

To develop and test a conceptual model of corporate entrepreneurship

A single case study approach

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Abstract

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Keywords: Intrapreneurship, Corporate Entrepreneurship, Intrapreneur, Entrepreneur, Strategy, Entrepreneurial, Leadership.

The purpose of this dissertation is to develop and test a model of intrapreneurship which will be termed corporate entrepreneurship in this paper. Conceptual models serve a purpose in assisting with the development of an understanding of the antecedents to corporate entrepreneurship, the types of activities and behaviours of intrapreneurs and the outputs from such entrepreneurial behaviours. Further, it is required in partial fulfilment of the requirements of the National College of Ireland MBA (Master of Business Administration) program.

A qualitative case study approach of an entrepreneurial multinational public limited company that provides services locally in Ireland and across 43 countries, globally. Through the use of primary research consisting of semi structured interviews of employees at various levels of experience and responsibility within the case organisation, participant observation and documentary evidence, data will be gathered to test the conceptualised model of corporate entrepreneurship.

Theoretical conceptual models of corporate entrepreneurship and concepts found in the literature were used to develop a revised conceptual model. This model was tested during the case study to validate existing hypotheses, facilitate discovery and understanding, and to develop new working hypotheses. From the new working hypotheses a new conceptual model of corporate entrepreneurship is presented.

Following the case study, new hypotheses were developed relating to entrepreneurial strategy and intrapreneur recruitment, discovery and development as well as customer satisfaction. An interrelation between financial and non-financial outcomes of corporate entrepreneurship is discovered highlighting a cyclical relationship that can lead outputs of corporate

entrepreneurship to become new antecedents to future entrepreneurial activities and outputs. Furthermore, sustainability was found to be positively affected by corporate entrepreneurship.

Opportunities for further research are then presented with those opportunities including the potential to test the newly presented conceptual model of corporate entrepreneurship via different case studies, development of expanded individual conceptual models of 1) the antecedents to corporate entrepreneurship, 2) the activities and behaviours of intrapreneurs, and 3) the outputs from those activities. Other opportunities exist to test the proposed the newly discovered constructs of unified strategies, and the interrelation of financial and non-financial outputs of corporate entrepreneurship.

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Title

To develop and test a conceptual model of corporate entrepreneurship – a single case study approach

Chapter 1. Introduction

1.1 Background context for the research

Entrepreneurship within the context of an existing business can be termed: Corporate entrepreneurship or intrapreneurship. The corporate entrepreneur, or intrapreneur, is the very person who cultivates an idea, a venture, or an enterprise, where they accept and assume responsibility for all risks, as well as the outcome of the venture (Ariail, Quinet and Thacker, 2010). Corporate entrepreneurship is about identifying, weighing up, choosing, and then organising selected entrepreneurial opportunities. The resulting activities are entrepreneurial or intrapreneurial (Tajeddini and Mueller, 2011) and can give an organisation a competitive advantage (Porter, 1985). Corporate entrepreneurship is needed to protect existing market share and also to grow the business. It is needed for survival (Pinchot, 2000; Kaplan, 2012). All organisations over time will need to innovate, create new products and services, or enter new markets (Kanter, 1987). In fact, it is argued that corporations must innovate or face inevitable disruption, and possible destruction (Ariail et al, 2010). For the purpose of this research we will primarily use the term corporate entrepreneurship.

Schumpeter ([1934], 2008; Croitoru, 2012) discusses the process of creative destruction where new products and services are created, resulting in the disruption and destruction of existing products and services. Intrapreneurs that focus on innovation and seek to create new products, services, and improved systems are a key element of innovation. Schumpeter ([1934], 2008; Croitoru, 2012) firmly states that the corporate entrepreneur must reform or revolutionise systems and production to evolve the organisation and disrupt the status quo. Further, entrepreneurs should take advantage of untried untested or new technological advances to produce something new (Ariail et al, 2010).

Many industries have been disrupted in recent times such as the entertainment industry, mobile telecommunications, photography, gambling and healthcare industries (Kaplan 2012). Apple has disrupted the music and mobile telecommunications industries (Sheats, 2014), Kodak's \$10 billion business was destroyed by digital photography innovations that they failed to act upon (Anthony, 2014), and healthcare is being disrupted by new patient centric business models (Chase, 2013). In the case of Kodak, the organisation took incremental forward steps with technology, but failed to act upon new disruptive technologies, and as such secured their own end, whereas organisations such as Fujifilm leveraged the disruptive digital technology to evolve (Chasteen, 2003).

Intrapreneurial programs can be crafted within organisations to create a culture of innovation that will create new processes, products or services. Such intrapreneurial programs are in fact a competitive strategy that can create new unique selling points and thereby give the organisation a competitive edge (Bernier, 2013), can improve competitive positioning and positively impact the organisations financial performance (Narayanan, Yang and Zahra, 2009).

There are potential downsides to corporate entrepreneurship, however, that must be given careful consideration. By its nature, corporate entrepreneurship inspires individuals to create new businesses (Ariail et al, 2010). Should a potential intrapreneur not be identified, the individual may leave the organisation and become a competitor. Intrapreneurial programs therefore have the risk of creating new competitors for an organisation. Further, in the case of those organisations that successfully create new intrapreneurial ventures, employees left behind can become disengaged and may have a negative effect on the organisation and original business (Chasteen, 2003).

Several themes repeatedly crop up throughout the literature highlighting important areas for consideration when crafting an intrapreneurial organisation. These include: the characteristics of an intrapreneur (Shatter and Schwartz 1991; Ariail et al, 2010), means to identify intrapreneurs and latent intrapreneurs (Clargo and Tunstall, 2011; Ahmad, Nasurdin, and Zainal, 2012), ideation and catalysts for corporate entrepreneurship (Chasteen, 2003; Narasimhalu, 2012), how to achieve intrapreneurial success (Kuratko, Montagno and Hornsby, 1990; Kuratko et al, 1993; Kaplan, 2012), risk of failure (Christensen, 1997; Chasteen, 2003; Ahmad et al, 2012), organisational structure (Ariail et al, 2010; Bhardwaj, Sushil and Momaya, 2010), company culture (Wolcott and Lipitz, 2007; Bernier, 2013), management implications / executive support (Hamel and Breen, 2007; Bhardwaj et al, 2010), reward systems (Schulman, Cox and Stallkamp, 2011; Bernier, 2013), and how to craft an intrapreneurial organisation (Platzek, Winzkerand Pretorius, 2011; Tajeddini and Mueller, 2011).

Several gaps in research to date are evident and it is clear that research carried out on corporate entrepreneurship to date is lacking a detailed empirical analysis of the intrapreneurial process (Hornsby, Naffziger, Kuratko and Montagno, 1993; Duxbury and Murphy, 2009). Existing research is somewhat limited to management and owner managers (Clargo and Tunstall, 2011). There have been repeated calls for further research into the process of corporate entrepreneurship (Gartner, 1998; Gartner, 1989; Duxbury and Murphy, 2009; Clargo and Tunstall, 2011) and how organisations implement corporate entrepreneurship and behave entrepreneurially (Gapp and Fisher, 2007).

This research seeks to research and analyse studies carried out on corporate entrepreneurship to date, with a view to crafting conceptual model of corporate entrepreneurship that will be tested

via case study. Following data collection, analysis and reduction, this model will then be revised with new working hypotheses allowing for the development of a newly revised conceptual model of corporate entrepreneurship. This revised model of corporate entrepreneurship will provide a better understanding of the antecedents to corporate entrepreneurship, the behaviours that result in corporate entrepreneurship and firm level outputs from entrepreneurial activities.

1.2 Introduction to the Harvey Nash Group

The Harvey Nash Group is an entrepreneurial professional services organisation currently listed on the London Stock Exchange. The group operates in more than 40 countries globally. There are three pillars to the Group's portfolio of services:

1. Executive Search and Leadership consulting
2. Professional Recruitment
3. Outsourcing

Under the Group Brand which is the core identity of the group, each service line has numerous *go to market* brands.

1.2.1 Service Lines

Executive search:

This division acts as a trusted advisor to some of the world's largest organisations in helping attract, retain and engage executive and non-executive talent, as well as executive and non-executive talent on an interim basis.

Professional recruitment:

This division is a professional recruitment services consultancy focussed on securing highly-skilled talent globally.

Outsourcing:

This group delivers outsourced software engineering development and testing services, outsourced business processing services and managed services.

Established in 1988, historically, the Group was primarily an executive search business, mainly focussed on permanent revenue generating services delivery. During the *dotcom* collapse, the group was severely affected, having a large exposure to technology clients and internet businesses. Currently the group enjoys a diverse portfolio of services that are complimentary to one another, and a diverse client base ranging across industries such as technology, banking and financial services, oil and gas, blue chip multinationals, start-ups and many more.

With very few assets, the business ultimately is a *people business*, or a *talent business*. This carries through to the workforce where approximately 80% of employees are salesforce. The business is agile and helps clients access “the right talent, at the right time, in the right way” (Harvey Nash manifesto 2020, 2014).

1.2.2 Core pillars to achieve mission and vision

Underpinning the group’s vision and mission are three core pillars:

1. Growth
2. Profitability
3. Sustainability

1.2.2.1 Growth

As a Plc. with financial obligations to its shareholders, growth aspirations are set at 13% year on year. This growth will allow the group to drive market share forward, take a leading position with *go to market* brands and achieve the mission.

1.2.2.2 Profitability

Profitability is considered by the Group to “the currency needed for progression” (Harvey Nash manifesto 2020, 2014). Through the development of long term relationships that deliver repeat business, world-class quality of service, continuous innovation across delivery, processes, and cost efficiencies, the group will achieve superior profitability to compliment growth.

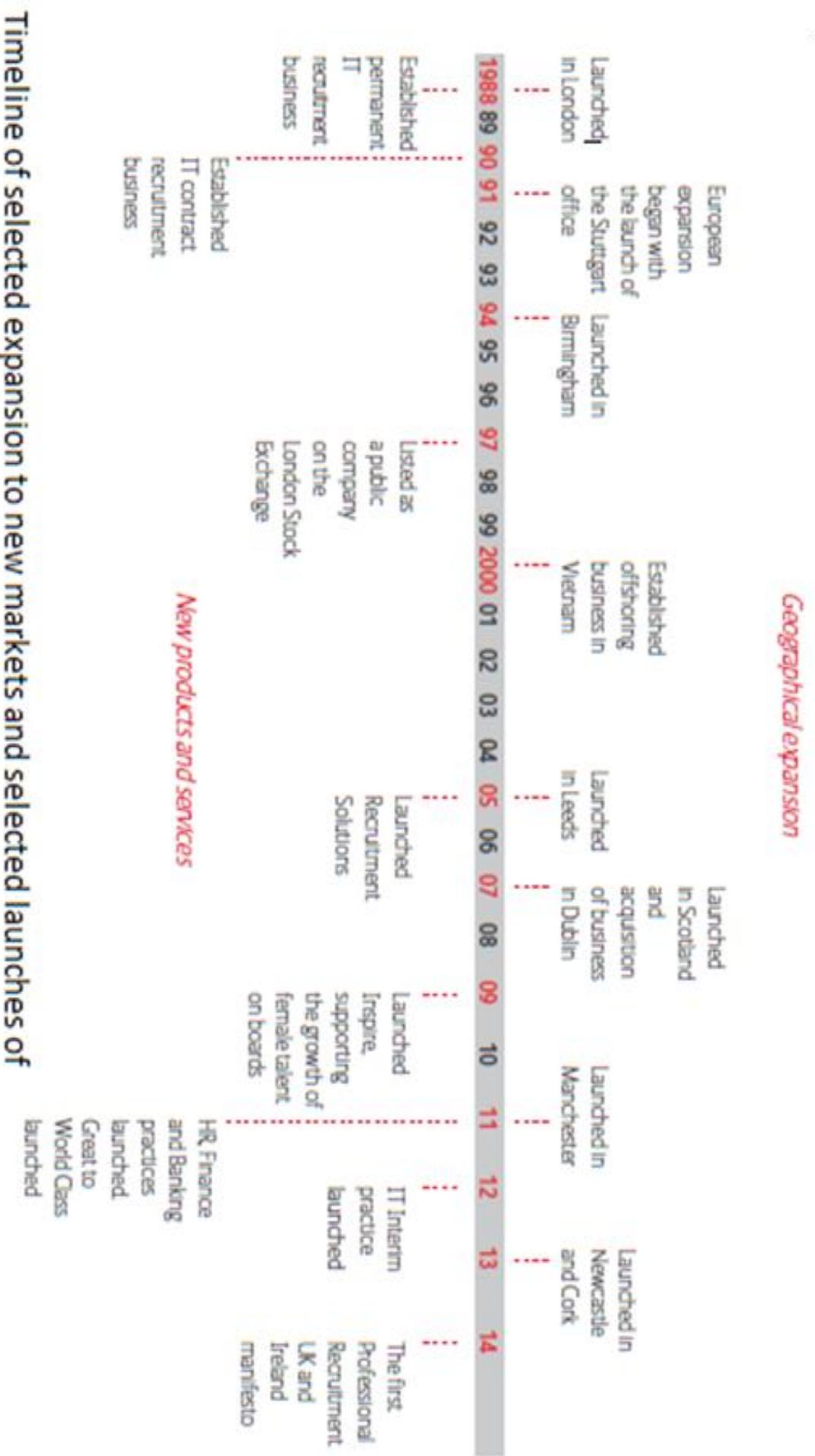
1.2.2.3 Sustainability

The Harvey Nash group believes that sustainability is the bedrock upon which it will achieve its long term goals. It is essential to growth, profitability but also survival through the inevitable downturns that are witnessed through market cycles. This will be achieved through talent and leadership development, service growth strategies, thought leadership events and materials, as well as continuous innovation and evolution.

1.2.2.4 Timeline of certain events

Whilst there have been numerous other activities acquisitions and service lines throughout Europe the USA and Australia (Harvey Nash Group financial reports 2007, 2008, 2009, 2010, 2010, 2011, 2012, 2013), Figure 1 displays a timeline of selected areas of growth and selected launches of new products and services.

Figure 1



Timeline of selected expansion to new markets and selected launches of new services

1.2.3 Company Structure

1.2.3.1 Selected highlights

Selected highlights of the Company structure would be typical of a global Plc, where the board of directors consists of a Group CEO, Group Finance Director, Non-exec chairwoman, European Managing Director, and several non-executive directors. Reporting to the board are CEO of UK and Ireland, Country directors (for example in the case of the United States with multiple geographic locations and service lines). Following then is the strategic leadership team, local leadership teams including local directors, heads of practice, team leaders and so forth to the lower level employee base.

1.2.3.2 Key company structure facts

1. 80% of employees are salesforce
2. 20% support the sales force or, are administrative
3. Between 30% and 20% of the workforce remain with the Group beyond 4-5 years
4. Senior management and leadership remain close to client relationships, and service delivery. Further they act as brand ambassadors

Despite the numerous titles listed above, the organisation enjoys a relatively flat structure whereby any person can lead an initiatives, projects, and client delivery engagements. Matrix leadership is supported to facilitate this. Cross fertilisation of client accounts, global cross selling initiatives and portfolio selling is in the firms DNA.

1.2.4 Select Group strategies

The Group employs numerous strategies to achieve its mission. Select strategies include:

1. Competitive strategies
 - a. New market entry
 - b. Growth through acquisition
 - c. New service lines
2. Brand strategies
 - a. In line with the evolving portfolio of services
3. SHRM strategy
 - a. Designed to attract, develop and retain the best talent
4. Engagement strategy
 - a. Employee engagement
 - b. Client engagement
5. Diversification strategy
 - a. Service portfolio

b. Complimentary yet new services such as business process outsourcing

Each individual strategy and sub-strategy is an evolution of the group strategy, complementary to other strategies and designed to deliver on the three core pillars; Growth, Profitability and Sustainability.

Chapter 2. Literature review

2.1 Introduction

Chapter 2 introduces the literature reviewed for this research. The literature covers academic publications and peer reviewed journals, as well as entrepreneurship and corporate entrepreneurship oriented publications via the web, popular press and academic books. The literature review builds a picture of the antecedents to corporate entrepreneurship, the activities and behaviours of corporate entrepreneurs, as well as the outputs from such activities. Further literature relating to conceptual models of corporate intrapreneurship are reviewed where a number of hypotheses are deduced. This in turn facilitates the creation of an alternative conceptualisation of corporate entrepreneurship which will be tested via a case study.

2.2 Antecedents to corporate entrepreneurship

2.2.1 Creating an entrepreneurial organisation

Firms can evolve, adapt and create frameworks for intrapreneurial activities. Models created must be bespoke. There are 3 stages to creating an intrapreneurial architecture: Identify opportunities and risks, adapt and create activities to encourage corporate entrepreneurship, architect the organisational structure to cultivate corporate entrepreneurship. The design of an organisation can affect its orientation. Therefore, it is important to consider four dynamic factors: Strategy, organisational or business unit structure, culture, and actions (Platzek et al, 2011). Consideration of these factors may in fact bridge the gap between individual and collective approaches toward entrepreneurship and give a holistic understanding of how models of intrapreneurship can be applied (Platzek et al, 2011).

2.2.2 Models of corporate entrepreneurship

Wolcott and Lippitz (2007) argue that there are four models for consideration:

1. The Enabler – For example, Google providing funding and time for innovation.
2. The Opportunist – There is no dedicated approach to corporate entrepreneurship, however the firm will leverage opportunity presented by internal and external networks.
3. The Producer – the firm has a dedicated team tasked with corporate entrepreneurship.
4. The Advocate - this model will have an corporate entrepreneurship evangelist who champions corporate entrepreneurship, however individual business units will engage in the intrapreneurial activity.

According to Zahra (1993), any single model of corporate entrepreneurship is by definition incomplete, therefore it can be assumed that no one model will fit every organisation. To gain a holistic understanding of models (Platzek, 2011) as they can be applied to corporate entrepreneurship in various organisations which are by their nature highly subjective and

complex, more research will be needed to assist with model development and implementation (Belousova et al, 2010; Kuratko, Ireland, Covin and Hornsby, 2005; Duxbury and Murphy, 2009).

2.2.3 Model implementation

It is also argued that there are six steps to implement a model (Wolcott and Lippitz, 2007; Ahmad et al, 2012):

- 1) Create a strategic mission for corporate entrepreneurship.
- 2) Document objectives.
- 3) Gain executive support and remove negativity through strong communication.
- 4) Select an appropriate model.
- 5) Go for low hanging fruit to secure quick wins.
- 6) Evolve the model and processes / stay flexible and take risks.

Models that focus on process, service, and product, can yield significant results as they focus on the existing business to identify new opportunity. A focus on process gives a platform to management to provide better information for decision making (Gapp and Fisher, 2007). However we must give consideration to other factors such as organisational structure and design, and company culture. Failure to do so may lead to bureaucracy, red tape and status quo stifling corporate entrepreneurship (Ariail et al, 2010).

2.2.4 Organisational structure and Company culture

Platzek et al (2011) state that whilst the economy and world at large is complex and ever changing, firms that spot opportunity can remain flexible, and adapt the organisation to identify opportunity and risk. Teams should be lean so as to contain the minimum number of staff needed to successfully fulfil its purpose (Shatter and Schwartz, 1991). Organisational structure should be flat, as bureaucratic middle management and red tape can destroy corporate entrepreneurship (Ariail et al, 2010). However, there is research to suggest that it is possible to ensure that managers act in an entrepreneurial fashion (Clargo and Tunstall, 2011).

There is research to suggest that lowering organisational boundaries does not necessarily have any impact on corporate entrepreneurship. However this may be due to a lower level of documented standard operating procedures (Ahmad et al, 2012), however, other researchers will suggest it is an important consideration and must be aligned to the vision and strategy, which are prerequisite for success (Bhardwaj et al, 2010).

Individual actors within an organisation may have a tendency to criticise ideas. This can inhibit latent intrapreneurs. Safe and positive environments must be created and it must become part of the DNA of the firm (Bernier, 2013). An intrapreneurial organisation's culture must have five key characteristics: a rewards system founded on responsibility and outcomes, managerial support, and availability of resources for intrapreneurial activities. The fourth element is risk taking and

the fifth is organisational structure (Hornsby et al, 1993). Research suggests that organisations should return to their origins when crafting an intrapreneurial culture. It is important to do so in order to capture the essence of risk taking and competition from their early stages of corporate life. Channelling this into small strategic business units that innovate can create new opportunities. The corporation can grow these individual business units, and thereby grow the overall business itself (Schulman et al 2011).

Employee engagement and job satisfaction have also been shown to positively impact on firm growth. As such it is also an important factor when creating an entrepreneurial culture (Antoncic and Antoncic, 2011) for the leadership team who can impact entrepreneurial activities by deliberate actions or simply leading by example (de Jong and Hartog, 2007). Many organisations suffer from management status quo where beliefs and values may need to be challenged to ensure corporate entrepreneurs remain with the firm (Antoncic and Antoncic, 2011; Kaplan, 2012).

2.2.5 Executive support and management implications

Corporate expectations must be set very clear at the early stages of the venture before, during and after the engagement in intrapreneurial activities. Objectives need to be achievable and realistic, to allow projects to succeed or exceed expectations. Regular and transparent reporting is a must. Securing experts to join the team, for example Chief Financial Officer facilitates the delivery of financial information in a credible way (Ariail et al, 2010). Managers of all levels are potential drivers of corporate entrepreneurship. The executive team are responsible for the overall strategy, mission and vision of the future, all of which in turn are prerequisite to, and catalyst for successful intrapreneurial ventures (Bhardwaj et al, 2010).

A new approach to management is needed for any business that creates a new venture within the existing business. To enter new markets, create new products or services, new approaches that differ from the traditional approaches used by the existing business will be needed (Shatter and Schwartz 1991). Hamel and Breen (2007) argue that the most needed skills are the least manageable. Therefore we need new principles to manage innovation, creativity, and employee engagement. Managers must evolve as must the practice of management. Core fundamental beliefs and practices must be evolved. According to Kaplan (2012) to lead and manage disruptive innovation organisations must first disrupt management itself. A completely new set of behaviours and change in mind-set are needed.

2.3 Entrepreneurial behaviours and activities

The numerous activities and behaviours of entrepreneurs have often been characterised as ideation and implementation (Axtel, Holman, Unsworth, Wall, Waterson and Harrington, 2000;

de Jong and Hartog, 2007). However, according to de Jong and Hartog (2007) any behaviour that contributes to the innovation process is considered innovative behaviour. Such innovative behaviours lead to new products, or services, or processes. As such it is important to understand the characteristics of intrapreneurs, their behaviours, and the means to catalyse and incentivise ideation and implementation.

2.3.1 Characteristics of intrapreneurs

Research to date is often contradictory in that certain bodies of research suggest that intrapreneurs have and can be identified by certain key characteristics (Hornsby et al, 1993), while other researchers state that the characteristics of an intrapreneur are less important than the process itself (Gartner 1989). Hornsby et al (1993) suggest that there are several key characteristics that separate entrepreneurs from the general population. These characteristics are: risk taking propensity, need for autonomy, a need for achievement, goal orientation and internal locus of control. Should an organisation align these characteristics with the organisational characteristics, it makes it easier to act upon opportunities. De Jong and Wennekers (2008) discuss the key characteristics of the intrapreneur to include those actors who are self-starters, idea generators, those who pursue ideas regardless of means, and those who pursue new, innovative ideas that challenge the status quo. Project management skills can be very effective, particularly when dealing with crises (Shatter and Schwartz, 1991).

Successful intrapreneurial efforts are due to key people with excellent decision making skills (Ariail et al, 2010). The delegations of decision making and judgement calls, by senior management to middle management can improve organisational structures and may in fact be a direct trigger of innovativeness (Ahmad et al, 2012). Kaplan (2012) states that decision making is a skill and a key characteristic of an intrapreneur. The intrapreneur may in fact be able to decide without needing too much data. It is argued that the more data a manager has, the less likely the manager is to make decisions and the skill of filtering data so as to ignore elements can be valuable. The ability to ignore certain data and focus on value creation is important. However, a certain comfort with ambiguity and extended periods of criticism are important for leaders and leaders of certain functions such as Research & Development divisions will in fact expect autonomy to make decisions (Shatter and Schwartz 1991).

Bernier (2013) states that Millennials and *Generation Y* employees have an embedded desire to be the Chief Executive Officer, or work in a start-up. As such they are very likely to become behave intrapreneurially. Such intrapreneurial types want to be heard. They want to voice their idea, and see action as a result, making them excellent change agents. There is however risk attached to such employees as they may seek to leave the organisation to set up as a competitor to the original organisation. Access to money, attitude to risk, and entrepreneurial ability all dictate the

route someone may take (Clargo and Tunstall, 2011). As such it is important to identify intrapreneurs as early as the recruitment stage.

While certain traits and characteristics may typify an entrepreneur, the variety of roles the latent entrepreneur may hold or be currently in, can make it difficult to identify them (Porter 1985). However, it is possible with the right approach and focus to identify latent intrapreneurs, and develop them within the context of the existing organisation. Research suggests this will grow the organisation and increase profitability (Gapp and Fisher, 2007).

During the recruitment process it is possible to can identify intrapreneurial types using the Personalysis study. Intrapreneurs can be identified via skills, interests, and attitudes, to build a picture of what drives the person. Managers can hire in talent, recruit fresh blood, and should seek to recruit creative people, however all organisations will have latent intrapreneurs that must be awakened (Ariail et al, 2010). To identify latent intrapreneurs all employees must be canvassed to identify those with entrepreneurial traits. The inclusion of subordinate employees at all levels can facilitate change in a democratic way that allows people to feel involved in the process. It is argued that this is in fact a far superior method of driving change than management direction (Brunaker and Kurvinen 2005). However, studies indicate that employees working with the sales function of firms can have a greater tendency to be entrepreneurial. This can be due to less rigid organisational boundaries, revenue orientation, and a focus on goals and outcomes (Clargo and Tunstall, 2011). It is argued that removing or significantly limiting organisational boundaries in the intrapreneurial organisational structure will have a positive impact on intrapreneurial activity by latent intrapreneurs (Ahmad et al, 2012). With the right culture and environment, it is possible to ensure that managers act in an entrepreneurial fashion. Further the same process can be applied to subordinates. However, subordinates must be continuously motivated. Therefore, a strategy that includes a long term HR strategy, is implied as being essential in creating an entrepreneurial organisation (Clargo and Tunstall, 2011).

2.3.2 Catalysts for ideation, opportunity discovery and opportunity exploitation

Intrapreneurs are driven to solve problems, driven by decision making and have a desire to affect change (Ariail et al, 2010). Such intent is best focussed via understanding of the market cycle. This will give an insight to whether it is ready for an incremental innovation, disruption. Knowledge of the market cycle will dictate how well it is prepared to receive an innovation (Narasimhalu 2012). As markets move from one cycle to another, both small medium and large firms can lose market share should they not prepare and be ready to innovate. Fujifilm, IBM, Polaroid and many other organisations lost market share when disrupted by innovative organisations such as Apple. Preventing such catastrophic loss of market share drives the need for continuous innovation. Push and pull factors from the market can dictate how an organisation will approach such activity (Chasteen, 2003). There are many precipitating events that can act as a catalyst to corporate

entrepreneurship such as mergers and acquisitions managerial change, development of new procedures, competitors moves, cost reduction, change in consumer demand, economic change, or societal change. When the intrapreneur, the catalyst and the organisation combine, this will culminate in the intrapreneurial activity (Hornsby et al, 1993).

2.3.3 Rewarding entrepreneurial behaviour

Rewarding intrapreneurial behaviours can awaken latent intrapreneurs, and may attract intrapreneurial types to the organisation. Google staffers with successful ideas have been known to make millions of dollars in reward for their concepts (Bernier, 2013). It is acknowledged that a proper reward system can spur innovation and enhance entrepreneurial activities and methods such as equity participation for intrapreneurs is a very powerful method to ensure dedication of the intrapreneur to the venture. It gives the intrapreneur the ability to grow their investment in the venture over time. This also gives an increased sense of ownership and responsibility that can be very important to early stages of any venture and to its success (Ariail et al, 2010; Schulamn et al, 2011). Thus, reward strategy has become an increasing component of discovery and exploitation of entrepreneurial organisation.

2.4 Outputs of corporate entrepreneurship

It is widely acknowledged throughout research that corporate entrepreneurship can positively impact on firms health (Belousova et al, 2010) and can positively impact firm profitability (Gapp and Fisher, 2007). According to Antoncic and Antoncic (2011) corporate entrepreneurship can also positively affect firm growth. Therefore, it is important to consider both financial and non-financial outputs resulting from corporate entrepreneurship.

2.4.1 Financial versus non-financial outputs of corporate entrepreneurship

The outputs of corporate entrepreneurship can be both financial and non-financial according to Karimi, Malekmohamadi, Daryani and Rezvanfar (2010). Financial impacts being evident through financial indicators such as new market entry resulting in revenue generation, and non-financial impacts evident through new process generation or positive impact on employee satisfaction (de Jong and Hartog, 2007; Lumpkin and Dess, 2005; Karim et al, 2010). Naturally, positive outcomes are largely due to successful ventures, therefore we must consider success factors, risk and factors that may lead to failure.

2.4.2 Success versus risk of failure

Successful efforts are due to key people, with excellent decision making skills. Teams often consist of a small core group of people with vested interest and focussed on success. Success can also have a contagion effect that spreads through the organisation (Ariail et al, 2010). Research states that organisations should take full advantage of entrepreneurial types as a part of the

process of opportunity discovery (Clargo and Tunstall, 2011) , and outside contractors should be considered when building small and lean teams (Shatter and Schwartz 1991).

Careful business planning is essential to the success of an intrapreneurial organisation. In fact, research suggests that careful business planning can negate failure, or give insight to whether the venture should be pursued at all. Corporate business planning training should be an essential part of the intrapreneurial process (Hornsby et al, 1993), particularly for high potential intrapreneurs and potential intrapreneurs (Zimmerman, 2011). Resource allocation is absolutely essential to the success of any intrapreneurial venture. *Cash is King* as the saying goes, and will be an important part of implementing the business plan (Kuratko et al 1990). Given the numerous potential legal implications with risk taking, this will have impacts on managerial support and decision making (Tajeddini and Mueller 2011).

Creating new businesses within the firm is high risk. There are many failures. Unsuccessful efforts are often due to bad decisions and red tape, bureaucratic burden. Committees that overrule instinct, or issues highlighted can often contribute to failure (Ariail et al, 2010). However, well managed companies can fail, when they fail to spot and confront disruptive technologies (Christensen 1997). Managers must be aware of the difference between rules and control measures needed. Managers will need to operate outside of this, and apply a flexible approach to encouraging entrepreneurs. Stifling policies and procedures may in fact push intrapreneurs to reject the corporation as they are pulled by their idea (Clargo and Tunstall, 2011).

Failure, lack of control, and unexpected events are inevitable. Luck itself can play a part and must be considered a part of the journey. Failure should in fact be called trial and error. Failure itself is a positive thing as it leads to better process, better quality, and gives insights. Such an approach leads to progress (Kaplan 2012).

To better understand the process of corporate entrepreneurship visual aids such as conceptual models have been developed by numerous researchers. However there has been a great variation in the models with no one model being perfect. Further, due to the subjective nature of corporate entrepreneurship more research is needed (Belousova et al, 2010; Kuratko, Ireland, Covin and Hornsby, 2005; Duxbury and Murphy, 2009) with conceptual models being useful to facilitate a better understanding of the antecedents, actions and behaviours of corporate entrepreneurship as well as both the financial and non-financial outcomes of corporate entrepreneurship. To this point this research will work towards the conceptualisation of a model of corporate entrepreneurship.

2.5 Development of a conceptual model of corporate entrepreneurship

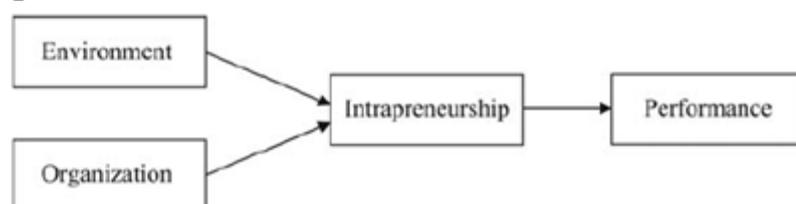
2.5.1 Context for the development of a conceptual model of corporate entrepreneurship

According to Belousova, Gailly and Basso (2010) much research has been carried out in recent times on corporate entrepreneurship. Such attention is an important activity for a firm's health (Belousova et al, 2010) but also for its profitability (Gapp and Fisher, 2007), growth (Antoncic and Antoncic, 2011) and its very survival (Pinchot, 2000; Kaplan 2012). However, the numerous factors that form corporate entrepreneurship research have not yet been fully exhausted and more attention is needed to fully understand how this phenomenon occurs (Belousova et al, 2010; Kuratko, Ireland, Covin and Hornsby, 2005; Duxbury and Murphy, 2009) either by unintentional or deliberate acts. A conceptual model of corporate entrepreneurship is introduced here to represent the various activities and stages of corporate entrepreneurship and to represent the volume of research to date relevant to corporate entrepreneurship. This representation will be provided in the form of a conceptual model of corporate entrepreneurship.

2.5.2 Toward the development of a conceptual model of corporate entrepreneurship

According to Antoncic and Hisrich (2001) corporate entrepreneurship can play a part in reinvigorating an organisation and positively affecting the firm performance. Antoncic and Hisrich (2001) proposed a model of corporate entrepreneurship that suggests environmental factors and organisational support factors can lead to corporate entrepreneurship which positively affects firm performance (see Figure 2). Ireland, Covin and Kuratko (2009) defined corporate entrepreneurship as the result of vision directed, organisation-wide entrepreneurial behaviours that recognise and exploit entrepreneurial opportunity.

Figure 2



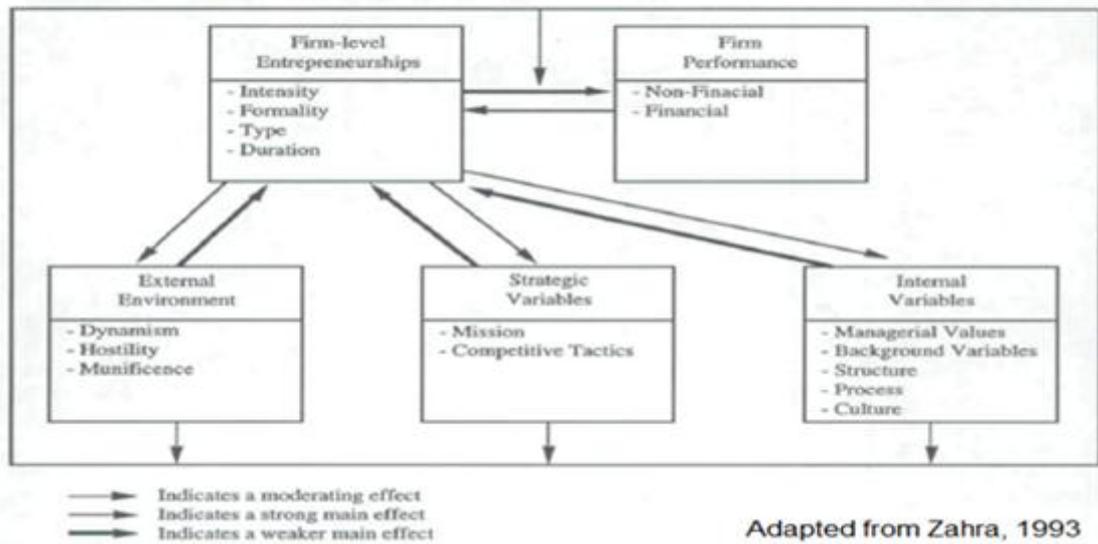
Source: Adapted from Antoncic and Hisrich (2001)

The intrapreneurship model

Covin and Slevin (1991) proposed an alternative model of corporate entrepreneurship that accounted for additional input factors. Specifically, they referred to strategic variables such as the organisation's mission, and competitive strategies and tactics such as strategic management (Kraus, Kaurenen and Reschke, 2011; Ireland et al, 2009), as direct antecedents to corporate entrepreneurship. However, Zahra (1993) adapted Covin and Slevin's model to include further four additional factors with the most important being to split performance to indicate both financial and non-financial outcomes (see Figure 3).

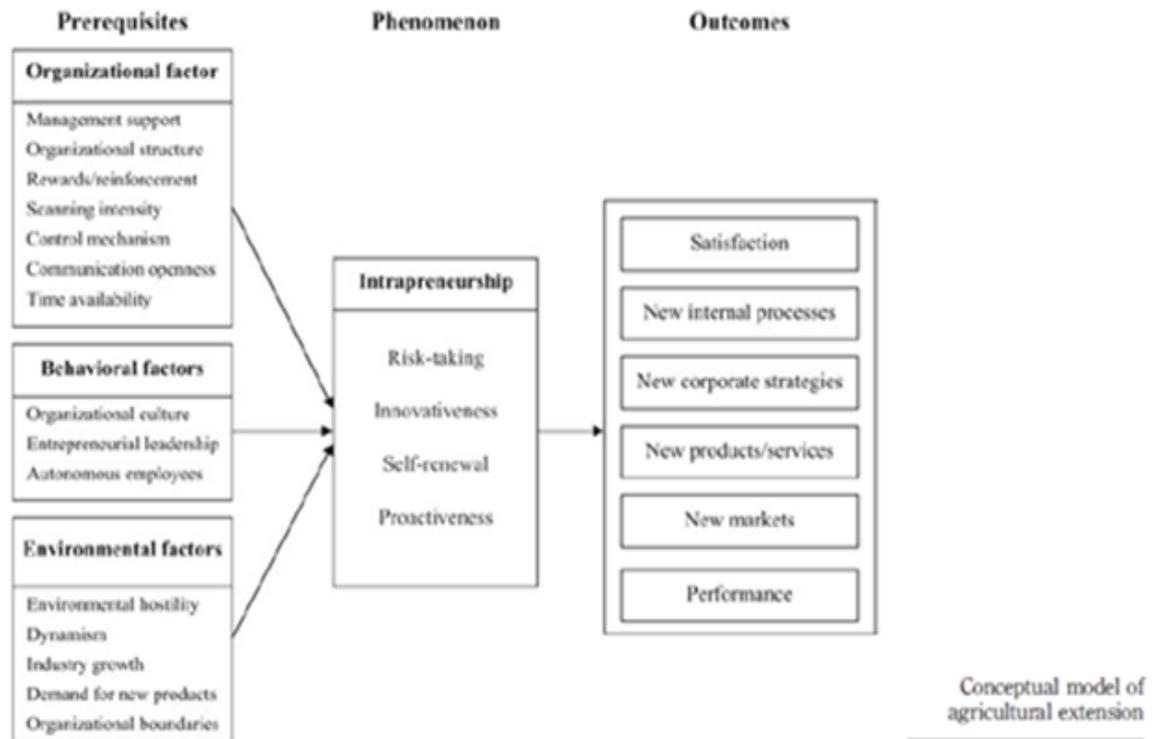
Figure 3

A Revised Conceptual Framework of Firm-level Entrepreneurship



Behavioural factors are an important antecedent to corporate entrepreneurship. As indicated by Karimi et al (2010) and Kraus et al (2011) organisational culture, strategic and entrepreneurial leadership (Ireland et al, 2009), and autonomous employees can have a positive impact on intrapreneurial behaviours. As such behavioural factors account for a significant input to the conceptual model we will propose in this paper. Karimi et al (2010) further split the outcomes from entrepreneurial activities to include financial outcomes such as new products or services, and development of new markets, or new market entry (see figure 4). Corporate entrepreneurship is also widely recognised as having a positive effect on firm profitability (Gapp and Fisher, 2007). Non-financial outcomes include new competitive strategies, new internal processes (Karimi et al, 2010), and satisfaction of organisational members (Lumpkin and Dess, 2005; Karim et al, 2010).

Figure 4



Adapted from Karimi, Malekmohamadi, Daryani and Rezvanfar 2010

2.5.3 Hypotheses

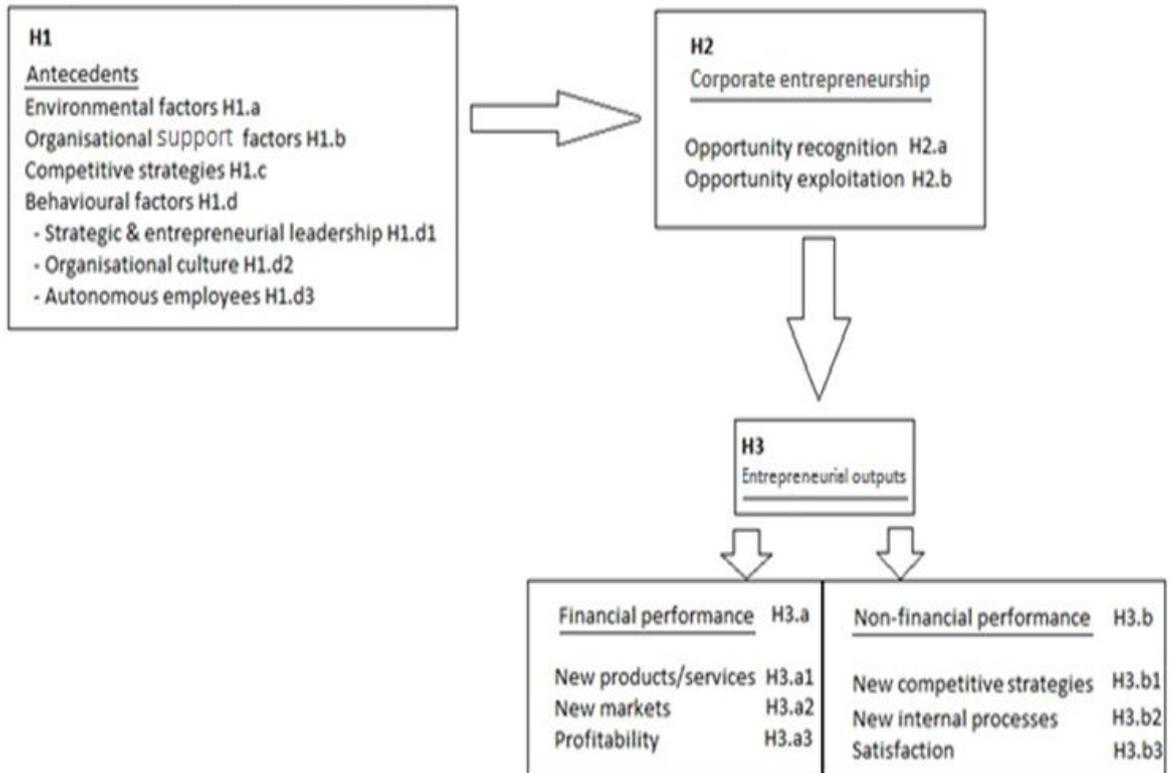
Thus we propose the following hypotheses: **H1:** Environmental factors (H1.a), Organisational support factors (H1.b), Strategic factors (H1.c), and behavioural factors (H1.d) such as Strategic and entrepreneurial leadership (H1.d1), organisational culture (H1.d2), and autonomous employees (H1.d3) lead to **H2:** Corporate entrepreneurship. Corporate entrepreneurship is defined as opportunity recognition (H2.a) and opportunity exploitation (H2.b). Further, corporate entrepreneurship leads to **H3:** Entrepreneurial outputs that can positively affect firm performance. Firm performance is indicated through financial outcomes (H3.a) including new products or services (H3.a1), and new markets (H3.a2) and profitability (H3.a3). Firm performance may also result in non-financial outcomes (H3.b) including new competitive strategies (H3.b1), new internal processes (H3.b2), and satisfaction (H3.b3).

2.5.4 An alternative conceptual model of corporate entrepreneurship

Figure 5 displays the proposed alternative conceptualisation of a model for corporate entrepreneurship. This model proposes that Environmental factors, organisational support factors, firm competitive strategy and behavioural factors such as strategic and entrepreneurial leadership, organisational culture, and autonomous employees set the context for intrapreneurial behaviours such as entrepreneurial opportunity recognition and entrepreneurial opportunity exploitation. These entrepreneurial behaviours and activities lead to firm outcomes that are both financial; new products/services, new markets, profitability, and also non-financial; new competitive strategies, new internal processes, and satisfaction.

Figure 5

Conceptual model for corporate entrepreneurship



The proposed conceptual model will be tested during the development of a case study of the Harvey Nash Group Plc. Using qualitative research methods outlined in chapter 3, the model will be applied via a single case study approach with a view to the development of an understanding of the overall context in which corporate entrepreneurship occurs.

2.5.5 Research problem and aims of research

Research indicates that all businesses must innovate, create new prod and services or go into new markets to survive (Kanter 1997; Ariail et al, 2010). The objective of this research is to develop and test a conceptual model of corporate entrepreneurship. Benefits of this include a better understanding of the antecedents to corporate entrepreneurship, an understanding of how firms behave entrepreneurially and the resulting entrepreneurial outputs, be they financial or otherwise.

Chapter 3. Research design and methodology

3.1 Introduction and context

This study conducted an investigative and descriptive research of the antecedents for, contextual behaviours and resulting outputs of corporate entrepreneurship. The goal is to test a conceptualised model of corporate entrepreneurship to better understand how corporate entrepreneurship occurs within organisations. Specifically, the researcher used a single case study of The Harvey Nash Group Plc. that had three main goals:

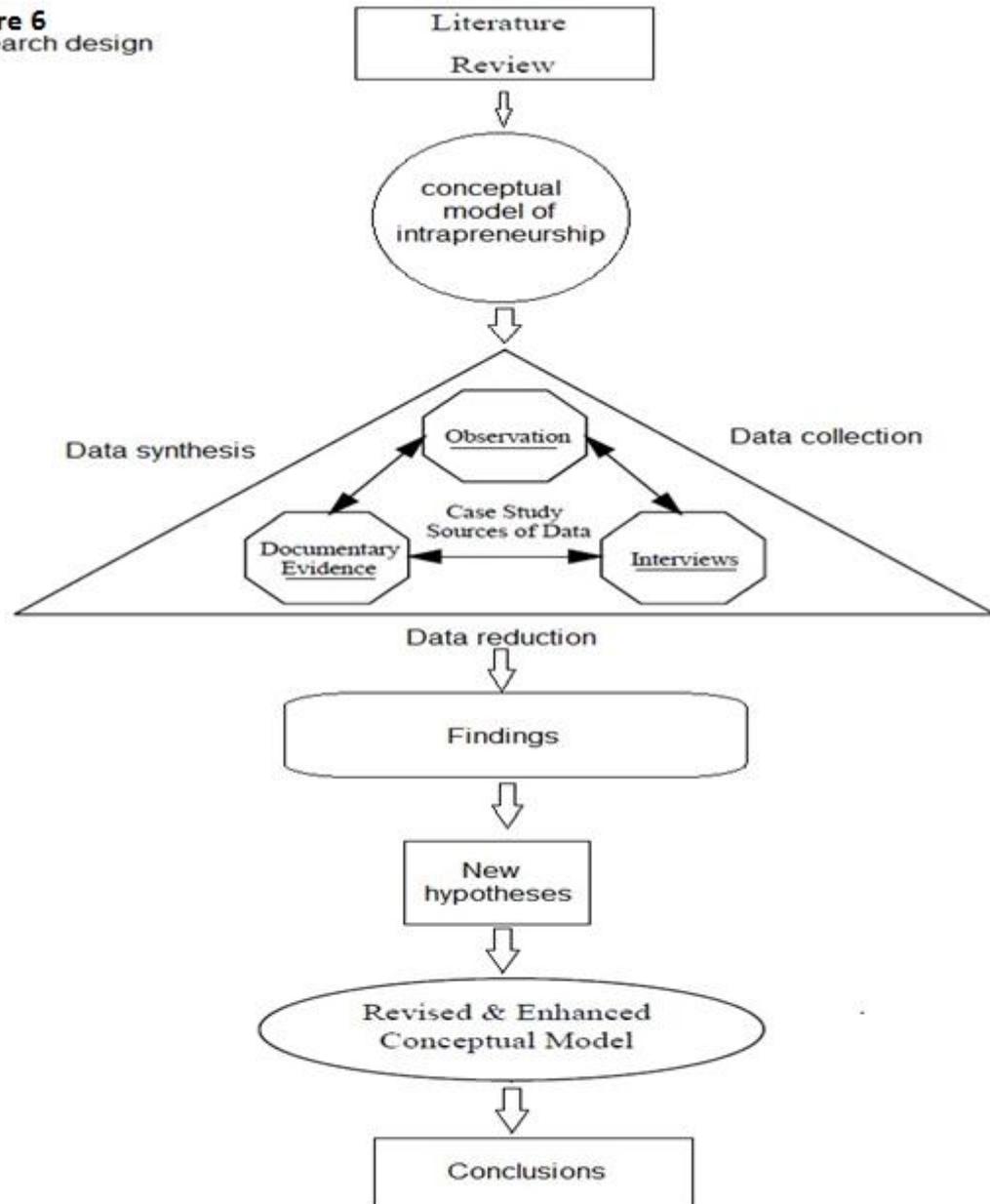
1. To develop a conceptualise a model of corporate entrepreneurship
2. Test the conceptualised model of corporate entrepreneurship
3. Develop an understanding of the overall context in which corporate entrepreneurship occurs

The literature review highlighted both the critical need for organisations to act entrepreneurially and the lack of qualitative empirical research on the subject of corporate entrepreneurship, resulting in the primary motivation for the researcher to focus on this subject.

To address the objectives of this research this author has developed a single method research strategy that directly addresses both the investigative and descriptive nature of the research. Described here, are the study design, data collection method and data analysis used to collect the volume of data needed to address the research questions. Further, this author highlights the research limitations methodology concerns encountered.

Figure 6 displays the research design. This shows the logical flow between the literature review, the development of a conceptualised model of corporate entrepreneurship, the collection and reduction of data to formulate findings. The flow shows how these findings result in new hypotheses, and the creation of a new conceptual model of corporate entrepreneurship.

Figure 6
Research design



3.2 Research Strategy: Quantitative analysis, single case study, and model building

With the establishment of the main research goals, the research must test a conceptualised model of corporate entrepreneurship and understand how corporate entrepreneurship can occur. The research strategy must also yield enough data to answer the 6 interview questions that have been developed from the research goals or research problems:

1. To develop a conceptualise a model of corporate entrepreneurship
2. Test the conceptualised model of corporate entrepreneurship

3. Develop an understanding of the overall context in which corporate entrepreneurship occurs, namely the antecedents to corporate entrepreneurship, the activities and behaviours and outputs from those activities and behaviours.

Section 3.3 details the research strategy set out to deliver the answers to the research goals.

3.3 Core aspects to the strategy

There are 3 core aspects to the strategy, namely; qualitative, single case study approach, and model building.

3.3.1 Qualitative Research

Due to the subjectivity of qualitative research it could be argued that quantitative research provides more scientific evidence and therefore more accurate findings (Kohlbacher, 2006). However, across the past 10 years qualitative research has enjoyed a growth in attention. Several important aspects that cannot be addressed by quantitative research such as behaviour can in fact be addressed through qualitative research (Roshan and Deeptee, 2009; Yin, 2009; Bhardwaj et al, 2010). Further, qualitative research facilitates a study of actors in their natural environment and is a much needed research strategy as a contributor to future research into corporate entrepreneurship (Duxbury and Murphy, 2009). As such it is concluded that qualitative research leads toward investigation, discovery, and understanding of corporate entrepreneurship.

Assumptions include:

1. Qualitative Research enables investigation and discovery: According to Bryman and Bell (2003) qualitative methods facilitate the viewing of events and situations with organisations as if *“through the eyes of the people that were studied”*.
2. Qualitative research provides a holistic understanding: According to Patton (1990) qualitative research can give unique insight to the nuances, complexities and the overall context in which events occur.

The Harvey Nash Group has multiple services offerings in numerous geographic locations. To understand the complexities of the overall context in which corporate entrepreneurship takes place within the Harvey Nash Group, it will be valuable to understand from the actor’s perspectives how such events occur (Yin, 2004; Bryman and Bell 2003). To this end a single case study approach has been adopted.

3.3.2 A single case study approach

According to Yin (2004) the case study is a very pertinent approach to research, particularly when the researcher wishes to know how something can happen, what happens, and what the outcomes are. Specific to this research the researchers wishes to ascertain how corporate entrepreneurship occurs, what the activities are, and what the outcomes of intrapreneurial behaviour may be. Further the case study can shed light on descriptive and explanatory events

where the goal may be to gain a close understanding of events from the perspective of the actors in the field (Yin, 2004; Bryman and Bell 2003).

A single case study approach was then selected due to the researcher's position as an employee of the target organisation. This provided special access to actors in the field coupled with the removal of barriers or inhibitions to be truthful (Yin, 2004). Further, single case studies are warranted when the information discovered can yield answers to problems faced by other firms (Yin, 1989), something that this research has established as being imperative to the growth, profitability, health and survival of all firms (Gapp and Fisher, 2007; Belousova et al, 2010; Antoncic and Antoncic, 2011; Pinchot, 2000; Kaplan, 2012).

The study applied to the Harvey Nash Group will give insight to the factors that led the organisation to become entrepreneurial, how individual intrapreneurs behave and the numerous outputs from such activities. Further, development of this case has the potential to answer the numerous repeated calls for further research into the process of corporate entrepreneurship (Gartner 1998; Gartner 1989; Clargo and Tunstall, 2011) and the nuances of how the Harvey Nash group behaves entrepreneurially (Gapp and Fisher, 2007).

3.3.3 Model building

In the literature the research introduced a conceptual model of corporate entrepreneurship based on extensive research of relevant material, research and established models for corporate entrepreneurship. The literature reviewed and development of this model has led the researcher to create hypotheses upon which to base initial data collection. According to Patton (1990) conceptual models can create frameworks from which researchers can add structure to the many nuances, complexities and overall context in which corporate entrepreneurship occurs. In essence the proposed model needs investigation and validation or otherwise.

During the research stages, the conceptual model served more purpose as a visual aid to help understand the process of corporate entrepreneurship. As such it is purposeful and is an important element to the research, but secondary however, to discovery and understanding corporate entrepreneurship with the Harvey Nash Group.

3.4 Data collection

In order to collect the necessary data needed to test the conceptualised model of corporate entrepreneurship, the researcher has opted for a semi-structured qualitative data collection method. Interviews will be designed with six interview questions developed from the model hypotheses in order to answer the research problems. Leveraging the framework for

development of case study research questions developed by Baxter and Jack (2008), the goals during analysis will be as follows:

1. Analyse the unit in question (Harvey Nash Group)
2. Analyse individuals within the group – those exhibiting, discovering and exploiting entrepreneurial opportunities
3. Analyse the processes
4. Analyse the outputs and resulting outputs from corporate entrepreneurship, both financial and non-financial

Other methods of data collection included research conducted on company thought leadership material and literature, documentation, website, financial reports and first hand participant observation from within the organisation, giving a first-hand view and direct engagement with the actors in their natural environment (Hammersley and Atkinson, 1995; Guba and Lincoln, 1981). It is arguable that the researchers' position as an employee may have compromised the ability to remain objective or be affected by bias; however, one further goal of the researcher was to leverage the unique access to key interviewees without compromising objectivity. As such 3 data collection methods were utilised. Table 3-1 displays the sources of data and utilisation:

Table 3-1**Source, type, utility and purpose from each data collection method**

Source of data	Type of data	Utility of data	Purpose
Semi-structured interviews	Audio recordings, and textual notes giving history, context, participants' reconstructions, constructions and experiences	Data validated other sources of data, provided first hand perceptions, observations, interpretations and understandings of issues that relate to corporate entrepreneurship within the Harvey Nash Group	Assisted in uncovering the antecedents to and behaviours of entrepreneurs within the Harvey Nash Group. Uncovered corporate strategies, individual behaviours, and outputs from varying levels of experience, status and involvement in events that led to, constrained or influenced intrapreneurship entrepreneurs within the Harvey Nash Group
Primary source material, company literature and thought leadership material, and documentary evidence	Textual data such as corporate website, publications, marketing information, internal communications, annual reports, group manifesto	Data provided official internal and external focussed information pertaining to corporate entrepreneurship entrepreneurs within the Harvey Nash Group. Validated other sources of data	Data assisted in uncovering entrepreneurial activities, and outputs from entrepreneurial activities and ventures
Participant observation	First hand observations and participation in events directly related to the research. Textual	Provided the researcher with first-hand experience of corporate entrepreneurship entrepreneurs within the Harvey Nash Group. This	Provided a unique insight and assisted in understanding all data gathered during the semi structured interviews. Assisted

	data recordings such as field notes, codes, and observations from the field of entrepreneurial activities, processes and outputs	experience was within the normal context within the Harvey Nash Group	with investigation of documentary evidence
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Leveraging multiple sources of data as evidence allows for the creation of an information database for case studies. This facilitates the creation of a line of evidence that is easy to follow but more importantly provide for quality control during the data collection process (Yin, 2003). Further, according to Merriam (1988) the multiple sources of information allow for a triangulation of information, thereby addressing data credibility and construct credibility.

3.4.1 Sources of data

3.4.1.1 Documentary evidence

As mentioned throughout the third chapter which detailed the methodological approach, a qualitative research was conducted using a semi structured interview process of key informants in the field. This research was supported by documentary evidence and participant observation. Included in the documentary evidence were the Harvey Nash financial reports from 2007 through to 2013. The focus of analysis of these documents was on key acquisitions, new market entries, new strategies employed, and to secure a form of narrative explaining key achievements in the areas of growth, sustainability and profitability.

3.4.1.2 Participant observation

Participant observation allowed the researcher to be a part of the social scene in which group strategies were employed. With a particular focus on subordinates but also the leadership team. This method gave insights to the gaps between group strategy and action on the ground in the actors natural environments (Hammersley and Atkinson, 1995; Guba and Lincoln, 1981). It also gave unique insight to the nuances of day to day delivery as it both supported and created barriers to intrapreneurship. Participant observation served as a method of validation for the subsequent interviews.

3.4.1.3 Semi structured interviews

3.4.1.3.1 Interviews

According to Patton (1990) interviews provide a means to collect data on phenomena and events or other things that the researcher cannot observe. As such Group level strategies and other

information formulated at board level became accessible. Due to the nuances and complexities of the Harvey Nash Group, context from the actor is essential and achievable using interviews (Yin, 1994). Further, as noted by Patton (1990) the data collected is rich and in depth.

3.4.1.3.2 Samples

In total 5 interviews were conducted over a period of 3 months, from June 2014 to August 2014. All interviewees were in an entrepreneurial role and represented various levels of responsibility within the Group. Interviewees included:

1. Business process consultant
2. Head of Practice
3. Director
4. Country Managing Director
5. CEO of recruitment business UK and Ireland

3.4.2 Data collection framework

To collect the necessary data a framework was developed to query the case examples developed during the development of the alternative proposed conceptual model of corporate entrepreneurship and the associated hypotheses. Figure 7 displays the data collection framework which was adapted from Baxter and Jack's data collection framework guide (2008):

Figure 7
Data collection framework

Case Examples	Research interview questions
The antecedents to corporate entrepreneurship	<p>Research interview question 1: What are the internal and external factors that have led to Harvey Nash Group Plc. to behave entrepreneurially?</p> <p>Research interview question 2: What are the main drivers of corporate entrepreneurship within Harvey Nash, from a top down perspective versus a bottom up perspective?</p>
The behaviours and activities exhibited during corporate entrepreneurship	<p>Research interview question 3: Describe how entrepreneurial behaviour is discovered within the Harvey Nash Group Plc?</p> <p>Research interview question 4: Describe how the employees of Harvey Nash Group Plc. behave entrepreneurially?</p>
The outputs and effects of corporate entrepreneurship on firm growth, profitability as well as non-financial outcomes	<p>Research interview question 5: Describe the outputs from corporate entrepreneurship can be described or evidenced within the Harvey Nash Group? How do these relate to growth and profitability?</p> <p>Research interview question 6: What non-financial outcomes from corporate entrepreneurship can be described or evidenced within the Harvey Nash Group?</p>

Adapted from Baxter and Jack, 2008

As such the research interview questions are:

1. What are the internal and external factors that have led to Harvey Nash Group Plc. to behave entrepreneurially?
2. What are the main drivers of corporate entrepreneurship within Harvey Nash, from a top down perspective versus a bottom up perspective?
3. Describe how entrepreneurial behaviour is discovered within the Harvey Nash Group Plc?
4. Describe how the employees of Harvey Nash Group Plc. behave entrepreneurially?
5. Describe the outputs from corporate entrepreneurship can be described or evidenced within the Harvey Nash Group? How do these relate to growth and profitability?

6. What non-financial outcomes from corporate entrepreneurship can be described or evidenced within the Harvey Nash Group?

Each of the six research interview questions will address various aspects of the conceptualised model. However, the conceptualised model of corporate entrepreneurship is broad and therefore a semi structured interview is necessary to allow for deviation to full understand context behind decisions, actions, activities etc. (Cohen, Manion and Morrison, 2007; Newton, 2010). Face to face Interviews were chosen as a method due to the researchers status as an employee in the Harvey Nash Group, access to interviewee's, coupled with the communication and interviewing skills of the interviewer (Clough and Nutbrown, 2007; Newton, 2010). Face to face semi structured interviews were chose for the following reasons:

- 1) Face to face semi structured interviews provide rich data
- 2) Data gathered can be analysed in different ways
- 3) Access to the interviewees is not overly limited
- 4) A premium has been placed by the researcher on context

Data will be recorded from multiple interviewees at different stages of career progression, representing different perspectives. These levels of career include:

- 1) Consultant
- 2) Middle management
- 3) Senior management
- 4) Country management/Country managing director
- 5) CEO for the UK and Ireland recruitment business

An actor at consultant level was chosen due to active participation in entrepreneurial business process activities. Middle management was chosen due to interaction with lower level employees, proximity to ideation and entrepreneurial activity recognition and exploitation, senior management due to its ability to sponsor and drive the entrepreneurial behaviours post discovery, Country management due to knowledge of outputs, reporting lines and strategy delivery, and the CEO to fully understand group strategy and overall context.

It is arguable that a potential flaw in the data collection method is the lack of inclusion of lower level employees at delivery level. However each of the interviewees has progressed their career in the Harvey Nash Group Plc. from low level employee through to more senior and/or managerial and executive positions. Therefore it is arguable that this missing perspective is also included by default.

3.5 Method of data analysis

During the data collection stage data was coded as it validated sections of the conceptualised model, or otherwise, and notes were taken. There was an on-going comparison between the literature reviewed to date, existing models of corporate entrepreneurship and corporate entrepreneurship within the Harvey Nash Group in order to arrive at points of validation or not, or new information that could lead to a revised conceptual model of corporate entrepreneurship. As such *grounded theory* was used as a means of data analysis. Grounded theory facilitates cross comparison of interviews and of other models while also allowing for the nuances and complexities of the many variables that lead to entrepreneurial output (Borgatti, 2006).

The information gained during each interview created a greater knowledge base of data which in turn allowed interviews that followed on to be adjusted to cover issues that were not covered in previous interviews. As such *theoretical sampling* was a tool used. Further, the aforementioned on-going comparison of data, models, and literature lead to *constant comparison* being used as a tool (Bryman and Bell 2003). Further, *purposeful sampling*, synonymous with theoretical sampling, was used as a tool to refine the conceived model of corporate entrepreneurship as a new understanding emerged (Glaser and Strauss, 1967).

3.6 Reflections on the methodological choices

Given the professional experience of the researcher as an interviewer, the ease of access to high level employees of the Harvey Nash Group, and the benefits derived from face to face interviews as previously mentioned; semi structured qualitative interviews were the best option for data collection. However, one of the main barriers to data collection was familiarity between the interviewer and the interviewees coupled with an expectation of understanding and knowledge of the Harvey Nash Group by the interviewer. As such it was initially difficult to separate the interviewer from the position of Harvey Nash Group employee. Further issues encountered were time related, and the broad nature of the conceived model of corporate entrepreneurship. It is arguable participant observation may have limited objectivity, but overall it was a valuable tool for confirming information.

However, the analysis methods and tools chose were well suited to this study. They allowed a cross-comparison of literature, existing theories and models with the processes, strategies, behaviours and entrepreneurial outputs in the Harvey Nash Group. Further, grounded theory facilitated the testing and refinement of the conceived model of corporate entrepreneurship.

3.6.1 Ethical issues

No ethical issues or areas of concern were identified during the research. Interviewees were quite happy to be associated with the research. Interviewees were asked for consent to record the interviews. The recordings were stored on a personal USB device with agreement that all recordings would be destroyed post-submission of this research. Certain documentary evidence is available publically via the internet as public/external publication of financial reports is a legal requirement of the Plc. listed on the London AIM stock exchange. Internal documentary evidence referenced such as the manifesto, was not stored and cannot be distributed externally.

However, two clients of the Harvey Nash Group were mentioned during the research and the names of these organisations have been removed from the paper due to confidentiality clauses in non-disclosure agreements between the Harvey Nash Group and the aforementioned client companies.

3.6.2 Limitations of the research

Interviewees

Due to time constraints, there was a limit to the availability at CEO interviewee level. As such the interview time was slightly shorter, at 45 minutes, than the other interviews which generally last 1 hour.

Research method

Qualitative research is time consuming, particularly due to the use of semi structured interviews which lead to high volumes of data. Furthermore, it is arguable the researchers presence during data collection may have affected the interviewees responses, due to familiarity. However, due to the subjective nature and the many complexities and nuances of the overall context behind corporate entrepreneurship at the Harvey Nash group, the method is warranted (Belousova et al, 2010; Kuratko, Ireland, Covin and Hornsby, 2005; Duxbury and Murphy, 2009).

Data sensitivity

Due to non-disclosure agreements between the Harvey Nash Group and several clients of the firm, certain information, names of companies and other sensitive information were deemed necessary for omission from this document.

Bias

The researcher, being an employee of the Harvey Nash group enjoys a working relationship with each interviewee and those members of the group subject to participant observation. It is reasonable to assume a certain level of bias which may affect the interpretation of the study. However, the researcher is also a member of the Ireland leadership team at Harvey Nash which may place a premium on the level of participant observation given the comfort interviewees feel whilst still in their natural environment (Hammersley and Atkinson, 1995; Guba and Lincoln, 1981).

Chapter 4. Presentation of results

4.1 Introduction

Chapter four discusses the findings during the data collection. Findings are presented as they relate to the conceptual model and associated hypotheses. New hypotheses are developed, relating to a need for unified strategies, intrapreneur recruitment, discovery and development, positive effects on customer satisfaction, as well as an interrelation and cyclical relationship between financial and non-financial outcomes of corporate entrepreneurship. Furthermore sustainability was found to be positively affected by corporate entrepreneurship and may be a much needed, new measure of performance (Antoncic and Hisrich, 2001).

4.2 Findings related to the hypotheses and the proposed conceptual model

4.2.1 Introduction

Data collected from interviewees, participant observation and documentary evidence supports the conceptualised model of entrepreneurship. Furthermore, the data collected provides insight to key aspects of the various ways in which the Harvey Nash operation operates entrepreneurially. This insight reveals key data that reflect a number of gaps in the research of conceptual models of corporate entrepreneurship. Figure 8 shows select quotes from individual interviewees in answer to the interview questions highlighted in Figure 7.

Figure 8

Data collection framework with select quotes

Case Examples	Research interview questions	Select quotes
The antecedents to corporate entrepreneurship	<p>Research interview question 1: What are the internal and external factors that have led to Harvey Nash Group Plc. to behave entrepreneurially?</p> <p>Research interview question 2: What are the main drivers of corporate entrepreneurship within Harvey Nash, from a top down perspective versus a bottom up perspective?</p>	<p>Interviewee 2: "Historically, we looked to our main competitors and then asked ourselves if we had sustainable business that could stand the test of time, and beat the competition. The answer was no"</p> <p>Interviewee 1: "We had an aspiration at the time, to be a <i>professional services</i>-type firm, rather than a transactional recruitment business. This drove us to innovate, and think differently"</p>
The behaviours and activities exhibited during corporate entrepreneurship	<p>Research interview question 3: Describe how entrepreneurial behaviour is discovered within the Harvey Nash Group Plc?</p> <p>Research interview question 4: Describe how the employees of Harvey Nash Group Plc. behave entrepreneurially?</p>	<p>Interviewee 1: "Our people are our greatest assets. We deliberately attract, recruit, engage, support and retain entrepreneurs"</p> <p>Interviewee 3: "We give our staff every tool they need to be successful, we constantly feed them the information they need, that can add value to what they are doing but also spark ideas"</p> <p>Interviewee 4: "This is constant. This type of entrepreneurial behaviour is a daily thing; it is a part of our DNA. One of our core competencies is now entrepreneurship..... We hire entrepreneurs and people who have demonstrated any level of entrepreneurial thinking".</p>
The outputs and effects of corporate entrepreneurship on firm growth, profitability as well as non-financial outcomes	<p>Research interview question 5: Describe the outputs from corporate entrepreneurship can be described or evidenced within the Harvey Nash Group? How do these relate to growth and profitability?</p> <p>Research interview question 6: What non-financial outcomes from corporate entrepreneurship can be described or evidenced within the Harvey Nash Group?</p>	<p>Interviewee 1: "Of course our financial results speak for themselves; however, what is not represented is the breakdown of individual activities leading to significant commercial outcomes. To give context; what was once a falling account has now become Ireland's largest account in a 12 month period due to a creative innovation by a quick thinking consultant who cared about that account and wanted to offer a slightly different service with slightly increased risk when an opportunity presented itself".</p> <p>Interviewee 5: "When we started to sell BPO services, one of our consultants thought, '<i>hey why not do that in-house?</i>' We do now, and the new process has led to a massive volume of permanent and contract placements in the UK, Ireland and the US. So, it is a good example of how a new process innovation can eventually generate revenues".</p>

Adapted from Baxter and Jack, 2008

4.2.2 Hypothesis 1 findings – Antecedents to corporate entrepreneurship

The original factor leading to the Harvey Nash Group becoming an entrepreneurial organisation was an internal question of whether the Groups client base would be loyal to the firm and could existing client relationships sustain the business through recessionary periods. This was asked, notably, at the time of the dotcom bubble collapse where the Group was heavily affected. The answer at the time was a resounding no. Internally there was an aspiration for the Group to be a professional services organisation, rather than a transactional recruitment business. These factors led to a diversification strategy whereby the group decided to invest in complimentary businesses that could potentially keep existing services lines afloat during tougher times. Revenues from the offshore business clearly achieved this objective in the 2007-2010 global recession (Harvey Nash Group financial reports 2007, 2008, 2009, 2010, 2010, 2011, 2012, and 2013). Each informant

highlighted that a clear and compelling vision (Christensen, 2005) was key to the development of an entrepreneurial organisation, As such, dynamic storytelling was adopted as a means to deliver messages.

Further, a thought leadership program, with regular publications and associated surveys and events, was formed to act as a *give back* to clients. This was a distinct part of the engagement strategy developed as a part of the group's evolution. These external factors and internal aspirations led to the on-going development assessment and re-engineering of group strategies designed to make the group a more entrepreneurial organisation and giving a competitive advantage (Bernier, 2013).

As the Group developed over time and evolved organisational support structures were put in place as a means to purposely support entrepreneurs. These included time allocation, training in opportunity recognition (Zimmerman, 2011), and access to group tools such as bid management, reward and recognition programs as well as group wide assistance with development of proofs of concepts (Christensen, 2005) as well as freedom to act autonomously (Hornsby et al, 1993).

Strategic leadership forums were created over time, where initiatives could be shared across various geographies and business units. This assisted with information dissemination, cross fertilisation of client accounts and further relationship development. Leadership development programs based upon MBA programs were created to develop critical thinkers with exceptional leadership skills (Ireland et al, 2009).

Corporate culture was purposely designed from a strategic human resources management (SHRM) perspective to enable intrapreneurs to voice their thoughts and ideas. SHRM strategy has been actively unified with corporate strategy and brand (marketing) strategies to form a unified strategy designed to achieve the firm's mission based upon the three pillars of growth sustainability and profitability. This unified strategy is support in the literature (Bratton and Gold, 2003; Mello, 2006; Holley, 2009; Platzek et al 2011; Bhardwaj et al, 2010; Castrogiovanni, Urbano and Loras, 2011) and is now a core part of the firm's DNA (Bernier 2013).

4.2.3 Hypothesis 2 findings – Intrapreneurship

Whilst the catalyst for the Harvey Nash Group to behave entrepreneurially was largely the external environment and supported by internal aspirations, the acts of discovery of intrapreneurs, opportunity recognition and opportunity exploitation are much more deliberate. Interviewees from middle management and above repeatedly highlighted that the group hires a specific profile of person, primarily related to key person attributes such as an entrepreneurial mind-set. This deliberate to seek out potential entrepreneurs ensures that new recruits to the business will have certain entrepreneurial characteristics (Shatter and Schwartz 1991; Ariail et al, 2010).

To identify intrapreneurs and latent intrapreneurs means to identify intrapreneurs and latent intrapreneurs (Clargo and Tunstall, 2011; Ahmad, Nasurdin, and Zainal 2012) group engagement strategies were created to feed into change and transformation strategy. As Collins (2001) stated; to create a great organisation, firms must “*get the right people on the bus*”. This unified strategy engaged every employee of the organisation to interview them, asking for their voice, to learn of their ideas, opinions as well as industry and client insights. Feedback from this process led to an enterprise wide change program which in turn launched several new business initiatives and internal processes. Numerous intrapreneurs were uncovered during this process (Collins, 2001; Brunaker and Kurvinen, 2005). The Harvey Nash group leverage both creation theory and discovery when supporting corporate entrepreneurship (Alvarez, 2010).

The creation of an entrepreneurial environment and a culture of innovation have been designed to give employees the feeling that they can voice ideas at any time. A robust business planning program will follow to justify the concept. Following this, a high level investigation to the merit of the concept, risk assessment and due diligence will take place. At this point the group engages all stakeholders across the business and those that can add insight. Concepts with merit can then be trialled initially to further mitigate risk, and a formal launch may then follow (Bernier, 2013; Kaplan, 2012). Group level support is highly effective and immediate and appears to have been inspired by leadership experts such as Jim Collins. Several references to Collins (2001) seminal book *Good to Great*, were made during the interviews by interviewees at director and CEO level. Further notable information relating to the process of intrapreneurship is the delay a new entity, service line, or geographical location can experience in achieving breakeven point. Whilst this can be a highly stressful time, the robustness of the business plan and justification for exploitation of the opportunity always remain, and as such the group remains supportive through difficult times.

The most valuable asset to the group is its people (Ariail et al, 2010). This is acknowledged by all interviewees and from a senior level it is acknowledged that the relationships and knowledge held by its people are in fact the Intellectual Property of the group and must be leveraged to stimulate entrepreneurial activities (Castrogiovanni, Urbano and Loras, 2011). Therefore, information dissemination is essential to entrepreneurial activities and behaviours as well as ideation and risk management / mitigation. To facilitate this, the group has created a series of Kick Off events where people discuss key clients, business plans, concepts and ideas, and share success stories. These events occur twice per calendar year and have directly led to the launch of new service lines across the group. Further, as all employees present at these events, it allows employees to think and behave as entrepreneurs, and to have their voice heard. Board level representatives will utilise dynamic storytelling to highlight key successes and inspire others to act entrepreneurially as a contagion effect.

Further information dissemination and intrapreneurship is achieved with the development of several forums for brainstorming and concept discussion. These are strategic leadership forums where local leadership from various geographies will meet offsite to discuss issues, ideas, and generate new ideas. Cross pollination of existing relationships can occur, and sharing of lessons learned.

4.2.4 Hypothesis 3 findings – Outputs of corporate entrepreneurship

Whilst the interviews provided insight to new market entries some notable facts were uncovered relating to some of the Ireland division of the Harvey Nash group's key clients. Based upon existing relationships, individual led opportunity recognition within 2 core clients led to two new services being developed. Whilst these organisations were existing clients, they were in fact relatively low in terms of revenue generation. Within the space of 2 years both clients, one a technology firm and the second a leading bank, have become first and third in terms of 2012, and 2013 revenues generated. Financial outcomes from entrepreneurial activities are tangible and also evidenced through the financial reports and accounts of the business (Harvey Nash Group financial reports 2007, 2008, 2009, 2010, 2010, 2011, 2012, 2013). Furthermore, certain new services have been adopted as in-house processes. Therefore, financial outputs of corporate entrepreneurship can lead to both financial outcomes and also new non-financial outcomes.

Non-financial outcomes include new process generation. As the group tries to continuously innovate it focusses efforts on wallet share, market share, service innovation/new market entry (Karimi et al, 2010), but also on improving internal processes and efficiencies (Bernier, 2013). Through the adoption of lean six sigma methods, and the recruitment of business process experts, several new processes have been launch resulting in increased cost efficiencies, reduced costs, less wastage, and the freeing up of resources to focus on their core duties of revenue generation. Therefore, such continuous improvement uncovers another layer of corporate entrepreneurship with the Harvey Nash group (Lee, Ortiz and Guerrero, 2011). Further, the development of a new business process outsourcing service was suggested as an opportunity to bring the same service in-house. When applied to the business, the services freed up the billing consultants to be more efficient with their time. Over time, this has been directly linked to new streams of revenue. Therefore, non-financial outcomes of corporate entrepreneurship can also lead to new financial outcomes over time.

Further insights uncovered during interviews relate to satisfaction and to sustainability. Whilst the literature highlights employee satisfaction (Antoncic and Antoncic, 2011) as a key non-financial output from corporate entrepreneurship, service innovation can also, according to the informants at all levels, have a positive impact on customer engagement, retention and ultimately customer satisfaction. Further, the literature highlights intrapreneurship as having a positive impact on profitability and growth (Gapp and Fisher, 2007); however, the Harvey Nash

group place a very clear emphasis on having a sustainable business that will stand the test of time (Kaplan 2012). Growth, profitability and sustainability are considered essential, with all three emanating from corporate entrepreneurial activities.

4.2.5 Toward a more comprehensive model of corporate entrepreneurship

4.2.5.1 Gap analysis

The Harvey Nash case has largely proven the proposed conceptual model of corporate entrepreneurship, however, several gaps have been uncovered. These gaps relate to **H1**: Antecedents of corporate entrepreneurship, **H2**: Corporate entrepreneurship and **H3**: Entrepreneurial outputs.

4.2.5.2 H1 gaps (Antecedents)

Strategy, strategic leadership and competitive strategies surface as antecedents to corporate entrepreneurship during the literature repeatedly (Porter, 1985; Wolcott and Lippitz 2007; Bhardwaj et al, 2010; Platzek et al, 2011; Ahmad et al, 2012; Bernier, 2013). A clear need for an alignment between human resources and corporate strategy has been highlighted (Clargo and Tunstall, 2011; Castrogiovanni, Urbano and Loras, 2011) and that the numerous strategic variables combine to become direct antecedents to corporate entrepreneurship. However, interviewees at senior management and above have clearly highlighted the need for strategies to be unified and seamless. As witnessed by the Harvey Nash human resources recruitment and selection strategy, “getting it right” at the interview stage and hiring entrepreneurial mind-sets ensures a certain volume of entrepreneur will join the firm. Furthermore, interviewees highlighted the need to unify marketing (go to market) strategy, brand strategy (internally and externally), engagement strategy (employee and customer engagement), human resources strategy and corporate strategies. There is a certain blurring of the lines that occurs here, however the firm appears to remain agile which facilitates the unified strategy movement as needed.

4.2.5.3 H2 gaps (Corporate Entrepreneurship)

The proposed conceptual model characterised corporate entrepreneurship as entrepreneurial opportunity recognition and opportunity exploitation. The Harvey Nash approach to risk management and risk mitigation highlights a need for recognition of risk as a factor in its own right. Risk is highlighted repeatedly in the literature (Hornsby et al, 1993; Christensen, 1997; Chasteen, 2003; Ariail et al, 2010; Clargo and Tunstall, 2011), however the process of business planning, and concept justification witnessed in Harvey Nash have massive implications for other aspects of corporate entrepreneurship such as managerial support and of course the outcomes from entrepreneurial activities (Kuratko et al, 1990) .

A further distinction between the proposed model and the case study was that whilst external scanning was mentioned throughout the literature, the same scanning is applied within the Harvey Nash group in a very deliberate way. Intrapreneurs are actively sought out. Latent entrepreneurs are uncovered and given a podium from which they can voice ideas, and the level of information dissemination that occurs across the group clearly develops intrapreneurs as well as discovers them.

4.2.5.4 H3 gaps (Outputs)

Throughout the literature it is acknowledged that corporate entrepreneurship can have positive effects on a firms' profitability (Gapp and Fisher, 2007), growth (Antoncic and Antoncic, 2011) and health (Belousova et al, 2010). However the Harvey Nash group have identified sustainability of the business over the long term as a vital output of corporate entrepreneurship and a long term measure of performance (Antoncic and Hisrich, 2001).

According to Lumpkin and Dess (2005) and Karim et al (2010) employee satisfaction are positively impacted by corporate entrepreneurship. Interviewees directly involved entrepreneurial activities stated they "*would not be here now*" if the organisation was not facilitating those activities. However, an element of satisfaction that arose repeatedly during the interviews was customer satisfaction. As the Harvey Nash group has a dedicated client engagement strategy, a part of which measures customer satisfaction, a direct correlation between entrepreneurial activities and a positive impact on customer satisfaction and customer-oriented value creation has been established (Platzek et al, 2011).

Interviewees revealed how services developed has been brought in-house as new processes, and how new processes eventually led to financial outcomes. This reveals a related and cyclical connection between non-financial and financial outputs of corporate entrepreneurship and highlights that they are not mutually exclusive of one another.

4.2.5.4 New hypotheses

Derived from the gap analysis between the proposed conceptual model and the case study, following are several new hypotheses:

H1: The concept of unified strategies, or strategies designed to complement one another seamlessly is of significant importance to future model development.

- ✓ H1.c Unified strategies consisting of
 - H1.c1 Corporate strategies
 - H1.c2 Human Resources strategy
 - H1.c3 Engagement strategy (employee and client)
 - H1.c4 Marketing strategy (go to market)
 - H1.c5 Brand strategy (product, services and employer brands)

H2: Risk management must be accounted for. Inward scanning for intrapreneurs and the development of intrapreneurs warrants a place in a future conceptual model of corporate entrepreneurship.

- ✓ H2.c Risk management
 - H2.c1 Business justification
 - H2.c2 Business planning
 - H2.c3 Proof of concept
- ✓ H2.d Inward scanning
 - H2.d1 Intrapreneur discovery
 - H2.d2 Intrapreneur development

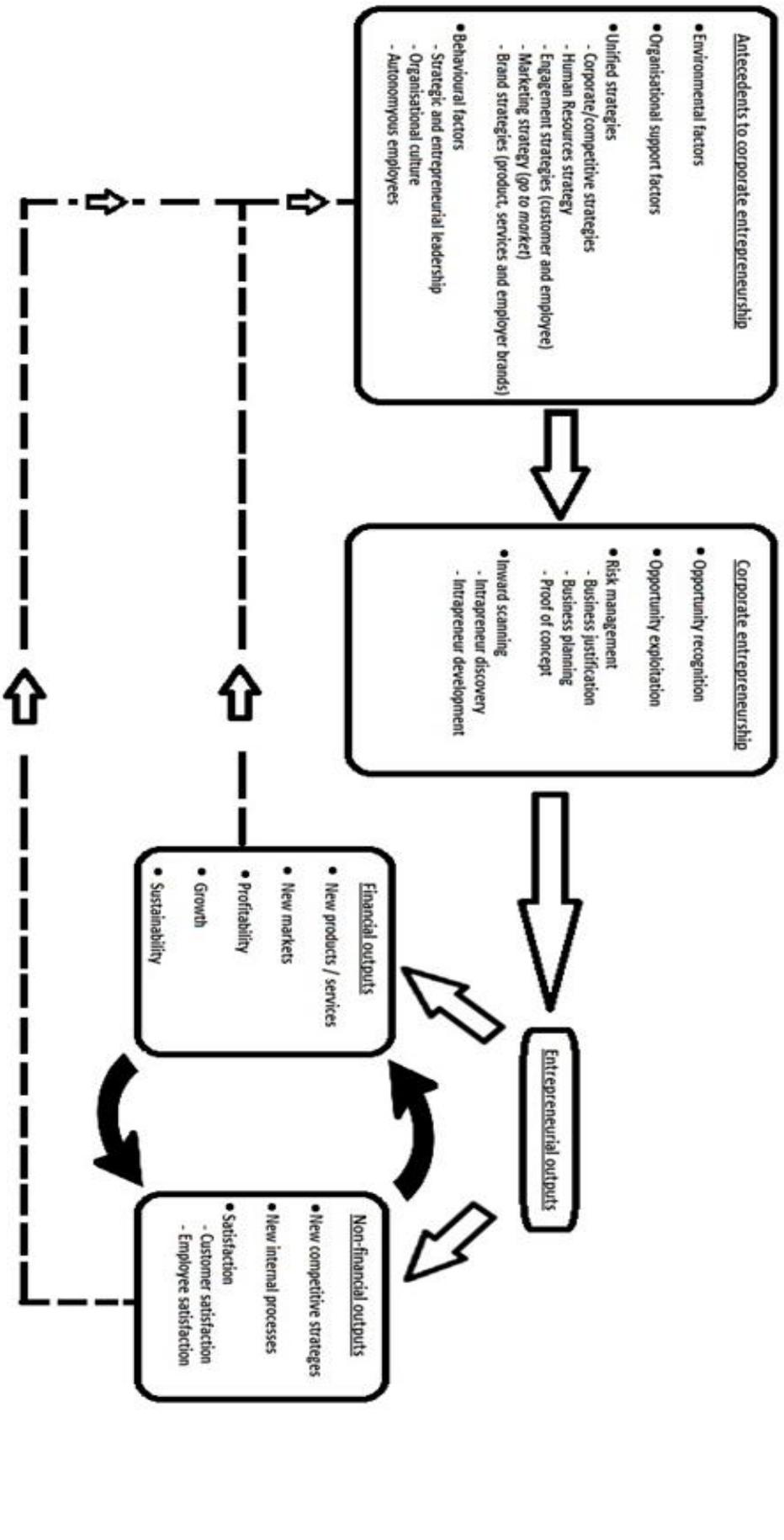
H3: There is a related and cyclical relationship between financial and non-financial outputs of corporate entrepreneurship. Outputs from corporate entrepreneurship can positively impact growth and sustainability. Satisfaction can be measured in terms of employee and customer satisfaction as a positive output from corporate entrepreneurship.

- ✓ H3.a / H3.b
 - Cyclical relationship (between non-financial and financial outputs)
- ✓ H3.a
 - H3.a4 Growth
 - H3.a5 Sustainability
- ✓ H3.b
 - H3.b3.1 Employee satisfaction
 - H3.b3.2 Customer satisfaction

4.2.5.4 Revised model of corporate entrepreneurship

Figure 9 displays a revised model of corporate entrepreneurship. This model incorporates several new additions to the antecedents to, actions/behaviours, and outputs of corporate entrepreneurship derived from the Harvey Nash case study.

Figure 9
Conceptual model of corporate entrepreneurship



Chapter 5. Discussion, limitations, future research and conclusion

5.1 Discussion

The findings are in support of the proposed alternative model of corporate entrepreneurship which includes the hypothesised antecedents: Environmental, organisational support, competitive strategies and behavioural factors; the hypothesised behaviours and activities: opportunity recognition and exploitation; and the financial and non-financial outputs of corporate entrepreneurship.

In addition, new constructs have been uncovered including a need for unified strategies to act as antecedents, new constructs of risk management and intrapreneur discovery and development. A new construct of satisfaction expressed as both employee satisfaction and customer satisfaction have been uncovered. Furthermore, the discovery of sustainability as an output from corporate entrepreneurial activities and a cyclical relationship between financial outputs and non-financial outputs, have come to light. Further, it has been construed that outputs from corporate entrepreneurship may become antecedents to future entrepreneurial ventures.

The strategic implications as a result of this research are vast. Firms need to give consideration to the means by which an organisation is designed, the culture the leadership wish to build, and the means to unify corporate strategies, human resources strategy, engagement strategy (employee and client), marketing strategy (go to market), and brand strategy (product, services and employer brands). This newly formed hypothesis is hugely expansive and warrants investigation in its own right.

The risk management methods applied in the Harvey Nash group can serve as insight for any organisation. The rigour applied to justifying, planning and implementing ideas can be tweaked and considered by other organisations. Further consideration must be given by organisations wishing to become entrepreneurial to the means by which firms discover and develop intrapreneurs. The research sheds light on deliberate acts that can result in entrepreneurial activities which are a direct result of antecedents such as the unified strategies. According to the Harvey Nash group, whilst there is a distinct risk in entrepreneurs leaving to set up their own venture deliberate acts will mitigate this risk particularly when employees remain engaged.

Perhaps the most significant finding is the sustainability construct. Survival is essential (Pinchot, 2000), and sustainability is clearly linked to the newly discovered cyclical relationship between financial and non-financial outcomes. There are implications for leadership here as quick financial wins with immediate visibility may appear more tangible than process related outcomes. However given the possibility that such processes and other non-financial outcomes may in fact become antecedents to future financial outcomes, they must be acknowledged and measured.

5.1.1 Contributions and implications

5.1.1.1 Contributions

The Harvey Nash case study's key contribution is the development and testing of a conceptual model of corporate entrepreneurship. This empirical research has contributed to intrapreneurship or corporate entrepreneurship research by examining the many factors that act as antecedents to corporate entrepreneurship, entrepreneurial behaviours and activities, as well as the outputs from corporate entrepreneurship.

Whilst the case study has validated previous models and the proposed alternative model new findings have been uncovered. The constructs of satisfaction, unified strategies, sustainability and the cyclical nature between financial and non-financial outputs are new thoughts. Previous research has linked growth to sustainability (Antoncic and Antoncic, 2011), however, the research has largely ignored the many other nuances and complexities that are contributing factors to corporate entrepreneurship and result in outputs such as sustainability of the firm over the longer term.

5.1.1.1 Implications

There are several implications for both practitioners and researchers. We recommend researchers consider strongly, factors such as the process of intrapreneur discovery and development, the satisfaction construct and the interrelation of financial and non-financial outcomes of corporate entrepreneurship. Future model development in this area may indicate further entrepreneurial gains to be made as external services become internal processes and vice versa.

These constructs may be applied to any firm across a range of industries in both product development and services. Furthermore, researchers in other areas such as Strategic Human Resources Management may wish to consider factors such as the unified strategies construct particularly as it relates to employer branding and the ability to align human resources with the business (CIPD, 2008).

For the practitioner this research clearly highlights the interrelation of many factors than often act in a standalone capacity, such as human resources management. However, this model of corporate entrepreneurship suggests a much more inclusive and unified approach to intrapreneurship. This research proposes a more systematic approach to the acts of intrapreneur recruitment, discovery and development.

5.2 Limitations, future research and conclusion

5.2.1 Limitations

Key limitations of this study were the study design, questionnaire as it related to the conceptual model, and bias. Whilst the case study is an excellent method of data collection, particularly as it relates to the complexities and nuances faced by firms and the insight gained on the perspectives of actors in the field (Yin, 2004), one case study alone cannot necessarily serve as direct indicators of the nuances of other firms (Bryman and Bell, 2003; Yin, 2008).

As the conceptual model is by its nature very broad, the questionnaire comprising of six questions was limited in its ability to fully explore each area. Furthermore, each area (Antecedents, Behaviours/Activities, and Outputs) deserves, in this authors' opinion, of its own individual conceptual model.

It would be naive to state this research was without bias. The researcher, as both a participant observer and long term employee of the Harvey Nash Group, enjoyed a sort of shorthand and narrative during observation and interviews that could not be enjoyed by external researchers. In fact the interviewees would have disclosed data of subjective personal importance. However, the subjective nature of corporate entrepreneurship warrants qualitative case study analysis such as this (Belousova et al, 2010; Kuratko, Ireland, Covin and Hornsby, 2005; Duxbury and Murphy, 2009), therefore the level of access and familiarity enjoyed by the researchers, can also be considered a positive thing.

As intrapreneurship directly relate to growth, profitability and sustainability, this research empirically contributes to intrapreneurship research, but also suggests avenues for future research.

5.2.2 Future research

There are future research opportunities as a result of this study. One suggestion would be to conduct future case studies in a similar fashion to test the newly revised model of corporate entrepreneurship (Figure 7) on different firms.

Other opportunities exist to develop more detailed conceptual models of each individual core aspect of corporate entrepreneurship: The antecedents, the behaviours/activities, and the outputs. This can serve to expand on each core aspect and facilitate better discovery and lead to a more comprehensive understanding of the phenomena.

Further opportunity for future research exists in the constructs of unified strategies, and the interrelation of financial and non-financial outputs of corporate entrepreneurship. However, each of these suggested avenues are vast and expansive.

5.2.3 Conclusion

In conclusion, the Harvey Nah Group enjoys a high level of corporate entrepreneurship. This is largely due to a very structured approach taken over the longer term. The group has aimed to

diversify its service portfolio and create a culture of entrepreneurship and on-going continuous innovation. The origins of the group's evolution as an entrepreneurial organisation emanate from environmental factors, internal aspirations and subsequent deliberate acts. These acts include a seamless unification of various strategies to compliment the overall group strategy. The case study has proven the conceptual model and developed new hypotheses resulting in the development of the newly revised model of corporate entrepreneurship (Figure 7). This new model gives new insights to nuances of how corporate entrepreneurship can occur and provides a model from which other firms may adopt an entrepreneurial stance.

The Harvey Nash case indicates that purposeful acts, over time, relating to the creation of an entrepreneurial organisation are likely to succeed. The Harvey Nash approach is strategic by its nature; however, it is not overly complicated and appears seamless. Another key to its success in this regard is its on-going approach and the fact that the group does not stand idly but actively seeks to recruit, discover, develop, encourage and support intrapreneurs. This is a core element of the DNA of the group, something from which other firms could learn lessons. According to Christensen (2005), all factors of corporate entrepreneurship are interrelated and will influence on another in some way. This case study supports this view.

Regarding the correlation between strategic planning, antecedents to corporate entrepreneurship, the purposeful acts of recruiting, discovering and developing intrapreneurs, and the interrelation between financial, non-financial outputs or their potential to become antecedents to future entrepreneurial activities, this dissertation aims to bridge the gaps between current understanding and the much needed evolution of intrapreneurship research. This study is very broad by its nature; however, it provides several avenues for future research for both practitioners and researchers.

Previous models of intrapreneurship or corporate entrepreneurship can hopefully be enhanced by the revisions developed in this study. This model, whilst not indicative of other organisations, and by definition incomplete (Zahra, 1993) could serve a purpose as a model for the development of a framework to build an entrepreneurial organisation, the improvement of an existing entrepreneurial organisation, or as a contributor to future research.

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