

# Supporting innovation and venture development in established companies

Kanter 1985  
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# 2 styles of management

- Administrative Management
- Entrepreneurial Management
  - Different requirements
  - Interference and tension
  - Need both
  - Mixed balance creation
- Points of conflicts
  - Leadership view
  - Economic expectations
  - Planning
  - Team
  - Internal collaboration

# 4 characteristics of entrepreneurial management requirements

- **Uncertainty:**
  - Visionary leadership vs detailed analysis
  - "Patient money" vs rapid ROI
  - Planning flexibility vs high level of agreements
- **Knowledge-intensivity:**
  - Stability of participants vs regular turnover
  - Intense inward effort focused vs reporting
- **Competition with alternative courses of action:**
  - Sponsorship vs conservatism
  - Coalition of supporters for resources
  - Identification with the success of whole firm
- **Boundary-crossing:**
  - Enlarging focus of participants
  - Early involvement of functions
  - High degree of commitment by functions
  - High degree of interaction across functions

# Incorporating entrepreneurial management

## **Two ways**

- Parallel organization
- Mutual Adjustment

## **Stimulating factors for high-innovation companies**

- Broadly defined jobs
- Small Structure
- Culture of Pride
- Power Tools

# Implementing special programs to support intrapreneurship

## **Creating systems, structures, and practices**

- Reducing bureaucracy
- Reducing segmental integration
- Changing budgeting procedures

## **Providing incentives and tools**

- Project budgets (3M)
- Portfolio approach
- Performance review

## **Synergies across business areas**

- Joint projects
- Conferences/idea exchanges

# Questions

