



CORPORATE ENTREPRENEURSHIP

Thiago Lucena & Magnus - February 2023

Overall Context



Kanter et al. (1991 – Ohio Bell)



Business Context



The Enter-prize program



Learnings: What when well and what could be improved



Q&A



Case Background: Forces Driving Corporate Entrepreneurship



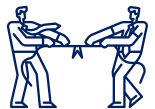
Post-divestiture reality (AT&T)



Culture change needed to cope with the new scenario



Deregulation



From monopoly to aggressive competition



**Corporate
Entrepreneurship**



UPPSALA
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Enter-prize: The Corporate Entrepreneurship program at Ohio Bell (1/2)



Program Context

- It was not created as part of a strategic planning
- It evolved from two previous programs



Program Overall Objective

- Changed Ohio Bell's culture from a single-minded perspective to an innovative one
- To support, nurture and reward employees who had ideas that cut operations costs or generated revenues
- Formal link between individual and corporate performance and employee compensation to maintain company leadership



Program Structure

- 4 employees working from screening to evaluation
- The submission process has eight well-defined steps, including creating an entire business plan
- Employee would work from ideation to implementation
- Rewards were given for both the employee and their department budget to ensure management support as well
- Innovation fairs were used to spread the word around the company to encourage employees to submit their ideas and showcase successful ones



Enter-prize: The Corporate Entrepreneurship program at Ohio Bell (2/2)



Project deliverables: “Excellence Through Employee Innovation”

- Reduce costs
- Increase revenue
- Create new lines of business
- Improve the quality of products and or service and thereby enhances customer service
- Improve security or safety of company personnel and property
- Improve employee attitudes so that the company could efficiently capitalize upon its human resources



Outcomes

- Changed Ohio Bell’s culture from a single-minded perspective to an innovative one
- Created new stream activities, which resulted in good financial results
- Increased employee networking and exposure at an organizational level



Learnings: What went well and what could be improved

WHAT WENT WELL

- Created an entrepreneurial spirit within the company
- It got employees involved in more aspects of the business
- Enable employees the opportunity to materialize their idea
- Increased interaction between employees and upper-ranking managers and executives

WHAT COULD BE IMPROVED

- It could focus more on developing and nurturing ideas
- Improve workforce to ensure a better and faster screening process, reducing bias and personal interest
- Balance the pros and cons of having a tight integration between mainstream and newstream (i.e incubation period separated from mainstream)
- Provide the proper structure to support the development of newstream (i.e training & tools)





Q&A