



THE ROLE OF INTRAPRENEURS IN DEVELOPING AN ORGANIZATION

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Abstract:

Intrapreneurs are employees of an organization who are assigned to work on a special project. They are given the freedom and time to develop the project as an entrepreneur. However, they are not working solo individuals. Intrapreneurs have the capabilities and resources of the firm at their disposal.

Key Words: Hackathons, SWOT Analysis, Pitching

Introduction:

An intrapreneur is an executive who is given the support and authority to create a new product without having to be concerned about whether or not the product will in fact become a source of revenue for the organization.

A large organization can be challenged to identify and encourage executives whose creative abilities and business skills make them good candidates to take on entrepreneurial roles within the company, yet still be content to remain employees.

Some companies have dedicated research and development (R&D) departments, whose intrapreneurial staff is tasked with exploring ideas that will help the company stay competitive. Other businesses embrace the idea of continuous improvement, a concept from manufacturing that encourages employees in design, research, design, marketing and production to work as a team to identify new income generating opportunities. Many successful Information Technologystart-ups foster the culture of intrapreneurshipinformally by allowing employees to pursue their technical interests during working hours or by sponsoring events such as hackathons or other social coding get-togethers.

Requisites of Intrapreneurship:

It starts at the top with leadership and a culture of innovation willing to commit system-wide resources and a governance process that delivers a clearly articulated mandate and scope for breakthrough innovations.

An inclusive organizational structure with interfaces between different parts of the company incorporates the processes and tools, rewards and metrics required for an innovation cycles that takes longer than incremental product innovation. Companies need talent and skills that are differentiated from conventional R&D or new product development roles.

To start, innovation must be recognized as aenduring function of a successful organization, just like other business functions such as operations, marketing, accounting and finance. The same is true of innovation today. If companies want to be able to consistently innovate, they



need dedicated innovation professionals to carry out the functions of incubation, discovery, development, acceleration, and scaling.

Companies need to create innovative careers rather than just innovation related jobs. People are the organizations most cherished and important innovation asset. Instead, the organizations must start thinking of innovation as a capacity that needs support from organization-wide. Just like human resource managers and accountants, innovation professionals need clearly defined job responsibilities, roles, career paths and performance incentives, as well as meaningful training and development opportunities.

Hiring a few talented, abled and creative individuals and hoping for the best outcome, without changing anything about the organization. Companies need a strategic plan for institutionalizing and professionalizing innovation across their organizations. This is the only way to foster the breakthrough innovations needed for the future health and growth of the enterprise.

But this innovation division can't be separated from the rest of the business. Company innovation and incubators labs that are isolated from the rest of the organization tend to have limited success, because they are disconnected from a larger system. Game-changing innovations require a holistic approach across the enterprises.

Turning your employees into Intrapreneurs:

1. **Identify -- know your audience:** The employees should know to whom they can bring their ideas. The hierarchy in the organization, people to pitch the ideas, authority to make their idea into fruition and assignment of resources to bring their idea into reality.
2. **Match -- is this the right fit/place/time?:** The criteria to be followed to evaluate employee's idea whether it fits to organization or not.
 - a. Its fitting to organization's vision, mission, values and purpose
 - b. Its fit to company's needs
 - c. Its fitness to needs of the customers
 - d. Its fitness to needs of the organization internally.
3. **Evaluate -- ideas, ideas and more ideas:** Once an employee has an idea, the organization has to consider the idea and believes that the idea is the right match for an organization, it's time to evaluate the idea further and see whether it can be even better. Before coming forward with an idea, the employees should consider running it through few questions to help evaluate and strengthen it:
 - a. If it had been implemented a 6 months ago, what would the organization look like now?
 - b. If it has been asked to 5 other people in the company, how to resolve the problem
 - c. If the idea has been evaluated from the perspective of a business, how might it change?
 - d. If the ideas has been explained to a kindergartener, how it would be?



4. **Gather -- get buy-in and support:**The idea need to look from the perspective of the people, who'll benefit from implementation of it.**Even the brilliant idea will go wrong while implementation.**
5. **Analyse- know your position, situation and attributes: For analysing the ideas,** SWOT Analysis is important. In case of intrapreneurship, P-SWOT is important i.e., Positioning SWOT. Employee's Strengths, Weaknesses, Opportunities and Threats need to be evaluated as :

Strengths

- Why should you be the one to make the idea happen?
- What are the skills to bring to the table that ensures its success?
- What is the investment in personal in the success of this idea?

Weaknesses

- What is the necessary time to complete this idea?
- What are the resources necessary to bring the idea to life?
- What skills are lacking that would help to increase the rate of success?
- What experiences in the past would preventfrom succeeding in the present?

Opportunities

- What are the opportunities beyond the idea exist if it's implemented successfully?
- What can be learnt from others who have implemented similar ideas?
- What are the opportunities to expand this idea?
- What personal opportunities might come if the idea is executed well?

Threats

- What is standing in the way in making this idea work?
- Are there others in the organization who would oppose this idea?
- Do any of the weaknesses left are vulnerable to threats?
- What are the internal and external factors to business exist that may threaten success?

6. **Craft and deliver -- message, channel, pitch:** If the employees have a great idea ready to bring for consideration, have a way for them to design and deliver their ideas that makes sense for the business.

Set the expectations for when a pitch will be received and then evaluated, and when a decision will be made. Another strategy is to create an “application” process that will filter out pitches and ideas that aren't fully developed. Finally, a way to encourage innovation and intrapreneurship is to schedule monthly all-hands-type meetings where everyone can listen to selected ideas.



Conclusion:

In creating a culture of innovation within an enterprise, one has to make sure that they have the ability to not only highlight people and bring their ideas to the surface, but also have a process in place so that escalation of those ideas up to get action taken. Creating systems for intrapreneurship is a key success factor in many of today's successful companies.

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