



Corporate Entrepreneurship as a Core Competency

The Center for Innovation and Change Leadership (CICL) at Suffolk University and Corporate Entrepreneurs, LLC is launching a new initiative for organizations interested in developing **corporate entrepreneurship** (*Intrapreneurship*) **as a core competency**.

The renewed interest in corporate entrepreneurship has been fueled by the growing demand on organizations to **generate new growth** in a rapidly changing business environment. The need however is tempered by the inability of many organizations to create the **entrepreneurial mindset** and **infrastructure** needed to support corporate entrepreneurship.

The **Entrepreneurial Audit™** is a tool that provides a framework for objectively assessing an organizations level of entrepreneurship by looking at the alignment of three key dimensions of corporate entrepreneurship: **people, process and place**. The audit evaluates areas such as:

- The individual characteristics that make corporate entrepreneurs successful
- The systems and processes that are needed to support and sustain entrepreneurship
- The environment that is conducive to entrepreneurship, learning and growth
- The level of innovativeness, pro-activeness and risk taking propensity
- The outcomes that lead to innovation success

A shortage of entrepreneurial leaders in organizations, rigid operating processes, resistance to change, and lack of appropriate metrics is stifling innovation and growth. Those organizations that have embraced corporate entrepreneurship have higher levels of **engagement, innovation, growth and profitability**.

The **Entrepreneurial Audit™** will help identify the **barriers and obstacles** that are getting in your way and show you what it takes to develop corporate entrepreneurship as a core competency.

Study Objective

Participants in the study will be part of a **peer group** that will work closely with the Center for Innovation and Change Leadership, Suffolk Faculty and subject matter experts in evaluating each organization individually and facilitating a collaborative community.

The study will take a critical look at the ways in which organizations **unknowingly** marginalize their innovation efforts and create roadblocks to organizational growth.

The **Entrepreneurial Audit™** is grounded in academic research¹ and real world experience. It provides a missing link from prior research efforts by integrating new data about the individual characteristics of corporate entrepreneurs.² The audit looks at the **key factors** that influence corporate entrepreneurship.

- Individuals that have the propensity to be entrepreneurial
- Issues that leaders must manage to encourage entrepreneurship
- Aspects of culture that promote or block entrepreneurship
- Organizational alignment to corporate entrepreneurship
- Link between corporate entrepreneurship and firm performance

¹ Corporate Entrepreneurship Assessment Instrument

² Corporate Entrepreneur Profile™



Benefits of Participation

Participants will receive a deeper understanding of the key elements that promote and impede growth in their organization. Participants will *receive specific recommendations* on actions they can take to make improvements and ways they can leverage their existing entrepreneurial capabilities.

Study Approach

The study will consist of a series of activities over a period of *three months*. Activities include:

1. Preliminary discussions with organizations about goals and expectations of the survey
2. Online survey of two to three business units within each organization
3. Aggregate analysis of all of the participating organizations
4. Evaluation of individual organizations against aggregate results.
5. Comparison between business units within each organization
6. Workshop presentation of the aggregate research findings
7. Finalize the results in a written report for participating organizations
8. Individual results for each organization will be presented in person or via web-cast
9. Publish findings in business and academic journals

Participation

We are reaching out to a limited number of participants for this study. We are looking *for three types of organizations*:

- Organizations *that want to* develop corporate entrepreneurship as a core competency
- Organizations *in the process* of developing corporate entrepreneurship as a core competency
- Organizations *that have built* corporate entrepreneurship as a core competency.

By inviting organizations at different levels of entrepreneurship development, participants will benefit from the *collective wisdom of the group*, enabling each of them to find new and creative ways to accelerate their own growth and development.

Research Leadership

The study will be conducted under the leadership of Robert DeFillippi, Professor of Strategy and International Business and Director of the Center for Innovation and Change Leadership at the Sawyer Business School, Suffolk University. Professor DeFillippi is an international scholar in innovation and has held visiting scholar appointments at Imperial College and Cass Business School in London, and the Center for Research in Innovation Management a University of Sussex and Polytechnic di Milano. Participating in the research is Sheila Webber, Chair of the Management and Entrepreneurship Department and Associate Professor of Management and Entrepreneurship at the Sawyer Business School, Suffolk University. Professor Webber is an expert in Industrial and Organizational Psychology. Also participating in the research is Susan Foley, Managing Partner of Corporate Entrepreneurs LLC and a fellow at Suffolk University. Susan is an experienced corporate entrepreneur and thought leader in entrepreneurial leadership and new business growth.

If you are interested in being part of this *multi-client project* or would like more information you contact: Susan Foley at 781-662-9513 or email her at susan@corporate-entrepreneurs.com