



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- Business Transformation and Intrapreneurship Consultant - 
- Corporate entrepreneur from 2007 to 2017 in an emerging market (creation of the « Cartier Ambassadors' » community – Richemont Group)
- Thesis on the intrapreneurial ecosystem in France in 2019, directed by V. Bouchard
- Entrepreneur, Business Angel and mentorship



Véronique Bouchard

- Professor of Strategy and Organization - emlyon business school
- Intrapreneurship survey since 2001 based on analysis and comparison of concrete cases
- Professor of intrapreneurship since 2005
- Authored numerous publications
- Founder of Institut de l'Intrapreneuriat

Sources

Research on the deployment of intrapreneurship programmes

- Conducted between 2001 and 2017 by **V. Bouchard**
 - Bouchard, V., Fayolle A. 2018. *Corporate Entrepreneurship*, London: Routledge
 - Fayolle, A., Basso, O., Bouchard, V. 2009. *Special Issue: Corporate entrepreneurship: challenges and new perspectives: Introduction*. International Journal of Entrepreneurship and Innovation, 10 (4): 253-256
 - Basso, O., Fayolle, A., Bouchard, V.. 2009. *Entrepreneurial orientation: the making of a concept* International Journal of Entrepreneurship and Innovation, 10 (4): 313-321

Research on the manager of intrapreneurship programmes

- Conducted between between September and December 2019 by **S. Gomes** as part of an end-of-study MBA thesis "Corporate Entrepreneur" at emlyon business school
- Semi-closed Interviews of 20 managers of French intrapreneurship programmes

Contents



1

Why focus on the intrapreneurship manager?



2

The 4 key missions of the intrapreneurship manager



3

Profile of the intrapreneurship manager



4

Which intrapreneurship manager are you?



5

Complement and develop expertise



Why focus on the intrapreneurship manager?

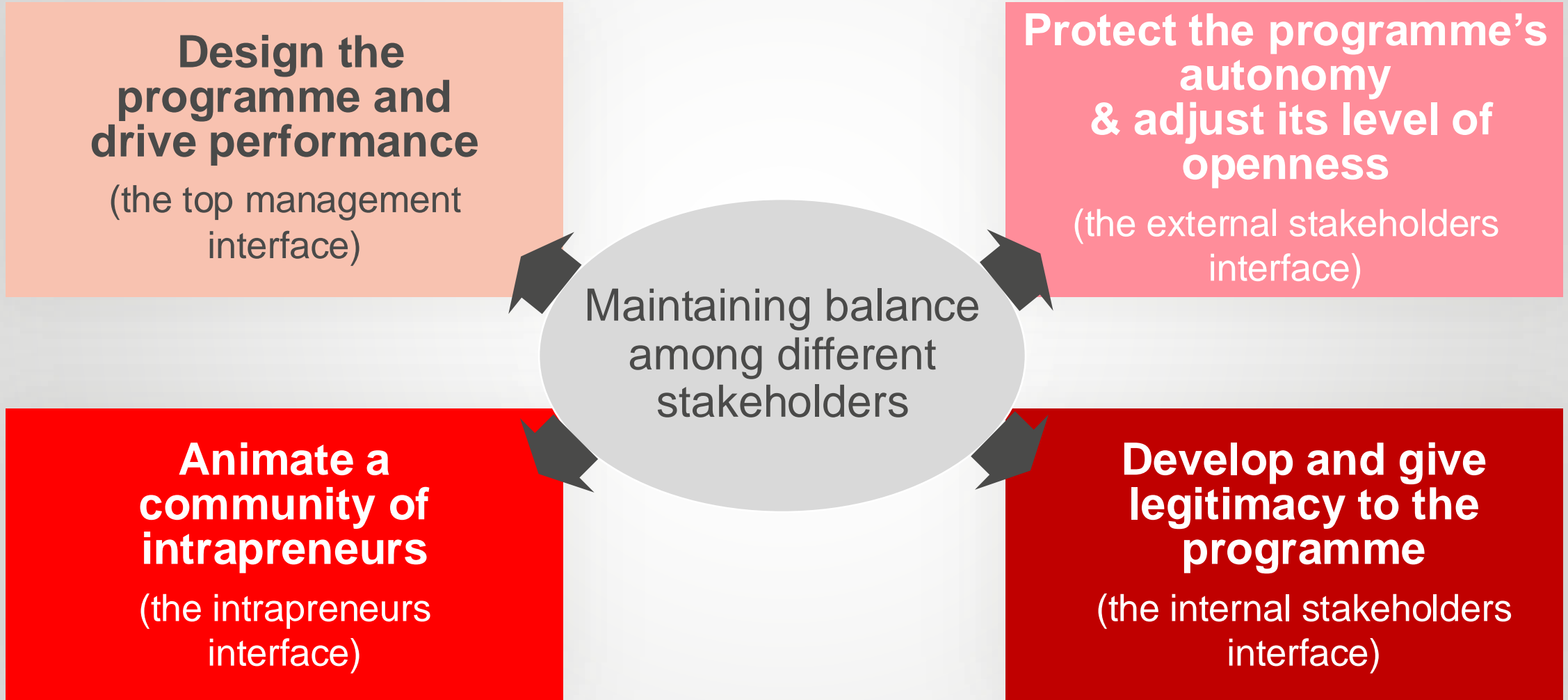
Why focus on the intrapreneurship manager?

- **The success of intrapreneurship relies heavily on him/her!**
- **A profession intended to develop**
- **But a job card inadequately outlined**
 - The profession is taking shape
 - Intrapreneurship programmes and challenges vary widely according to the firm
- **Research can provide leads on:**
 - Profiles to point out according to the purposes and the context
 - Skills to develop according to profile, purpose and context



The 4 key missions of the intrapreneurship manager

Four key missions



Designing the programme

GOAL	<ul style="list-style-type: none">• Determining the programme characteristics in accordance with the aims pursued and the organisation context. → aligning it with the company's overall strategy
MISSION	<ul style="list-style-type: none">• Precising the programme purpose and its target group• Integrating the programme into the internal innovation ecosystem• Identifying and involving sponsors• Determining the scope of the programme• Identifying and involving key stakeholders• Defining the stages of the intrapreneurial process and its modalities• Establishing objectives and performance indicators• Identifying partners/providers• Setting up the steering team and the governance committee
CHALLENGE	<ul style="list-style-type: none">• Ensuring perfect alignment and consistency across all the elements that compose the programme
KEY COMPETENCES	<ul style="list-style-type: none">• Great understanding of the company and its employees, skills in innovation management and organisational design
FURTHER INFORMATION	<ul style="list-style-type: none">• The Ultimate guide of Intrapreneurship with Schoolab

Animating the programme

GOAL	<ul style="list-style-type: none">• Maximising employees' participation and commitment• Optimising the chances of success for intrapreneurs• Making the programme visible and "likable" → creating buy-in
MISSION	<ul style="list-style-type: none">• Involving stakeholders and mobilising resources• Communicating about the programme• Guiding and assisting intrapreneurs• Valuing intrapreneurs and their realisation• Managing service providers
CHALLENGE	<ul style="list-style-type: none">• Engaging all stakeholders• Overcoming political and organisational barriers• Staying the course and producing tangible results
KEY COMPETENCES	<ul style="list-style-type: none">• Leadership, good interpersonal skills, empathy. Political and organisational agility.• Knowledge of project management, agile methods and coaching.
FURTHER INFORMATION	<ul style="list-style-type: none">• A testimonial of Marjorie Pouzadoux Bokobza

Ensuring the autonomy of the programme and modulating its level of openness

GOAL	<ul style="list-style-type: none">• Preserving the essential features of the programme over time• Mobilising the right support at the right time, protecting intrapreneurs• Maximising the value created by building bridges to internal and external innovation
MISSION	<ul style="list-style-type: none">• Protecting intrapreneurs from organisational pressures (N+1 included)• Involving the right stakeholders at the right time• Informing and maintaining the trust of sponsors to obtain their own resources• Identifying key players in innovation ecosystems and building bridges for the benefit of intrapreneurs and the programme• Promoting the programme's contribution as a lever for company growth in complementarity with its other activities.
CHALLENGE	<ul style="list-style-type: none">• Establishing the right balance between autonomy and openness according to the programme maturity and the intrapreneurs needs
KEY COMPETENCES	<ul style="list-style-type: none">• Leadership. Networking. Adaptability and responsiveness• Fine stakeholder management• Knowledge of the internal innovation ecosystem and its challenges
FURTHER INFORMATION	<ul style="list-style-type: none">• A testimonial of Nicolas Bry

Developing and legitimising the programme (change management)

GOAL	<ul style="list-style-type: none">• Improving and evolving the programme• Ensuring the sustainability of the programme• Maximising the impact of the programme over time
MISSION	<ul style="list-style-type: none">• Identifying and highlighting 360° progress (commitment, innovation, ROI, time to market, skills development, etc.) and sharing them with sponsors• Identifying weaknesses in the programme and modifying it accordingly• Turning confirmed intrapreneurs into ambassadors and coaches• Developing a social dynamic of adhesion around progress, values and intrapreneurial behaviour• Creating and promoting the programme brand• Diversifying the programme's sponsorship
CHALLENGE	<ul style="list-style-type: none">• Ensuring the sustainable support of the management team and keeping intrapreneurship on the list of important initiatives
KEY COMPETENCES	<ul style="list-style-type: none">• Leader of change• Communicator and marketer• Visionary
FURTHER INFORMATION	<ul style="list-style-type: none">• A testimonial of Olivier Leclerc



The profile of the intrapreneurship manager

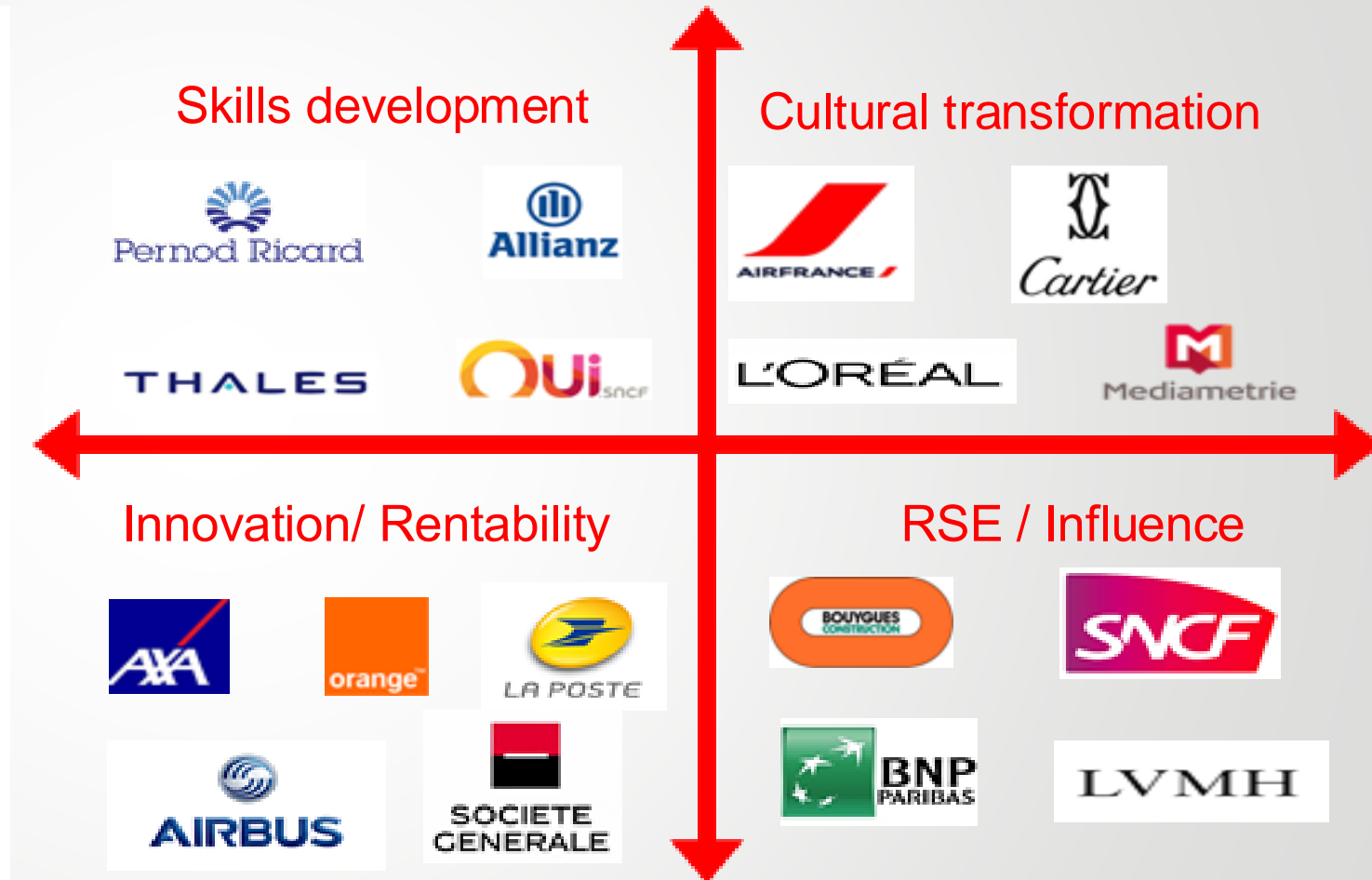
Statistics: Very heterogeneous roles

➤ 20 managers interviewed

- A unique manager → either mandated, spontaneous or a volunteer
- The four key missions can also be divided into several managers

➤ 18 companies ,15 industries

- An economic, organisational and cultural context specific to each company
- A wide variety of challenges



Statistics: a large variety of profiles

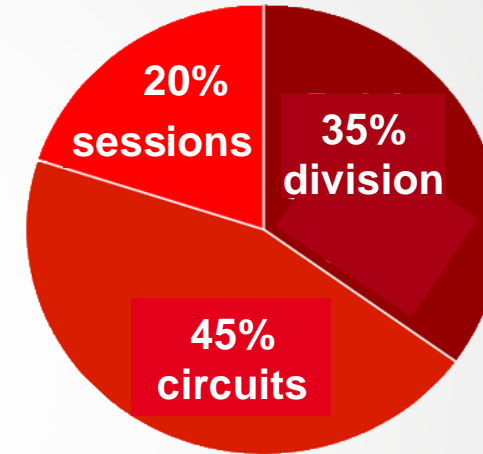
➤ 3 major types of programmes

- Occasional creativity or training sessions
- Divisions or incubators within the structure
- Mostly funnel circuits.

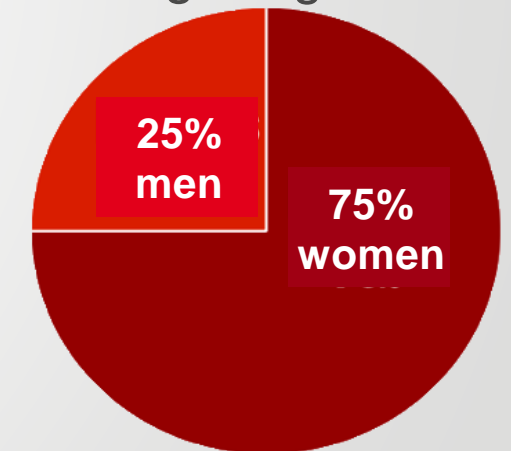
➤ Strong feminisation

- A strong presence of women
- Men are mainly responsible for the separate entities (innovation divisions, internal accelerators).

Programme's typology



Managers' gender



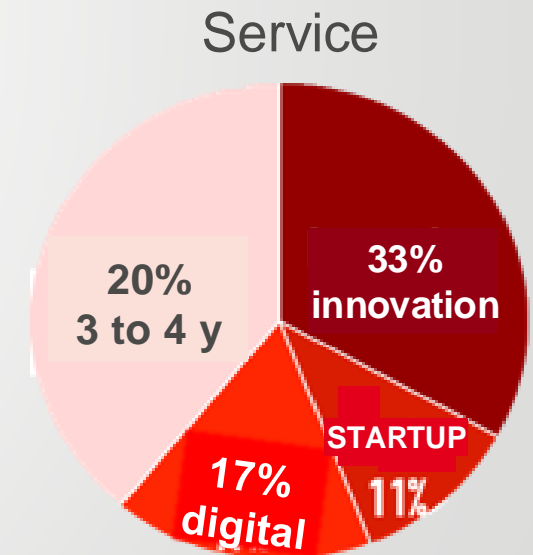
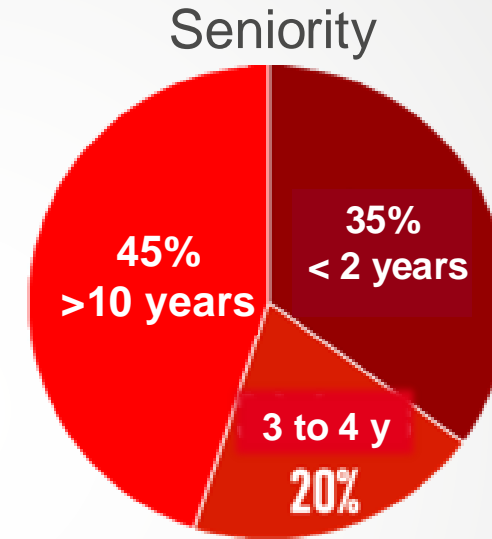
Statistics : a new managerial paradigm

➤ Managers chosen first and foremost for:

- their commitment and in-depth knowledge of the company
- a strong customer focus

➤ Recent increase in external recruitment:

- Bringing in new skills: agile methods, UX design, practical approach, etc. .



Statistics : an evolving role

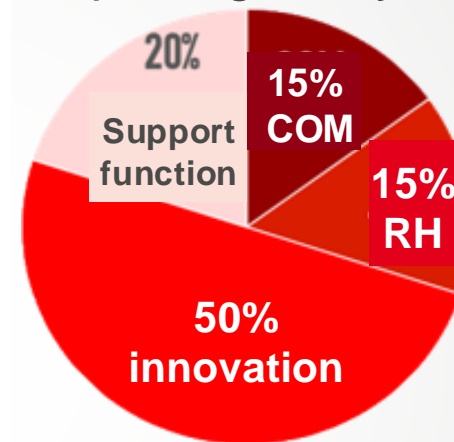
➤ A growth driver :

- A position attached to the Innovation Department
- An increasingly strategic role: divisions at COMEX, at the heart of the transformation strategy...

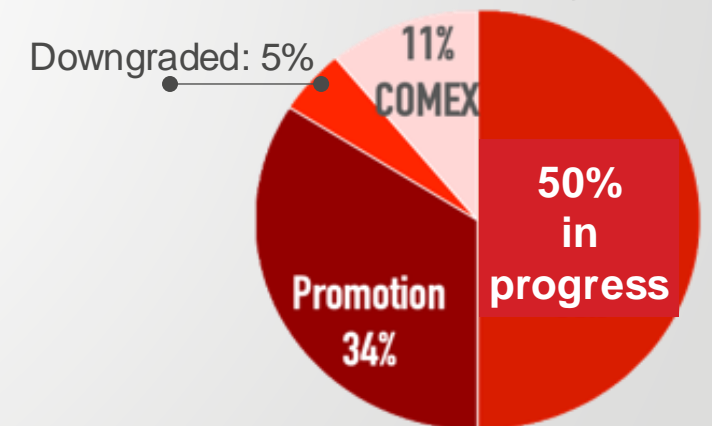
➤ The diversity of profiles highlights the complexity of the role :

- Great versatility
- A high degree of flexibility and adaptability to a changing context
- The personality of the manager who sets the tempo

Reporting Entity



Dynamics of the programme



A rare and multi-faceted bird

Evolution of the economic context:
new technologies, new behaviours,
a new ecological and solidarity-
based approach, a customer-
centric focus...

**Introducing a
new
expertise:**

Lean methods,
design UX, ...

**Promoting
personal &
relational
competences:**

Creativity, initiative,
courage, empathy

**The increasing importance of
human and social capital:** New
aspirations and expectations
of employees, an inclusive and
intergenerational logic

**Manager in context
of uncertainty (TUNA):**
Cultivate a frame rather than an
order/control, great versatility
and high resilience

A conductor:
Mobilising around
a vision &
generating a
collective
dynamic

**Sustaining the
link with the
rest of the
organisation**

**Leverage the company's
processes and DNA
as a lever for growth**

Four emerging personae

According to the context of the company and the personality of each person



**The animator -
connector**



The coach



**The facilitator -
Coordinator**



The pioneer

The animator - connector

«Unlocking employees' potential, it is first and foremost a question of motivation, trust and purpose »



Promoting the community of intrapreneurs

Diffusing new values

Creating synergies with stakeholders



#intrapreneurs4Good : Podcasts launched by BNP to connect employees with positive impact projects (beyond BNP employees')



An excellent communicator

A federating force

An inspiring leader with a purpose



Cultural transformation

Devitalized organizations

Raising awareness about intrapreneurship

The animator - connector



DESCRIPTION	<ul style="list-style-type: none">• He/she promotes corporate entrepreneurs and tries to connect them to stakeholders.• He/she creates emulation around the programme & stimulates collaborations.• He/she helps in revealing the potential of the employees.• He/she creates the framework for them to flourish and get energised.
PROFILE	<ul style="list-style-type: none">• A good communicator mobilising around the programme• A collaborative leader creating harmony and building emotional bonds• Strong personal qualities and inspiring trust
FORCES	<ul style="list-style-type: none">• Inspiring : He/she motivates, re-energises and celebrates employees' initiatives• He/she conducts the CE programme storytelling to rally and create buy-in
WEAKNESSES	<ul style="list-style-type: none">• Develop the programme's performance• Leverage the programme as a lever for profitability
EXAMPLES	<p>Sandrine Delage - head of the People'sLab4Good & Exco member @ BNP Paribas</p>
RECOMMENDED FOR	<ul style="list-style-type: none">• Driving cultural transformations, giving impetus to devitalized organizations• Raising awareness of intrapreneurship, breaking silos• Stimulating collaborations, collective intelligence and retaining talents

The Coach

«Intrapreneurs must be protected from organisational rigidities, and supported to find the means to develop their project»



Supporting intrapreneurs' projects

Facilitating their performance
Protecting their autonomy and the possibility to experiment and "do differently"



An innovation expert introducing new methods and an entrepreneurial spirit



Orange Intrapreneurs' Studio
The Blog of its manager about innovation



Accelerating breakthrough Innovation projects
Exploiting the company's dormant resources

The Coach



DESCRIPTION	<ul style="list-style-type: none">• He/she helps intrapreneurs to develop their skills and protects their autonomy.• His/her primary function is to help intrapreneurs to develop their projects, and be performant• He/she introduces new methods into the company and provides a free space where employees are allowed to experiment and take risks
PROFILE	<ul style="list-style-type: none">• He/she are examples of the entrepreneurial mindset, experimenting and adjusting continuously their programme to employees, context and initiatives• This coaching role is often outsourced.
FORCES	<ul style="list-style-type: none">• Training intrapreneurs to new methods• Creating the framework for taking risks
WEAKNESSES	<ul style="list-style-type: none">• Connecting the programme to the rest of the organization : The risk here is to isolate the programme and create a new cultural silo.
EXAMPLES	Nicolas Bry – head of the Orange Intrapreneurs' Studio
RECOMMENDED FOR	<ul style="list-style-type: none">• Creating a space for autonomy and experimentations inside the company• Accelerating breakthrough innovations

The facilitator - Coordinator

«The programme must be a lever for the company's growth and complement its other activities. »



Managing performance
Keeping management involved
Embedding the programme in
the company's DNA



"Boost the future"
Intrapreneurship programme
@ Air France
Develop internal innovation



A strong knowledge of the
company and an in-depth
understanding of the issues at
stake



Rigid organisations
or with low resources
Hesitant management
support

The facilitator - Coordinator



DESCRIPTION	<ul style="list-style-type: none">• He/she integrates the programme into the company's DNA, complementing its other activities.• He/she drives performance and keeps management involved• His/her primary function is to meet management's performance expectations.
PROFILE	<ul style="list-style-type: none">• An analyst and planner who promotes the program as a lever for company growth.
FORCES	<ul style="list-style-type: none">• A strong knowledge of the company and a fine understanding of its challenges.• He/she knows how to capitalise on internal resources
WEAKNESSES	<ul style="list-style-type: none">• The animation of the intrapreneurs' community - This role is often "outsourced" in accelerators, or incubators.
EXAMPLES	Marine Gall - VP Innovation & Intrapreneurship Programs @ Air France
RECOMMENDED FOR	<ul style="list-style-type: none">• Rigid organisations• Improving internal processes• Mobilising hesitant sponsors

The pioneer

« It's about creating fertile ground in which things can happen and prosper »



Opening doors, creating a collective dynamic

He/she constantly aligns both the company and the initiatives' needs and capacities



Mobilising around a vision

Ability to take hits and bounce back

A driver for change



"We love Intrapreneurs"
Safran

Creating a social dynamic for change.



His/ her personality

Intrapreneurship approaches in need of legitimacy or programmes seeking to gain momentum

The pioneer



DESCRIPTION	<ul style="list-style-type: none">• His/her primary function is to mobilise around a vision and create a social dynamic of virtuous progress• He/she implements and legitimises its programme progressively according to the company's need and readiness for change
PROFILE	<ul style="list-style-type: none">• A "visionary" and an inspiring leader, attracting voluntary followers• A change agent, capable of creating buy-in, and bouncing back.
FORCES	<ul style="list-style-type: none">• Empathy and playing the political game• building coalitions and a social dynamic around the programme
WEAKNESSES	<ul style="list-style-type: none">• The programme is often over dependent on this figure and often does not survive him/her.
EXAMPLES	Olivier Leclerc - Head of Intrapreneurship @ Safran
RECOMMENDED FOR	<ul style="list-style-type: none">• Programmes in need of legitimacy or scaling up• Inspire a social dynamic around the programme



**Which manager of Corporate
Entrepreneurship are you?**

Test : Which intrapreneurship manager am I?

<https://drive.google.com/file/d/1fDv78z4ghWmzwxGqJJQhwvSrxCxPatlp/view?usp=sharing>

1 What is your major strength among those below (one option only)

- My strong point is to give the intrapreneurs the means to realise their projects
- My strong point is to give confidence to the intrapreneurs and to motivate them
- My strong point is to protect intrapreneurs and to find support for them
- My strong point is to value the impact of intrapreneurs' projects for the company

2 What is the key benefit of an intrapreneurship programme for a CE? (one option)

- Professional development and the chance to take new responsibilities in the company
- The opportunity to make an impact to the company's outcomes
- Recognition for his/her contribution
- Autonomy and protection to carry out a personal project

3 How do you measure the programme performance? (one option)

- Based on its results in relation to the objectives set by top management
- Based on the growing value it brings to stakeholders
- Based on the motivation and enthusiasm of the intrapreneurs' community
- Based on its capacity to test new technologies and markets

Test : Which intrapreneurship manager am I?

4 How would you promote your intrapreneurship programme? (one option)

- Highlighting results to the top management
- Promoting new skills and methods acquired
- Building the programme storytelling and diffusing it
- Developing the programme legitimacy among its internal stakeholders

5 What are the key resources for scaling-up a CE programme?

- A more significant financial allocation
- Support and buy-in from a wider range of stakeholders
- A dedicated structure, a space of autonomy freed from internal rigidities
- More annual sessions or wider communication



**Complete and develop your
skills**

A provider can help in completing a profile

PROVIDERS - DESIGNERS

Assist the intrapreneurship manager in designing his/her programme and in implementing a "tailor-made" approach

LES PRESTATAIRES – COACHES

Offer the means for intrapreneurs to develop their projects in the best conditions.

PROVIDERS - TRAINERS

Help in Animating and promoting the intrapreneurs' community

LES PRESTATAIRES – CONNECTORS

Support in connecting intrapreneurs to a network of experts and extend their innovation ecosystem

A few communities to learn, think, share ...

Makesense TV

During the pandemic, Makesense after works have been turned into Webinars about intrapreneurship.

Les Hacktivateurs

An association aiming to promote intrapreneurship, corporate hacking and collective intelligence.

Les Intrapreneuses

Women's Intrapreneurship and Empowerment Community

Les Meetup de l'intrapreneuriat

To meet and share experiences

#Intrapreneurs4Good

Podcast dedicated to intrapreneurs who have an impact society !

Available courses on intrapreneurship

emlyon

Certificate:
Intrapreneur, an
innovation agent

Tailor-made training
with
intrapreneurship
modules

Institute of
intrapreneurship

**Université Paris-
Dauphine**

Certificate for
facilitating startups
and
intrapreneurship

In partnership with
Epigo.

Centrale Supélec

Certificate for
executives in
intrapreneurship &
innovation

**Université Paris
Sud**

Certificate for
executives in
innovation &
intrapreneurship