

THE ROLE OF INTRAPRENEURSHIP IN A GLOBALLY COMPETITIVE TECHNOLOGY BUSINESS ENVIRONMENT:

A DESIGN CONCEPT AND EMPIRICAL STUDY

BY

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DIE ROL VAN INTRAPRENEURSKAP IN 'N HOOGS KOMPETERENDE GLOBALE TEGNOLOGIE OMGEWING:

'N ONTWERP EN EMPIRIESE STUDIE

DEUR

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Die agtergrond tot hierdie verhandeling is die aanname dat entrepreneuriale denke en aksie noodsaaklik is indien maatskappye in 'n dinamiese, globale en komplekse omgewing lewensvatbaar in die langtermyn wil wees. 'n Maatskappy in 'n dinamiese omgewing moet gelyktydig bedryfstake uitvoer, innoverend optree en nuwe besigheid in die medium en langtermyn genereer. Buigbaarheid en aanpasbaarheid is 'n vereiste ten einde oordeelkundig op geleenthede en bedreigings wat in die besigheidsomgewing ontstaan, te kan reageer. Die navorsing in die verhandeling verduidelik die rol van intrapreneurskap en ontwikkel die ontwerpkonsep vir holistiese intrapreneurskap.

Die navorsingsproses bestaan onder andere uit die daarstel en evaluering van 'n raamwerk van vyf pertinente sleutelpunte vir intrapreneurskap in 'n dinamiese sakewereld. In die proses word veronderstel dat holistiese en ekonomiese denke saam met teoretiese bestuurskonsepte 'n vrugbare basis vir die ondersoek van intrapreneurskap vorm. 'n Literatuurstudie volg wat sinoptiese, dog teoretiese konsepte daarstel vir die rol van intrapreneurskap, die besigheidsomgewing asook vir stelsel toepassings. Met die literatuur analise word die geïdentifiseerde doelwitte van holistiese intrapreneurskap verder ondersoek en daaruit word 'n konsep raamwerk ontwikkel. Drie empiriese studies lig die teoretiese gevoltrekkings met praktiese voorbeelde toe. Deur die vraelyste word die konsep raamwerk met die ontwikkeling van kern elemente vir die ontwikkeling van lewensvatbare, entrepreneurial denkende organisasies wat bereid is om nuwe aspekte te leer verder uitgebou.

Entrepreneuriale organisasies moet die rol van intrapreneurskap as 'n konsep om die toekoms te help bou, net so goed verstaan soos die eksterne omgewing en die wisselwerking van die organisasie en sy omgewing. Hierdie onderwerpe word meer breedvoerig in hoofstuk 3 bespreek en daaruit volg nege kern elemente vir die beskrywing van intrapreneurskap.

Op hierdie basis word daar dan in hoofstuk 4 organisatoriese inligtingsinsameling, toekomsbeskrywing van die organisasie asook die organisasiestruktuurering as 'n sentrale doelwit van die intrapreneuriale organisasie afgelei en geanaliseer. Om implementering van die intrapreneuriale doelwitte te verseker, word die raamwerkkonsep vir holistiese intrapreneurskap in hoofstuk 5 ontwikkel. Hierdie hoofstuk verskaf ook 'n rolmodel vir die organisasie, 'n konsep raamwerk vir die begrip en analise van die globale omgewing, sowel as 'n kwalitatiewe stelselmodel vir die wisselwerking van die intrapreneuriale organisasie in die besigheidswêreld.

Die rol van intrapreneurskap en die implementering van die model in die praktyk word in hoofstuk 6 ondersoek. In hierdie proses is die implementering van die rolmodel gebaseer op die werksverdeling soos gedokumenteer en saamgevat vir al die organisasies. Aanvullend word leerareas vir 'n lewensvatbare, entrepreneuriale organisasie voorgestel ten einde die ontwikkeling van entrepreneuriale oriëntasie deur middel van vyf versterkende entrepreneuriale rolle te bewerkstellig.

Die oorspronklike bydrae van die verhandeling bestaan onder andere daaruit om 'n geïntegreerde konsep van holistiese intrapreneurskap, afgelei van 'n teorie-gebaseerde verkenning, daar te stel. Die verhandeling fokus ook op entrepreneuriale aksie van 'n organisasie as 'n eenheid asook die bereiking van lewensvatbaarheid in 'n globale en dinamiese omgewing. Hierdie konsep omsluit 'n leerproses deur die entrepreneuriale deelnemers, die entrepreneuriale spanne asook die entrepreneuriale organisasie in geheel. Die uiteengesette konsep definieer die boublokke van 'n lewensvatbare, entrepreneuriale ontwikkelende organisasie.



DIE ROLLE VON INTRAPRENEURSHIP IN EINER GLOBALEN, WETTBEWERBSINTENSIVEN UND DURCH TECHNOLOGISCHE ENTWICKLUNGEN GEPRÄGTEN UNTERNEHMENSUMWELT:

GESTALTUNGSKONZEPT UND EMPIRISCHE STUDIE

von

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Die Ausgangssituation der Untersuchung wird markiert durch eine dynamische und komplexe globale Unternehmensumwelt, die von Organisationen zur Sicherung der Lebensfähigkeit unternehmerisches Denken und Handeln fordert. Unternehmen in dynamischen Umfeldern müssen die operativen Aufgaben in bestehenden Geschäften effizient meistern und gleichzeitig mit einem mittel- bis langfristigen Fokus Innovationen in bestehenden und neuen Geschäften realisieren. Dies erfordert Flexibilität und Anpassungsfähigkeit um die Chancen und Risiken aus den Veränderungen der Unternehmensumwelt nutzen zu können. Die Forschungsarbeit klärt die Rolle von Intrapreneurship und entwickelt ein Gestaltungskonzept für ein ganzheitliches Intrapreneurship.

Im Forschungsprozess wird zunächst ein Bezugsrahmen mit fünf zentralen Feststellungen zur Rolle von Intrapreneurship in einer dynamischen Unternehmensumwelt vorgestellt. Dabei wird argumentiert, dass ganzheitliches und ökonomisches Denken sowie managementorientierte Theoriekonzepte zur Untersuchung von Intrapreneurship eine fruchtbare Basis bilden. Danach erfolgt in der Literaturstudie eine synoptische Darstellung der einzelnen theoretischen Konzepte zur Rolle von Intrapreneurship, zur Unternehmensumwelt sowie zu systemtheoretischen Konzepten.

In der weiteren Literaturanalyse werden die identifizierten Aufgaben eines ganzheitlichen Intrapreneurships untersucht und in der Synthese in ein Gestaltungskonzept überführt. Drei empirische Studien spiegeln die theoretischen Erkenntnisse an der Praxis. Mit Blick auf die Befragungsergebnisse wird das Gestaltungskonzept um Elemente zur Entwicklung einer lebensfähigen unternehmerischen lernenden Organisation erweitert.

Unternehmerische Organisationen müssen die Rolle von Intrapreneurship als Konzept für die Zukunftsgestaltung ebenso verstehen wie die externen Umfeldler und die Interaktion zwischen Organisation und Umwelt. Dieser Themenkomplex wird in Kapitel 3 bearbeitet und neun Gestaltungselemente zur Beschreibung der Rolle von Intrapreneurship abgeleitet.

Auf dieser Basis werden die unternehmerische Informationsgewinnung, Zukunftsgestaltung sowie Organisationsgestaltung als zentrale Aufgaben der unternehmerischen Organisation abgeleitet und in Kapitel 4 analysiert. Zur Umsetzung der unternehmerischen Aufgaben wird in Kapitel 5 ein Gestaltungskonzept für ganzheitliches Intrapreneurship mit einem Rollenmodell für die Organisation, einem konzeptionellen Rahmen für das Verstehen und Analysieren der globalen Unternehmensumwelt sowie einem qualitativen Systemmodell für die Interaktion der unternehmerischen Organisation mit der Unternehmensumwelt vorgestellt.

Die Rolle von Intrapreneurship und die Umsetzung des Rollenmodells in der Praxis werden in Kapitel 6 untersucht. Dabei wird auch die arbeitsteilige Umsetzung des Rollenmodells in einer Studie erfasst und firmenübergreifend verdichtet. Mit Blick auf die Erkenntnisse der empirischen Studie werden Lernfelder einer lebensfähigen unternehmerischen lernenden Organisation zur Entwicklung einer unternehmerischen Orientierung und zur kontextabhängigen Stärkung der fünf unternehmerischen Rollen skizziert.

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The background of this examination is that we live in a dynamic and complex global business environment which requires entrepreneurial thinking and action in organisations (intrapreneurship) if they are to secure viability. Companies in dynamic environments have to deal efficiently with operational tasks in existing businesses and at the same time achieve innovation in existing and new business with a medium to long term focus. This requires flexibility and adaptability to be able to use the opportunities and threats arising from changes in the business environment. The research work in this thesis clarifies the role of intrapreneurship and develops the design concept for holistic intrapreneurship.

In the research process a frame of reference with five central findings on the role of intrapreneurship in a dynamic business environment is firstly introduced. In this process, the idea is that holistic and economic thinking together with management oriented theoretical concepts form a fruitful basis for the examination of intrapreneurship. Subsequently in the literature study there follows a synoptic illustration of the individual theoretical concepts on the role of intrapreneurship, the business environment and systems theory concepts.

In a further literature analysis, the tasks identified for holistic intrapreneurship are examined and conveyed as a design concept in the synthesis. Three empirical studies reflect the theoretical findings in practical situations. Taking into account the results of the survey, the design concept is extended by elements for the development of a vital, entrepreneurial learning organisation.

Entrepreneurial organisations have equally to understand the role of intrapreneurship as a concept for shaping the future as the external environments and the interaction between the organisation and its environment. This complex of themes is worked on in chapter 3 and nine design elements for the specification of the role of intrapreneurship are derived.

On the basis of this, entrepreneurial information gathering, shaping of the future and organisation design are derived as central tasks of the entrepreneurial organisation and are analysed in chapter 4. A design concept for holistic intrapreneurship with a role model for the organisation, a conceptual framework for the understanding and analysis of the global business environment as well as a qualitative systems model for the interaction of the entrepreneurial organisation with the business environment is introduced in chapter 5 to aid with implementation of the entrepreneurial tasks.

The role of intrapreneurship and the implementation of the role model in practice are examined in chapter 6. In this process, implementation of the role model based on the division of labour is recorded and condensed across all firms. In chapter 6.4, learning areas for the development of an entrepreneurial orientation and for a context-related strengthening of the five entrepreneurial roles in a vital entrepreneurial learning organisation are outlined.

The novel contribution of the thesis is to present an integrated concept of holistic intrapreneurship derived from theory-based exploration which thus focuses on the entrepreneurial action of the organisation as a whole and the achievement of viability in a global and dynamic environment. This concept contains learning by the entrepreneurial actors, the entrepreneurial teams and the whole entrepreneurial organisation and defines the building blocks of a vital, entrepreneurial learning organisation.

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Table of contents

Abstract	i
Acknowledgements	iii
List of tables	vii
List of illustrations	viii
1. Introduction and the issue at stake	1
1.1 Outline of problem and terminology	2
1.2 Background and framework for the chapters to come.....	9
1.3 Chapter sequence and research road map of the study	16
2. Research strategy	19
2.1 Research objective and process of study	19
2.2 Research design and methodology of study	24
3. Intrapreneurship and the global business environment	29
3.1 The role of intrapreneurship.....	30
3.1.1 Intrapreneurship and economic tradition	32
3.1.2 Management-oriented approaches at the meta level.....	36
3.1.2.1 Management concepts for the entrepreneurial organisation: Opportunities, risks, and revitalisation	36
3.1.2.2 Management concepts and holistic view of the entrepreneurial firm	43
3.1.2.3 Management concepts and orientation for corporate management.	52
3.1.3 Management-oriented approaches at the micro level.....	57
3.1.3.1 Concepts on entrepreneurial structure and internal division of labour	57
3.1.3.2 Concepts on entrepreneurial process, culture, and structural leadership	66
3.1.3.3 Concepts on entrepreneurial top management, strategic leadership and learning	75
3.1.3.4 Concepts on viable entrepreneurial communities and individual entrepreneurial action	82
3.1.4 Intrapreneurship and the changing global context.....	88
3.1.5 Conclusion: Design elements of holistic intrapreneurship	99
3.2 Business environment: Characterisation, segments, analysis	103
3.2.1 Concepts for describing the business environment	106
3.2.1.1 Nature of the business environment	106
3.2.1.2 Specification of the business environment	111
3.2.1.3 Cultural context.....	125

3.2.2 Areas of analysis	135
3.2.2.1 Framework of analysis for the general macro environment	136
3.2.2.2 Analytical framework for the specific micro environment	138
3.2.2.3 Networking within the external business environment	143
3.2.2.4 Analytical framework for the internal business environment	145
3.2.2.5 Linking analyses to the external and internal environment	153
3.2.2.6 Levels of analysis for the global business environment	155
3.2.3 Comment: Understanding the global business environment	155
3.3 Organisation, environment and systems thinking	162
3.3.1 System and environment according to Bertalanffy	165
3.3.2 Organisation and environment according to Katz and Kahn	166
3.3.3 Relationship networks according to Emery and Trist	167
3.3.4 Viable organisations according to Beer	168
3.3.5 Living systems according to Miller	174
3.3.6 Organic organisations according to Wheatley	177
3.3.7 Holistic thinking and adjustment according to Ulrich and Probst	178
3.3.8 Dealing with complexity according to Bleicher	181
3.3.9 Networking and recognition of models according to Vester	183
3.3.10 The adaptable organisation according to Morgan	185
3.3.11 Comment: Evolutionary development of the organisation and symbiosis with the environment	185
3.4 Conclusion: The three central tasks of an entrepreneurial organisation ...	188
4. Analyses of the three central tasks of an entrepreneurial organisation	192
4.1 Entrepreneurial information gathering	196
4.1.1 Key activities and process of entrepreneurial information gathering	198
4.1.2 Analysis of entrepreneurial information gathering	201
4.1.3 Entrepreneurial information gathering from observing trends	208
4.1.4 Learning as part of entrepreneurial information gathering	214
4.1.5 Conclusion: Notes on entrepreneurial information gathering	218
4.2 Entrepreneurial shaping of the future	220
4.2.1 Organisation, environment and shaping of the future	222
4.2.2 Reactive, proactive and future-oriented adaptations	225
4.2.3 Entrepreneurial decisions in a global economy	230
4.2.4 Conclusion: Notes on entrepreneurial shaping of the future	233
4.3 Entrepreneurial shaping of the organisation	235
4.3.1 Framework conditions, organisation design and change	237
4.3.1.1 Dual orientation and internal action fields	238
4.3.1.2 Shaping the organisation and strategic change	240
4.3.1.3 Resource-oriented entrepreneurial strategies in a changing environment	246
4.3.2 Design and integration fields in the entrepreneurial organisation	257
4.3.2.1 Structure, processes and entrepreneurial organisation design	257
4.3.2.2 Integration and harmonisation of interests	264
4.3.2.3 Entrepreneurial organisational culture	270
4.3.3 Conclusion: Notes on entrepreneurial organisation design	280

5. Design concept for holistic intrapreneurship.....	285
5.1 Role model of the entrepreneurial organisation	285
5.2 Conceptual framework to describe and analyse the global business environment.....	292
5.3 Networking and interaction between the entrepreneurial organisation and the global business environment	297
5.3.1 Bilateral action relationships and the role of system variables	297
5.3.1.1 Entrepreneurial organisation, environment and set of variables....	298
5.3.1.2 Entering data into the system with the influence matrix: interactions between the system variables.....	302
5.3.1.3 The role of the key variables in the system	306
5.3.2 Reduction of complexity and qualitative system model	308
5.3.2.1 Statement of problem, purpose of model and reduction of complexity	308
5.3.2.2 Model of a viable entrepreneurial organisation.....	312
5.4 Conclusion: Building blocks for the vital entrepreneurial learning organisation	316
6. Studies on the role of intrapreneurship and on the role model	320
6.1 Study on the role of intrapreneurship in technology companies.....	323
6.2 Intrapreneurship in an innovative technology company	331
6.3 Survey of experts on implementation of the role model in practice.....	335
6.4 Conclusion: Elements for development and strengthening entrepreneurial orientation	341
7. Closing remarks and outlook.....	347
7.1 Summary and contributions of the study.....	347
7.2 Implications and some directions for further research.....	350
List of references.....	353
Appendix	383
A.1 Role of intrapreneurship: Aspects derived from the literature.....	383
A.2 Questionnaire on the role of intrapreneurship in a company	386
A.3 Guidelines for survey on entrepreneurial orientation	391
A.4 Technology companies in the Bodensee-Oberschwaben region.....	393

List of tables

Table 1: Business and environment: three fundamental system levels	7
Table 2: Management and entrepreneurial qualities according to Maucher	81
Table 3: Competitive advantages based on cultural differences as per Hofstede	130
Table 4: Model to describe culture specific business practices as per Schuster and Copeland	135
Table 5: Components of organisation according to Child	152
Table 6: The global and national environment according to Morrison	160
Table 7: Entrepreneurial information gathering as a task of the entrepreneurial organisation	197
Table 8: Entrepreneurial shaping of the future as a task of the entrepreneurial organisation	221
Table 9: Entrepreneurial mindset and managerial mindset, and dual perspective in the entrepreneurial organisation	236
Table 10: Entrepreneurial organisation design as a task of the entrepreneurial organisation	236
Table 11: Checking the consistency of a competitive strategy according to Porter	248
Table 12: Characterisation of business activities according to level of experience in the divisions of product, market, technology as per Block and MacMillan	343

List of illustrations

Figure 1:	The entrepreneurial company and the business environment in the total system	11
Figure 2:	The individual intrapreneur within the company system and the overall system	14
Figure 3:	Structure of study and examination process	18
Figure 4:	Research design	24
Figure 5:	Examination of intrapreneurship and the global business environment	29
Figure 6:	Schwab's schematic for evaluation of entrepreneurial activities.....	37
Figure 7:	Chance management concept as per Schwab.....	38
Figure 8:	Intrapreneurship by direct involvement of all employees in entrepreneurial challenges as per Brandt.....	42
Figure 9:	Guth and Ginsberg's intrapreneurship and lever for the entrepreneurial orientation of an organisation	42
Figure 10:	Covin and Slevin's entrepreneurial orientation of the whole organisation	43
Figure 11:	Dual planning of current and future entrepreneurial opportunities as per Abell	45
Figure 12:	Abell's synergy effects at different levels of the organisation	45
Figure 13:	Synergy effects by common use of resources as per Abell.....	46
Figure 14:	Synergy effects by using existing resources for new entrepreneurial activities.....	46
Figure 15:	Search for new opportunities with existing and new customers as per Hamel and Prahalad.....	48
Figure 16:	Entrepreneurial opportunities on the basis of existing and new core competencies according to Hamel and Prahalad.....	49
Figure 17:	Hierarchy of innovation as per Hamel.....	51
Figure 18:	Entrepreneurial orientation according to Lumpkin and Dess	53
Figure 19:	Intrapreneurship model according to Morris et al	56
Figure 20:	Block's activity flow diagram defining bureaucratic versus entrepreneurial basic orientation of employees	62
Figure 21:	Pinchot's intrapreneurs close the innovation gap	63

Figure 22: Pinchot's 10 commandments for intrapreneurship	65
Figure 23: Wunderer's frame of reference for the concept of co-entrepreneurship	68
Figure 24: Portfolio approach to co-entrepreneurial competence for employee groups as per Wunderer	70
Figure 25: Dependence of development of the internal business environment on the external environment as per Kuhn	72
Figure 26: Relational framework for collective entrepreneurship according to Kuhn	73
Figure 27: Business, environment and internal entrepreneurship as per to Kuhn	74
Figure 28: Direct and indirect influence of top managers on entrepreneurial activities according to Sathe	76
Figure 29: Focus and roles of entrepreneurial management according to Thornberry	80
Figure 30: Drive model for entrepreneurial orientation of actors and teams according to Kohlöffel and Rosche	87
Figure 31: Product life-cycle theory according to Vernon	89
Figure 32: Conceptual model for generation of entrepreneurial initiatives of national subsidiaries according to Birkinshaw	95
Figure 33: Integrated model for international intrapreneurship according to Zahra and George.....	97
Figure 34: Nine central design elements for holistic intrapreneurship	100
Figure 35: Process model for analysis of environment as per Johnson and Scholes.....	105
Figure 36: Resource distribution in different environment types as per Aldrich	108
Figure 37: Increasing uncertainty with increasing complexity and dynamic as per Johnson and Scholes	109
Figure 38: Two levels of the business environment according to Worthington and Britton	111
Figure 39: Organisation and business environment as per Palmer and Hartley	111
Figure 40: Business environment according to Dawsen.....	112
Figure 41: Business environment as per Weinshall.....	114
Figure 42: Interaction of systems in a society as per Fayerweather.....	115

Figure 43: Company and business environment as per Fahey and Narayanan	116
Figure 44: Institutions and dimensions of the business environment according to Ulrich and Probst	117
Figure 45: Environment influence matrix as per Ulrich and Probst.....	118
Figure 46: Business environment according to Tepstra and David	119
Figure 47: Layer model for considering the environment as per Dülfer	120
Figure 48: Vertical cut in the layer model as per Dülfer.....	121
Figure 49: Simultaneous influence of the natural and cultural framework conditions on the task environment and the business according to Dülfer	121
Figure 50: Segments of the external business environment according to Hitt et al	122
Figure 51 : Internal business environment, micro environment and macro environment as central elements of the business environment according to Palmer and Hartley.....	123
Figure 52: Organisation and international business environment as per Morrison	124
Figure 53: Internal and external control of the relationship between the organisation and the environment as per Trompenaars and Hampden-Turner	128
Figure 54: Use of local knowledge for improvement of global corporation as per Trompenaars and Woolliams.....	132
Figure 55: Model for classification of cultures as per Schuster and Copeland .	133
Figure 56: Model of the macro environment as per Fahey and Narayanan.....	137
Figure 57: Five competitive forces of an industry as per Porter.....	139
Figure 58: Framework for competition analysis according to Porter.....	141
Figure 59: Task environment according to Ulrich and Fluri	142
Figure 60: Value net according to Brandenburger and Nalebuff.....	143
Figure 61: Macro and industrial environments according to Grant	144
Figure 62: Technology intelligence according to Narayanan.....	144
Figure 63: The five basic elements of an organisation according to Mintzberg	146
Figure 64: The internal business environment according to Mintzberg	147
Figure 65: The internal business environment as a value chain of activities according to Porter	148

Figure 66: The internal business environment with structural and deep system as per Hammer.....	149
Figure 67: Internal business environment according to Rüegg-Stürm.....	151
Figure 68: SWOT analysis as per Forgang and Einolf	153
Figure 69: Identification of internal strengths and weaknesses and external opportunities and risks from the business environment as per Palmer and Hartley	154
Figure 70: Business environment levels of analysis as per Graf	155
Figure 71: PEST analysis framework for a global company as per Narayanan	157
Figure 72: Entrepreneurial opportunities in triad and non-triad regions as per Rugman	159
Figure 73: Conceptual framework for an analysis of countries as per Marthinsen	160
Figure 74: The organisation as an open system as per Duncan	163
Figure 75: The organisation as an open system with three internal sub-systems as per Duncan	164
Figure 76: Business and environment as per Beer.....	170
Figure 77: Recursive structure of viable organisations according to Beer.....	172
Figure 78: Viable organisation as an integrated whole with four units (A, B, C, D) according to Beer.....	173
Figure 79: Levels of living systems according to Miller.....	174
Figure 80: Systems approach and management instruments according to Bleicher.....	182
Figure 81: Three tasks of the entrepreneurial organisation	188
Figure 82: Tasks and design elements for holistic intrapreneurship.....	189
Figure 83: Method of analysis for the three entrepreneurial tasks.....	191
Figure 84: Organisation and environment according to Brickley	192
Figure 85: Framework for entrepreneurial information gathering according to Fahey and Narayanan	199
Figure 86: Model for information gathering according to Palmer and Hartley...	200
Figure 87: Principles and practices of theory U for innovation and change according to Scharmer.....	206
Figure 88: Information gathering according to Checkland and Holwell.....	207
Figure 89: Systematisation of mega trends according to Holzhauer	209

Figure 90: Mega trends according to Narayanan	209
Figure 91: Identification of entrepreneurial activities from the fusion of technological possibilities according to Palmer and Hartley	211
Figure 92: Single-loop and double-loop learning according to Argyris	216
Figure 93: Entrepreneurial decisions and entrepreneurial shaping of the future	231
Figure 94: Four central levers for entrepreneurial organisation design	235
Figure 95: Dual orientation of the entrepreneurial organisation.....	238
Figure 96: Change within the organisation through opportunities and threats in the business environment according to Tichy	244
Figure 97: Context for the development of a competitor strategy according to Porter.....	248
Figure 98: Entrepreneurial strategy according to Ireland et al.....	250
Figure 99: Design problem of the entrepreneurial organisation according to Roberts	251
Figure 100: Development of an entrepreneurial strategy according to Andrews	253
Figure 101: Components of organisational architecture according to Brickley et al	263
Figure 102: Integration fields for harmonisation of interests and for the creation of cooperation and synergies.....	265
Figure 103: Adaptable cultures according to Kotter and Heskett.....	277
Figure 104: Entrepreneurial organisation design for the environment – strategy – structure – culture - <i>fit</i>	281
Figure 105: Development process for holistic intrapreneurship design concept.	284
Figure 106: Role model for the entrepreneurial organisation	286
Figure 107: A framework for the global business environment.....	294
Figure 108: Process model for a holistic view on the three central entrepreneurial tasks of the vital entrepreneurial learning organisation (VELO).....	296
Figure 109: Influence matrix for networking of an entrepreneurial organisation with the global business environment	303
Figure 110: Table of strength of influence within the sensitivity analysis for networking the entrepreneurial organisation with the global business environment.....	304

Figure 111: Influence index in the sensitivity analysis for networking the entrepreneurial organisation with the global business environment	305
Figure 112: Interpretation of role distribution according to Vester	306
Figure 113: Role distribution of variables in the sensitivity analysis for networking the entrepreneurial organisation with the global business environment	307
Figure 114: The viable entrepreneurial organisation and the business environment	315
Figure 115: Empirical exploration on the role of intrapreneurship and the role model	319
Figure 116: Frequency of Pinchot intrapreneurs and degree of support in global technology companies in the Bodensee-Oberschwaben region	323
Figure 117: Elitist versus collective intrapreneurship in global technology companies in the Bodensee-Oberschwaben region	324
Figure 118: Entrepreneurial action as community task in global technology companies in the Bodensee-Oberschwaben region	325
Figure 119: Entrepreneurial profile of global technology companies in the Bodensee-Oberschwaben region	326
Figure 120: Manager roles in intrapreneurship system: Entrepreneurial profile of globally active technology companies in the Bodensee-Oberschwaben region	327
Figure 121: Structural constraints for entrepreneurial thinking and action in globally active technology companies in the Bodensee-Oberschwaben region	328
Figure 122: Intrapreneurs as per Pinchot working for globally active technology companies in the Bodensee-Oberschwaben region	329
Figure 123: Frequency of Pinchot intrapreneurs and degree of support in a highly innovative technology company in the Bodensee-Oberschwaben region	331
Figure 124: Elitist versus collective intrapreneurship in a highly innovative technology company in the Bodensee-Oberschwaben region	332
Figure 125: Entrepreneurial action as a community task in a highly innovative technology company in the Bodensee-Oberschwaben region	332



Figure 126: Entrepreneurial profile of a highly innovative technology company in the Bodensee-Oberschwaben region	333
Figure 127: Little structural support for entrepreneurial thinking and action in the highly innovative technology company	334
Figure 128: Implementation of the roles of the entrepreneurial organisation in practice	339
Figure 129: Workshop for entrepreneurial shaping of the future	341
Figure 130: Five elements for the development and strengthening of a vital entrepreneurial learning organisation	345
Figure 131: Closing remarks and outlook.....	346