



**Shaping the Employees of the future by strengthening intrApreneurial
skills & mindset**

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State of the Art analysis on intrapreneurial skills needs and collection of best practices

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ABOUT THE SEAL PROJECT

Shaping the Employees of the Future by Strengthening Intrapreneurial Skills and Mindsets (SEAL) project is a EU Funded Strategic Partnership project in the framework of the Erasmus+ programme and is run in cooperation with organisations from 7 EU countries.

The SEAL project is specifically targeted for SMEs and aims to support employers and employees respond to the challenges that today's innovation models and the "Entrepreneurial Economy" bring to human resources and its links to SMEs' competitiveness. SEAL's main objective is to provide innovative solutions to SMEs and VET organizations/ trainers for assessing and developing employees' intrapreneurial skills and mindsets.

The project will create:

- An intrapreneurial skills training curriculum;
- An Intrapreneurship training course;
- An e-learning platform with resources;
- A manual/toolkit for trainers and policy makers

INTRODUCTION

The **State of the Art analysis on intrapreneurial skills needs and collection of best practices** is the first milestone of the SEAL project. SEAL consists a complex project within which innovation factors will include cutting-edge techniques in fields such development of skills and mindsets, knowledge transfer and education. This integrated and multidisciplinary approach will enable project partners to develop expertise in the field as well as a framework complying innovation and vanguard knowledge and, finally, set out the key competences to be included in the project.

The aim of this report is to provide project partners with the necessary information to develop the following project outputs, namely:

- Intrapreneurial skills training curriculum development
- Intrapreneurial training course and pilots
- SEAL e-learning platform
- A Manual and toolkit for VET trainers and policy-makers.

This report has been developed in such a way as to ensure transferability to all workplaces and working environments. It will also serve as a benchmarking analysis for European SMEs since it includes the findings from research carried out at different levels in all the partner countries.

The report is made up of several parts, as explained below:

- **Part 1.** A synthesis report, which includes a comparative analysis of all the national reports submitted by partners and draws the conclusions on which learning areas have been identified as the most relevant for the development of a training curriculum on intrapreneurship. The synthesis report looks to give an answer to the following questions:
 - What are the necessary skills that the curriculum and training course need to address;
 - What is the most appropriate format for the training material and learning contents in order for them to meet the target groups' needs.
 - What type of training / education approach should partners apply in order to ensure the highest possible participation in the project's training courses.
 - What is the most suitable and effective way for the evaluation of the training materials and of the project's outputs in general.
 - What other existing resources can be exploited / re-designed in order to maximize the effectiveness of the project's outputs.
- **Part 2.** A collection of national reports from 7 countries: Belgium, Bulgaria, Cyprus, Greece, Italy, Poland and the UK. The national reports are divided into two sections, namely:
 - A Desk research and case studies
 - A field research
- **Part 3.** Guidelines on Impact Assessment, a framework model that can be used by any interested organisation to aims assess any relevant costs and benefits incurred as a result of promoting and developing their employees' intrapreneurial skills and mindsets.

METHODOLOGY USED

Project partners compiled a national report which is made up of three different parts: a desk research, a field research and a collection of case studies.

Desk research

The desk research refers to the collection of existing literature available at national level, on the current needs for the development of employees' intrapreneurial skills and mindsets along with a collection of case studies of organisations that already apply tools and relevant methodologies for managing and promoting intrapreneurial skills and mindsets among their staff. This phase also considered which

indicators need to be collected, monitored and evaluated in order to calculate the business case/economic evaluation.

The structure of the desk research was the following:

Chapter 1	Notes	Number of pages
Chapter 1 Introduction	Not only a general introduction, but with a focus on your country	1
1.1 Conceptualization	Define the concepts of the study, e.g. how scholars define “intrapreneurial skills and mindsets” and other related concepts that you think necessary to clarify	1
Chapter 2 Literature review (desk research)	It is important to be as specific as possible and balance the discussion between international and local studies. The main goal is to identify and analyze the needs for the development of employees intrapreneurial skills and mindsets in the context of your country, therefore, focus should be made on local research as well.	4
2.1 Summary	Briefly summarize what you have found in above discussed studies and how it can be helpful within the framework of the SEAL project	1
Chapter 3 Field research	Discuss and analyse the data that was collected applying the field study method. It is also important here to structure the results by topics and highlight what similarities and differences exist with the studies that you have discussed in chapter two (desk research)	4
3.1 Summary	Briefly summarize your results and underline in what way you will utilize these findings in the context of the SEAL project	1.5
Bibliography	Use APA style referencing https://www.ukessays.com/referencing/apa/	

Field research

The field research was carried out through a structured aiming to collect data directly from the project's primary target group: SMEs, employers, employees and VET trainers / organizations.

The questionnaire included a mix of open and close questions in a semi-structured interview style, in order to gain extensive data and deep understanding of key intrapreneurial skills and competencies.

Each partner interviewed staff from at least 10 different organisations, mainly people with managerial roles within their organisations.

One of the main criteria for selected the organisations to participate in the research was the potential for applying intrapreneurship concepts within these organisations. The potential was judged, one a case by case basis, by the respective partner organisation.

The full questionnaire can be consulted at this link:

[SHAPING EMPLOYEES FUTURE BY DEVELOPING ENTREPRENEURIAL SKILLS AND MINDSETS - Google Forms](#)

Case studies

The aim of the case studies was to show concrete examples of best practices of intrapreneurship implemented in the various countries. The template used for the case studies was the following:

Case study Title:	1. 2. 3. 4. 5.
Sector/Industry	1. 2. 3. 4. 5.
Name of partner organisation:	
Country	
Overview of the case study (the main goal, strategy) (<u>each 200 words, total 1000</u>)	1. 2. 3. 4. 5.

Methodology / tools for developing employees' intrapreneurial skills <u>(each case study 150 words, in total 750)</u>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5.
Results <u>(each 200 words, total 1000)</u>	<ol style="list-style-type: none"> 1. 2. 3. 4. 5.
Link to case study or documentation (if any)	

SYNTHESIS REPORT

SMEs account for between 99.7% and 99.9% of enterprises in the United Kingdom, Belgium, Greece, Cyprus, Bulgaria and Poland. Italian SMEs represent 92% of the country's enterprises, a percentage that is significantly lower than that of its European counterparts. SMEs in these countries mobilise the majority of their work force (UK: 53.8%; Cyprus: 83.8%, etc.), which then underlines the major place occupied by SMEs in the national economic landscape.

In some countries, governments try to support innovation and entrepreneurship by implementing various actions. The UK Government, for example, adopted in 2018 a significant measure, the "Business Basics Fund". It is designed to boost the productivity and performance of small businesses in the UK. They also announced the launch of a "Small Business Leadership Programme" to provide management skills training to small businesses, as part of a package of industrial strategy measures to improve leadership and management in businesses (UK-SBA Fact Sheet 2019). The Belgian government have also taken steps to encourage and create policy measures for SMEs with the intention to stimulate and support innovation and skills at national and regional levels (European Commission, 2019). The Bulgarian government is lagging on investing in an entrepreneurial mindset in general. Indeed, adults who are interested in entrepreneurship represent one of the lowest percentages in the EU, yet the government has been trying to implement measures that support innovation. In Italy, due to the loss in production and the reduction in investments that have affected Italian companies, innovation has slowed down drastically. Just in recent times the situation is changing, thanks to the launch of Industry 4.0. The main contribution of this change is represented by the extension of tax incentives, the national smart specialization strategy and funding for worthy universities. Despite this, innovation is until now not among the priorities on the Italian political agenda. This also seems to be the case in Cyprus, where there are government policies in place with regards to support and relevance of entrepreneurial activity, but where at the same time there is a lack of government entrepreneurship programmes, and a lack of access to finance provided by the private sector.

It is also important to note that some businesses do not wait for their government to support them innovate. This is the case in Greece, where organizations and enterprises, through innovation and other activities, are attempting to implement more initiatives and promoting the health environment in the workplace and the intrapreneurial mindset.

The United Kingdom and Belgium appear to be the two countries of the study, where intrapreneurship is more developed. Belgium study focuses on the Flanders region where there are, according to a 2019 statistic, 62,4% of the country's SME's (Economy Belgium). 13.5% of the total workforce in Belgium – and Flanders – can be classified as "intrapreneurial". This statistic has Belgium placed third position (in 2012) at the European level, because of "the high degree of employment protection and social security in these countries, thus encouraging people to explore new opportunities within their current position or

organization". In the UK, intrapreneurship finds its place in the context of "Innovation & Skills". Indeed since 2008, the UK has been implementing many measures to provide a wide range of skills and innovation support schemes and incentives. In Belgium and the UK, there is a huge awareness about intrapreneurship, but there is still a lot to develop.

The other countries in this project seem lagging behind in the development of intrapreneurship. In Cyprus, while the entrepreneurial qualities in employees are valued, and there is belief that they can be developed, most of the participating organisations do not actively engage the entrepreneurial development of their staff members. Italy struggles to activate the skills of its population in the labour market. Entrepreneurs seem disposed to open to change and show awareness of the skills needed to create a stronger intrapreneurial culture. Nevertheless, the lack of formal change management processes within the organization and low participation in entrepreneurship training courses seem to be problems with still unexplored solutions. In Greece, the development and the improvement of the entrepreneurial skills through new methodologies and innovation is needed. In Bulgaria, 44% of companies made organizational innovations in 2020, and of these, 12.2% have introduced new or significantly improved management methods and systems - for example, enterprise resource management (ERP), customer relationship management (CRM) quality management, warehousing or procurement and delivery, etc. According to the "Global Entrepreneurship Monitor - Bulgaria" (2017), 7.1% of adult Bulgarians in 2016 expressed entrepreneurial intentions, which in comparison to Poland and Estonia is almost 3 times lower: 19.2%. Poland, for its part, encounters a problem at the cultural level in front of the development of intrapreneurship. More specifically, it is about feudalism, farm culture and the economic dualism of Europe. The research shows that 80% of Polish companies and almost all public institutions operate on the principle of "one rule, the rest humbly listen". So the Polish are aware of the nature of the problem and the resulting limitations.

Below, it will be possible to observe, through the field research, the concrete application of literary research thanks to a cross-analysis of all the national reports.

General information on SMEs' structure :

Employees in the SMEs:

	1-5	5-20	20-50	50-250
UK	80 %	20 %	0	0

Belgium	50 %	16,7 %	16,7 %	16,7 %
Greece	40 %	60 %	0 %	0 %
Italy	50 %	30 %	0 %	20 %
Poland	30 %	40 %	10 %	20 %
Bulgaria	42,9%	21,4%	21,4%	14,3%
Cyprus	27,3 %	9,1 %	36,4 %	27,3 %

The vast majority of SMEs that responded to the questionnaire were SMEs with between 1 and 5 employees and between 5 and 20 employees.

Role in the organisation of the person who completed the questionnaire :

	Owner/ Founder/Partner	Director/Co- Director/ Managing Director	Manager/ Coordinator	Other
U-K	1	7	1	0
Belgium	4	4	4	0
Greece	4	4	2	0
Italy	3	2	5	-
Poland	60%: owners, directors, project coordinator & managers			40 %: partners and middle level employees
Bulgaria	2	0	7	5: designers, engineers 1 : IT support

Cyprus	0	4	3	5: officers & consultants
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All the people who answered the questionnaire are people with responsibilities either of a manager, management or founder, owner and partner.

The organisations which answered the questionnaire are homogeneous. Indeed, they are all more or less the same size and the people who answered the questionnaire are all employees with responsibilities.

Innovation within the organization:

SMEs' openness to innovation:

	YES	NO
UK	100 %	0 %
Belgium	100 %	0 %
Greece	100 %	0 %
Italy	80%	20%
Poland	70 %	30 %
Bulgaria	100 %	0 %
Cyprus	90 %	10%

All SMEs are open to innovation. It is nevertheless important to note that 30% of Polish SMEs which answered the questionnaires consider that they are not open to innovation. This can be a direct application of the cultural problem raised during the literature review.

SMEs degree of support of employees' entrepreneurial behaviour (on a scale from 1 to 5):

	1	2	3	4	5
UK	0 %	0 %	10 %	40 %	50 %
Belgium	0%	0%	8.3%	41.7 %	50 %
Greece	0 %	10 %	20 %	30 %	40 %
Italy	0 %	0 %	20 %	30 %	50 %
Poland	40 %(NO)				60% (YES)
Bulgaria	0 %	0 %	10 %	60 %	30 %
Cyprus	0 %	9,1 %	27,3 %	45,5 %	18,2 %

More than 70% of the SMEs from Belgium, Greece, Italy, Bulgaria and the UK support to a large extent (rate 4 & 5) employees' entrepreneurial behaviour. 40% of the SMEs from Poland are not supporting employees' behaviour, it is the unique country who takes this position. This once again shows Poland's cultural barrier in that regard.

There are few driving forces of innovation that companies identified. The most recurrent driving force identified is "adaptation". It is in the interest of companies to adapt to an ultra-changing market, to match to customer demand, to adjust to recent technologies and to integrate them into their processes, to remain competitive with the competition. This can result in the development of new ideas or the improvement of already existing processes in order to reduce production costs for example. Professional recognition and financial rewards are also driving forces of innovation. Motivation, team spirit and the desire to create new products are also identified as drivers for innovation.

Entrepreneurial Mindset and Support

Perception of entrepreneurship manifestation in the company:

	Innovation (new services, technology ...)	Corporate renewal (empowered teams ...)	New ventures	Other
UK	44,4 %	66,7 %	11,1 %	0 %
Belgium	100 %	33,3 %	25 %	Teamwork: 8,3%
Greece	70 %	60 %	30 %	0 %
Italy	60 %	10 %	30 %	0 %
Poland	?	?	?	?
Bulgaria	53 %	15 %	23 %	0 %
Cyprus	90,9 %	54,5 %	36,4 %	0 %

Most respondents identify Innovation and Corporate renewal as the two main areas where entrepreneurship occurs within their companies.

Are there organizational structures in place to support devolved decision making?

	Yes	No
UK	40 %	60 %
Belgium	Most of the respondents stated that they ensured that there was a flat hierarchical structure, where managers were accessible, employees were supported by teamwork and contribution, but also given autonomy.	

Greece	70 %	30 %
Italy	90 %	10 %
Poland	70 %	30 %
Bulgaria	33 %	67 %
Cyprus	27 %	73 %

Hierarchy and protocol allow the rapid escalation and consideration of new ideas?

	Yes, often	Sometimes	No
UK	30 %	20 %	50 %
Belgium	In general, the respondents stated that they ensured that there was a flat hierarchical structure, where managers were accessible, employees were supported by teamwork and contribution, but also given autonomy.		
Greece	30 %		70 %
Italy	40 %	30 %	20 %
Poland	?	?	?
Bulgaria	50 %	0%	50 %
Cyprus	40 %	30 %	30 %

As regards to approaches, most of the companies stated that they ensured that there was a flat hierarchical structure, where managers were accessible, employees were supported by team work and contribution, but also given independence. Because most of the companies are small organisations (as highlighted above), it is no surprise that although there are organizational structures in place, these are very lean, therefore, they do not require complicated processes to support new ideas.

Skills and attitudes of employees

Entrepreneurial skills possessed by employees:

	UK	Belgium	Greece	Italy	Poland	Bulgaria	Cyprus
Leadership skills	70 %	42%	20 %	30%	?	40 %	54,5 %
Business management skills	20 %	8%	30 %	10%	50 %	50 %	54,5 %
Communication and listening skills	100 %	17%	80 %	20%	70 %	20 %	90,9 %
Critical thinking skills	60 %	17%	50 %	10%	50 %	40 %	63,6 %
Strategic thinking and planning skills	60 %	-	40%	10%	80 %	10 %	54,5 %
Analytical and problem solving skills	80 %	-	60%	10%	50 %	30 %	90,9 %
Organizational skills	80 %	-	40%	10%	90 %	40 %	63,6 %
Branding, marketing and networking skills...	20 %	-	50 %	10%	60 %	10 %	36,4 %
Financial skills	20 %	-	50%	30%	50 %	10 %	45,5 %

The entrepreneurial skills most present in the organisations are: communication and listening skills; analytical and problem solving; leadership skills; critical thinking; organizational skills & strategic thinking and planning skills.

Entrepreneurial mindset is determined only by individuals' personality or it can be nurtured by developing specific skills?

	Determined only by individuals' personality.	It can be nurtured by developing specific skills.
UK	10 %	90 %
Belgium	25 %	75 %
Greece	0 %	100 %
Italy	70%	30%
Poland	30 %	70 %
Bulgaria	20 %	80 %
Cyprus	73 %	27 %

The majority of respondents are convinced the entrepreneurial spirit can be nurtured by developing specific skills.

Learning and training potential

For each country the recurrent key attributes of individuals who generate positive outcomes for their organisations are motivation and perseverance, as well as team spirit and everything that this concept encompasses: kindness, talking, listening, solidarity, teamwork, and so on. In addition, communication is an extremely essential skill, as are openness, empathy, tolerance and the desire to learn and evolve for one's own interest and that of the company.

The abilities that almost all the country reports as skills that need to be improved by employees are motivation, creativity, critical thinking, problem solving, taking responsibility, independence & management skills. Results that are in total adequacy with the training areas that companies believe to be the ones that can develop entrepreneurial skills (see below).

Main training areas to develop intrapreneurial skills:

	UK	Belgium	Greece	Italy	Poland	Bulgaria	Cyprus
Creativity	80 %	58,3 %	20 %	10%	90 %	?	72,7 %
Critical thinking	80 %	75 %	70 %	30%	70 %	?	63,6 %
Entrepreneurial culture	90 %	50 %	70 %	40%	30 %	80 %	90,9 %
Team building	50 %	41,7 %	40 %	20%	90 %	50 %	81,8 %
Initiative	70 %	50 %	70 %	30%	90 %	90 %	63,6 %
Other	10 %	8,3 %	0 %	0%	?	?	0 %

On the other hand, all the countries identified the three mains media to develop skills: colleagues & mentoring, past experiences and self-learning. Poland, Cyprus and Italy also identified higher education as a main learning media to develop skills.

Shortfalls, barriers and limitations

Employees who took part in an entrepreneurship trainings:

	Yes	No	No answer
UK	20 %	60 %	20 %

Belgium	17%	83%	
Greece	5 Yes : seminar	4	1
Italy	10%	80%	10%
Poland	40 %	60 %	
Bulgaria	8,3 %	91,7 %	0%
Cyprus	27 %	18 %	55 %

The vast majority of companies do not send their employees to entrepreneurship training. Surprisingly, and in view of the cultural barriers mentioned above, Poland is the country where the responding companies sent their employees the most to training in which entrepreneurship was a topic discussed.

Main barriers to innovation:

	UK	Belgium	Greece	Italy	Poland	Bulgaria	Cyprus
Lack of time	80 %	50 %	11,1 %	20 %	60 %	12,5%	64 %
Lack of resources	60 %	66,7 %	22,2 %	30 %	80 %	18,8%	55 %
The organisational structure does not support innovation	70 %	41,7 %	33,3 %	30 %	40 %	12,5%	36 %
Lack of capacity	50 %	25 %	11,1 %	10 %	60 %	25,0%	27 %
Lack of leadership	60 %	41,7 %	22,2 %	10 %	80 %	18,8%	36 %
Lack of focus	40 %	25 %	11,1 %	20%	60 %	12,5%	55 %

The main barrier to innovation identified is the lack of resources that leads to a lack of time since without allocated resources, employees must do their work and then they can dedicate time to innovation. As a

result, entrepreneurial employees are not 100% committed to innovation as they cannot be replaced. The facts that organizational structure does not support innovation and the lack of leadership are real disincentives to the development of innovation.

In general, the desk research and the field research of all the reports are adequate. This comparative analysis highlights a strong consensus that conveys that entrepreneurial spirit can be nurtured and developed, however almost none of the SMEs engages in entrepreneurial trainings.

Many of the employees of these companies have plenty skills that, if developed, could allow them to innovate more.

We have observed that Belgium and the United Kingdom are generally the two countries where intrapreneurship is the most developed and where governments promote its development. Although these measures are in place, they nonetheless have a lot of margin for improvement.

Bulgaria, Italy, Greece, Poland and Cyprus are all aware of the importance of intrapreneurship and innovation within SMEs but the structures are not suitable at the moment and do not support the development of these skills, although employees are endowed with many abilities that can be harnessed and developed. These countries also need to face the fact that their governments are not putting innovation at the forefront and therefore do not make entrepreneurship training as a priority.

Conclusions

In most cases, all of the SMEs in this study are open to innovation and have identified the skills that their employees should improve to acquire a more entrepreneurial attitude. But why is acquiring an intrapreneurial attitude necessary for SMEs? To survive and to adapt to the market. Indeed, we have seen the recurring vector for innovation is adaptation.

The vast majority of the companies that took part in the study are of small size (between 1 and 20 employees), and they largely support the entrepreneurial behaviour of their employees. The manifestation of these behaviours is primarily seen through innovation and organizational renewal.

At the level of the internal structure of companies, it has been overall observed that the hierarchical structures are thin, which makes it possible to support devolved decision making. However, in most cases, the hierarchy and protocol in place do not allow the rapid escalation and consideration of new ideas.

Respondents identified entrepreneurial skills that their employees already have. Among these skills, the main highlighted are communication and listening skills; analytical and problem solving; leadership skills; critical thinking; organizational skills & strategic thinking and planning skills.

Collectively, respondents argue the entrepreneurial spirit can be nurtured by developing specific skills, and for them, the three main media to develop skills: colleagues & mentoring, past experiences and self-learning. The skills that their employees should improve and the skills that they believe will be vectors for

the development of entrepreneurship are as follows: motivation, creativity, critical thinking, problem solving, taking responsibility, independence & management skills.

Despite this awareness of the importance of entrepreneurial skills, most companies have not sent their employees for training on this topic.

In addition, innovation faces many obstacles, the most important of which are the lack of time, resources, leadership, and support from the organizational structure.

All these observations lead to one conclusion: the contradiction between on one hand the awareness of the importance of the development of entrepreneurial skills of employees and on the other hand the non-reaction of companies to the improvement of staff member skills. This consensus can be explained by the lack of training in business entrepreneurship, difficult access to such training, the lack of time and resources for bosses to send their employees to training.

It is therefore in the spirit of providing a solution to companies that the SEAL project intervenes. Indeed, its aim is to provide them with training that meets their needs, with entrepreneurship as its main focus. Free training aimed at developing the skills identified by the companies in this study.

1. Introduction

What an intrapreneur is? An entrepreneur is an employee within a large company who takes direct responsibility for turning an idea into a profitable new product, service, business, etc., often instead of leaving to start their own company: an intrapreneur brings entrepreneurial thinking and skills to building a career path within the structure of an existing organisation (Cambridge Dictionary).

Why Intrapreneurship? As Sharn Orchard (2017) notes, “the ever-increasing consumer demand for improved products and services over the decades has called for a dramatic increase in the speed of innovation. This is widely felt in the field of technology innovation where competition levels are extremely high, often leading to the demise of companies that are slow to respond to market pressure or fail to actively seek innovative opportunities to ensure their continuation”. According to C. Carrier (1994) SMEs indicated a slow performance compared to large scale organizations and many institutions are heavily engaged in searching for solutions to prevent SME failures in the world. According to N. Thornberry (2001), corporate entrepreneurship is a powerful antidote to large companies’ staleness, lack of innovation, stagnated top line growth and the inertia that often overtakes the large, mature companies of the world. Failures of SMEs tend to happen due to the uncontrollability of the matured state. During the International Conference for Entrepreneurship, Innovation and Regional Development in 2014, it was put forward that “Small and Medium Enterprises (SMEs) are considered to be the power houses of European businesses. For these SMEs, an innovation culture that can be attained through intrapreneurial initiatives can add significant competitive advantages to their organizational framework especially in the current economic environment, which is getting progressively more competitive, demanding and challenging”. Intrapreneurship is therefore a real argument against the failure of SMEs.

How important are SMEs in the United Kingdom? In 2018, 53,8% of the UK workforce was employed by SMEs (Eurostat, 2019). SMEs represents 99,7% of the companies in the UK, what amounts to 2,124.697 companies (Eurostat, 2019). Since 2008, the UK’s score on “Skills & innovation”, has been much higher compared to the European average. Since 2008, the UK implemented many measures to provide a wide range of skills and innovation support schemes and incentives. In 2018, the UK Government adopted one significant measure, the “Business Basics Fund”, to boost the productivity and performance of small businesses in the UK. They also announced the launch of a “Small Business Leadership Programme” to provide management skills training to small businesses, as part of a package of industrial strategy measures to improve leadership and management in businesses (UK - SBA Fact Sheet 2019). It is in this “Innovation & Skills” context that intrapreneurship finds its place in the UK.

This study is divided into three main parts, the first part is a literature review, the second part is a field research, and finally the last part is the analysis of five case studies. These documents constitute an overall report of the findings in the United-Kingdom from the aforementioned activities.

1.1. Conceptualization

What is an Intrapreneur and what is Intrapreneurship?

In 1978 Gifford Pinchot III invented the concept of an internal company after participating in a seminar. In his book "Intrapreneuring" published in 1985, he clarified the scope of the concept and its reflection on the issue. In their 1988 research report, G. A. Brenner and R. Brenner merged the words "Internal" and "Entrepreneurship" to create the word "Intrapreneurship". This is the new name for an already existing phenomenon, which can be literally translated as "entrepreneur internal to the company". Since then, many definitions and approaches to this concept have emerged. Here is a set of definitions of the term "intrapreneurship" we came across throughout this literature research. The purpose of this part is to define clearly what intrapreneurship is and what an intrapreneur is. In other words, define the limits of the concept.

- Intrapreneur is an entrepreneur within the organization hence the development of intrapreneurship enables the development of SMEs. (Sanath Divakara et al, 2019)
- Intrapreneurs are employees with the skills to develop, manage and carry forward the business as expected by the ownership. Intrapreneur is an individual within the organization who creates and takes responsibility for transforming an idea into a profitable venture through taking creative and innovative approaches. (Thornberry 2001)
- The person who focuses on innovation and creativity and who transforms a dream or an idea into a profitable venture by operating within the organizational environment. (Pinchot, 1980)
- Intrapreneur refers to an employee who combines ideas and uses existing resources in the organization to promote innovative new projects. (Pinchot, 1985)
- Internal Corporate Ventures (ICV) are entrepreneurial initiatives that originate within a corporate structure and are intended from their inception as new businesses for the corporation. (Sharma and Chrisman, 1999)
- Entrepreneurship in existing organizations, is a process by which individuals inside organizations pursue opportunities independent of the resources they currently control. (Stevenson and Jarillo, 1990)
- Doing new things and departing from the customary to pursue opportunities. (Vesper, 1990)
- Spirit of entrepreneurship within the existing organization. (Hisrich and Peters, 1998)
- Creation of new organizations by an organization, or as an instigation of renewal and innovation within that organization. (Sharma and Chrisman, 1999)
- Innovative initiatives undertaken by employees inside an organization to perform new business activities. (Bosma, N., Stam, E., and Wennekers, S., 2011)

- Intrapreneurs are creative individuals who have the entrepreneur's soul within an institution, who see the opportunities for innovation and catch it, and who not only innovate but also can turn their ideas and models into an increase in their institutions' profits and competitive power. (Pinchot, 1985)
- An intrapreneur is a person who moves with an entrepreneurial spirit in an organization. Intrapreneurs are leaders in converting new ideas into realities. (Parboteeah, 2000)

The first common point of all these definitions is the following: intrapreneurship is entrepreneurship within an already existing company. The initiator of intrapreneurship in a company can therefore be an employee. Why intrapreneurship? To create and develop new ideas, products, businesses, in order to evolve the company and allow it to remain in the market and to continue to be competitive.

2. Literature Review

2.1. Summary

How can be Intrapreneurship promoted within an SME?

Intrapreneurship can be promoted within an SME through the CEO and the senior management staff. These figures can guide, facilitate and manage intrapreneurial initiatives in an organisation. A CEO can act as the facilitator of intrapreneurship providing different intrapreneurs the support, guidance, resources, and an environment to innovate. This study will focus more in detail on the essential role of CEOs in the success of intrapreneurship within an organisation.

According to Alpan et al. (2010), intrapreneurship begins by supporting the Human Capital. Human Capital consists of individual knowledge, ideas, which encourage and enable creativity and innovation; simultaneously human capital and organisational support create a synergetic effect. The development of intrapreneurship directly implies investing on research and catalysing the innovation. It also implies new business venturing, product and service innovation, process innovation, self-renewal, risk taking, proactiveness, and competitive aggressiveness, and all this is possible through the development of an "Innovation culture".

According to Guth & Ginsberg (1990), stimulating innovation within an organization through the examination of potential new opportunities, resource acquisition, exploitation, implementation and commercialisation of new products and services is the responsibility of intrapreneurs.

Intrapreneurship can also be developed by determining what are the needs of the company, comparing it to other similar management concepts, such as diversification, capability, organizational learning, and organizational innovation. Finally, it is important to emphasise that anyone can be educated in intrapreneurship, both employees and students. These are qualities that can be acquired through education as well as the working environment.

The Role of CEOs in the development of Intrapreneurship

The profiles of CEOs associated with intrapreneurial activities in SMEs are: the facilitator, the innovator, or a combination of the two profiles, the facilitator & innovator. CEOs must have the capability to link business needs with different intrapreneurs' natural talent. Tappin and Cave (2008), believe that CEOs are far-sighted leaders who have the ability to paint a sophisticated and compelling picture of the future for their employees, customers and shareholders.

Professor N. Spence, (B, Baruah and A, Ward. 2014) believes that a CEO has to be someone that people would want to follow and go on a journey with and therefore his/her priorities are dedicated towards creating, supporting and driving a culture which will make people contribute to the common goals and mission of the organisation.

According to Baruah and Ward (2014), the adoption and practice of intrapreneurial initiatives should be highly encouraged by CEOs today to attain a competitive advantage.

G-A. Badoiu, M. Segarra-Ciprés & A-B. Escrig-Tena (2020), highlight that employers can promote the intrapreneurial behaviour of employees insofar as they influence their motivation to initiate projects within the company, and they also highlight the role of the so-called Corporate Entrepreneurship Assessment Instrument (CEAI). "The CEAI includes five dimensions: top management support, work discretion, rewards and reinforcement, time availability, and organizational boundaries. Top management support refers to the degree to which entrepreneurial behaviour is encouraged, assisted, and endorsed by top-level management, which includes defending innovative ideas and ensuring that the resources needed by employees to undertake entrepreneurial actions are made available. Work discretion encompasses the extent to which an organisation tolerates failure, allows for a certain amount of scope in decision-making while also ensuring supervision is kept to a reasonable level, and entrusts lower-level managers and workers with greater authority and responsibility. Rewards and reinforcement are related to the extent to which an organisation implements schemes to offer its workers rewards in recognition of entrepreneurial undertakings and success. Time availability refers to individuals and groups being given extra time to work on innovations. This is achieved by organizing their workload in such a way as to allow them time they can devote to such endeavours with the aim of reaching short and long-term organizational goals. Organisational boundaries refer to the development of processes that reduce uncertainty in the performance of tasks so that employees can perceive that processes do not prevent the development of new ideas".

The CEAI presents itself as the indispensable tool for the success of intrapreneurship in an enterprise. Divided into five dimensions which are all, as we have seen, dependent on the means and motivation of CEO. The success of intrapreneurship is therefore not possible without the support of CEOs.

What are the needs of SMEs to develop a good environment that favours intrapreneurship?

According to S.Divakara & W. Madurapperuma (2017), there are fundamentally three complexities that exercise influence on developing intrapreneurship such as Organizational, Individual and Environmental. Organizational support is one of the key factors that enable innovations in intrapreneurial culture.

Employee motivation is a real engine within the company to develop innovative performance. The supportive environment created by the organisation has been identified on the one hand as internal climate factors, and on the other, it has been described as a facilitator for the organisation to spur intrapreneurship activity by Kuratko et al (1990), Zahra and Covin (1995), Antoncic & Hisrich (2001).

Research by Hitt, Nixon, Hoskisson, & Kochhar (1999) suggests that organizational context considerations (e.g., top management team support, organizational politics) have a significant influence on the performance of corporate entrepreneurship initiatives, of which ICVs (Internal Corporate Ventures) are one manifestation.

The development of the Innovation Culture within an organisation is also considered as one of the most important key areas that need to be developed.

What are the competencies that need to be developed in an organisation to boost intrapreneurship?

Innovation & Research & Development are the key mechanisms for businesses to position themselves in the market and compete with the others. Schmitt, Raisch & Volberda's (2016), describe Strategic Renewal as the process that allows an organisation to alter their path dependence by transforming their strategic intent and capabilities. Agrawal & Helfact (2009) and also Zahra (1996) define that renewal refers to revitalizing, redeployment or replacement of the firm's current organisational attributes.

Burgelman (1984) identified Internal Corporate Venturing (ICV) as an important avenue to the corporate growth and diversification by managers in large organizations. In fact, internal venturing is confined to internal developments enlargement of product portfolio, bootlegging, and so on.

Peter McIlveen & Annamaria Di Fabio (2018), encourage the recognition of positive personal aspects regarding each dimension of the intervention; and to sustain the analysis of the past through the present toward the future.

It is also important to emphasise the right to failure, in fact the "right to make mistakes" is no longer a taboo, it has yet to fully sink in within our culture. According to Kreuzer & Weber (2020), formulating error-related information as domain-specific negative knowledge, which refers to "how something is not" or "how something does not work", respectively, we can use this information constructively when designing instructional means for future tailor-made approaches and individual guidance.

According to Badoiu, Segarr-Cipres and Escrig Tena (2020), "Intrapreneurial behaviours of employees can emerge despite the lack of time and limited resources available for undertaking projects. Moreover, work

discretion and mutual confidence and the quality of the relationship between employees and top managers are the most valued factors for intrapreneurs”.

It is also necessary to emphasise the skills required by employees in order to become an intrapreneur. *Board of Innovation* (<https://www.boardofinnovation.com/>) lists six essential skills to be an intrapreneur: Startup mentality, Business maturity, Project Management, Knowledge of the internal and external environments, Stakeholder management and 110% availability. What is Startup mentality? It is finding solutions to problems, identifying and seizing opportunities. This skill is intimately linked to another skill which is creativity. Business maturity means to have an impact and a persuasive force on the management of the company. Managing stakeholders means having support within the company as well as credibility, and it also means being well integrated into the company and having legitimacy. Having project management skills is essential to being an intrapreneur, it means knowing how to lead a team that presents different profiles and know how to exploit to the maximum the capacities of each one. Knowing the environment external to the company, having an interest in it, is an important skill for an intrapreneur, it allows them to be aware of the economy, the innovations of others, the economic stakes, and so on. On the other hand, it is also important to know the internal environment of the company: corporate culture, management structure, employees’ behaviour, and so on. Because this allows the intrapreneur to listen to his/her peers and the employees of the company in order to develop a reciprocal exchange in the development of ideas, taking into account the specialty of each one. For a company, investing in an entrepreneur means leaving them time to devote to a new project, it is letting them be 100% available for this new task. This therefore suggests that the old task of the intrapreneur will be carried out by a new employee, or split between the other employees.

3. Field Research Findings

3.1. General information

The research in the UK was carried out by submitting the questionnaire to a number of SMEs, which were selected following the main criteria of:

- Size and type of organisation
- Business sectors that are common in our area of operation.
- Potential for future involvement of these organisations in the piloting of the project outcomes and potential for applying the concepts of intrapreneurship.

With regards to the size of the organisations involved, these were mainly small organisations, 75% of them with a workforce of 1-5 employees, and the remaining 25% between 5 and 20. As regards to the type of organisation, these were mainly for profit and not-for-profit organisations working in different fields:

education, consultancy, project management, and human rights. This is a limited yet fair representation of the composition of the SME world in London, where most of the organisations can be classified as services providers.

The people interviewed were mainly people in the management such as directors, co-directors, coordinators, and project coordinators, the majority of whom do manage staff.

3.2. Workplace innovation

Most organisations in the research stated they are open to innovation. Innovation manifests itself mainly via corporate renewal and also via innovation (technology, new processes, etc.), and also by way of taking advantage of or creating opportunities in order to make new business that fuels or creates social impact.

With regards to the processes for change management, most respondents declared there is no formal process in place, with a small number of organisations stating that they hold regular meetings with their staff to assess the organisation's impact and effectiveness, reflect on how they can improve, explore new possibilities, predict approaches, and make operational adjustments in order to meet future needs and stay competitive.

Given the nature of the organisations involved (mainly small organisations) it is no surprise that although there are organisational structures in place, these are very lean, therefore they do not require complicated processes to support new ideas. In fact most of the organisations involved stated that they support innovation and the development of new ideas. Individual members of the team have the possibility to propose new ideas, which are first discussed individually, and if they are deemed viable, they are discussed by the whole team and eventually supported.

There is a common aspect connecting all organisations involved, which has to do with the fact that the focus is on each individual making up the organisations. Either through dedicated meetings or brainstorming sessions to discuss new ideas, or by encouraging employees to express their ideas this contributes to creating a work environment that is open and favourable to the generation of new ideas.

It is also important to note that according to most respondents, they employ staff to positions and tasks that utilise their skills, although this is carefully considered and discussed about via individual meetings, and constantly reviewed.

3.3. Entrepreneurial mindset

According to the responses, entrepreneurial behaviour within an organisation is supported to a great extent. The key attitudes that staff should possess are, in order of importance:

- 1) Motivation and independence
- 2) Ownership

3) Openness and tolerance of uncertainty

4) sense of belonging to the organisation and creativity

Other attitudes selected, although to a lesser extent, are: enthusiasm, teamwork, trust, capacity for risk, ability to imagine and be creative.

With regards to the entrepreneurial skills most present in the organisations involved, these are:

- Communication and listening skills
- Analytical and problem solving; Leadership skills
- Critical thinking; organisational skills
- Strategic thinking and planning skills

And to a lesser extent: Business management skills, financial skills, branding, marketing and networking skills

Most respondents stated that their employees have not taken part in entrepreneurship training, with one respondent saying they have their staff attend some international trainings activities as part of their projects, but the focus is not only on entrepreneurship. Only one organisation provides internal training and have developed standards for entrepreneurship to ensure these approaches are embedded in all they do from trainings to the way they hold meetings.

The respondents highlighted that the staff should have the following skills in order to be more entrepreneurial:

trust, pattern recognition, motivation, freedom, self-belief, independent thinking, vision, creativity, risk taking, business management, pr, financial skills, marketing, budgeting, leadership skills, taking responsibility, ownership, independence, problem solving, bravery in taking things forward and about change.

It is relevant to note that according to the respondents, an entrepreneurial mindset is not only dependant on each individual's personality, but it can be nurtured by developing specific skills.

3.4. Innovation within the organisation

Organisations involved in the survey generally value innovation as part of their culture to a great extent. 60% of them also stated they encourage risk taking by staff.

According to them the main forces driving innovation are:

keeping interest high, building on what is already available and develop it further, exploiting results and make them better, the need to innovate, pandemic restrictions, empowering teams, welcoming new ideas, supporting the development of ideas, investing in innovation, curiosity and passion, retaining competitive edge and building resilience, motivation.

On the other hand, the main barriers to innovation are:

- Lack of time; the organisational structure does not support innovation;
- Lack of resources; lack of leadership
- lack of capacity; lack of focus

One respondent mentioned societal problems, which include “a society/government/social mob/corporate or religious institutional power/culture/union/family/friends/local mob or any power base that points the finger all the time and seeks to take people down for trying to do stuff”.

When asked what are the key attributes of individuals who generate positive outcomes for their organisations are, these included:

organization, problem solving, team working; kindness; a genuine interest in developing positive outcomes; time or resources; risk taking, self-awareness, passion, self-motivation, good people and communication skills. Proactiveness, Positivity, Openness, Enthusiasm; Kindness to other people; Do not be afraid to propose something new; Initiative, leadership and passion; collaboration, communication skills, imagination, growth mindset; Motivation, drive to succeed, engagement, dedication to what they do.

As regards to which are the main learning media for key skills, the responses were, in order of importance:

- Colleagues; mentoring
- Past experience
- Self learning

Finally, as regards to the main training areas to develop intrapreneurial skills, the responses were:

- Creativity
- Entrepreneurial culture
- Initiative
- Critical thinking

- Team building
- Diversity awareness

3.4. Summary

The field research shows, in line with the findings of the desk research, that there is an awareness among the people interviewed, most of them people managing staff, of the importance of human capital for the growth, renewal and success of an organisation. To a good extent, it seems that SMEs are open to innovation, and that ideas and creativity are encouraged and nurtured if they are considered to be viable. Entrepreneurial behaviour is encouraged and endorsed by top management.

It is positive to note that talents of employees are nurtured, and they are used to the mutual advantage of both the individual and the organisations, in such a way that an employee feels valued and keeps their motivations high, and they feel a certain degree of independence.

The field research also shows that most employees in the organisations interviewed possess many of the necessary skills emphasised in the literature review, such as strategic thinking and planning skills, leadership and organisational skills, but perhaps more skills could be further developed, such as business management skills and a startup mentality, among others.

Entrepreneurship training is not something that takes place on a regular basis among the organisations involved in the survey, with only one organisation stating that they provide internal training and standards to promote entrepreneurship within the organisation. In this respect we believe that the outcomes of the SEAL project would be very beneficial for the organisations involved and for all the organisations willing to embrace the rationale of this project.



4. Case Studies

Here is a list of 5 case studies which show how entrepreneurship concepts have been implemented in different organisations in the UK

	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5
Title	Intrapreneurship in North Wales Police.	2 Inspire: Increasing intrapreneurial skills through pedagogy, increases innovation, retention and employability.	Support for growing businesses: a policy briefing	Implementing BIM to streamline a design, manufacture, and fitting workflow: a case study on a fit-out SME in the UK.	Intrapreneurship in multi-generational family businesses
Sector / Industry	Police: North Wales Police	Radiation Therapists: oncology practitioners	The business support system for SMEs	Building Information Modelling (BIM) Implementation	Family businesses
Name of organization	University of Chester, Author: Tom Barham	Sheffield Hallam University: Heidi Probst	Centre for Cities: Dmitry Sivaev	University of Salford: Marina Machado, Jason Underwood, Andrew Fleming	Bond University: Garrett, Robert P.; Dibrell, Clay; Craig, Justin B
Overview of the case study	The study was conducted to understand contemporary thinking on intrapreneurship, in order to	The objective of this case study is to develop and implement an intrapreneurial pedagogy	This case study highlights the state-funded business support system in the UK in 2013. A system that is	This case study proposes to show that the use of business approaches, such as process improvements	This case study proposes to examine intrapreneurship through Internal Corporate Venturing, in the context of

	<p>determine the place of intrapreneurship within the North Wales Police (NWP) and also to establish recommendations on how intrapreneurship can be developed successfully. For this the author highlights the integration of a corporate culture into a public service with the aim of developing a spirit of entrepreneurship, as it proven to be difficult to innovate in the public sector. The author further elaborates extensively the culture of change adopted by NWP leaders. A culture of change implemented by encouraging decentralized decision-making, encouraging the development of new projects, and encouraging discussion and change rather than maintaining a status quo. In 2005 the NWP</p>	<p>and to assess the impact on the valorisation of intrapreneurial skills of healthcare professionals. Indeed, in 2007, the National Radiotherapy Advisory Group (NRAG) stated that an in-depth review of the workforce training offer should be considered; and recommended increased use of advanced and consultant grades. The author demonstrates that the development of professionals into advanced grades can only occur with the simultaneous development of knowledge. The use of intrapreneurship is particularly relevant in this case, since it has already been used in other services such as nursing. In order to</p>	<p>highly complex, with 900 local and national, public and private support schemes, and poorly structured. The author presents a structured overview of national and regional business support policies. He assesses the geography of business support and examines several local initiatives. The author highlights the three objectives of all business support initiatives which are to help enterprises develop by fostering innovation, to improve enterprises by making them more competitive and productive, and finally increase the number of companies. The two major aims of the business support system are to help companies (mainly the SMEs) that aspire to grow</p>	<p>and knowledge management, can incrementally reduce costs and increase competitiveness for SMEs. It is exposed through Building Information Modelling (BIM), which seems to be one of the most promising approaches to improving processes and efficiencies in the construction industry in UK. This paper presents a BIM implementation at Links FF&E, a UK based company that offers the design, manufacture, supply and installation of quality fittings and furnishings for student accommodation. The first step is to consolidate knowledge of BIM best practices and then produce a review and detailed analysis of the</p>	<p>multi-generational family businesses. A family business is company where we find the notion of family ownership and family control with the desire to pass on ownership and control to future generations. The involvement of future generations in the company directly influences the directions chosen by the generation which leads the development of the activities of the company. Family businesses owned and managed by several generations must rejuvenate and reinvent themselves, if they want to maintain and develop their performance, which is why ICV is essential within this business model. The article highlights the importance</p>
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	<p>was ranked among the 10 best forces in the UK, thanks to its ability to adapt, to respond to a set of challenges and rapidly changing environments and thus, to meet the needs of the public. The author places intrapreneurship in the context of the NWP through a questionnaire filled out by agents and executives of the NWP, most of them associating intrapreneurship and innovation. For these agents and executives of the NWP, the NWP innovates mainly in the area of technology, new systems and processes.</p>	<p>improve these intrapreneurial skills an Individual Education Programme (IEP) has been set up through an already existing e-learning module that has been adapted and developed for PG students in oncology. The impact of the E-Learning Intrapreneurial Pedagogy programme has been tested on PG students who are considered here as a study group. Their innovative behaviour, cognitive style index, intrapreneurial self-efficacy and intrapreneurial personality served as tools for data collection for content creation. All modules created and adapted are intended for oncology health professionals who wish to expand their</p>	<p>and commit to the long term and to help companies create a sustainable structure that can adapt to change. Finally, the author stresses the need to simplify the system and to coordinate local and national actions in order to be able to provide an efficient and structured service to companies that wish or need to develop.</p>	<p>current situation of the business to highlight the areas, the processes, and technologies where BIM could help them achieve their strategic objectives and develop new ones. An implementation strategy has been developed by establishing areas of gain in process monitoring improvement, procedures, systems, practices, and capabilities of individuals to facilitate the integration of these improvements. More concretely, BIM helped the company move from 2D modelling to 3D modelling, by training and developing the capabilities of Links FF&E's employees.</p>	<p>of the relationship between the new branch of the company: the ICV with the parent-venture, as well as the autonomy (degrees of independence) that the parent-venture leaves to the ICV. Those factors have a direct impact on the performance of the ICV. The article then explores the impacts of these two factors through the constituent elements of a family business: External Board Members, CEO Tenure, Generational Involvement, Parent-Venture Relatedness and Venture Autonomy.</p>
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		knowledge and where intrapreneurship skills are fundamental to obtaining employment in advanced roles.			
Methodology / tools for developing employees' intrapreneurial skills	The author adopts an interpretive approach based on a combined research. The author uses an empirical-inductive technique to build the theory of intrapreneurship within the NWP. To understand contemporary thinking on intrapreneurship, the author relies on a wide bibliography made up of academic articles, articles from newspapers of the written press and the Internet, as well as a set of reference books on the subject. The author also conducts a small number of semi-structured interviews to determine NWP's general approach to	The methodology adopted in this study is divided into three stages, which are structured around four research questions. The first stage addresses the first question by conducting qualitative interviews with intrapreneurs in the field of radiotherapy and who are using the Grounded Theory (GT), as well as the literary study of the development of intrapreneurial skills through training and education courses, in order to develop a model on how pedagogy can influence the development of intrapreneurial skills	This study deals with the means made available by the State for the development of SMEs so that they can set up intrapreneurship within them. Here, intrapreneurship is not seen as a means of development but as the result of a financing process set up by the State, because without funds innovation is more difficult if not impossible. Thus, the author carries out a structured analysis on the system of support to enterprises by reviewing 43 national initiatives by classifying them by type of	This case study is part of a Knowledge Transfer Partnership (KTP) between the University of Salford and Links FF&E. The article presents the results and methodology adopted by the design, manufacturing and assembly company for a 30-month project through the implementation of BIM. This implementation is divided into five stages. As the study is still ongoing, only the first three steps have been completed, so they are the ones being analysed. The first phase focused on establishing and consolidating	After a literary analysis of the perceptions of intra-ownership within family businesses, the paper conducts a conceptual review and theoretical development based on empirical data, concerning the conduct of ICVs in family businesses based on the theory and research (exposed during the literary analysis) within the areas of family business and business governance considerations. The article provides a new overview of the factors that determine which ICVs are pursued within the parent-venture, how they are conducted,

	<p>intrapreneurship development and incubation. These interviews also help determine the point of view of the leadership on intrapreneurship, indeed the Chief Constable, the Director of Finance and Resources, the Divisional Commander and the Head of Commercial Development of the NWP have all accepted to take part to the interview. These interviews serve as a reference for the establishment of an anonymous questionnaire distributed throughout the NWP.</p>	<p>among health practitioners. The second phase of the study includes the development of e-learning materials to reflect the model developed earlier. Finally, the last step test the impact of intrapreneurial pedagogy through a pre-post survey with two groups of students, where one group follow a specialist modules in oncology and the other one follow a specialist module in breast cancer radiotherapy.</p>	<p>tool, by geographical impact and by objective. With the aim to highlight the flaws of this system while proposing solutions. The author supports his remarks by presenting concrete examples of the shortcomings encountered in the access to funds process and by presenting schemes for simplifying the system and its tools. In this study, intrapreneurship is seen as an end and not a means.</p>	<p>knowledge of BIM best practices. The second step mapped the current business processes and various wastes associated with the process were identified through their analysis. The third step then identified and examined areas for potential improvement of a BIM approach across the enterprise, as well as potential risks. The methodology followed in this study aims to show how the proper implementation of BIM within a company can allow it to develop and develop the skills of its employees and therefore promote intrapreneurship.</p>	<p>and how leadership can evolve relationships from one generation to the next. This study therefore proposed the analysis of an intrapreneurship model through the Internal Corporate Venture in a family business context through the exploitation of an empirical database. Thus the article has demonstrated the importance of the relationship and autonomy between a parent-venture and the ICV, a model that could then be adapted and compared to non-family business.</p>
Results	<p>The development of intrapreneurship has enabled the creation of a</p>	<p>The results of the study indicate that there may be a tendency for IEP to</p>	<p>The author insisted at length on the complexity of the business support</p>	<p>The case study demonstrated the crucial utility of adopting and</p>	<p>Three different effects resulting from the relationship between the</p>

	<p>Driver Training School, the NWP gives courses to police forces and to public service organizations, which allows it to be self-financing. The Aquarius project was also created thanks to intrapreneurship, it gave rise to a new data management model, grouping 27 systems into 3 systems, and allowed police forces to access it outside the operations centre via Personal Digital Assistants and Data Tablets. The NWP also created and developed a security education centre, Danger Point. On the basis of the replies to the questionnaire, the author was able to establish several definitions of intrapreneurship within the NWP. There are those who see intrapreneurship as an output through new processes, projects, focusing</p>	<p>positively influence intrapreneurial self-efficacy, but a larger sample is needed to prove that the current improvement was not a coincidence. This project demonstrated a widening of participant's views and perspectives brought about by the IEP. There was reporting on the discussion forums from a proportion of students of activities already set in motion to enhance or improve patient care within their employing organization, demonstrating benefit. This study shows that action orientated learning is more effective in developing the deep learning that is beneficial for improvements in patient care and</p>	<p>system. The lack of visible infrastructure and access points makes it difficult for some businesses to access and understand support. Which then complicates the analysis of any gaps. Multiple institutions are responsible for providing support programs with overlapping objectives, and as collaboration between them is inconsistent, duplication of services and inefficient use of resources are difficult to avoid. SMEs need to be guided through the current system, but provisions are limited to do so. The author suggests a number of areas for improvement should the system be revised. If changes are made to the system, they should be coordinated nationally and regionally in</p>	<p>using BIM that streamlines process and operations through access and transfer of academic knowledge. The use of BIM can help solve common problems encountered from design to manufacturing until the installation, especially by promoting better integration and communication between the business functions of the organization, increasing predictability and reducing overproduction of drawings. This saves time and increases profits. The use of BIM has many advantages and it is a huge asset for companies, however it must be well integrated into the business in order to be fully exploited. In order for the</p>	<p>parent-venture and the ICV have been formulated (Proposition 1: The involvement of subsequent generations in a family business will be negatively associated with parent-venture relatedness), as well as three other proposals for an impact on the autonomy left by the parent-venture to the ICV (Proposition 4: Parent-venture relatedness is negatively associated with venture autonomy). From these proposals come several conclusions. Firstly the types of ICV conducted by companies may be directly related to the personal wishes of a family member, and may not necessarily be the result of a planning or opportunity recognition process. Second, in a family</p>
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	<p>on the development of services for the community, and there are those who see intrapreneurship through the importance of leadership and management, in particular by the transfer of decision-making by management. The author also identified internal barriers to the development of intrapreneurship, such as difficulty in reorganizing the hierarchy, a lack of time and resources, as well as a culture of blame and rejection of failure.</p>	<p>professional practice. To optimise the development of relevant skills to promote the employability of students, the development of an individualized learning plan is facilitated by e-learning platforms. Indeed, these platforms can be designed to allow students an easy navigation that suits their own learning path through the use of a guidance and resource system adapted to their goals. However, a broader study must be carried out to identify the real impact of intrapreneurial learning on employability.</p>	<p>order to facilitate business access to support structures. It is necessary to be able to ensure a stable institutional environment for companies and to be able to adapt to the changing needs of companies. Finally, the author concludes his demonstration by opening on broader questions for further discussion: How should the current system be remodelled? Scrap and build from scratch? What is the right balance between national and local provisions of state-funded business support?</p>	<p>company to take full advantage of BIM, employees must know how to use it, so they must undergo a period of training and they have to be supervised. There may be problems in the implementation of BIM, they may be related to people's reluctant to the change, the allocation of financial resources and also the time employees can devote to training. Within Links FF&E, the changes have been integrated and the organization is progressing towards its strategic objectives and continuous improvement. This constant improvement in a constantly evolving company which is not afraid of change but which on the contrary accepts</p>	<p>businesses a generation can encourage or discourage the participation of the next generation in the business from the current direction they may decide to give the company. Finally, it is understandable that the involvement of the CEO in the management of an ICV is not necessarily a good idea since it has been shown that in most cases the ICV does better if they are considered as autonomous units rather than if they are subject to a management by the parent-venture.</p>
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				and develops it, constitutes an ideal framework for the development of intrapreneurship.	
Relevant links	http://hdl.handle.net/10034/90555	shorturl.at/wxzU9	shorturl.at/brA23	https://tinyurl.com/4u4dv7x	https://tinyurl.com/67n4hw3c

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NATIONAL REPORT FOR BELGIUM

1. Introduction

Within the framework of the ERASMUS+ project “SEAL - Shaping the Employees of the future by strengthening intrapreneurial skills & mindset” and as a first step towards developing an innovative training material for the development of the employees’ intrapreneurial skills in the project’s first intellectual output, project partners conducted two initial activities:

- 1.) Collection of existing literature on the current needs for the development of employees’ intrapreneurial skills and mindsets along with a collection of case studies of SMEs that already apply tools and relevant methodologies for managing and promoting intrapreneurial skills and mindsets among their employees.
- 2.) Implementation of a field research based on a structured questionnaire aiming to collect data directly from the project’s primary target group: SMEs, employers, employees and VET trainers/ organizations.

This report contains the research and analysis in the context of Belgium, with an emphasis on the Flanders Region. Chapter 2 will provide a presentation of current literature that provides what research has been carried out at present that can provide a foundation in our assessment on the current status of intrapreneurship in the Belgian country context. For succinct summary of the findings, please be directed to the summary (2.1). Chapter 3 is a presentation of the results of the field research carried out with Belgian SMES. In order to carry out field research and supplement our desk research on the Belgian country context, a questionnaire was circulated amongst the Square Dot Team network of SMEs, in various sectors and industries. Ultimately, twelve surveys were collected and included in the following presentation of results and accompanying analysis. For a succinct summary of the findings and relevant contributions to the SEAL framework, please refer to the end of chapter (3.8).

Following the report, we have provided five relevant case studies of Belgian organizations that are implementing innovative, value-adding activities such as training and learning initiatives, that have led to favourable organizational results, but that have importantly contributed to high ranks as employers.

1.1 Conceptualization

The SEAL program relies on the concept of Intrapreneurship within SMEs. Before delving into the discussion, it is important to situate the pertinent definition of intrapreneurship, and its adjacent terms. Intrapreneurship is a term developed in direct juxtaposition to the term of entrepreneurship, which according to Beukens (2014) “The word “entrepreneur”, described as “an enterprising individual who builds capital through risk and/or initiative” was defined as far back as 1723 by Irish-French economist Richard Cantillon. The idea was later refined by Joseph Schumpeter, the first scholar to develop theories

in this field. According to him entrepreneurs are innovators who use a process of challenging the status quo of the existing products and services, to set up new products and new services” (Pg. 581).

Within this context, the word intrapreneur is applying the same approaches within a company they are currently employed with, versus starting out alone in an individual, risky business venture. Intrapreneurship can simply defined as innovative ‘innovative work behaviour’... thinking up new ideas, promoting them (convincing others in the organisation of a new idea’s relevance), and then actualising them in practice ((Meuleman, Cools , Cobben , & Deprez, 2012a, p. 2).

Providing a deepening understanding on the simplistic definition, In a comprehensive literature review of the use, Neesen, Caniels, Vos, & De Jong (2019), posit that the activities of intrapreneurial behavior is a two way, multilevel initiative where the activities of the employee are essential to the strategic nature of the organization, but that an employee’s behavior is constrained by attitudes, capabilities, and support of the organization in carrying out the intrapreneurial activities, all of which were similarly reflected in our research conclusions on the determinants of success found in this report.

2. Literature review

2.1 Background Statistics on SMEs in Flanders

In terms of SME establishment and their value-add to the economy, Belgium is in line with the overall European Union. However, according to a European Commission Report (2019) that monitors progress of the Small Business Act in Europe (SBA), Belgium has performed exceptionally well in indicators that show ‘non-financial’ value add. Most notably, in areas of productivity and in domains of innovation and skills. Productivity is calculated as a value per employee of the SME, where Belgium exceeds the EU average at €€ 73,100 (the EU average is €€44,600). Alternatively, Belgian SMEs do not employ as many people as compared to the EU average (3.2 persons versus 3.9).

In regional data acquired from a global survey, employees of Flanders “are amongst the most venturesome in the world’ (The Government of Flanders , 2012). Further detailing that this venturesome quality has translated into domains of intrapreneurial activity, “A global study of the phenomenon by the GEM consortium has shown that 13.5% of the total workforce in Belgium – and Flanders – can be classified as ‘intrapreneurial’”. This statistic has Belgium placed in the top 10 (third place), alongside Scandinavian countries such as Finland, Denmark and Sweden.

The report by the Government of Flanders cites possible explanations of Belgium’s (Flanders, more specifically) rank in the GEM survey and the association with the standing of Scandinavian countries, being as being due to “the high degree of employment protection and social security in these countries, thus encouraging people to explore new opportunities within their current position or organization”. In considering where this trajectory may be headed, it is also interesting to consider that Belgium, alongside other EU initiatives such as the SBA, have taken steps to encourage and create policy measures for SMEs

with the intention to stimulate and support innovation and skills even at regional levels (European Commission , 2019).

2.2 Local Research on Intrapreneurship

As an indicator of the level of regional focus on entrepreneurial and intrapreneurial mindsets and attitudes in Belgium, there has been significantly active scholarship and research in this field. Perhaps among the most significant and thorough is a study carried out by the Flanders DC Knowledge Centre at Vlerick Business School (Meuleman, Cools , Cobben , & Deprez, 2012a;2012b). In this study, the primary research questions stemmed from an interest in “...the entrepreneurial profile of employees in Flanders, the degree to which organisations support intrapreneurship, and the degree to which employees think up, promote and actualise new ideas” (pg. 2). The methodology partly included online surveys that deliberately solicited a diverse sample of organizations in various industries.

The results of this study are of particular interest in identifying the ethos and existing perspective in the context of the Flanders region, in Belgium more broadly. The motivation for this kind of research is rationalized by acknowledging that organizations are constantly challenged in capturing competitive edges as a company grows— “it becomes slower, more bureaucratic and less flexible – and it stifles entrepreneurship systematically” (Meuleman, Cools , Cobben , & Deprez, 2012a, p. 2). The typology of employees they identified as the ‘entrepreneurial employee’ is proactive, seeks new opportunities, and promote new ideas. This is understood as the standard, however a primary takeaway found is that an entrepreneurial employee required an equally entrepreneurial spirit with organization.

Going one step further, the researchers were able to conclude that the more intrapreneurial focused and supportive the organization was, the less an employee’s entrepreneurial profile was demanded as a determinant for success (Meuleman et al, 2012a). The recommendations of this report advise organizations to adopt an inclusive and open-minded approach and acknowledge that they may be able to harness innovation and competitive edge from unexpected places. Moreover, embrace a mix of employee profiles in the recruitment process. Specifically, they note two: “you need people that are good at thinking up ideas as well as people that are good at planning” (pg.4).

Then within the workplace, the study finds intrapreneurial attitudes can be fostered by incentivizing monetarily, but perhaps more crucially is personal recognition. Extending also, that the level of responsibility that attaches itself to the new initiatives and general workload are significant suppressants/ stimulants of innovative behaviour and initiative, a value focus, that “time is an especially important factor for promoting ideas” (pg. 3).

The findings also revealed that Flanders scored low in the ability to “strategically scan”, which is defined as the ability to maintain a certain vigilance to what is happening externally. The report recommendations

include that this gap may be filled with the managerial support of all employees intrapreneurial focus for the organization.

In the contents of the comprehensive research report by the same study, the authors outline certain organizational sectors and characteristics that determine levels of intrapreneurial mindsets. First of all, younger companies tended to demonstrate innovative and proactive mindsets (Meuleman, Cools, Deprez, & Cobben, 2012b). The private (for profit) sector performed highest, where the public sector and in educational sectors they performed the lowest. This is greatly explained by a minimal autonomy in workflow and room for new ideas or approaches.

2.3 Summary

In Belgium, there is an existing focus on expanding on and harnessing innovative approaches to business operations. In fact, global surveys reveal that Belgium is comparatively doing better in domains of innovation-drive and evolution towards intrapreneurship.

A topic that already has a scholarship in Belgium, intrapreneurial oriented research has provided insight on the characteristics, sectors, and general attitudes of employees in Belgium, most specifically in the Flanders region. Derived from a comprehensive study by the Flanders DC Knowledge Centre at Vlerick Business School (2012b) on intrapreneurial success factors in, the following results are especially relevant for the future development efforts of the SEAL Project:

- The profile of an entrepreneurial employee is especially proactive personality and proactive behaviour, which translates into a higher degree of innovative work behaviour.
- More important than the employee is the organizational environment and culture. The further the organizational adopts a mindset of investing/supporting new ideas, the less employee – driven the results need to be.
- Methods to encourage intrapreneurship can be financial incentives/rewards, but organizations should also consider the impact of personal recognition, and fostering a manageable workload, and other support mechanisms such as allowing autonomy in decision-making and idea implementation.
- Organizations benefit from recruiting a diverse mix of skill profiles, most notably in employees who are idea generators and alternatively, planners.

3. Field research

In order to carry out field research and supplement our desk research on the Belgian country context, a questionnaire was circulated amongst the Square Dot Team network of SMEs, in various sectors and industries. Ultimately, twelve surveys were collected and included in the following presentation of results and accompanying analysis.

3.1 Descriptive statistics

The collected sample includes law firms, consultancy and coaching services, construction and production, ICT and IT, and tax/accounting service sectors. Half of the respondents were organizations of 1 to 5 employees, with the remaining divided evenly between the ranges of 5-10, 20-50, and 50-250 employees (Figure 1). The respondents identified themselves as Owners/founders/partners (4), Director or Managing Director (4), or a Manager (4). Of these, 1/3 directly manage staff.

2. How many employees do you have?

12 responses

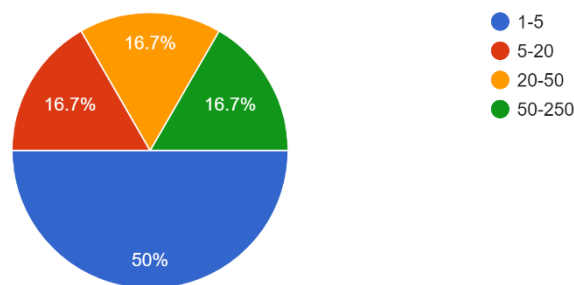


Figure 1: Number of Employees

3.2 Perceptions of Organizational Openness to Innovation

As a response to whether they felt their organization was open to innovation, every respondent responded positively. The responses included the innovative focus on adapting appropriately to adapt to modern expectation, and furthermore also remaining ahead of the curve. Others stated that innovation was a core element to the services/products/type of organization or was a pillar in values. Furthermore, when asked to rate (scale 1-5) to what degree their organization sees innovation as part of its culture, most of the respondents rated their organization a 4 (25%) or a 5 (50%).

3.3 Perceptions of Entrepreneurship Manifestation in the Organization

Respondents were asked as to how they perceive entrepreneurship manifesting in their organization (Figure 2). Overwhelmingly, respondents listed innovation (new services/processes/technology) as the primary manifestation. Interestingly, in second place, corporate renewal (empowered teams, individual risk taking, creativity) was listed.

These results are in line with the results of the desk research that captured research in Flanders whereby motivational factors were more identified as employee's workplace satisfaction, personal recognition, and other organizational support as valuable inputs to stimulating entrepreneurship. Based on these results, we can infer that employees deeply care about workplace ambiance, and that it matters in their levels of loyalty and willingness to align themselves with the company mission.

6. How do you perceive entrepreneurship manifests itself in your organisation?

12 responses

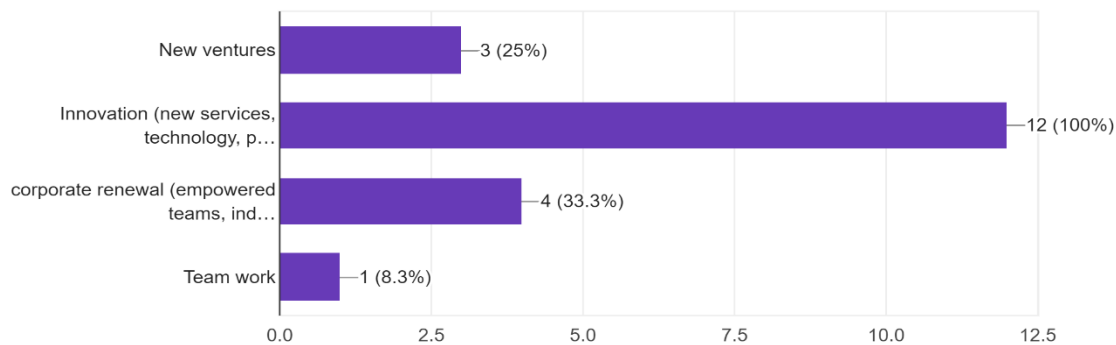


Figure 2: Manifestations of Entrepreneurship

3.4 Approaches to Empowerment And Motivation

Respondents were asked to identify what they thought were driving forces of innovation. Their answers can be conceptualized in the following themes: Personal motivations, drive, and the consistent interest in improving things even when things are going well; A need for survival and response to and ever changing market; entrepreneurial skills in the form of ingenuity and creativity; and positive workplace and organizational support in the form of having time, teamwork, and a positive, supportive ecosystem.

Respondents were asked to rate (scale of 1-5) the extent they support their employees' entrepreneurial behaviour. The respondents indicated overwhelmingly that they were 4 or 5, see figure 3. When asked to list some methods and approaches the organization took to carry out that support and generate/implement innovative ideas, the respondents listed varied methods. Respondents said they would make a concerted effort in drawing innovation as a direct challenge to tackle or a making it an organizational priority, others said they would offer financial incentive. In approaches, they stated that they ensured that there was a flat hierarchical structure, where managers were accessible, employees were supported by team work and contribution, but also given autonomy.

10. To what extent do you support employee entrepreneurial behaviour?

12 responses

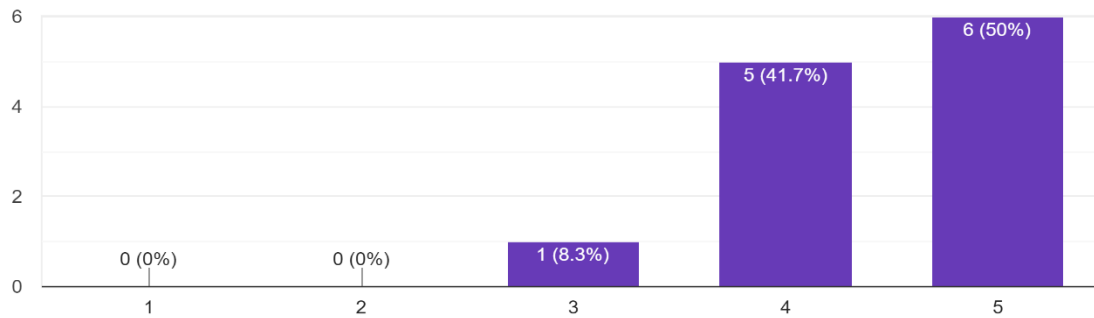


Figure 3: Rating scale: employee support entrepreneurial behaviour

3.5 Skills and attitudes of employees

The respondents were asked what they perceived were the key attitudes and behaviours displayed by entrepreneurial staff. Without limiting the responses to one choice, the results indicated all responses: motivation, ownership, independence, openness and a tolerance of uncertainty, were seen as significant. Motivation being the most indicated attitude/behaviour. Within their own organization, the top entrepreneurial skills listed that they observed were communication and listening skills, and critical thinking. Other top responses were leadership skills, strategic planning, and organizational skills.

Respondents who were able to identify which employees amongst the organization were entrepreneurial stated that they were often finding new methods and approaches to the workflow, especially in technological capacities. Furthermore, they were inquisitive, reflexive, and willing to take risks.

11. What are the key attitudes and behaviours displayed by entrepreneurial staff?

12 responses

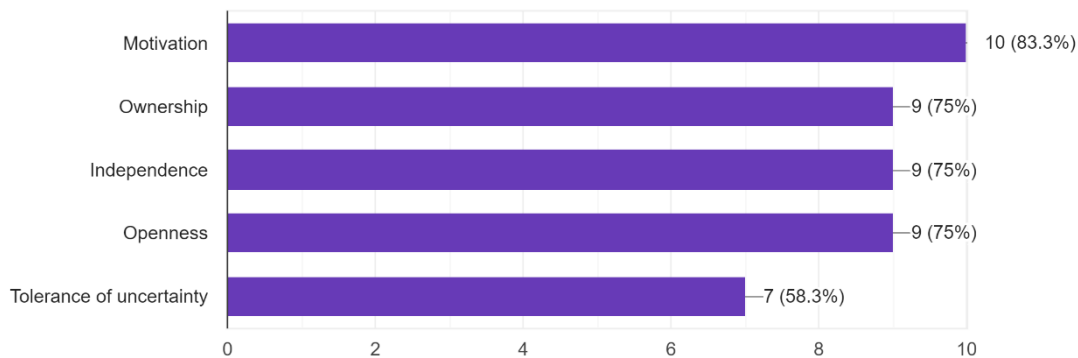


Figure 4: Key attitudes and behaviours

In an ideal situation, respondents were asked what skills should be developed, and which to list the 5 skills they identified as desirable in their own organization. They are listed as follows into the three emergent themes:

Attitude: Taking ownership of your work; understanding why the job you do is important; following through on commitment; having an Intrinsic motivation; Independence; Putting the client first (service attitude); and showing a team spirit.

Soft skills: People/social skills; Time Management; Strategic Thinking; analytical skill; communication skills; and thinking of solutions.

Technical or Professional/Experience-based skills: social media skills; good command of English; IT skills; Recruitment; business management; customer management; negotiation; finance; networking leadership; and Public relations skills

Furthermore, the respondents provided what they thought as the key attribute of individuals who generate positive outcomes for their employers, they are listed as follows into the three emergent themes:

Individual attitudes: Positive attitude towards the job; Competitive and curious personality; Motivation and determination; professionally conscientiousness; Forward thinking; Collaborative; willingness to evolve; Desire recognition.

Environmental/organizational: Good atmosphere in which openness and speaking up is encouraged.

Skills, competences, and characteristics: Business Acumen; Creativity; Have innovative ideas; reading people and being able to talk/listen to people on all levels; intrinsic motivation; Leadership skills; honesty; risk-taking; and speaking truth to power

3.6 Learning and Training potential

In determining potential and attitudes towards initiatives on whether instilling intrapreneurship was possible, 25% of the respondents felt that an entrepreneurial mindset was contingent on an employee's personality and 75% of the respondents felt that it could be nurtured by developing specific skills. Asked to rank (scale 1-5) as to what extent they encouraged risk taking (not punishing minor misjudgements (Figure 5), most perceived their level of leniency favourably at 50% indicating a 4/5.

17. To what extent do you encourage risk taking by staff without punishing minor misjudgements?

12 responses

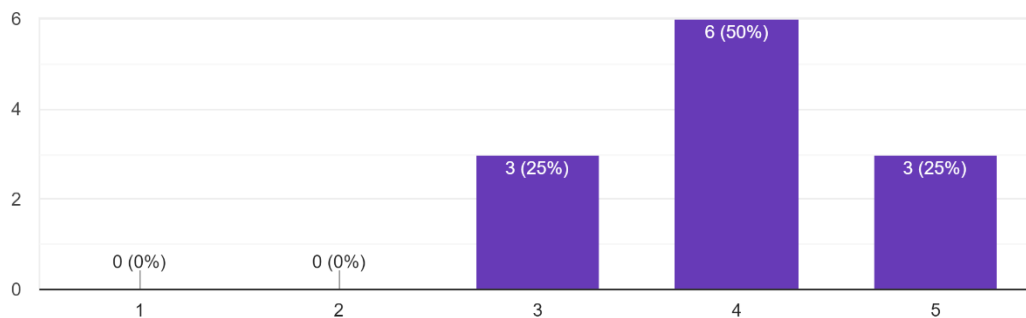


Figure 5: Rating Scale: Risk allowance

Where they perceived the ability to train and nurture skills, respondents indicated that critical thinking and creativity were among the top training areas (Figure 7). Whereby they also identified the source as to where they envisioned training and learning coming from (Figure 6). The top responses listed as self-learning development, colleagues and mentors, and then learning from past experience. Notably ranking low for higher education. The majority of the respondents either did not have an answer or answered no on whether employees had taken part in any entrepreneur training. For those who did, indicated Pathways of Toastmasters International and Vlerick online business course.

23. What do you think are the main learning media

12 responses

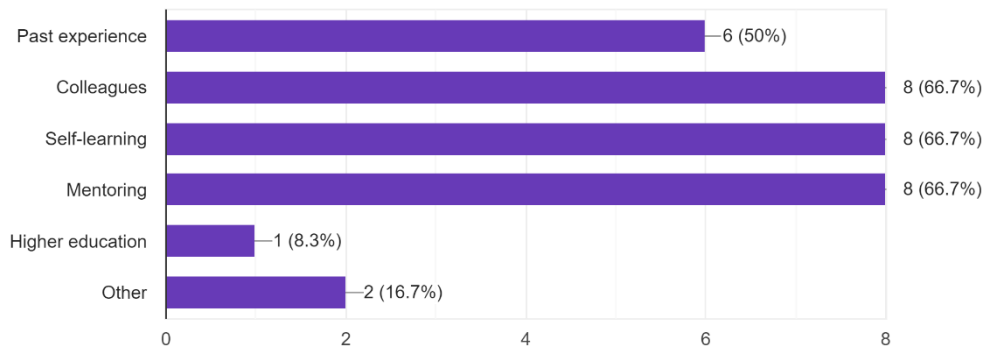


Figure 6: Training and learning sources

25. What do you think are the main training areas to develop intrapreneurial skills?

12 responses

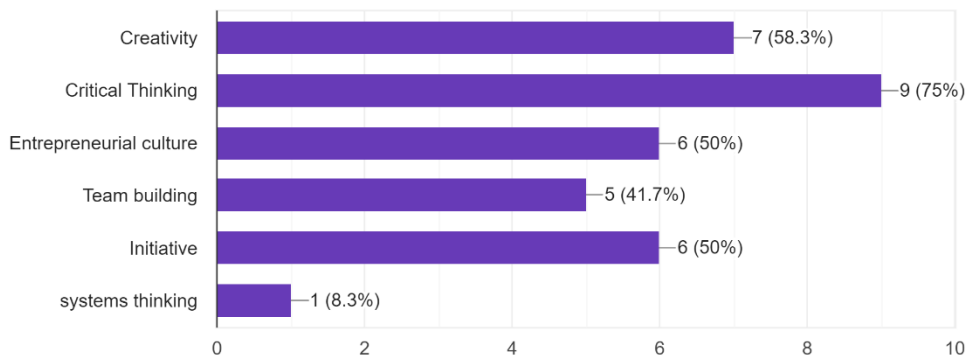


Figure 7: Top Training areas

3.7 Shortfalls, Barriers, and limitations

Many of the questions revealed where there were some organizational shortfalls, barriers, and limitations in being able to observe intrapreneurial activities and potentially gaining beneficial results. First of all, most respondents reported a non-existent, limited or an overly standardized formal process in change management, and similarly in having organizational structures in place to support devolved decision making.

When assessing whether they felt they appropriately, and most effectively deployed their staff that maximise their talents, the respondents overwhelmingly said yes, but constrained in terms of tasks and initiatives inside their original work title/role, or constrained by the organizational resources and capacities.

To further assess what the respondents felt held them back, we asked whether organizational hierarchy or protocol was a burden to the consideration of new ideas. However, most of the respondents were split in responses, some stating that they made a concerted effort to minimize hierarchy and that that was working well for them. Others acknowledged that it was a hindrance. Generally, they listed the main barriers to innovation/ intrapreneurship (Figure 8) as a lack of resources and time, the organizational structure not supporting, and a lack of leadership.

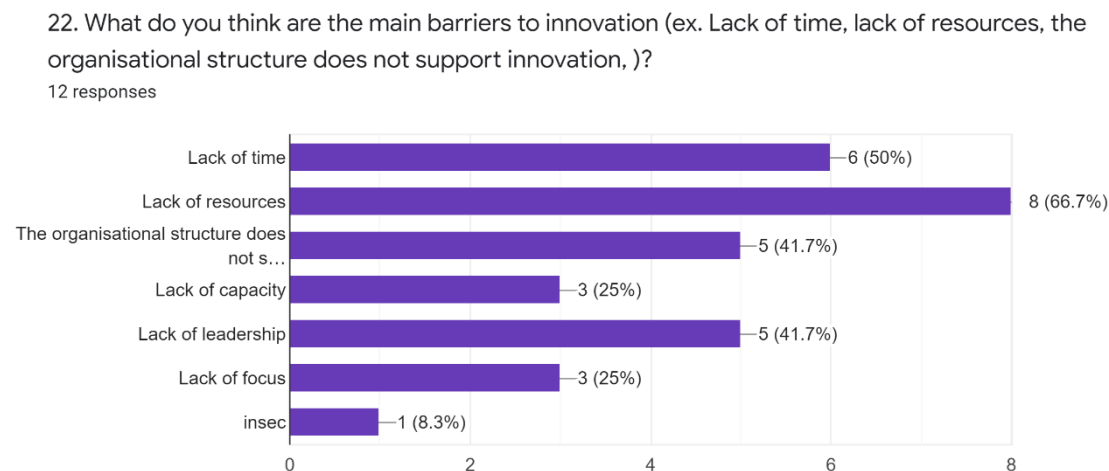


Figure 8: Barriers to Innovation

3.8 Summary

The responses from 12 key employees from an SME reveal some interesting conclusions as to what are the current mindsets, approaches, and awareness on intrapreneurship in Belgium (Flanders region, more specifically). Our study results reveal that in general all of the respondents feel that innovation is essential to the overall success of the company. The respondents, in a self-assessment, state that they do make a certain effort to support employees in developing the particular skill set that would foster entrepreneurial activity.

What may be chiefly relevant to contributing to the SEAL Framework, is the skills, attitudes and competencies the respondents identified as essential in what they perceive as organizational success.

Within the organization at present, motivation, ownership, independence, openness and a tolerance of uncertainty, were seen as significant. Motivation being the most indicated attitude/behaviour.

In an ideal employee, the respondents provided characteristics of attitude, and a combo of soft skills, and skills from technical or professional experience:

Attitude: Taking ownership of your work; understanding why the job you do is important; following through on commitment; having an Intrinsic motivation; Independence; Putting the client first (service attitude); and showing a team spirit.

Soft skills: People/social skills; Time Management; Strategic Thinking; analytical skill; communication skills; and thinking of solutions.

Technical or Professional/Experience-based skills: social media skills; good command of English; IT skills; Recruitment; business management; customer management; negotiation; finance; networking leadership; and Public relations skills

Overall, they were positive in thinking that employees had the ability to be developed, and invested in, in order to become an entrepreneurial employee, but also acknowledged that their organisation had some limitations that can be improved.



4. Case Studies

With the goal to extract local best practices in SMEs to supplement and buttress the SEAL Framework, this section lays out five relevant case studies of Belgian organizations that are implementing innovative, value-adding activities such as trainings and learning initiatives, that have led to favourable organizational results, but that have importantly contributed to high ranks as employers.

	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5
Sector / Industry	Professional Services/ Consulting Management	ICT // Software	IT Consulting	Health Care // Other Specialty Services	Biotechnology & Pharmaceuticals
Name of organization	ORMIT	PROTIME	AE	Talent in Motion Healthcare	AbbVie
Overview	We attract young talents, develop them into young leaders and connect them with partnering organisations in order to strengthen both in the long run.	Protime offers solutions to optimize the time of human capital. www.protime.be/nl-be/over-protime	Offering IT Solutions to large organizations https://www.ae.be/en/about-ae	Talent in Motion is a unique partner for nursing services and management profiles in healthcare. https://talentinmotion.be/zorgprofessional/	Via Website: The alliance of our specialized innovation capacities and our commercial scale allows us to market drugs and treatments that bring strong benefits to patients and healthcare professionals. Our employees around the world all share this mission,

	www.ormit.be/en/about-us/				<p>which aims to truly improve the lives of our patients.</p> <p>https://www.abbvie.be/fr/our-company/strategy.html</p>
Methodology / tools applied	<p>Use talents of their employees to train interested participants in innovative trainings to best match an organization's employment needs</p>	<p>In this way:</p> <ul style="list-style-type: none"> -our clients manage the time of human capital -our employees use their time in a challenging environment with respect for their work-life balance -shareholders recoup their time spent and invest in sustainable growth -our children receive the necessary time and attention to develop so that a 	<p>Recruitment objectives (Via website): Our colleagues are people with strong analytical skills who look not only at their field of expertise but at the world in general with a critical mindset. They also have the willingness to continually improve individually and as a team, and to add value to the business of our customers.</p>	<p>Our TiM employees are all passionate professionals, supported by our warm, personal approach and innovative coaching programs.</p> <p>We work for a longer period at a temporary location at the customer, so that our TiM employees ensure a lasting positive impact.</p>	<p>Via the website: At AbbVie, we realize that greatness doesn't happen in a bubble. It takes all of us learning and growing together to make a difference. We empower our employees to be their best selves — not just at work, but in everyday life.</p> <p>As a member of the AbbVie family, you are part of a culture that values work-life integration, professional development, community service and collaboration.</p> <p>ONBOARDING FOCUS: A comprehensive on-boarding process allows employees to work closely with their managers to design a personalized plan.</p>

		<p>bright future awaits them</p> <p>Protime makes time valuable.</p>	Co-thinking and co-creating approach to IT		<p>This will help them achieve their goals and it continues all through the first six months.</p>
Results	<p>The development of evolving training/services over 25 years.</p> <p>They are also listed as a top, great place to work in Belgium.</p>	<p>They are listed as a top, great place to work in Belgium. Their employees report the following relevant statistics:</p> <p>98% say :</p> <ul style="list-style-type: none"> -People here are given a lot of responsibility. -Management recognizes honest mistakes as part of doing business. <p>97% say:</p> <ul style="list-style-type: none"> -I am treated as a full member here regardless of my position. 	<p>They are listed as a top, great place to work in Belgium.</p> <p>"An award such as Great Place to Work facilitates us in attracting the right partners, customers and employees," says De Bodt. "And with success because in 2018, we hired no less than 52 new employees. On average, every week a new person started." There appears to be an effect in the other direction too: "In consulting, the</p>	<p>They are listed as a top, great place to work in Belgium. (Via website:) Healthcare professionals, by which we mean project nurses and interim managers with an affinity in healthcare. As a (head) nurse you work with a permanent contract for Talent in Motion, with all the associated benefits. As an interim manager you retain complete freedom as a freelancer.</p> <p>Moreover, we are convinced that if you</p>	<p>They are listed as a top, great place to work in Belgium.</p> <p>According to employees, 94% say: I am given the resources and equipment to do my job.</p> <p>The benefit to the onboarding focus? Each new employee has the opportunity to see, feel and experience all the aspects of AbbVie's activities. We have regular review discussions in which we outline development opportunities, and help our people understand their growth paths and what it takes to achieve success.</p>

			<p>outflow is mostly around 20%, while at AE, we experience an outflow of merely 7%."</p>	<p>feel happy in your job, you will also deliver quality work. That is why we are so proud of our Great Place to Work[®] certificate . We really consider it a quality label of better care. Our warm approach, innovative coaching programs and high fun factor certainly contribute to this.</p>	
<p>Relevant link(s)</p>	<p>https://www.greatplacetowork.be/en/best-workplaces/best-employers-in-belgium/2020?category=small+and+medium</p>				

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NATIONAL REPORT FOR BULGARIA

1. Introduction

“SEAL - Shaping the Employees of the future by strengthening intrapreneurial skills & mindset” is an Erasmus+ project that is being developed by eight partnering organisations from the UK, Greece, Italy, Bulgaria, Poland, Greece, Cyprus and Belgium.

The SEAL project is expected to have a significant positive impact at the local, regional and national level. It will focus on an increased understanding of the many advantages that SMEs can obtain from intrapreneurship.

This document provides data on the idea of intrapreneurship in Bulgaria and overall information on entrepreneurship in the country.

This national report consists of a literature review, field research findings and case studies. It will be included in the overall synthesis report titled "Analysis of the State of the Art on Intrapreneurial Skills and Mindsets" and will serve as a basis for developing the project target group's training curriculum.

1.1. Conceptualization

Steve Jobs coined the word "intrapreneurship" in 1985, and it has increased in popularity and relevance since then, as the entrepreneurial mentality is increasingly required both within and outside organizations to set new visions, disrupt ways of doing things, foresee a change, and solve problems that will enhance our community.

The term "intrapreneurship" refers to the process of creating a business within a company. Intrapreneurship is the process of individuals with entrepreneurial characteristics working for businesses and entrepreneurs. Intrapreneurs, unlike ordinary workers who merely perform a job, contribute to the larger picture and are business minded. Intrapreneurs are in charge of bringing new ideas to the table, encouraging innovation, and leading and empowering those around them. In this context, and from the viewpoint of companies, intrapreneurship can be viewed as a complementary and equally successful means of fostering and generating innovation within organizations. Innovation may refer to improvements in company organization and management, workplace organization, and external relations, in addition to science and technology.

Intrapreneurs take constructive action to enhance corporate operations and ensure that the organization achieves its goals in order to achieve outstanding results.

2. Literature Review

It has to be taken into account that even though the term “intrapreneurship” was first mentioned in 1990 in Bulgarian literature (Puchev, 1990), it referred to the creation of new smaller establishments within existing large-scale industrial firms, therefore, the meaning of the word that is applicable to the SEAL project.

The first conference in Bulgaria about Corporate Intrapreneurship was held in September 2016 in Sofia. The conference was designed for CEOs, CTOs, CMOs, Innovation managers and directors, Corporate strategists and Business development managers, R&D and Product development professionals, HR and organizational transformation leaders. The organizer of the conference was the Silicon Valley Founders Institute – the world’s premier startup launch program that helps Startups and Corporates in their journey of building great products and reaching global markets.

The scarcity of and outdated information are not the only problems when it comes to the literature review in Bulgaria. Local SMEs do not share data about innovation or employee involvement with the public.

2.1 Methodology about intrapreneurship in Bulgarian enterprises

When it comes to Bulgaria and entrepreneurship, the government has been trying to implement measures that support innovation. However, due to the poor entrepreneurial mindset of adults in the country, as well as the lack of data by local SMEs, it is difficult to determine what methodology they use in order to generate innovations.

2.2 Workplace innovation

44% of enterprises have made organizational innovations in 2020. Of these, 12.2% have introduced new or significantly improved management methods and systems - for example, enterprise resource management (ERP), customer relationship management (CRM), quality management, warehousing or procurement and delivery, etc.

The remaining up to 44% is due to a change in the work process of employees due to the crisis of COVID-19 (home office, implemented cloud technologies, improved standards related to sanitary requirements, but also shift work and reduced working hours), as well as changes resulting from the introduction of new technologies, restructuring, sales organization.

2.3 Entrepreneurial mindset

According to “Global Entrepreneurship Monitor - Bulgaria” (2017), 7.1% of adult Bulgarians in 2016 have entrepreneurial intentions, which in comparison to Poland and Estonia is almost 3 times lower - 19.2%. The Ministry of Economy has published the Action Plan "Entrepreneurship 2020 - Bulgaria" with two main measures. The measures include the following:

Scope 1 - "Entrepreneurship education and training to support growth and start-ups". 15 measures are included here. They are related to the introduction of programs for the formation of entrepreneurial skills in schools, updating programs for entrepreneurship in the field of vocational education, universities, high schools, promoting entrepreneurship among young people, training of entrepreneurs in agriculture and forestry etc.

Scope 2 - "Better administrative and legislative environment for business entrepreneurs and support at the crucial stage of the life cycle". 10 measures are included here. They are related to the programs for financing start-up entrepreneurs - young farmers in agriculture, support for pilot projects for the development of new products through clusters in agriculture, support for start-up students, support for business growth by promoting the use of ICT and support through financial instruments. This pillar also includes a measure to reduce the time required to obtain licenses and permits.

In addition, the enrolment rate in universities is as high as in many of the poorest EU countries (Greece and the Baltic countries), but it only suggests that high enrolment rates per se are no guarantee that university studies have a high social rate of return, especially not in an entrepreneurial society. (Elert et al., 2019).

2.4 Summary

The Bulgarian government is late on investing in an entrepreneurial mindset in general. Even though adults who are interested in entrepreneurship represent one of the lowest percentages in EU, SMEs tend to be adequate when it comes to innovation and almost half of the enterprises have had some sort of organisational innovation in the past year.

3. Field Research Findings

3.1. General information

Within the framework of IO1-A2 of SEAL project, EDU PLAYGROUND conducted field research aiming at collecting data from Bulgarian SMEs in order to be able to identify the specific needs within the field of developing the employees' intrapreneurial skills.

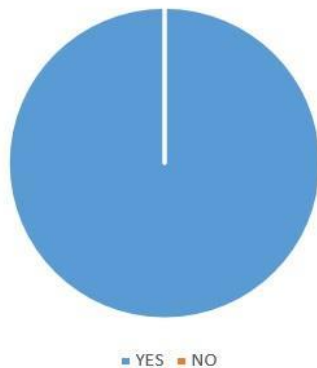
Representatives from 12 SMEs operating in various sectors (retail sales, restaurants, bars, textile industry, marketing, accounting, food processing, engineering) responded to the online questionnaire.

The size of the companies that we sent the questionnaire to was split evenly as the biggest share (one third) has held by the companies with 5 to 20 employees. 7 out of the 12 responders held managerial positions and the other 5 were designer, engineer, owner of the business (2), IT support.

3.2. Innovation within the organization

Representatives from the SMEs that we contacted answered questions on the innovation culture in their companies.

1. Do you think your organization is open to innovation?



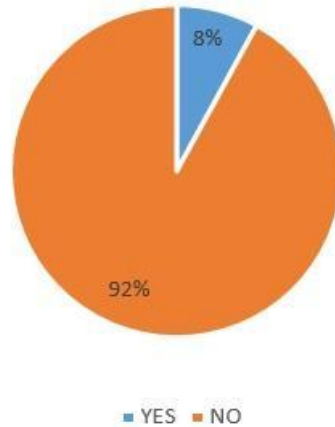
Response: 100% of the responses answered positively and a lot of them added how important innovation is in today's business climate. Some of the participants indicated that they are always open even to radical innovation and are willing to change the whole culture of the company if they believe that this will be to their benefit.

Most notable responses: "We believe that the future growth of our company is based on innovation and we strive to encourage our employees to develop their creative potential."

"We strive to find new methods through which to improve the work process, to optimize current activities and to introduce new, better services to our customers."

"We are always looking to improve our production capacity and process and we are always on the look for better and more innovative machines and production facilities".

2. Is there a formal process of change management within your organization?



Response: Almost 90% of the answers were negative and the participants indicated that they don't have any formal process of change management. They further elaborated that they have found out that the process works best if it's less formal and more instinctive.

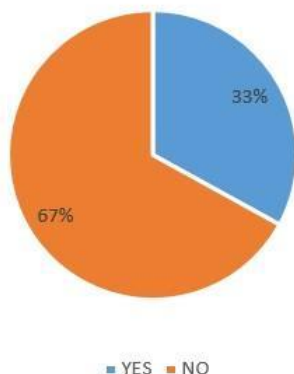
Most notable responses:

"We have a direct approach - if anyone has any suggestions they just come straight to us."

"We enjoy improvising and have found out that this works best for us."

"We have a project manager who monitors what is happening and whether the processes are followed."

3. Are there organisational structures in place to support the decision-making process?



Response: 60% of the participants answered that they don't have any organizational structures in place to support the decision-making process.

Most notable responses:

"No, we rather work on the principle of brainstorming and collective decision-making based on the discussion."

"Not for now, it's more of a free discussion process."

4. How does your organization empower employees to generate and implement innovative ideas?

Most notable responses:

"Each employee is given the opportunity to express their opinion in each situation and discuss the idea with the rest of the team afterwards."

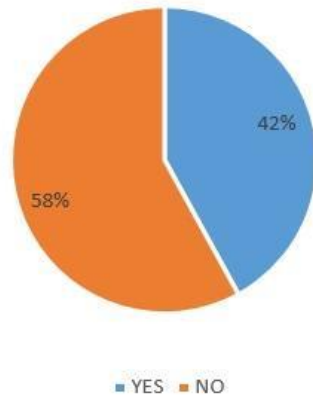
"By encouraging them to participate in the innovative processes with an opinion and their own experience from the position they are in; Sharing the results of these processes with them and in the presence of problems and errors - discussing the cause and finding a solution."

"We have a horizontal governance structure and thus everyone is free to express an opinion."

"We have an open policy of giving feedback on how we can improve our work".

"Our organization has always tried to encourage innovation and not to punish employees for the risks they take, even when they have led to unfavourable results."

5. Do you deploy your staff in work that fully utilizes their special talents? (Yes/No, please elaborate)

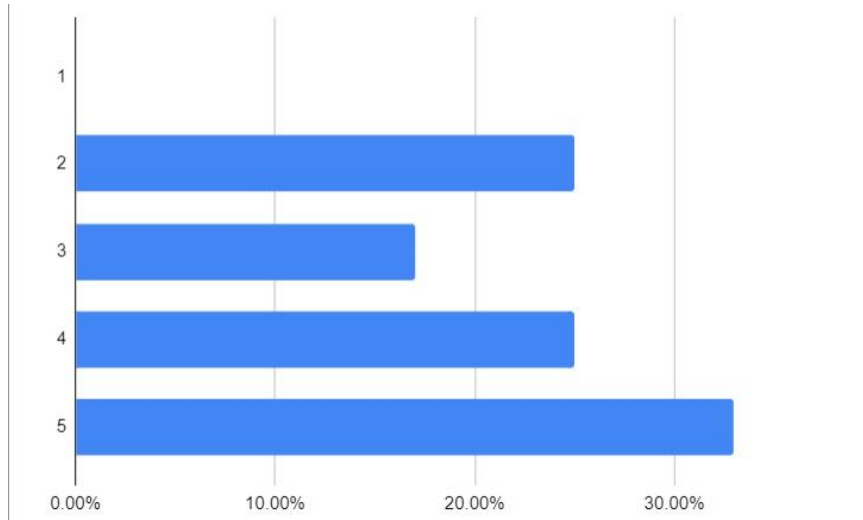


Response: The responses here were split almost equally. Most of the people that answered no gave the specifics of their profession as the reason why they can't utilize staff members' special talents.

Most notable responses:

"No, in the field of retail it is more difficult for staff to use their special talents and abilities. They have a specific script that they should follow."

6. To what degree does your organisation value innovation as part of its culture?



Response: Most of the respondents value highly innovation as a part of their culture

7. Do you personally know who are the most innovative people in your organisation? If so, can you provide an example? By what characteristics do you define them as innovative?

Most notable responses:

“The designer, who is also one of the business owners, is one of the most innovative people in the organization. She is constantly inventing new models and ways to optimize the workflow and refine new creative models.”

“Our technical manager is among them, has a doctorate from an extremely early age and has a very high capacity for critical thinking, solving problems and finding new solutions to a case.”

“Yes, we have people who are innovative in themselves and regularly give new ideas.”

8. What do you think are the driving forces of innovation?

Most notable responses:

“Motivation for better work, more independence and security. Opportunity to provide unique products / services.”

“Customers, competition, digitalization, business and global environment.”

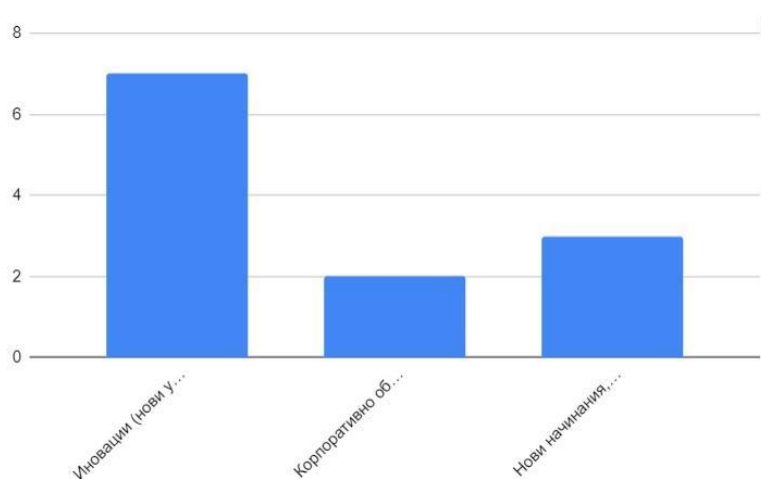
“Saving working hours and unnecessary labour.”

9. What do you think are the main barriers to innovation (ex. Lack of time, lack of resources, the organisational structure does not support innovation)?

Response: Almost all of the people have noted lack of time, lack of resources, lack of leadership as the main reasons as barriers of entries to innovation. We have noticed these issues in some of the other responses as well.

3.3. Entrepreneurial mindset

1. How do you perceive entrepreneurship manifests itself in your organisation?

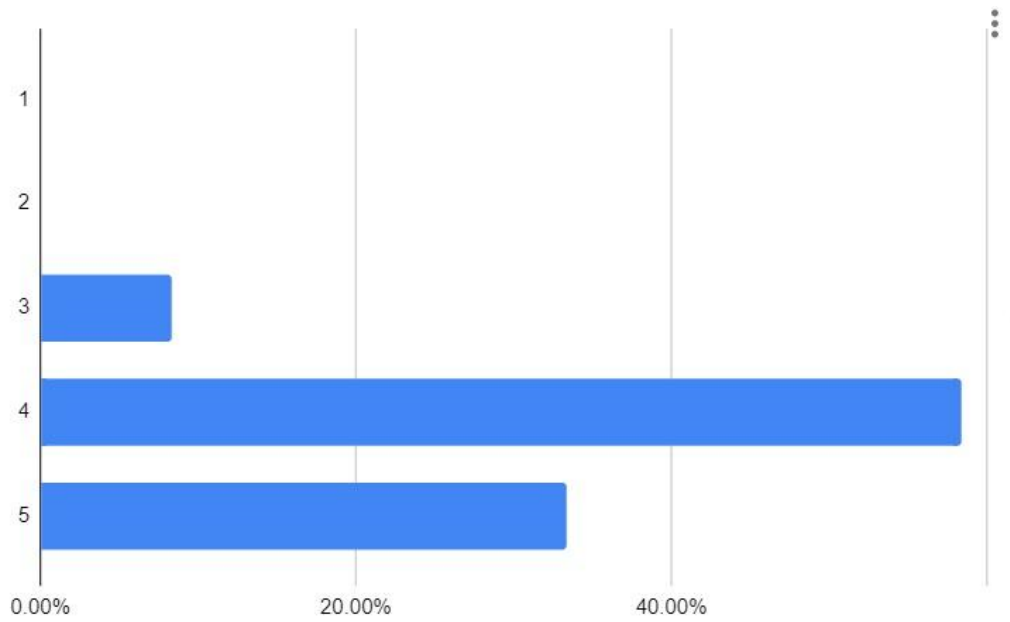


Response: 53% of the responses indicated that innovation is the main way entrepreneurship manifest itself.

15% selected Corporate renewal (empowered teams, taking risks from people, creative thinking, seeing and capturing opportunities, risk awareness, perseverance, vision).

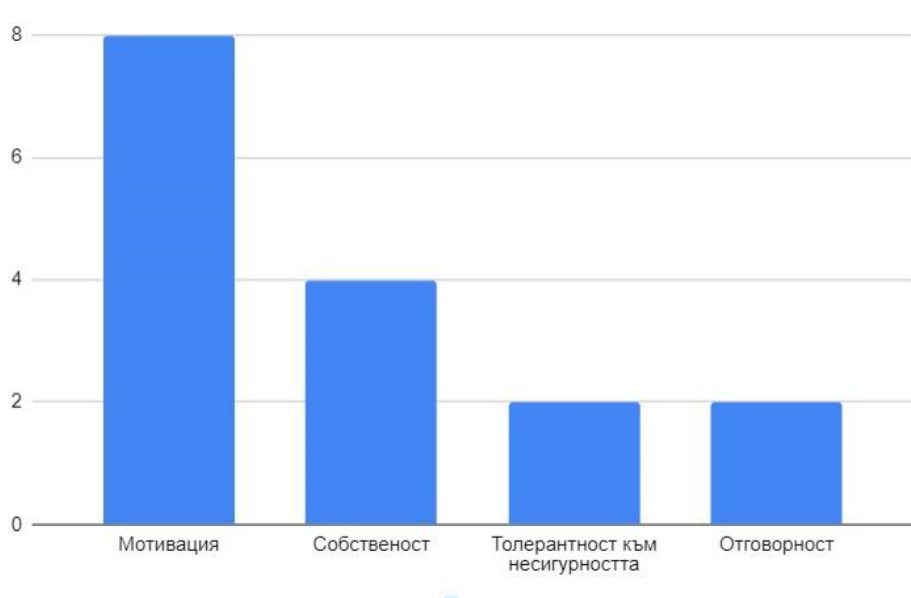
23% chose New endeavours, Innovations (new services, technologies, processes, methods, organizational structures, etc.), Corporate renewal (empowered teams, risk-taking, creative thinking, seeing and capturing opportunities, risk awareness, perseverance, vision).

2. To what extent do you support employee entrepreneurial behaviour?



Response: More than 60% of the respondents support the employee's entrepreneurial behavior

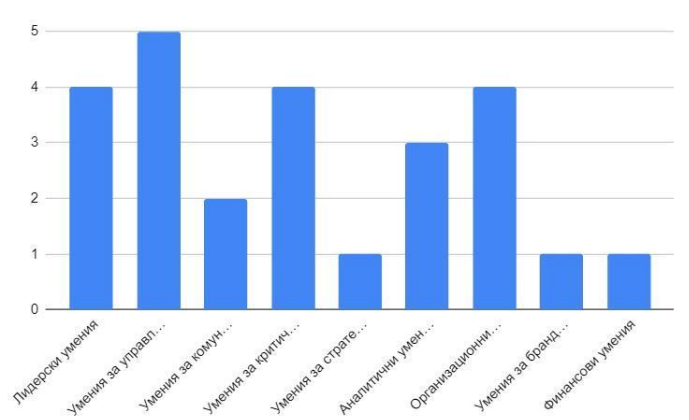
3. What are the key attitudes and behaviours displayed by entrepreneurial staff?



Response: 50% of the people chose motivation as the key attitude displayed by the entrepreneurial staff.

Another 25% responded that a show of ownership is key as well.

4. What entrepreneurial skills do employees in your organization have?



Response: Most of the respondents have indicated that leadership skills, business management skills organizational skills are the most important skills for them.

5. Have employees taken part in entrepreneurship trainings? If YES, which ones? Was it effective? How has this affected the success of the organizations as a whole?

Response: Only one of the participants has indicated that employees have taken part in entrepreneurship training.

6. What skills do you think staff should develop to be more “entrepreneurial”? Could you name at least 5 skills that you would like the staff of your organisation to develop?

Most notable responses:

“To take more responsibility for their decisions and, accordingly, to make more decisions of their own, thinking critically, without constantly consulting their supervisors.”

“Sense of ownership, ambition for personal development, prudent spending management, breaking down perceptions of leisure, desire for constant expansion.”

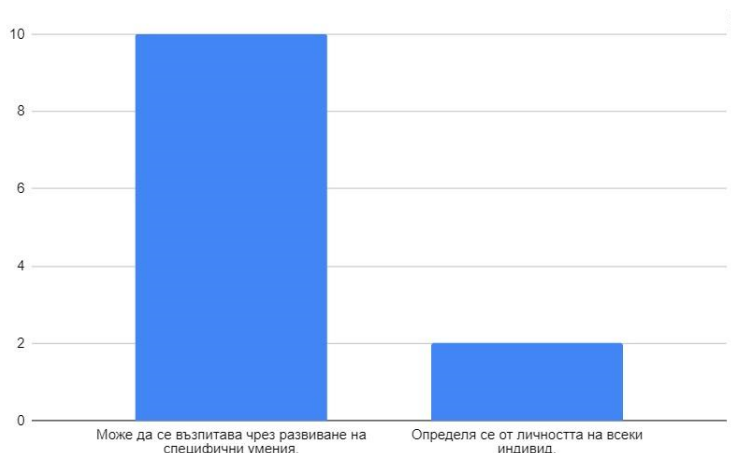
“Creativity, teamwork, allocation of time for its optimization during work, motivation and leadership”

“Financial skills, strategic thinking, leadership skills, legal understanding, people and process management.”

“Determination, communicativeness, responsibility for common company goals;”

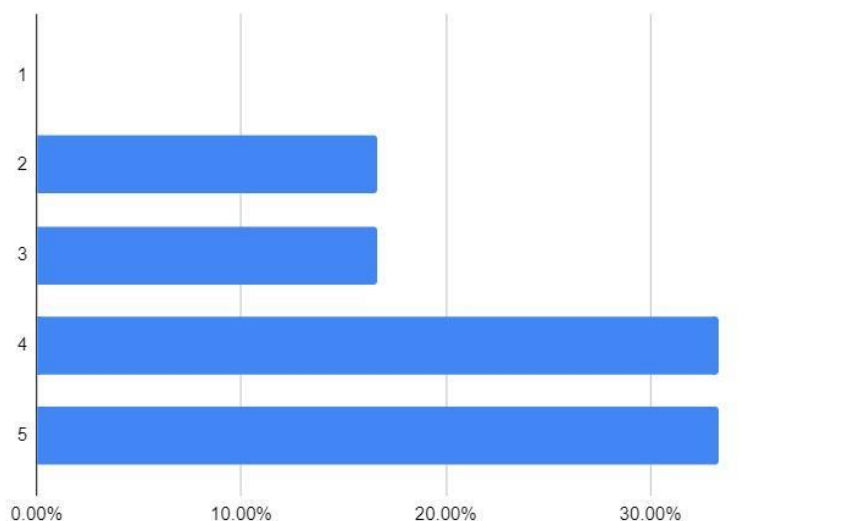
“Independence, leadership, creativity, pedantry, ingenuity”

7. Do you think that the entrepreneurial mindset is determined only by individuals' personality or it can be nurtured by developing specific skills?



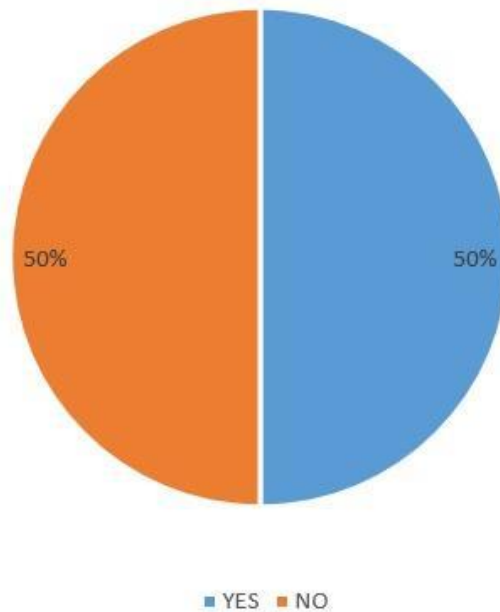
Response: 80% of the responses indicated that it can be nurtured by developing specific skills.

8. To what extent do you encourage risk-taking by staff without punishing minor misjudgements?



Response: 66% of the respondents indicated that they encourage risk-taking by their staff without punishing minor misjudgements.

9. In your opinion, does hierarchy and protocol allow the rapid escalation and consideration of new ideas? (Yes/No, please elaborate)



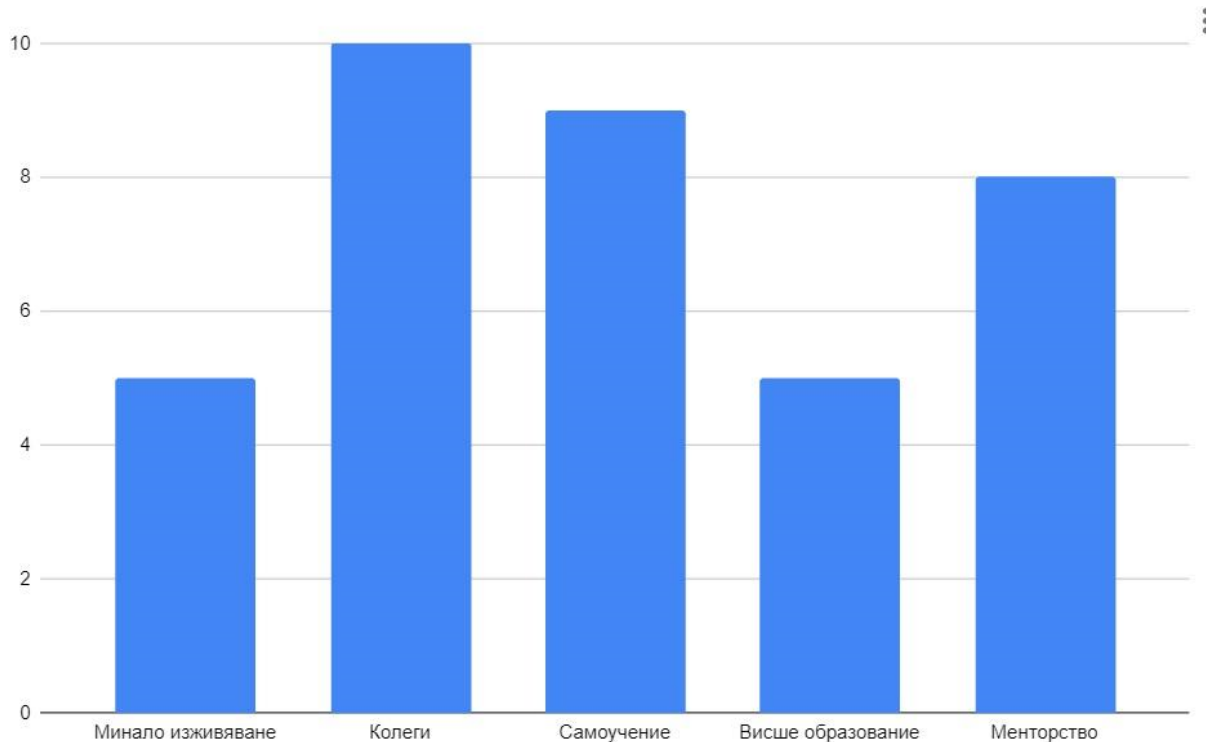
Most notable responses:

“No, according to our corporate philosophy, employees are more likely to be creative when they break hierarchical norms and begin to view the team more as a family than as a hierarchically structured organizational unit.”

“No, Subordination to different people and excessive accountability leads to more worries, mistakes, concealment of problems, etc. People are more productive when they enjoy it.”

“Yes, because the organization of these innovations is more successful and better structured through hierarchy and protocol.”

10. What do you think are the main learning media?



Response: Most of the responses indicated colleagues, self-study and mentors as the main learning media.

11. In your opinion, what are the key attributes of individuals who generate positive outcomes for their employing organisations?

Most notable responses:

“Innovation, strategic thinking, successful methods for resolving cases in the most optimal way, familiarity with the areas in the organization in question.”

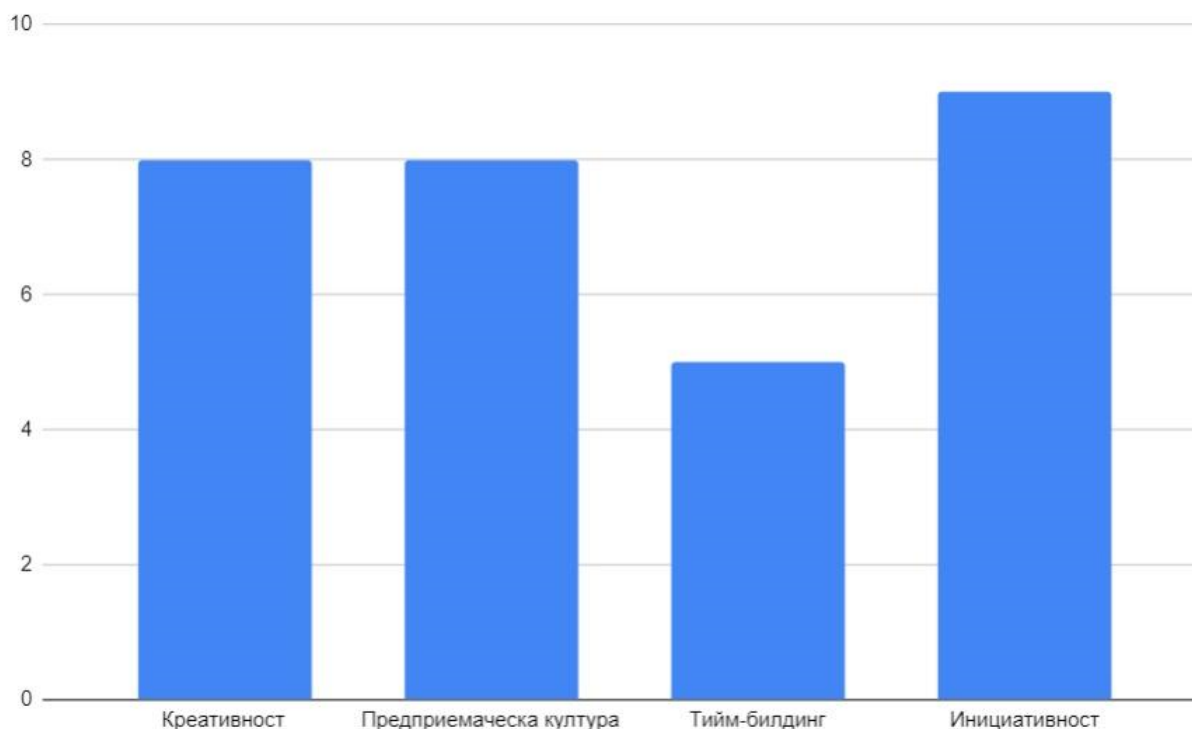
“Motivated, positive, find a way to solve or avoid any problem, do not waste their time at work, etc.”

“Determination, ambition, communicativeness, ability to accept criticism.”

“Organization, consistency, strategic thinking and independence.”

“Cash rewards, bonuses, promotion in the company.”

12. What do you think are the main training areas to develop intrapreneurial skills?



Response: Most people believe that initiative is the main training area to develop intrapreneurial skills and they have indicated that team building is the least important.

3.4. Summary

According to the survey that was filled by the Bulgarian enterprises they believe that innovation is a key part of their current and futures success. The organisations enjoy a more free-flowing approach to innovation and not many enterprises have a set in stone organisational structures through which they implement innovative ideas from employees. They have also indicated that their colleagues and self-learning are the two most important learning media.

In conclusion, Bulgarian enterprises are open to entrepreneurship and innovation from their employees and colleagues, but lack systems in place through which to express and implement them.



4. CASE STUDIES

As explained in 1. Introduction, SMEs in Bulgaria don't publish data about workplace innovations, with the exception of some foreign companies, so the collected case study data has been generated by numerous resources, including the companies websites, economy websites and others.

Title	R&D INNOVATION OFFSITE (RADIO)	Innovation in the creative industries	Green innovation	Digital transformation	Innovative newly started enterprise
Sector / Industry	Software Development	Blockchain-based platform consisting of B2B and B2C marketplace	Training and consultancy	Software Development	Software Development
Name of organization	VMware	Evedo Bulgaria	Gamifinno	Orak engineering	Ondo Solutions
Overview / Methodology / tools applied	The company hosts an annual science fair for its employees and outside engineers, where research and ideas are offered. All proposals are reviewed and selected to become research talks and poster sessions. This event has	Evedo develops the world's first one-stop-shop online platform for the event industry. It brings together artists, organizers, venues, catering, stage, lighting and more. The platform also includes ticket sales and event	They are developing an interactive notebook that allows deleting and correcting what is written, as well as shifting pages. The innovation makes it possible to reduce paper consumption and help protect the	The company develops a complex package of services in Bulgarian for training in a digital environment. It includes a personal account for receiving technical and methodological support, including a	Ondo is a system suitable for implementation in greenhouses, vineyards, oilseeds and field crops, orchards, corn, vegetables and more. etc. It is absolutely applicable in any of the segments of plant

	<p>been VMware's biggest innovation catalyzer for the past 13 years. Engineers walk away with new ideas, different perspectives and new contacts, which help them solve some of our thorniest challenges.</p>	<p>management features. It is based on blockchain solutions designed to ensure more transparency and security.</p>	<p>environment, as it is produced from recycled plastic and the notebook itself can subsequently be recycled. This is a product through which they contribute to the protection of trees, nature and the climate of our planet.</p>	<p>school website; collective virtual space for internal meetings or training with automatic protocol; secure storage for electronic documents and materials; as a periodic certification of pedagogical specialists.</p>	<p>growing. The system enables farmers to track and manage their land in real time from a mobile device or computer, without the need for specific technical knowledge and without being constantly in the field. For this purpose, they have developed an easy-to-use, user-oriented interface, and our team is available 24 hours a day to respond to problems.</p>
Results	<p>This innovative approach allowed employees to partake in the development of the company and freely share ideas that lead to 65 patents to be filed.</p>	<p>From March until now, about 1000 events have been realized through the platform.</p>	<p>Through saving on paper, users help nature by preserving one of its most valuable gifts, namely trees.</p>	<p>After completing the course, pedagogical specialists will have practical knowledge, skills and competencies to work with an interactive</p>	<p>Nowadays, it is impossible to develop professional agriculture and not constantly think about how to increase your efficiency and</p>



				whiteboard, to use electronic resources, software programs and information technology in the classroom. They will also learn how to increase motivation to learn, what interactive methods can be used in class and how to make self-assessment and manage the quality of the learning process.	productivity, how to plan better, how to optimize costs.
Reference	<ol style="list-style-type: none"> 1. https://www.capital.bg/biznes/management/2020/12/18/4154396_djo_bagli_sofiia_proizvede_1_mlrld_dolara_ot_prihodite/ 2. https://www.vmware.com/company/innovation/programs.html 3. https://www.computerworld.bg/biznes/2020/12/18/4154624_nai-inovativnite_kompanii_u_nas_biaha_otlicheni_za/ 4. https://www.evedo.co/ 5. https://gamifinno.com/kreatino/ 6. http://teacheracademy.orakgroup.com/ 7. https://orakgroup.com/ 8. https://ondo.io/bg/solutions/ondo-for-orchards/ 				



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NATIONAL REPORT FOR CYPRUS

1. Introduction

“Shaping the employees of the future by strengthening intrapreneurial skills & mindset” (SEAL) is an Erasmus+ project focused on supporting and empowering European small and medium enterprises (SMEs) in responding to rising challenges through in-house innovation and entrepreneurship. As a first step in understanding the current state of the art in the various partner countries, research was conducted on a regional level concerning the needs for the development of intrapreneurial skills and mindset. This research was two-fold:

- A literature review of the current needs for the development of employees’ intrapreneurial skills and mindsets along with a collection of case studies of SMEs that have already applied relevant tools and methodologies.
- A field research based on a structured questionnaire aiming to collect data directly from the project’s primary target group: VET trainers/organizations, SMEs, employers, and employees.

This report represents the national context of Cyprus, based on the findings of the research conducted.

Cypriot economy is dominated by SMEs. Their number and employment capacity place them as a main driver in the country’s economic ecosystem and growth (Charalambous & Polemidiotis, 2017). Research and innovation (R&I) are two key components for the sustainability of growth in SMEs. It is therefore important to understand how these concepts are sustained in the young and fast developing business ecosystem of the island.

The national strategy for R&I puts forth the pillars of research excellence, knowledge transfer and commercial exploitation, as well as innovative entrepreneurship. This strategy is a product of governance under the Ministry of Finance and the National Board for Research and Innovation, amongst a couple more national stakeholders. Important contributors and drivers in this endeavour are the island’s Universities, public and private research institutions and research performing organizations, incubators and co-working spaces, start-up and innovation communities, financing institutions, and the industry itself (R & I in Cyprus, 2021).

1.1 Conceptualization

- Innovation refers to the process of transforming an idea to a tangible end-product, a new/modified process or service, or a combination of these. Innovation offers great emphasis on the capacity of implementation and it employs a constantly evolving model since its first iteration in 1988 by Eric von Hippel (Von Hippel, 1988; Amabile & Pratt, 2016).

- Entrepreneurship follows innovation as it utilises the products of the latter to create, or extract value in new, or existing business ventures. Generally, an entrepreneur takes risks to make profit, while managing the development and organisation of a business (Gaddefors & Anderson, 2017).
- Intrapreneurship is the sum of innovative and entrepreneurial actions when conducted internally in larger organizations. It was first introduced as a concept by Pinchot & Pinchot in 1978, in which many key factors are developed that would allow for “intra-corporate” entrepreneurship. A risk-reward model is proposed as well as corporate failsafes, for the employees who engage in this activity to fully unlock their potential and maximise the benefits for the organization.

2.Literature Review

2.1 Summary

It is made clear from the concepts above, that intrapreneurship is in fact entrepreneurship originating from the employees of an organization rather than upper management. What remains is to identify the key factors contributing to the expression of an employ’s intrapreneurial capacity. These are split into two categories:

1. Personal qualities
2. Organisational factors

International literature correlates intrapreneurial activity with operational models that encapsulate High Performance Work Systems (HPWS) (Escribá-Carda, Revuelto-Taboada, Canet-Giner, & Balbastre-Benavent, 2020). These HPWS are a type of personnel management that focus on practises that empower the employee by increasing their sense of involvement and responsibilities (Boxall & Macky, 2007). By actively engaging the employee in decision making and the internal processes for organisational growth, as well as allowing for flexibility in their position elevates qualities that have been correlated with innovation and entrepreneurship. Intrapreneurial behaviour is often demonstrated by employees who share the qualities of innovativeness, proactiveness and risk-taking (De Jong, Parker, Wennekers, & Wu, 2011).

- Innovativeness can be described as an individual inclination towards creativity, expressed through emergent intentions and behaviours that deviate from conventional routines. This can create opportunity for advancement for the organisation. This opportunity, beginning with problem recognition, must then be identified, and exploited through an intentional introduction of novel ideas or the adaptation of existing ones (West & Farr, 1990).
- Proactiveness requires the individual to act in anticipation of events. Proactive individuals are aware of current trends, show willingness to take control of change and lead the process for its implementation. Their behaviour focuses on improving the internal organizational environment and

identifying threats and opportunities to prospectively affect the organization's strategy. A last key component of proactive employees is to seek feedback and to negotiate their job role (Parker & Collins, 2010).

- Risk-taking is inherent in the activities that challenge the status-quo in a proactive approach, and without this character trait, the intrapreneurial activity is hampered.

The smaller work environments of SME can be ideal incubators of these skills, as they can build trust and share knowledge more directly between their staff members. This becomes a necessity in the context of Cyprus. According to the SBA Fact Sheet for Cyprus (2019), 55172 SMEs make out 99.9% of the enterprise population of the island while their contribution to employment and total value added comes at a staggering 83.8% and 76.3% respectively. The two latter figures deviate significantly from their corresponding, European means of 66.6% and 56.4%. The island's business ecosystem has certain strengths and weaknesses regarding the facilitation of entrepreneurial activity. This can expand into in-house entrepreneurship as well. Key strengths are the physical, commercial, service, and legal infrastructure available, the post-school levels of entrepreneurial education, as well as the existence of government policies with regards to support and relevance of entrepreneurial activity. Significant weak points are entrepreneurial education at the school level, the lack of government entrepreneurship programmes, and a lack of access to finance provided by the private sector (Polyviou, Eteokleous, Dikaiakos, & Kassinis, 2019).

These observations can be used as a baseline for discussion and identification of the bottlenecks hampering intrapreneurial development in the island.

2.2 Conclusions

SMEs are a major contributor of Cypriot economy, employing the vast majority of the island's workforce. Economic growth is driven by the growth in the companies themselves as well as the emergence of new enterprises. Fostering, supporting, and leveraging certain qualities of SME employees, such as innovativeness, proactiveness and risk-taking, in an environment of trust and focused on knowledge-sharing, can potentially lead to the emergence of more in-house entrepreneurs. This in turn will provide companies with vital innovations that could give them an edge in new or existing markets, leading to bigger opportunities and a sustainable business growth.

3. Field Research Findings

In tandem with the preceding desk research, "SYNTHESIS: Center for Research and Education LTD" and "STANDO LTD" reached out to SMEs active in Cyprus, using a structured questionnaire to collect data directly from the project's target groups. This section is a presentation of these findings.

3.1 General information

Eleven enterprises were reached in total and filled out the questionnaire. These entities range in their activities from law, project management, 3D building planning and design, insurance, corporate service provision, educational centre, senior care services, retail, and fitness, among others. Their employment capacity is spread as seen in *figure 1*, encompassing all levels of SMEs almost evenly. Most replies were provided by members of higher management (General Manager, CEO, Directors) with only a few from lower management and other employees. Of these, 64% are responsible for managing staff while 36% are not.

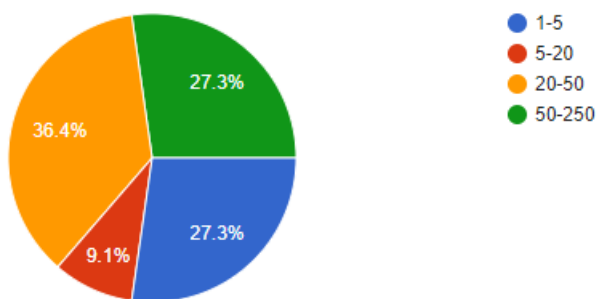


Figure 1: Number of Employees in SMEs reached.

3.2 Innovation within the organization

The majority of the SMEs reached, stated that they are open to innovation. This indicates that the role of innovation in the growth of an organisation is respected and highly valued.

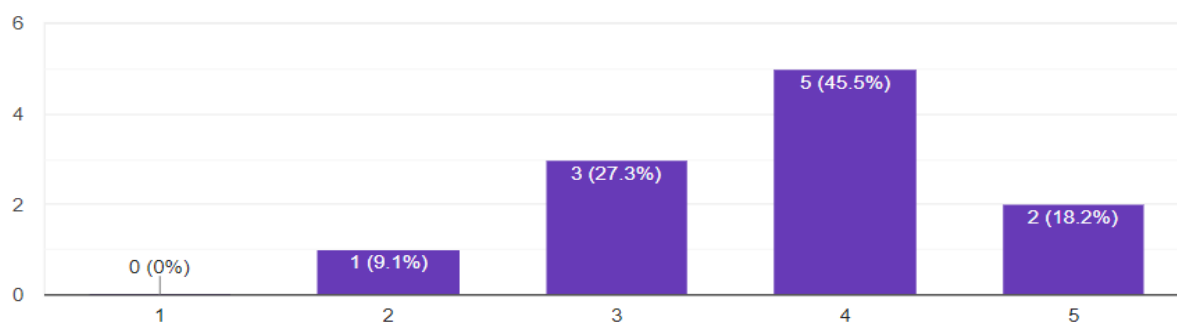


Figure 2: Value of Innovation within the organization.

Innovation is also how entrepreneurship is made manifest within the organisations, as well as through corporate renewal to a lesser extent. However, only some of the organisations had formal processes in place to manage change and promote decision-making on the lower corporate levels.

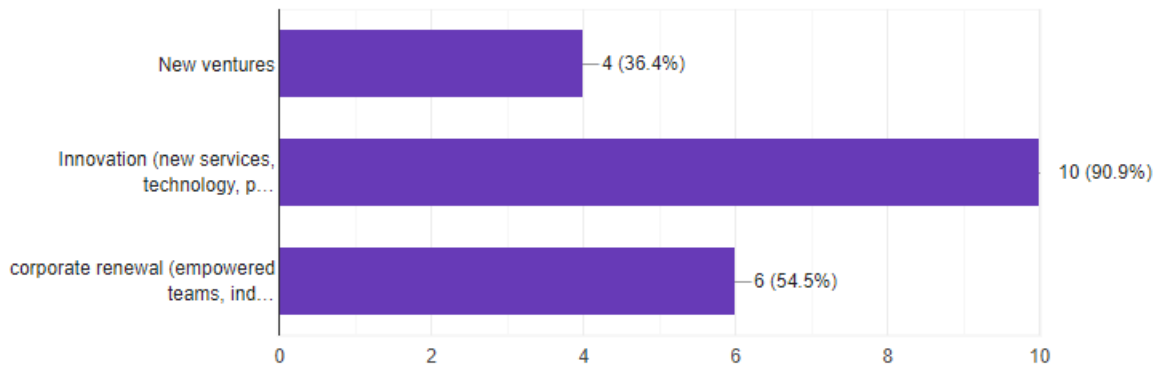


Figure 3: Manifestation of Entrepreneurship in SMEs.

Most SMEs were able to identify their most innovative employees by their problem-solving skills, their ability to deal with uncertainty and their risk-taking aptitude. According to the opinions of the SMEs asked, self-motivation, creativity, passion, and determination are the driving forces of innovation. Lack of time, focus, resources, and leadership were selected as the main barriers to innovation. There is consensus that past experience is the main learning medium, with self-learning and mentoring supporting the process. Individuals who generate positive outcomes for their organisations are believed to be self-motivated, bold personalities, who understand the market and take initiative. Training to develop intrapreneurial qualities should be focused on the areas of creativity, critical thinking, initiative, team building, and understanding entrepreneurial culture.

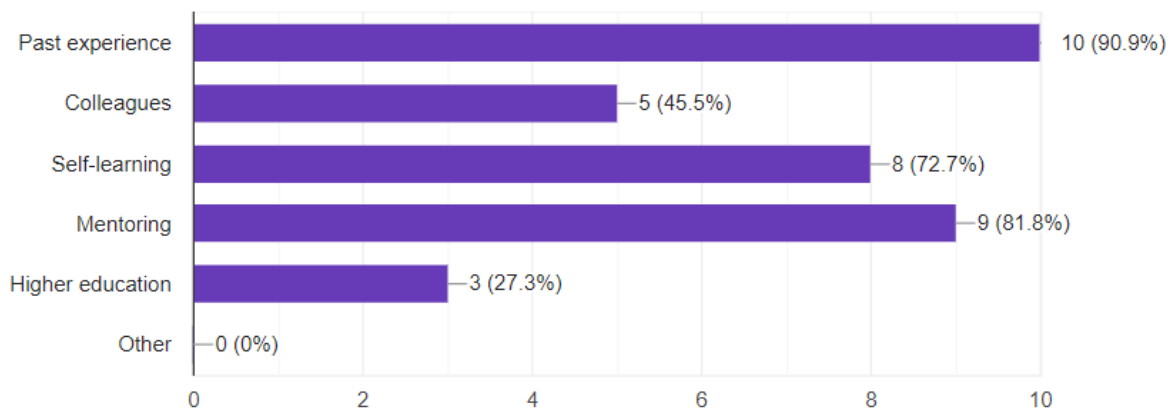


Figure 4: Main learning media according to the organization.

3.3 Entrepreneurial mindset

While most of the SMEs are highly supportive of employee entrepreneurial activity, risk taking is not equally encouraged. Their employees are empowered to generate and implement new ideas mostly through open collaboration and collective thinking. Workshops and trainings are used rarely. Polarised opinions were expressed concerning the role of hierarchy and protocol in the escalation of ideas for consideration. On one hand it was suggested that good hierarchical organisation and protocols can facilitate the escalation of ideas, while on the other these structures were perceived as obstacles, taking away from the employees' agency to create.

Staff is deployed in positions where their individual skillsets can be fully utilised in a few organisations, whereas in a few others, individuals are assigned to positions to cope with outstanding tasks. The most valued intrapreneurial skills identified by most of the SMEs are communications skills, problem-solving, analytical thinking, and organisational skills. These are largely reflected in the skills that were suggested to need development, such as active listening, strategic thinking, planning skills, as well as technical skills. A strong consensus was conveyed that entrepreneurial spirit can be nurtured and developed, however almost none of the SMEs engaged in entrepreneurial trainings. Figures [5] and [6] illustrate the gaps between the skills already possessed by the employees and the ones seen more valuable to develop.

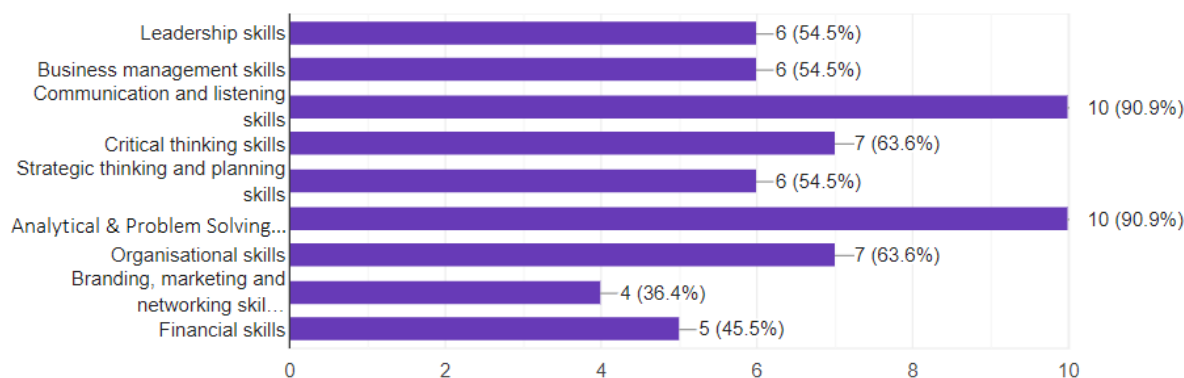


Figure 5: Entrepreneurial skills possessed by employees.

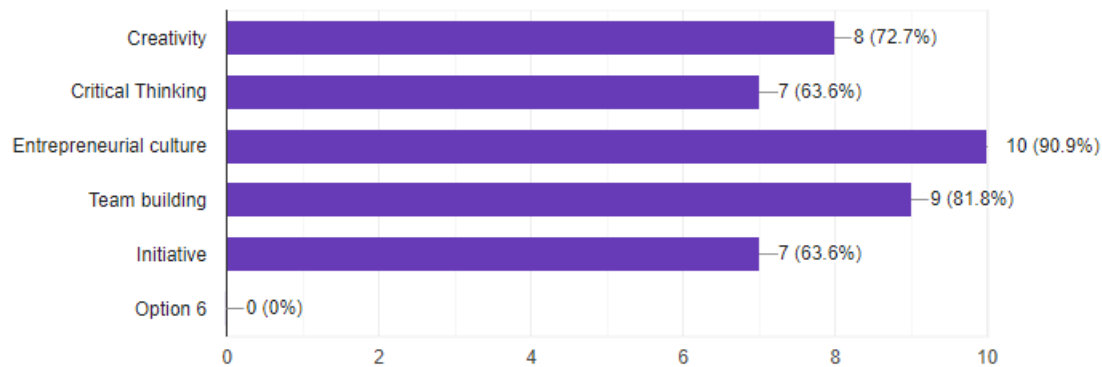


Figure 6: Main training areas to develop intrapreneurial skills.

3.4. Summary

The field research reached SMEs operating in various markets and from all levels of employment capacity. Overall, these organisations value innovation as the main manifestation of entrepreneurship within them. It is therefore a main driver for the evolution and growth of these organisations.

Even though there is belief that entrepreneurial spirit can be developed through trainings, the participating organisations seemed reluctant to engage in the necessary activities to do this. Instead, past experience and self-learning are seen as the main learning media.

Intrapreneurial individuals were identified by their bold personality and are seen as risk takers, but the organisations are not highly encouraging this behaviour. There is a balance that needs to be achieved here.

The field research indicated that organisations empower employees to innovate, mostly through open collaboration and discussion. The opinion that protocol could facilitate change was suggested by many participants, however this is in juxtaposition with the fact that most of them do not employ such organisational structures.

Overall, the field study illustrates that there is indeed a gap in the mechanisms of intrapreneurship within SMEs in Cyprus. While the entrepreneurial qualities in employees are valued, and there is belief that they can be developed, the majority of the participating organisations do not actively engage the entrepreneurial development of their employees.

These findings give credit to the scope of the SEAL project, to develop training tools and material to bridge the gap and enable the employees of the future to use their full potential in designing new strategies to tackle the challenges imposed by today's "Entrepreneurial Economy".



Co-funded by the
Erasmus+ Programme
of the European Union





4. CASE STUDIES					
	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5
Title	Entrepreneurial Workshops for Innovation.	Supporting Transformative Growth.	Innovation in cultural and arts entrepreneurship.	Easing entrepreneurial access to the business world.	Intrapreneurial training program for ICT.
Sector / Industry	Telecommunications	Emerging Technologies	Education / Coworking Spaces / Arts & Culture	Incubator / Accelerator for startups	Education / ICT
Name of organisation	Cyprus Telecommunications Authority – “CYTA”	The Research and Innovation Centre on Interactive Media, Smart System and Emerging Technologies – “CYENS Centre of Excellence”	“Hub Nicosia”	“IDEA Innovation Center”	INTRAPRISE project with the “Cyprus University of Technology”
Overview of the case study	CYTA envisions to become a champion of entrepreneurial innovation in Cyprus, helping to create an innovation ecosystem through strategic	CYENS is a center of excellence in the fields of interactive media, smart systems, and emerging technologies. The research performed there covers a	Hub Nicosia is a youth-oriented educational center, a co-working space, and a community of individuals, organizations, and enterprises with	IDEA Innovation Centre promotes innovative entrepreneurship and, while giving great emphasis on the entire spectrum and peripheral	The INTRAPRISE project focuses on designing an intrapreneurial training programme responding to the needs of the ICT sector to increase employability,



	<p>partnerships with private and public institutions and organizations, universities, and investors that will help realize ideas into start-ups, promoting the development of the organization and the country. To this end, they have established the CYTA Innovation and Entrepreneurship Center.</p>	<p>large variety of disciplines and dictates the activities and actions undertaken, all towards the unified front of driving innovation towards social and economic benefit. To better facilitate this, employees are exposed to new experiences, their growth is supported, and their skills applied to the production of innovative solutions.</p>	<p>cultural, environmental, or social aims. It was the first incubator for social enterprises in Cyprus. As part of its main focus, the Hub Nicosia aims to develop entrepreneurial skills for professionals in the creative and cultural sector, while developing the needed tools for achieving this goal.</p>	<p>activities that support innovation in general, it is proudly a strong part of the work that promotes innovation on the national level. They aim to ease entrepreneurs' access to the business world and enhance the diversity and durability of the Cypriot economy by bringing innovative products and services to life.</p>	<p>innovation, productivity, and performance in a period of serious economic challenges in Cyprus, and abroad.</p>
<p>Methodology / tools for developing employees' intrapreneurial skills</p>	<p>The CYTA Innovation and Entrepreneurship Center has a strong focus on intrapreneurship. The organization is constantly developing and evolving their intrapreneurship program after accounting for several factors: the regime of the organization, its status, and its culture</p>	<p>The higher management of CYENS Center of Excellence invests heavily in their employees with the purpose of empowering their vocational and personal growth. In achieving this goal they design and engage their employees in targeted colloquium presentations,</p>	<p>Hub Nicosia boasts an inspiring environment for young artists and social entrepreneurs to work and thrive in. It facilitates networking activities as well as promoting collaboration and synergy between its participant organizations and young entrepreneurs from a vast</p>	<p>IDEA Innovation Centre supports start-up businesses and young entrepreneurs by implementing a 9-month program during which it facilitates joint activities between private and public sectors, offers business training, offers a seed capital, and provides</p>	<p>The INTRAPRISE project developed in part by the Cyprus University of Technology and is hosting an e-platform that supports intrapreneurship. Through it, users can gain access to an intrapreneurial training program that has been tailored to needs of the ICT</p>



	among others. They engage their employees in several activities for innovation and idea development, spanning from seminars, success stories of innovative inspiration, strategic partnerships, conferences, and entrepreneurial workshops focused on different aspects of innovation.	speeches by renown experts in their field of activities, in-house specialized trainings, workshops aiming to improve both technical and entrepreneurial competences, and transferable skills training programs. Their employees are also encouraged to participate in national and international conferences to disseminate their work and further expand their research fields. Lastly, the organization hosts various networking events and competitions to strengthen ties between its employees and give them the chance to explore new ideas through collaboration.	range of social and cultural disciplines. Through various info sessions, seminars, arts and crafts exhibitions, cultural events, as well as its activity as a co-working space, it enhances intercultural dialogue and promotes shared EU values and mutual understanding through arts. In doing so, it empowers resident social, cultural and arts professionals to develop their competences and innovate within, and between, their organizations.	mentoring, business consultation on all levels of organization, networking opportunities and general guidance. It creates opportunity for innovation by bringing together experts of the relevant field and the key staff members of the SME.	sector in particular, receiving practical intrapreneurial competences and skills through a structured syllabus, and assistance in applying these engaged skills on the job through a blended methodology (synchronous / asynchronous education). Sustainability is achieved through regular followups.
Results	The CYTA Innovation and Entrepreneurship Center	Through its activities, CYENS Center of Excellence	The Hub Nicosia has hosted more than 10	IDEA's multifaceted support puts emphasis on	Provided end users with practical intrapreneurial



	<p>has hosted at least 10 workshops since 2017 and given intrapreneurial training to more than 120 of the organization's employees. Through these workshops, the staff was familiarized with best practices from around the world, the benefits of in-house entrepreneurship, training, and implementation methods for creating, evaluating, and developing ideas, as well as various methods to implement them. In addition to these workshops, the CYTA Innovation and Entrepreneurship Center has run over 60+ competitions promoting entrepreneurial spirit in all echelons of society.</p>	<p>has fostered a culture of diversity and inclusion where all employees get a real sense of belonging. This appreciation of the individual's unique perspective gives value and empowers the employee to innovate within the organization, honing their creativity and boosting their commitment. Their research groups are highly collaborative, forging a relationship-oriented mindset that supports the constant, socio-economic transformation and development of the organization, and the region as a whole.</p>	<p>organizations and professionals from across different fields. These include language and communication, sustainable tourism, youth empowerment, active ageing and older adult health, and research and education. Their progressive attitude and more than 50 pioneering events and activities, have helped establish the organization as a local leader, having helped many – individuals, young entrepreneurs, and social enterprises – develop much required soft skills, employment skills, and entrepreneurial skills, as well as aiding them in applying these skills for advancing their goals.</p>	<p>making the individuals believe that the major success factor is themselves: Their passion, their determination, their hard work, their commitment, their willingness to give and take, their aspirations and perseverance. Furthermore, they encourage each of their teams to gradually give back to the ecosystem, thus enhancing the interest of new startups and the Cypriot economy. By providing the wide spectrum of activities that support innovation and entrepreneurship, IDEA is proudly a strong part of the lobby that promotes innovation at a national level. Their key</p>	<p>competences and skills training by developing a training syllabus structured around self-contained, short and focused modules with background concepts, tools and techniques (i.e. presentation material, self-learning tests, revision exercises, case studies, quizzes); Assisted end users in acquiring and applying intrapreneurial competencies and skills on the job in a flexible way, that is, fitting their busy schedules by designing an innovative blended methodology (i.e. face-to-face/ online synchronous/ self-study sessions) supported by action learning which will help participants effectively engage in real life problem-</p>
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			Most of these organizations have now grown enough to expand and moved on, under their own, vocational housing.	performance indicators showcase over 600 applications, 60 Startups Entered IDEA, 25 Different Industries, 15 Different Countries, 160+ Entrepreneurs, 47 Awards granted to their startups at National and International Competitions, €7,2 Million startup portfolio valuation, 60+ Mentors, and 40+ Trainers.	solving, self-reflection and peer learning; Enhanced work place learning by carrying out follow up feedback sessions with intrapreneurs discussing how they apply new skills on the job, the needs they have, or the problems they face in order to enhance transfer of training on the job and maintain it in the long run; Produced a tested and integrated blended training program to be used at a European level beyond the project's scope through mainstreaming.
Relevant link(s)	https://www.cyta.com.cy/en/pixeirimatika-ergastiria-kainotomias-28/en	https://www.cyens.org.cy/en-gb/about/culture/	https://www.hubnicosia.org/about-us	https://ideacy.net/our-impact-kpis/	http://www.intraprise-project.eu/about.html

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NATIONAL REPORT FOR GREECE

1. Introduction

Within the framework of the ERASMUS+ project “SEAL - Shaping the Employees of the future by strengthening intrapreneurial skills & mindset” and as a first step towards developing an innovative training material for the development of the employees’ intrapreneurial skills, project partners conducted two initial activities:

- I. Collection of existing literature on the current needs for the development of employees’ intrapreneurial skills and mindsets along with a collection of case studies of SMEs that already apply tools and relevant methodologies for managing and promoting intrapreneurial skills and mindsets among their employees.
- II. Implementation of a field research based on a structured questionnaire aiming to collect data directly from the project’s primary target group: SMEs, employers, employees and VET trainers / organizations.

This document constitutes an overall report of the findings in Greece from both aforementioned activities.

Within Chapter 2 of the document, a summary and review of the literature on the concept of intrapreneurship and the needs for the development of employees’ intrapreneurial skills and mindset is presented. Following this analysis and within Chapter 3, an analysis of the data collected from the field research is available, reflecting the actual needs reported from the project’s primary target group (SMEs’ representatives). For both chapters, a section summarizing the key points is also available. Last, within Chapter 4, five (5) case studies of Greek SMEs that already apply / have applied measures to develop their employees’ intrapreneurial skills are presented with the aim to provide SEAL partners with some potential methodologies and tools that can also be included within the project’s material.

1.1. Conceptualization

The term of intrapreneurship was firstly introduced by Steve Jobs in 1985 and, since then, is continuously gaining traction and importance as the entrepreneurial mindset is increasingly needed within companies and corporations as much as outside to set new vision, disrupt ways of doing things, anticipate change, and solve problems that will better our culture.

Intrapreneurship can be defined as the process by which individuals who have entrepreneurial traits work for companies and entrepreneurs. Intrapreneurs, unlike normal employees who simply function in a role, contribute to the bigger picture and they are business minded. Intrapreneurs are responsible for introducing ideas, inspiring creativity, leading and motivating those around them. They take proactive steps to improve business operations and they ensure the business meets targets to produce great results.

Within this framework and from the businesses’ perspective, intrapreneurship can be seen as an alternative and equally effective channel for promoting and creating innovation within the organizations.

Innovation does not refer only to science and technology; it may also refer to changes in business organization and management, workplace organization and external relations. Within this framework, innovation is vital in the workplace because it gives companies an edge in penetrating markets faster and provides a better connection to developing markets, which can lead to bigger opportunities and, therefore, to a sustainable business growth.

2. Literature Review

In recent years, many people want to become entrepreneurs, but they have not the knowledge to take the risk and develop their own enterprise. In this case the characteristic that is the solution of this aspect is the intrapreneurship. According to the Cambridge Dictionary intrapreneurship *is the willingness or ability of people within a large company to take direct responsibility for turning ideas into profitable new products, services, businesses, etc.* Organizations and enterprises have designated, the workers' improvement, development of intrapreneurship skills and well-being in the workplace, the most key factors in long-term effectiveness, because are the characteristics which linked with the increase of productivity and create a positive and healthy working environment. It is important for the workers to have the opportunity to take responsibilities and implement their ideas in their workplace.

Promoting and implementing actions about the employee's well-being and intrapreneurship, is an innovative initiative for the people in order to prevent work-related stress in the workplace, brings workers together, builds morale and allows employees to have the opportunity to make their ideas become true. On the other hand, enterprises can thrive through the increase of productivity that will affect the enterprise's income.

Well-being, according to the dictionary, *is the state of feeling healthy and happy* and when we targeted with the workers, refers to a better and healthy workplace which benefit workers and organizations. Martin Seligman and the model of PERMA, the well-being consists 5 pillars:

- **Positive Emotions**
- **Engagement**
- **Relationships**
- **Meaning**
- **Achievement**

Survey that started on September 2020 in Greece, has the aim to rate the well-being on Greek workers. The results presented, the levels of "normal operation" which are between the values of 6.5 and 7.9, with the values from 8 and above showing increased functionality and values from 5 and below indicate significant attenuation.

Το πρώτο πρόγραμμα που αναπτύχθηκε ήταν, όπως είναι παραπάνω (και όπως είναι εύκολο κατανοητό), σε ποια επίπεδα κινείται η επιχείρηση των ΕΛΛΗΝΙΚΩΝ εργαζομένων. Τα αποτελέσματα εδώ, αν και μόνοι εκδοκίμοι, παρουσιάζουν μια μάλλον μέτρια εικόνα αν συσχετιστούμε τις απαντήσεις του δείγματος μας με τα σημεία αναφοράς που υποδεικνύει ο Kern, σύμφωνα με τα οποία, τα επίπεδα οικονομικής Αποκατάστασης διακρίνονται ανάλογα στις τιμές 6.5 και 7.6, με τις τιμές από 8 και πάνω να δείχνουν ανάλογα Αποκατάστασης και τις τιμές από 5 και κάτω να φανερώνουν σημαντική ελάττωση.

ΠΙΝΑΚΑΣ 1

	Έρευνα της Achieve Performance	Kern et al. (2016)
Positive Emotions	5.67	$X \leq 5$ Ελαττώση
Engagement	6.68	$5 < X < 6.4$ Υποαποκατάσταση
Relationships	6.19	$6.5 < X < 7.9$ Κανονική Αποκατάσταση
Meaning	6.13	$8 < X < 8.9$ Κακή Αποκατάσταση
Achievement	7.27	$9 > X$ Βέλτιστη Αποκατάσταση
Health	6.44	
Overall Wellbeing	6.36	

Όπως φαίνεται στον Πίνακα υπάρχουν μια σειρά από παρατηρήσεις σχετικά με την έρευνα, που υποδηλώνουν ως το σύνολο των 6 πτυχών. Η ιδέα γίνεται πιο εμπεριστατημένη αν αναλογιστούμε τα αποτελέσματα της έρευνας, με αυτά που βλέπουν οι Butler & Kern (2016) σε ένα δείγμα δείγμα περίπου 23700 ατόμων, όπως φαίνεται στο Γράφημα 1.

ΓΡΑΦΗΜΑ 1. Μέρος της Έρευνας PERMAH

Source: <https://achieveperformance.gr/ereuna-gia-tin-evimeria-ton-ergazomenon/>

Employees need to feel comfortable in order to work effectively. Businesses can benefit from the power of workplace in order to improve the quality of working life and enhance employee well-being. In Greece, organizations and enterprises through the innovation and other various activities are trying to implement more initiatives and promoting the health environment in the workplace and the intrapreneurship mindset.

2.1 Methodology about intrapreneurship in Greek enterprises

Greek enterprises, in order to create the best work-environment and employee wellbeing program for the workers and the positive outcomes of the enterprises, are implementing surveys and evaluation activities. The aim of this methodology, is to explore the worker's opinion and the possibilities that there are in the workplace and prepare an effective strategy for the workers which consists the steps for the intrapreneurship spirit.

The survey is implementing between HR departments and workers through questionnaires and interviews. According to the results and the feedback, the HR department create the strategy that the enterprise will follow with the aim to improve the working atmosphere and the workers.

During the creation of the strategy, one of the most important aspect is to define the goals that related on the productivity, staff satisfaction, staff retention communication in the workplace and to foster better relationships between staff and management.

The effectiveness of the strategy is depending on the way that the HR department spreading the strategy across the entire enterprise and reaching every employee with the initiative. The next step is the approval of the workers and the implementation. To encourage their employees to participate, enterprises need to inspire workers with useful and engaging internal content.

2.2 Workplace innovation

The successful implementation of an intrapreneurship program and new ideas in the workplace, is crucial to an organization being able to improve its processes, bring new and improved products and services to market, increase its efficiency and improve its profitability. The highly competitive environment of the market requires more innovative enterprises which using new technologies and methods in order to make substantial changes. Furthermore, digital disruption forces enterprises to be in a perpetual state and innovate with all their potential and resources.

The intrapreneurship strategy should include the successful innovation process within the enterprise. Over the years, enterprises are developing action plans with innovative actions that aims to improve the workplace, discover the value of the creative process and increase the productivity.

In order to make the intrapreneurship strategy sustainable through the innovation, on one side the employees need to work as a team or smaller teams, with the right skills and motivation to join the new journey. On the other side, managers should encourage employees to step outside of the normal scope and the teams be ready for the changes across the enterprise.

For this reason, the brainstorming sessions are important for the teams in order to create ideas and innovation communities, with clear methodology and definition of the next steps. In this way, enterprises allow employees to practice their intrapreneurship skills and take advantage of their diversity and establish a common framework where all team members participate.

2.3 Entrepreneurial mindset

The entrepreneurial mindset is the way that enables enterprise's members to overcome challenges and accept responsibility for your outcomes. It is important to improve the skills that are necessary to create this mindset on the workplace. The intrapreneurship strategy should include the entrepreneurial mindset as the most important aspect.

Intrapreneurship characteristics and skills are important if a worker wants to leverage the resources and the freedom of the enterprise to act as intrapreneurs and pursue their entrepreneurial passions. The enterprises which have defined the intrapreneurship strategy and started with the implementation of the actions, should offer resources, training activities and educational sessions while employees improve their entrepreneurship skills. During the educational sessions, which are implementing in the Greek enterprises, trainers are using the methodology of the Entrepreneurship Competence Framework (EntreComp). EntreComp defines the entrepreneurship and provides the competences and the elements that make someone entrepreneurial. Through the EntreComp, employees are able to transform their ideas and opportunities into action.

The main role of the enterprises is to enrich employees' experience and entrepreneurship skills, to prepare them for future challenges and responsibilities, and acquire skills for acting as intrapreneurs.

2.4 Summary

The role of intrapreneurship in organizations is increasing. When the intrapreneurship strategy is implemented with the most efficient way, then produces internal rates of innovation. The results as commercialized innovations, organizational nimbleness, and effectiveness, are key for organizations seeking to overcome the challenges posed by a continuously changing global economy.

In Greece, enterprises focus on that the intrapreneurs can effectively lead rapidly growing organizations by focusing on cultivating these important characteristics and skills. Development and improvement of the entrepreneurial skills through new methodologies and innovation could be effective for both enterprises and employees.

3. Field Research Findings

3.1. General information

Within the framework of IO1-A2 of SEAL project, Innovation Hive conducted a field research aiming at collecting data from Greek SMEs in order to be able to identify the specific needs within the field of developing the employees' intrapreneurial skills.

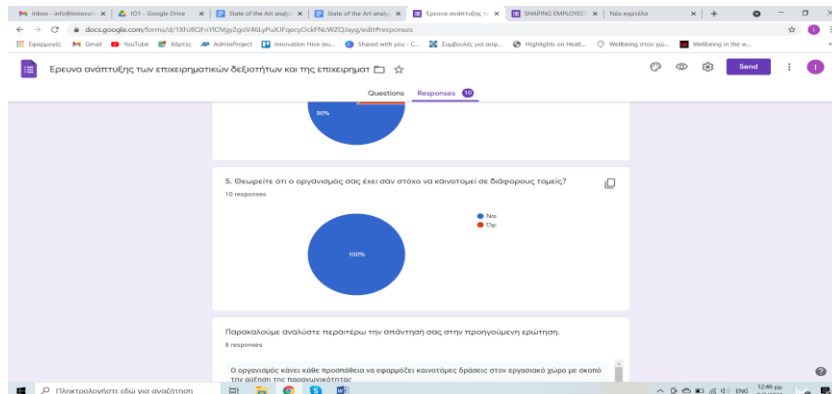
Representatives from 10 SMEs operating in various sectors (catering, winery, marketing services, business consultancy services, construction, health care services and cultural services) responded to the online questionnaire.

60% of the respondents represent small businesses (5-20 employees) and 40% represent micro businesses (1-5 employees). 9 out of 10 SMEs' representatives declared that HR management is among their daily duties.

3.2. Innovation within the organization

Representatives of the SMEs, participating on the survey responded about the innovation and the culture in their workplaces.

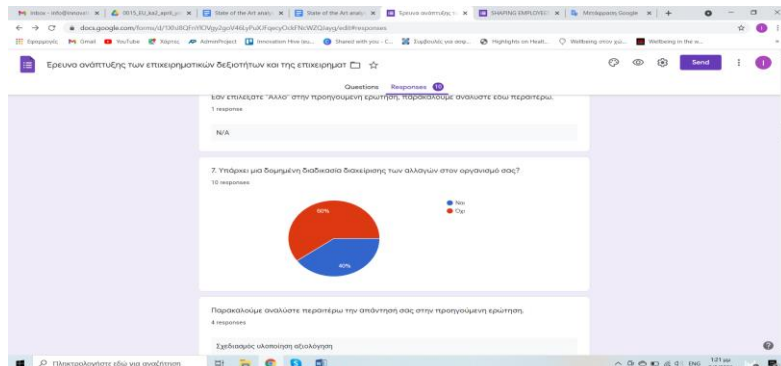
1. Do you think your organization is open to innovation?



Comments: According to the responses, the enterprises are trying to implement innovative actions in various fields, in order to improve their productivity. In the following table, there are available some of the fields which enterprises have include the spirit of the innovation:

The organization is trying to implement innovative actions in order to improve and increase the productivity.
The educational organization that I am working has been established to promote the culture. With the actions that we are implementing as organization, we try with innovative actions to promote cultural elements and to promote the Greek popular culture.
The aim of the organization is to innovate in the field of services/products which we are offering to the clients.
It is an industry where innovations can be created and implemented in different departments. From cultivation to winemaking, bottling and presentation there are several areas where can create something unique and innovative
The organization has this goal, but any activity has implemented until now.

2. Is there a formal process of change management within your organization?



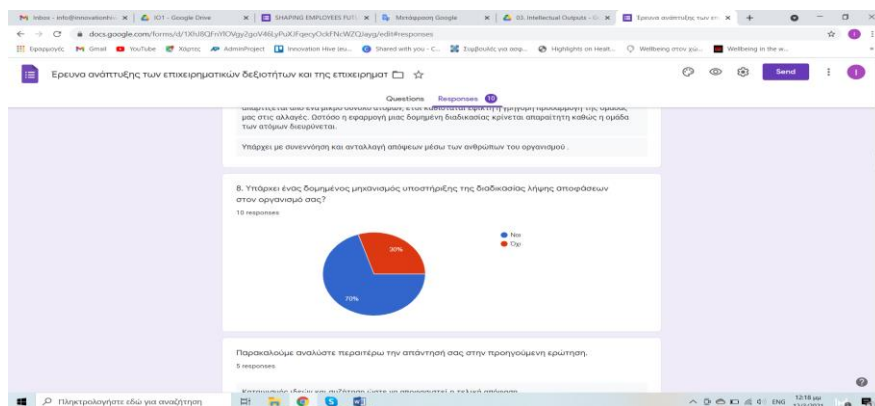
Comments: More than 50% of the participants, declared that enterprises are not implementing any formal process of change management. In the following table, there are some comments of the participants that related on the formal process:

Planning-implementation-evaluation.

Collaboration between the enterprise's members in order to define the methodology.

There is no structured change management process at the moment as our team is made up of a small group of people, so it is possible for our team to adapt quickly to change. However, the implementation of a structured process is considered necessary.

3. Are there organisational structures in place to support devolved decision making?



Comments: 70% of the participants, responded that they have organizational structures to support decision making. Their additional comments about the structures are presenting in the following table:

Brainstorming and discussion between the team before the decision.

Decisions are made in a specific way by the administration department.

We try to apply a bottom-up approach to the decision-making process, thus motivating the collective participation of our employees as well.

4. How does your organization empower employees to generate and implement innovative ideas?

Organization of actions related to the management and the internal environment.

Meetings and seminars.

The organization doesn't support this action.

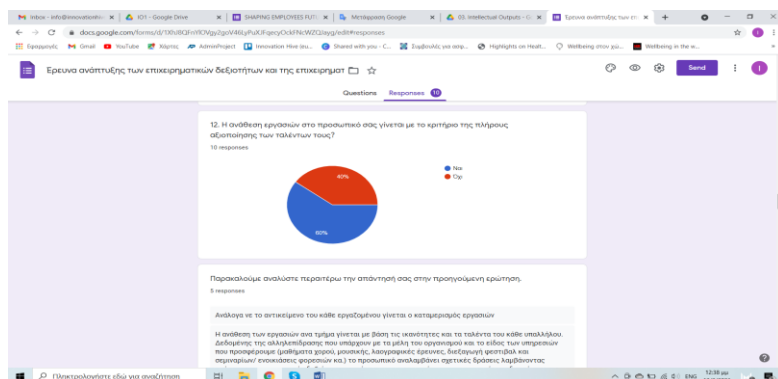
Involving decision making process: Continuous training and development of staff in matters concerning our industry.

With the involvement and active participation of the whole team in the decision-making process.

Regular staff training, information on labor market data, search for talented candidates

From various initiatives and ideas of the staff that bring optimal results.

5. Do you deploy your staff in work that fully utilizes their special talents? (Yes/No, please elaborate)



Comments: More than 50% of participants, have assigned the work according to the staffs' talents. Additional comments that related on this aspect, are available in the following table:

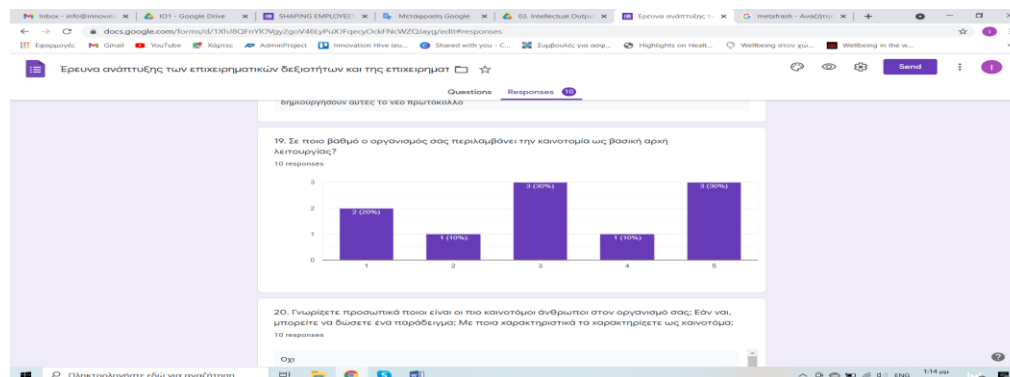
Depending on the expertise of each employee, the division of labor takes place.

The assignment of tasks per department is based on the skills and talents of each employee. Given the interaction that exists with the members of the organization and the type of services we offer (dance lessons, music, folklore research, festivals and seminars / costume rentals, etc.) the staff undertakes relevant actions taking into account the communication skills it has, the organizational management capacity.

We always try to make the most of the talent of the team and each employee individually. However, this is not always possible as we often have to overlook such components in order to handle them.

It is often difficult to find knowledgeable staff in my area.

6. To what degree does your organisation value innovation as part of its culture?



Comments: The rate was 1: very small extent to 5: great extent

7. Do you personally know who are the most innovative people in your organisation? If so, can you provide an example? By what characteristics do you define them as innovative?

Innovation is the fact that we choose to listen to music during work to inspire us during the day.

The characteristics mainly concern activities and initiatives that facilitate them in their daily work.

Personal search, offering new ideas and searches, taking risks.

Monitoring in detail. The imagination and the will to improve a pre-existing situation.

8. What do you think are the driving forces of innovation?

The testing of new systems and methodologies.

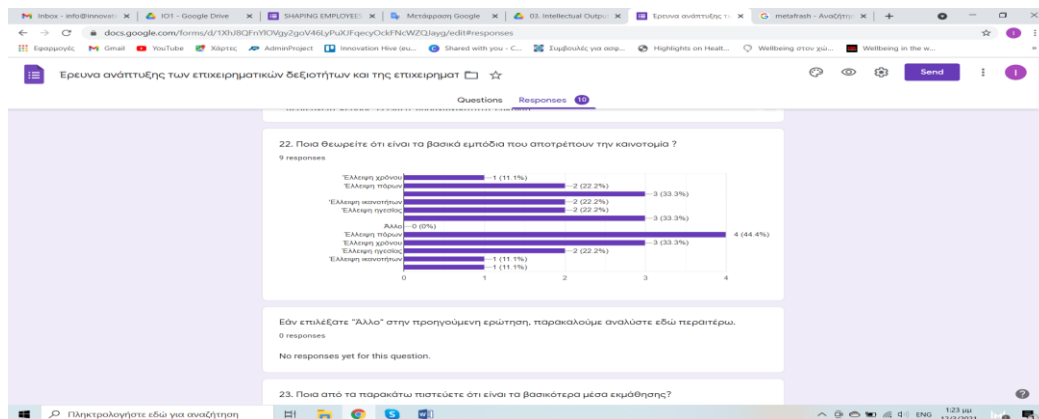
Evolution, cost reduction, new solutions.

Development and progress.

Collaboration and the ability to adopt change quickly and successfully.

A way of thinking without molds and blinders.

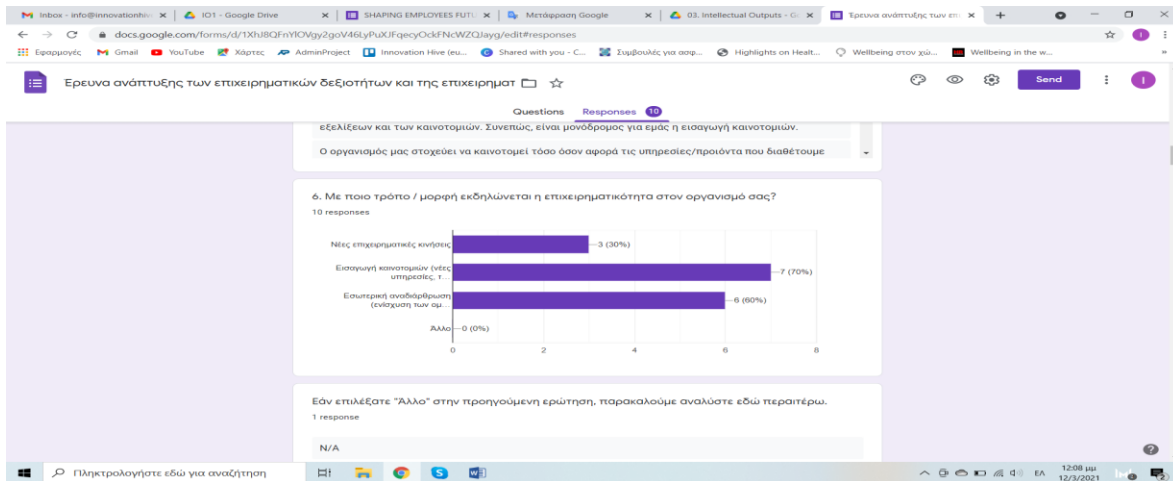
9. What do you think are the main barriers to innovation (ex. Lack of time, lack of resources, the organisational structure does not support innovation,)?



Comments: Around 45% have chosen as main barrier then lack of resources.

3.3. Entrepreneurial mindset

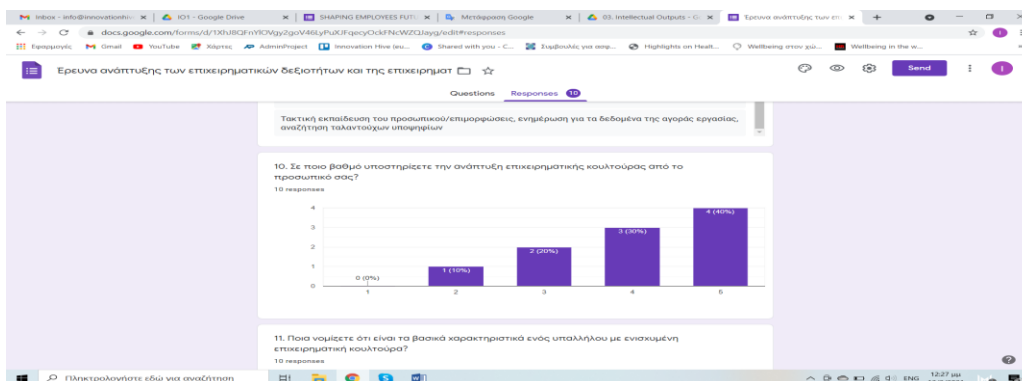
1. How do you perceive entrepreneurship manifests itself in your organisation?



Comments: According to the results:

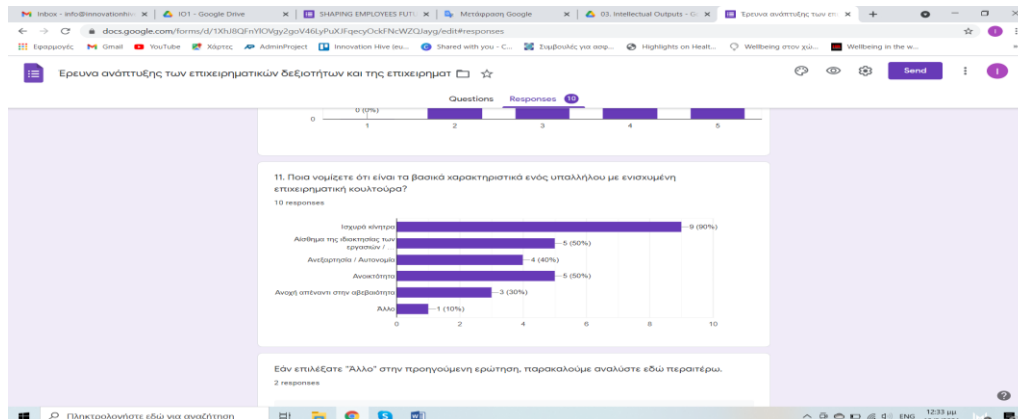
- 70%: Innovation (new services, technology, processes, methods, organisational structures etc.)
- 60%: corporate renewal (empowered teams, individuals' risk/taking, creative thinking, seeing and capturing opportunities, risk awareness, persistence, vision)
- 30%: New ventures

2. To what extent do you support employee entrepreneurial behaviour?

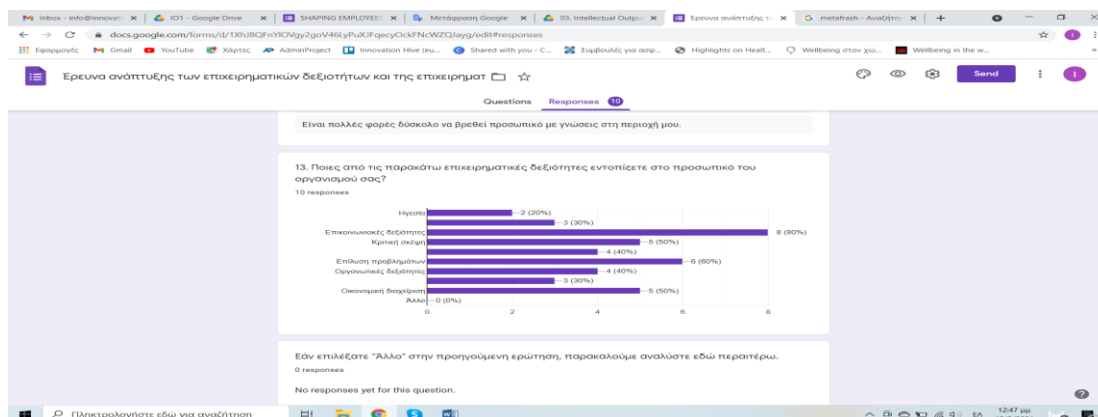


Comments: 40% of the respondents have rated that they support employee entrepreneurial behavior.

3. What are the key attitudes and behaviours displayed by entrepreneurial staff?



4. What entrepreneurial skills do employees in your organization have?



5. Have employees taken part in entrepreneurship trainings? If YES, which ones? Was it effective? How has this affected the success of the organizations as a whole?

They participate in many seminars to develop their skills.

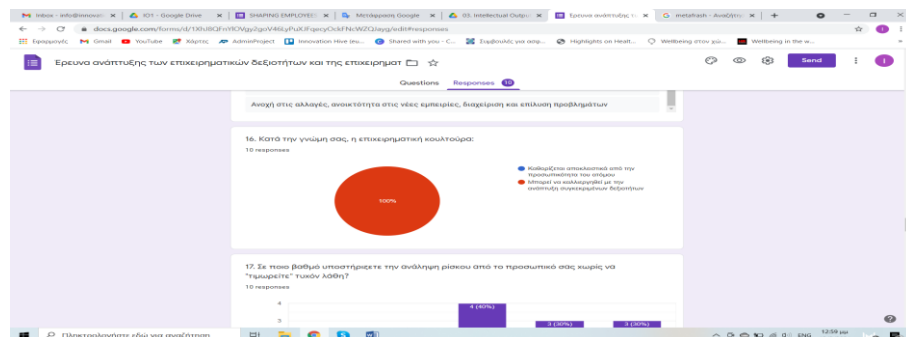
Yes, in seminars specialized for the further development of their talents.

Yes, on seminars that related on introduction of new ideas, greater work commitment, better relations between employees.

6. What skills do you think staff should develop to be more “entrepreneurial”? Could you name at least 5 skills that you would like the staff of your organisation to develop ?

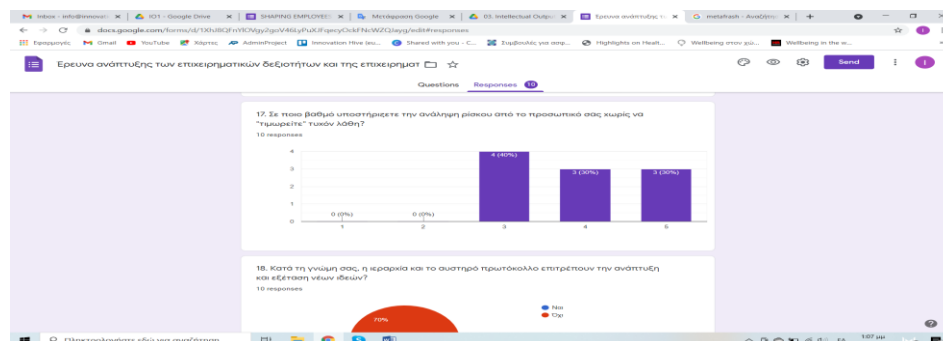
Organizational skills and business skills
Critical thinking, market knowledge, participation in the company's profits
Tolerance for change, openness to new experiences, management and problem solving.
Decision Making Skills, Administrative Skills

7. Do you think that the entrepreneurial mindset is determined only by individuals’ personality or it can be nurtured by developing specific skills?

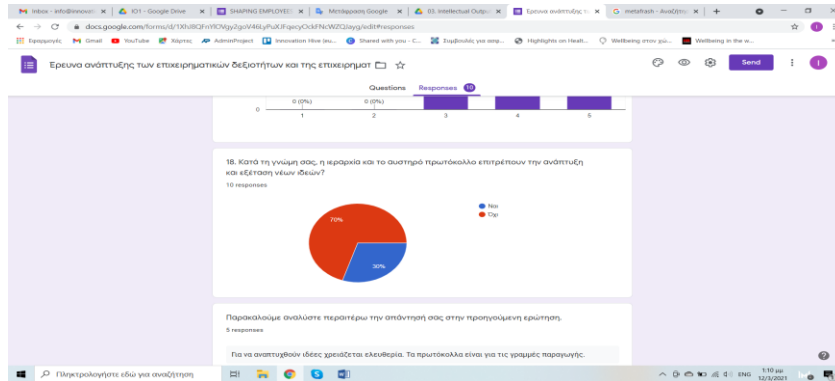


Comments: According to the results the entrepreneurial mindset it can be nurtured by developing specific skills.

8. To what extent do you encourage risk taking by staff without punishing minor misjudgements?



9. In your opinion, does hierarchy and protocol allow the rapid escalation and consideration of new ideas? (Yes/No, please elaborate)



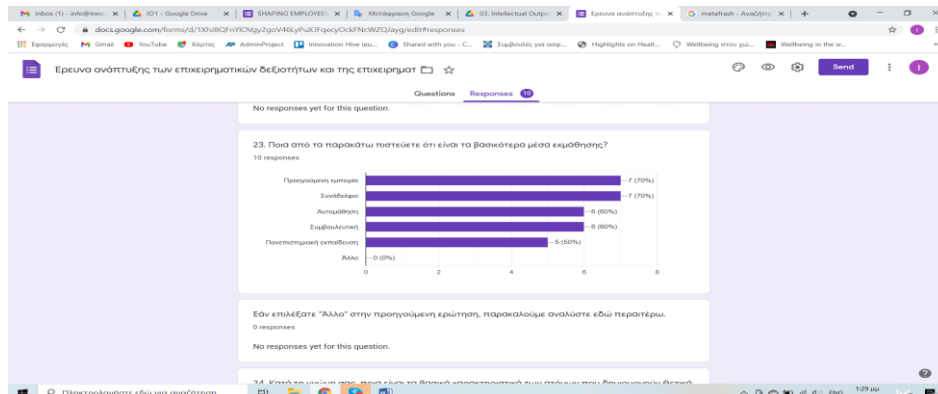
Comments: 70% have responded No

In order to cultivate a climate conducive to the development of innovation, a bottom-up approach must be followed that includes all those involved in the decision-making process and the development of new ideas.

Strict protocol facilitates the smooth running of the organization and avoids delays in decision making however it may not leave the necessary room for employees to develop new ideas and innovations.

The protocol is most often a guide to a process. If there is an understanding of this process then New Ideas can be tested and implemented so that they create the new protocol.

10. What do you think are the main learning media?



Comments: According to the responses, the main learning media are: past experience and colleagues.

11. In your opinion, what are the key attributes of individuals who generate positive outcomes for their employing organisations?

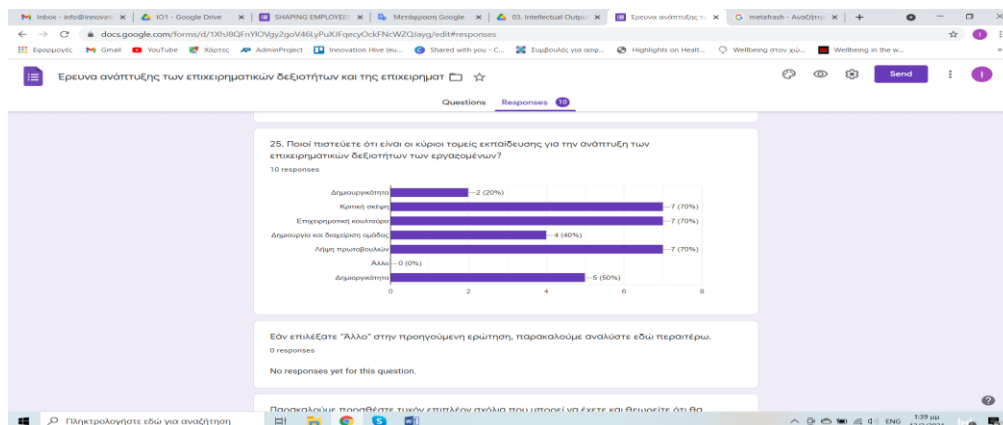
They are positive about any change made for a good cause.

Extroversion, communication, teamwork, insight.

Kindness, Cheerfulness, Willingness, Solidarity.

Team spirit, willingness to learn / train, vigor, perseverance, creativity.

12. What do you think are the main training areas to develop intrapreneurial skills?



Comments: The main training areas are: critical thinking, entrepreneurial culture, initiative.



3.4. Summary

According to the survey that implemented through the questionnaires the Greek enterprises have the aim to implement innovative actions and promote the entrepreneurial mindset in the workplace. Organizations and enterprises are following strategies to empower employees with entrepreneurial and innovate skills which will help their work. The employees who are familiar with the entrepreneurial mindset have the following characteristics: motivation, ownership, and openness.

In conclusion, the employees who are developing and improving their communication skills and their entrepreneurship skills are more openness on the implementation of the innovative actions and on the concept of intrapreneurship strategies.

4. CASE STUDIES

	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5
Title	Transforming Tobacco	Cross-department working groups	Employees focus groups	Encouraging initiatives	Priority to the employee
Sector / Industry	Production & trade of tobacco products	Pharmaceuticals	Production & trade of nutrition products	ICT solutions & products	E-Business & Digital Marketing Agency
Name of organization	British American Tobacco Hellas	AbbVie Pharmaceutical	MELISSA Kikizas	Performance Technologies	Sleed
Overview / Methodology / tools applied	During the year and within the context of the internal strategy “Transforming Tobacco”, the company has promoted 20% of its employees in new roles (58% of these new roles consist of women) focusing on the promotion of	The company regularly applies the cross-sectoral workgroups approach. Groups of middle managers and employees from various sections are created to design and implement initiatives important to the	Within 2020 the company organized and implemented focus groups with the participation of the employees. Employees formed 15 groups with 7-8 members and were asked to:	The company has established an overall annual meeting called “Innovation Day” . During this meeting, the innovative ideas of employees that were also successfully put into practice and improved the working operations and	One of the main values within the company is that “technical skills can be taught and developed, one’s character not”. Following this as a rule, the company has established and put into practice several

	<p>innovation and the development of next generation products.</p> <p>In addition, the company provided training and higher education opportunities to all with the aim to further develop and enhance its employees' skills and competences.</p> <p>Last, but not least, the company has initiated the "ambassadors" action through which employees represented the company in several events and career days / exhibitions.</p>	<p>company. Such groups are: : Learning Team, Events' Team, Data Protection Team, Launch Excellence Team, Patients' Empowerment Team, Patients Access to Treatment Team, Wellbeing Team, etc.</p> <p>Moreover, the company focuses a lot on developing the employees' skills and competences and, to this aim, finance their participation in foreign languages training courses and master degree programs.</p>	<ul style="list-style-type: none"> ▪ Suggest alternative methods and tools for conducting their work; ▪ Suggest improvements in the human resources management procedures; ▪ Work all together in these suggestions and transform them into applicable methodology and tools. <p>Following these focus groups, the company's directors and executives collect the suggested methodologies and embody them in a viable and effective</p>	<p>procedures are presented and awarded. Moreover, the company has established the initiative "morning coffee with the CEO". Periodically, the CEO has morning meetings with the employees during which everything is put on the table: from ideas that employees might have to concerns about their working environment, etc.</p> <p>The main concept of the methodology and the initiatives developed and implemented by this company is to ensure that the employees' voice is heard and</p>	<p>initiatives aiming to encourage and motivate its employees:</p> <ul style="list-style-type: none"> ▪ "Autonomy project": employees are encouraged to develop their own ideas, applications, new tools etc. within their working time. ▪ 1 to 1 & walking meetings: during these meetings employees are able to bring up their ideas on the issues that they think there is still room for improvement. <p>The main characteristic of this case study is the "employee-centric" approach followed by</p>
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			<p>way within the every-day working operations.</p> <p>The most successful suggestions and solutions were awarded with a bonus at the end of the year.</p>	<p>taken into account and also to encourage them develop and promote their own ideas and plans for improving their every-day work. Moreover, the company offers to its employees with continuous training opportunities, technical certifications and bachelor & master courses, covering the 100% of the tuition fees.</p>	<p>the company. This means that the company focuses on the personal development of its employees through which the business development will be also achieved.</p>
Results	Through this internal transformation and upgrade of the job positions and roles, the company provided its employees with high potential of personal growth and	Through the cross-department working groups initiative, employees gain experience in different fields, work together and are empowered to take	According to the Director of the Human Resources department, by setting your employees as the company's most valuable asset you can	One of the most significant and tangible results achieved through the "Innovation Day" initiative is the increase of new and innovative ideas	Through the "autonomy project" initiative, important elements such as team work, creativity, motivation and work autonomy are being promoted among

	<p>development. Moreover, employees through these new roles are able to promote their own ideas, working procedures and other relevant improvements acting as if they are the business owners.</p> <p>Moreover, as an overall results of this action, the company has presented a series of innovative actions with a long-term orientation and value creation in the Greek society, with the active participation of all</p> <p>of its employees, such as the creation of the first Job Center in Greece.</p>	<p>over risk and make entrepreneurial decisions.</p>	<p>achieve multiple positive results such as:</p> <p>Employees have the chance to “get into their employer’s shoes” and, thus, develop their entrepreneurial skills and mindset; Employees feel and acquire an active role and participation in the business management procedure. Having achieved this, employees become highly dedicated and consider the development of their company.</p>	<p>developed and put into practice from the employees with the aim to improve the working procedures & operations. In this way, the company has managed to promote the entrepreneurial spirit and working autonomy of its employees. Moreover, through the funding of training and higher educational programs, employees have significantly improved their technical skills necessary for their work.</p>	<p>employees. At the same time and through the “walking meetings” employees have the opportunity to reflect on the procedures within their every-day work and suggest ways for them to be improved.</p>
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Relevant link(s)	https://www.greatplacetowork.gr/website/downloads/Best_Workplaces_2019_List_Publication_Booklet_GR.pdf
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NATIONAL REPORT FOR ITALY

1. Introduction

SEAL project focuses on promoting intrapreneurial skills and mindsets in European Small and medium-sized enterprises' (SME) employees in order to support employers and employees respond to the challenges that today's innovation models and the "Entrepreneurial Economy" bring to human resources and its links to SMEs' competitiveness.

This study analyses, in an explorative way, the relationship between intrapreneurial approach and innovative behaviour in Italy by gathering a collection of existing literature on the current needs for the development of employees' intrapreneurial skills and mindsets in Italy.

Along with the literature review, a needs' analysis fieldwork activity was conducted - based on a structured questionnaire - aiming to collect first-hand data from the project's primary target groups: SMEs, employers, employees and VET trainers and organizations.

This phase will consider the collection of existing literature on the current needs for the development of employees' intrapreneurial skills and mindsets in addition to a collection of case studies of SMEs that already apply tools and relevant methodologies for managing and promoting intrapreneurial skills and mindsets among their employees.

This national report will be included in the overall synthesis report called "Analysis of the State of the Art on Intrapreneurial skills and mindsets" and will contribute as a framework for the development of the training curriculum addressed to the project target group.

1.1 Conceptualization

Innovative behaviour is necessary to combat the 21st century's sustainability challenges, as well as to ensure organizations' longevity and success. Personality traits, such as extraversion, are strongly related to innovative behaviour; nevertheless, such traits are not increasable through specific training. Innovative behaviour is also strongly linked to sustainability. Innovation is a crucial aspect for organizations to face the challenges related to the Sustainable Development Goals, which were introduced by the United Nations (UN) and to promote humane and productive organizations.

Intrapreneurs are valuable people because they experiment with new ideas they create bonds with other colleagues, increasing motivation and creativity in teams. For this reason, the tendency to hire more people with this competence, as often happens in Italy with ex-startuppers: thus, the entrepreneurial spirit and the ability to make things happen are privileged over vertical skills. In addition to hiring people with this mindset, the challenge facing company leadership is to stimulate and motivate teams to be

entrepreneurial, providing opportunities and tools to grow with speed and agility (Andrea Cavallaro, 2020).

Among the many plausible answers that the research carried out wants to bring to light, two are preponderant for the SEAL project.

“First of all, we must consider that to activate innovation processes in established and more traditional companies, it is essential to focus on the most creative people and from there try to spread the entrepreneurship gene throughout the organization. In addition, the selection of the most suitable people to fill the role of Intrapreneur is of vital importance: the quality of the people "wins" over the quality of the idea, as the most famous venture capitalists teach us” (Andrea Gaschi, 2020).

2. Literature review

The SEAL literature review implies an understanding of the difference between the concept of entrepreneurship and intrapreneurship, showing how the latter is strongly related with aspects concerning innovation and the spirit of initiative. The volume of literature on intrapreneurship is a small fraction of what is available for entrepreneurship, and the former is lacking in robust attempts to correlate dimensions relating to the individual intrapreneur to positive outcomes for their organisation.

“The entrepreneurial spirit of potential Intrapreneurs is concretely translated into the ability to understand the market trends to follow to create business models on the frontier of innovation. This is accompanied by the ability to experiment with new ideas to understand their potential in a context of high uncertainty” (Andrea Cavallaro, 2020). These skills are at the forefront of facing the current economic crisis and in the following pages it will be possible to intercept the needs of employees in Italy, for the development of their intrapreneurial skills.

Italy struggles to activate the skills of its population in the labour market. Despite recent improvements in labour market performance, employment rates remain among the lowest in the OECD area. Inactivity and unemployment rates are among the highest in the OECD, and still too many people end up becoming long-term unemployed. Large heterogeneity exists in the country among different socio-demographic groups – with women, young people, and those living in Southern regions facing the greatest challenges in entering and remaining engaged in the labour market. The Jobs Act, the Budget Law and other legislative decrees have taken positive steps to reduce labour market duality, boost job creation, harmonise public employment services across regions, shift the focus away from passive towards active measures, and developing a national certification system. This comprehensive policy package is showing its fruits and improvements are already visible. However, the impact of the reforms should be assessed over the longer-term, and some implementation challenges remain. Italy not only needs to step up efforts

to develop the skills of its population but must also do a better job to activate these skills in the labour market.

Due to the loss of production and the reduction in investments that have affected Italian companies, innovation has slowed down drastically. Only in recent times the situation is changing, thanks to the launch of Industry 4.0. The main contribution to this change has been given by the extension of tax incentives, the national smart specialization strategy and funding for worthy universities.

Looking at past, current and future trends (3-4 years) developed by CEDEFOP (2019), a number of occupations have been identified as mismatch priority occupations for Italy, i.e. they are either in shortage or surplus.

- **Shortage** occupation: an occupation that is in short supply of workers, and for which the employers typically face difficulties finding a suitable candidate.
- **Surplus** occupation: an occupation for which there are plenty of suitable workers available but low demand. The employers have no problems filling such posts.



Figure 6 SKILLS Panorama. https://skillspanorama.cedefop.europa.eu/en/analytical_highlights/italy-mismatch-priority-occupations 2018.

These challenges require new strategies to be designed and applied, and SMEs can harness the potential of in-house innovation and entrepreneurship processes. These strategies involve training and development of entrepreneurial skills and mindsets, which will enable the process of transforming opportunities into value.

According to the data released by the EU Commission in the Country Report on Italy 2020 (COM (2020) 150 final of 26 February 2020), as regards the Europe 2020 strategy and, in particular, with respect to the R&D target set in the NRP (1.53% of GDP), Italy has made limited progress in recent years and is not on track to achieve its target. In 2018, R&D intensity was 1.39% of GDP. Public spending on R&D has been declining since 2013, reaching 0.5% of GDP in 2018, the second lowest among the EU-15 countries. Although business R&D spending has been increasing in recent years (reaching 0.86% of GDP in 2018), the level remains well below the EU average (1.41%). Consequently, the number of researchers per thousand active people employed by companies is only half the EU average (2.3% vs 4.3% in 2017). Since 2017, much of the growth in R&D has been attributable to the activity of new companies investing in R&D, while

the expenditure of companies that already performed well in R&D has remained stable. Preliminary data for 2019 indicate an increase in private R&D spending as R&D spending remained low and uneven across Italian regions. There is still room for further rationalization and stabilization of the most effective incentives. The National Innovation Fund has been established but is not yet operational. Public investment remains modest in the southern regions, whose weak ecosystem does not allow them to fully benefit from national measures. The planned strengthening of the 34% investment clause could help reduce regional disparities (Camera dei deputati, 2020).

2.2 Literature review findings

Innovation is not among the priorities on the Italian political Agenda and this has repercussions in the local entrepreneurial culture. Moreover, Italy's business environment is stifled by complex bureaucratic procedures and new companies such as start-ups have difficulties entering the market. The number of start-ups that patent is also very low: only about 5 per cent of new firms are engaged in patenting (Univ. Trento, 2019). This creates a challenge for youth entrepreneurs who intend to take this path. Two other gaps that were identified in current support offerings were **the lack of role models for youth entrepreneurs** and the **lack of entrepreneurship education** across the education system. In particular, experts talked about the essential problems, the budget and strategy that are currently inadequate to face modernity.

Italy remains a country unable to metabolise the problem and properly react. In particular, Sicily is the last in Europe in investments for innovation, despite the national Digital Agenda plan, aimed at making Italian companies and technological infrastructures more competitive.

The "South Plan 2030" provides for measures to strengthen the competitiveness of the production system and the enhancement of employment opportunities for young men and women (incentive for female employment, tax credit for investments in the South, "*Cresci al Sud*" and "Southern Protocol" in collaboration with Cassa Depositi e Prestiti and Invitalia) (PMF, 2020). As regards innovation, the Plan supports technology transfer and the strengthening of networks between research and business, as well as the international vocation of the economy and southern society. Entrepreneurs seem ready to open up to change and show awareness of the skills needed to create a stronger intrapreneur culture. Nevertheless, the **lack of formal change management processes** within the organization and **low participation in entrepreneurship training** courses seem to be problems with still unexplored solutions.

In Italy, aspiring intrapreneurs face a complex, regionally diverse and inconsistent mix of support of different start-up agencies, business associations, business incubators and accelerators. Some Italian studies show that the competences of the intrapreneur are at the forefront of facing the current economic crisis. These skills mainly concern with the entrepreneurial spirit of potential Intrapreneurs able to understand the market trends and to create business models on the frontier of innovation.

According to the “OECD Skills Strategy Diagnostic Report Italy 2017”, Skills are the foundation upon which Italy will build a more prosperous and inclusive future. Over the past fifteen years, Italy’s economic performance has been sluggish. Despite some improvements in employment, productivity growth has been stagnant. Paving the path to prosperity, inclusion and well-being will hinge upon developing high levels of skills that are relevant to the needs of the labour market, facilitating job growth and efficient transitions and returns to work. Moreover, in Italy innovation has experienced a crisis that worsened the weaknesses the underdeveloped technological activity, caused by multiple factors. Among these factors, there are the scarce attention paid to sectors such as research and development, the presence of a few large and medium-sized enterprises, the acquisition of many innovative Italian companies by foreign multinationals, the difficulty in financing innovation and the modest percentage of graduates, as well as the disparity between north and south that has always been present in our country.

Recent research shows that 90% of managers believe that the COVID-19 emergency will change the way of doing business in the next five years, but only 21% of them believe they have the skills, expertise and commitment in the company necessary to grow in the next 12 months (McKinsey, 2020).

In Italy, companies that maintained their focus on innovation came out stronger, exceeding the market average by more than 30% and continuing to deliver accelerated growth over the next three to five years (McKinsey, 2020). To grow tomorrow we need to lay the foundations to rebuild today, working on the corporate culture and focusing on the intrapreneurship of our people. The "toy soldiers" are no longer needed by companies that want to exist in the future (Alessandro Rimassa, 2020).

Given the profound economic differences that exist between North and South in Italy, the implementation of the project in a southern region such as Sicily could have a decisive impact on local working practices. Among the expected impacts, the one that most could occur in Sicily concerns the upskilling of employees of SMEs, enabling them to successfully incorporate intrapreneurial mindsets into their every-day work. The SEAL approach is expected to support policy through incremental innovation, advancing existing practices and this is reflected in the extensive analysis that will be carry out within the research phase of the project.

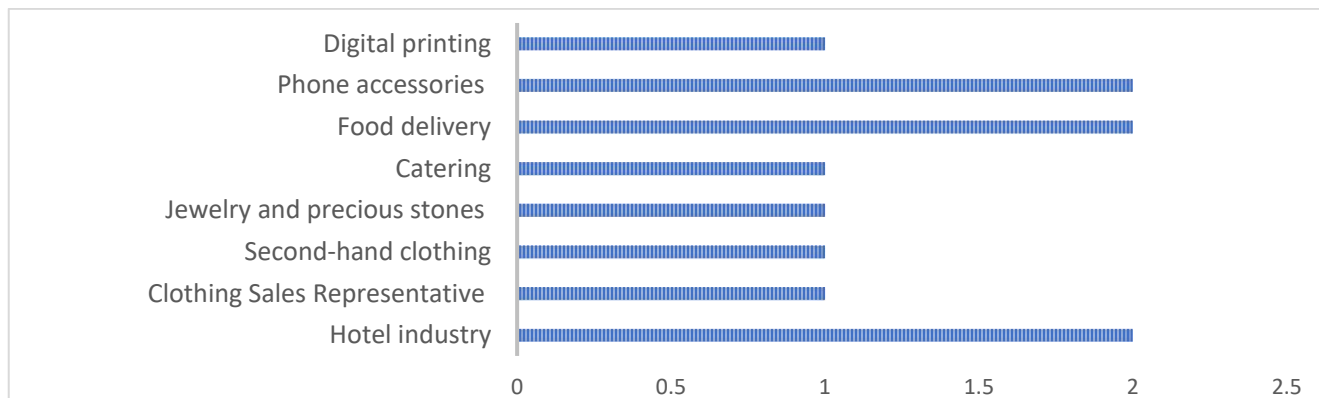
3. Field research

The Italian SEAL field research was based on a [structured online questionnaire](#) aiming to collect first hand data from the relevant target group: 60% employers or entrepreneurs and 40% employees.

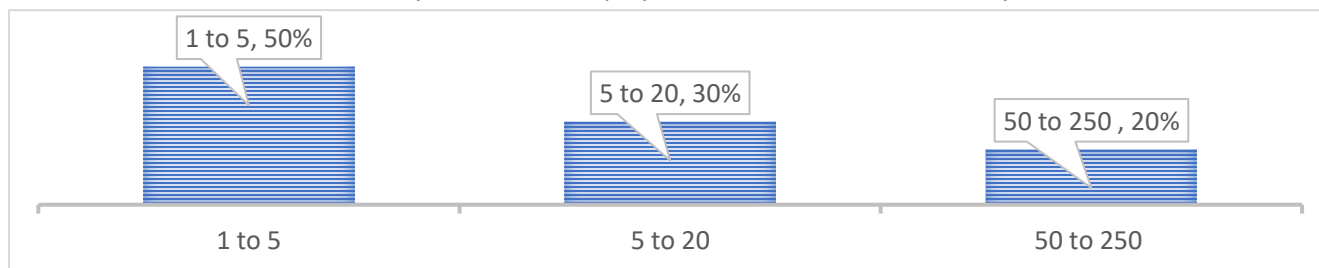
Ten (10) professionals participated, with gender representation of 70% male and 30% female (average age 39 years).

3.1 Company size and profile

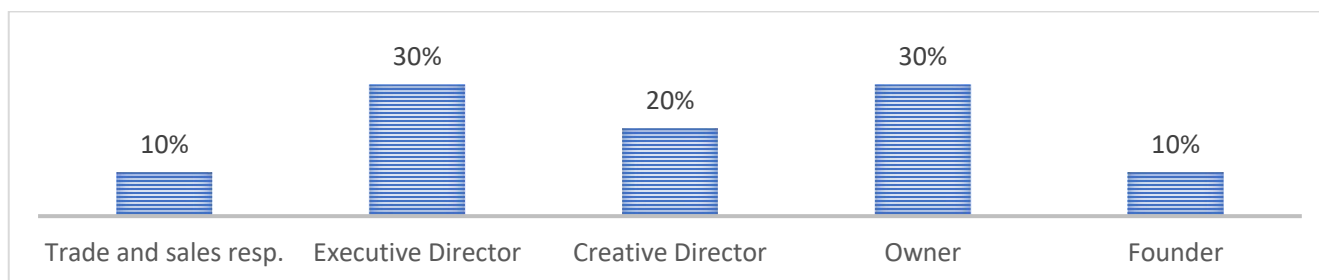
The following job sectors are represented:



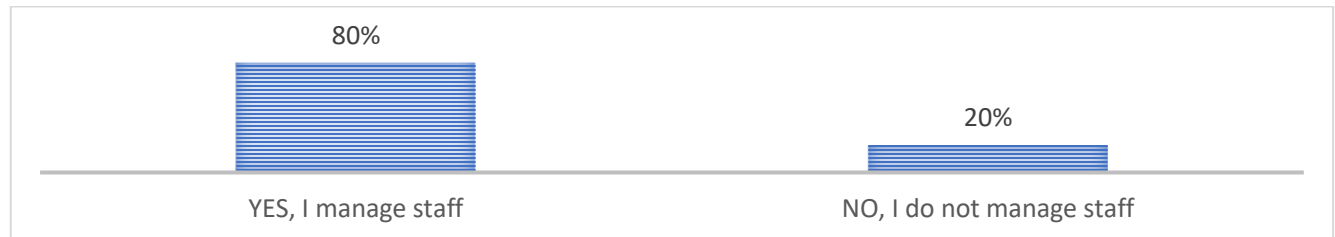
2. *How many employees do you have?*



3. *What is your role in your organisation?*



4. *Do you manage staff?*



3.2 Opening towards innovation

In general, respondents tend to be open to innovation and over 60% consider innovation to be a fundamental part of their entrepreneurial culture. What hinders the development of innovative approaches are the lack of resources and organizational structures that do not support innovation. As regards the areas of training to develop entrepreneurial skills, the entrepreneurial culture and the spirit of initiation were mentioned.

Quotes:

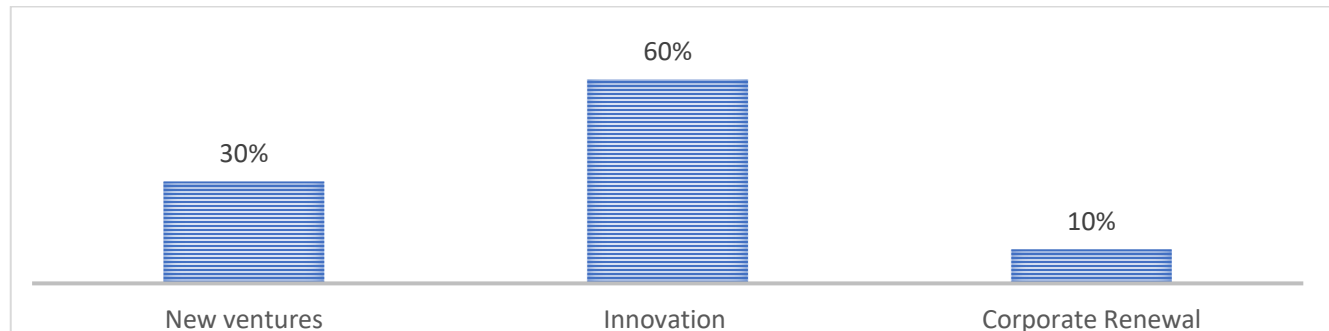
"My business is already innovative. My sector is Digital Printing, perfectly on track with the times, especially talking about "remote working". Through the internet it is possible to agree with the client and send the works anywhere in the world."

"Yes, we have a completely new formula known as a dark kitchen where there is no real place but only a kitchen from which the delivery is made. An absolute innovation in the city"

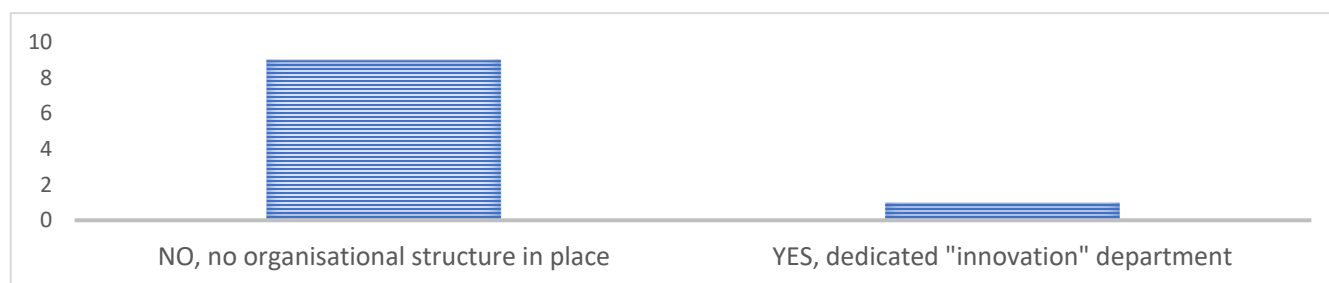
"We try to pay attention to the most modern sales techniques, to promote our samples and collections".

6. How do you perceive entrepreneurship manifests itself in your organisation?

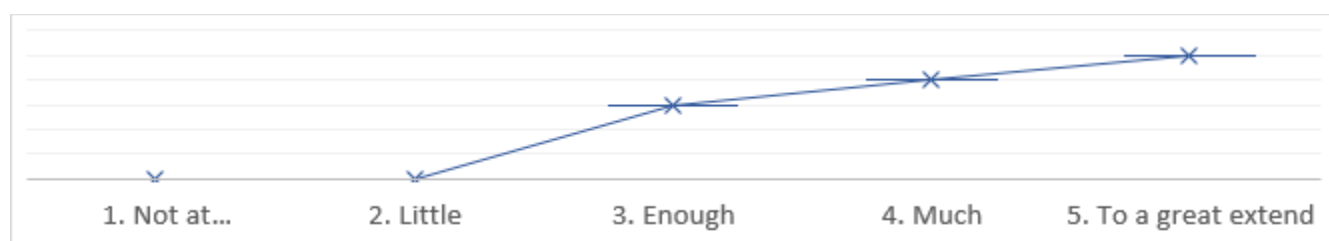
- New ventures
- Innovation (new services, technology, processes, methods, organisational structures etc.)
- corporate renewal (empowered teams, individuals' risk/taking, creative thinking, seeing and capturing opportunities, risk awareness, persistence, vision)



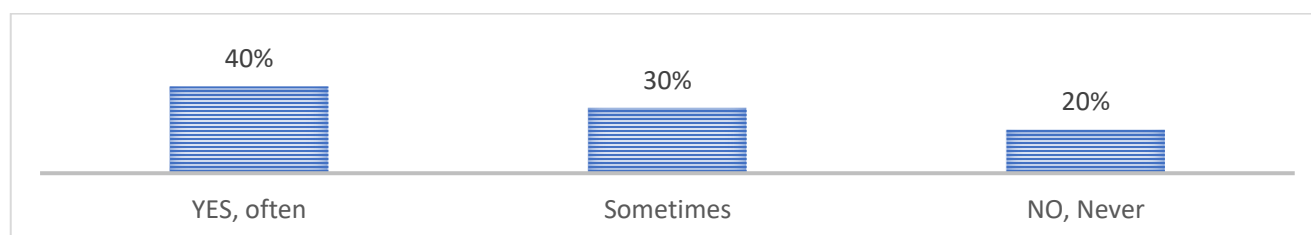
8. Are there organisational structures in place to support devolved decision making?



10. To what extent do you support employee entrepreneurial behaviour?



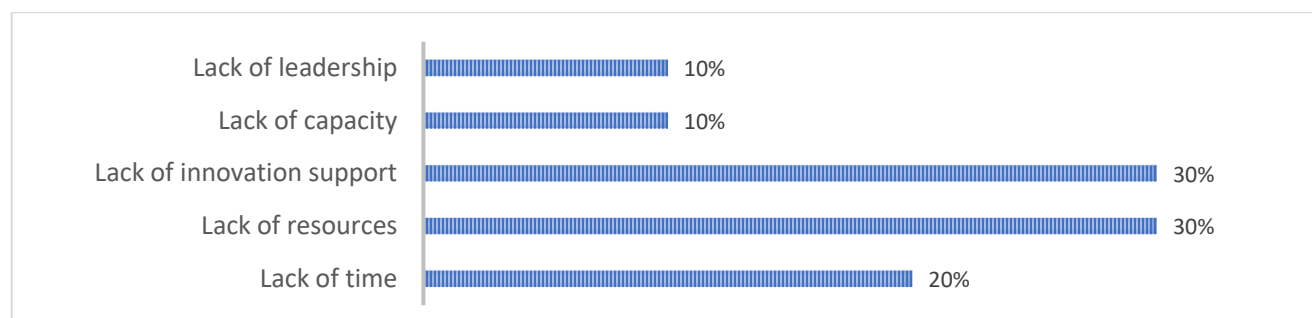
18. In your opinion, does hierarchy and protocol allow the rapid escalation and consideration of new ideas?



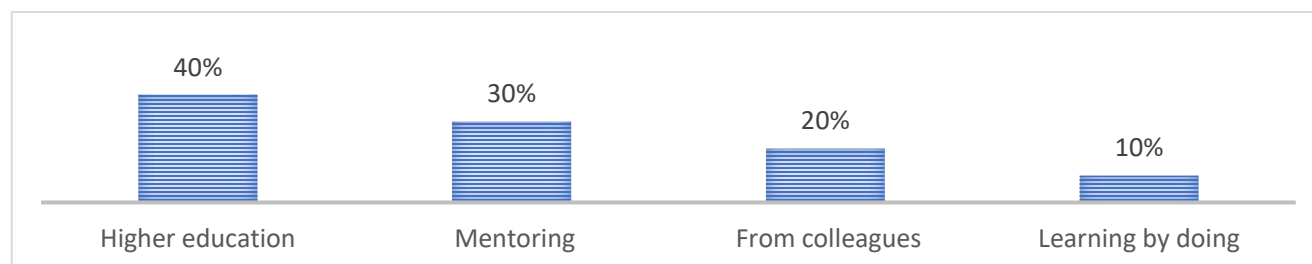
21. What do you think are the driving forces of innovation?

Love for one's profession along with communication and sustainability are identified as the driving forces of innovation.

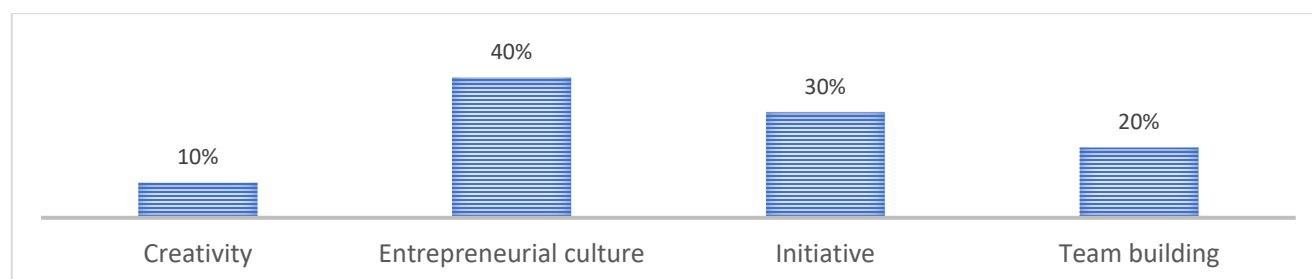
22. What do you think are the main barriers to innovation?



23. What do you think are the main learning media



25. What do you think are the main training areas to develop intrapreneurial skills?



3.3 Field research: Main findings (summary)

The working sectors of the interviewees are very different from each other and this has allowed us to identify some similarities regarding the skills that the staff of the organizations should develop. Moreover, this comparison has been created regarding the main entrepreneurial skills that the employees of the interviewed companies already possess:

Skills they should have	Skills they already possess
Independence	Analytical skills and problem solving
Creativity	Communication and listening
Respect for the customer	Leadership
Intuitiveness	Critical thinking
Attention to detail	Business management

Regarding the possibility to generate and implement innovative ideas mostly space is given to innovative ideas during staff meetings but also individually. In certain cases, there are departments designed to welcome various types of innovative initiatives and all employees have the opportunity to propose.

Three elements which are missing, and which are common to all SMEs interviewed concern:

- Lack of a formal change management process within the organization
- Lack of organizational structures to support devolved decision making
- Low participation in entrepreneurship training courses.

Most of the employers surveyed believe they are using the full potential of their employees and below we will look at the characteristics of the most innovative people in their organization respect the key attributes of the people who generate positive results for their work organizations.

Innovative features	Key attributes to generate positive results
They are people who have the curiosity and desire to improve themselves every day	Knowledge of work, specialization



People who love to find out about new processes and systems to improve company productivity	Attention and team spirit
Be ready for change	Follow directions precisely and make agreed changes for better implementation
Modern approach and trusts in technology	Resourcefulness and desire to improve
People who are always looking for new stirring	Security and crisis management

4. Case Studies

In the coming tables will be presented a collection of case studies of SMEs that already apply tools and relevant methodologies for managing and promoting intrapreneurial skills and mindsets among their employees.

	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5
Title	Intrapreneurial Self-Capital Training: A Case Study of an Italian University Student	ORGANIZATIONS AND INTRAPRENEURSHIP: AN 'ITALIAN WORKERS' CASE STUDY Co-creating with Indigenous Canadians	Intrapreneurial Self-Capital: A Primary Preventive Resource for Twenty-First Century Entrepreneurial Contexts	UNDERSTANDING EMPLOYEES' INTRAPRENEURIAL BEHAVIOR: A CASE STUDY	Intrapreneurial Self-Capital Mediates the Connectedness to Nature Effect on Well-Being at Work
Sector / Industry	Intrapreneurship Intrapreneurial Self-Capital Life Adaptability Qualitative Assessment, LAQuA Career adaptability.	Intrapreneurship, Entrepreneurship, Values, Skills.	Intrapreneurial self-capital, entrepreneurial context, primary prevention, employability, career decision making, innovative behaviour, well-being	Intrapreneurship, organizational support, motivations, new technology-based firm (NTBF).	Connectedness to nature; intrapreneurial self-capital (ISC), well-being at work; primary, prevention perspective; promoting health among workers.
Name of organization					

Overview of the case study	<p>This chapter presents a case study which describes the application of the Intrapreneurial Self-Capital Training with a final-year postgraduate female biology student, Erica. The chapter presents an overview of the theory that is relevant to the world of work and the conceptual dimensions of Intrapreneurial Self-Capital (ISC). Training for ISC aims to assist young people to identify their personal strengths in terms of intrapreneurship and career adaptability.</p>	<p>Entrepreneurship is a multi-disciplinary landscape in continuous development, a powerful key- driver to live the contemporary labour market, where is necessary for every player the capability to be highly flexible, an effective way to face crisis and solve the trick of unemployment. Schwartz defines ‘values’ as “conceptions of the desirable that influence the way people select action and evaluate events” (Schwartz & Bilsky 1987). At the same time he argues that the way of behaving is not only referred to regulatory models in specific situations, but it’s originated and transcends</p>	<p>This document discusses the role of intrapreneurial self-capital (ISC) as a possible primary preventive resource to effectively deal with the complexity of the current entrepreneurial environment. The article deepens both the similarities and differences between ISC and psychological capital and thus proceeds to present the most recent empirical evidence that connects ISC to (1) employability and career decision making, innovative behaviour, and well-being. The possibilities for further research and interventions are additionally discussed.</p>	<p>The purpose of this study is to provide a deeper insight into the organizational factors and personal motivations of intrapreneurs which may foster intrapreneurial behaviours of employees in a new technology-based firm (NTBF).</p>	<p>Work placements can be very variable in quality both in the type and level of learning and in the area of personal development. They can also be a problem to assess so that there is parity between students. Using case materials can develop students’ understanding of the workplace in a consistent way and give opportunities for group work and reflection that is linked to career ideas. These case studies might be used in preparation for following up learning from work placements and also independently as part of understanding employment both generically and in specific employment sectors.</p>
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		in some- thing we can refer 'principles', that drive people in 'trans-situational purposes'.			
Methodology / tools for developing employees' intrapreneurial skills	A qualitative instrument, the "Life Adaptability Qualitative Assessment" (LAQuA), was administered before and after the training to detect meaningful changes in the participant's narratives about career adaptability and enhanced reflexivity. The LAQuA coding system revealed enhancements to the participant's awareness about her personal intrapreneurial resources and career adaptability. The relevance of ISC to employability and career services in education contexts is discussed along	The goal of this study is to present significant relationship between values and entrepreneurial skills, obtained investigating in Italy a sample group of 150 ANM S.p.A. public transport workers, 115 men and 35 women, between the ages of 30 and 39. This research focus is the bond between values and entre- preneurial skills, but even its being intra-company, all within the concrete working environment, and with its effects and influence on the socio- economic reality.	ISC refers to a career and life construct, a measurement scale (Di Fabio, 2014), and an intervention typology (i.e., specific training to build and improve the construct) (Di Fabio and Van Esbroeck, 2016).	The paper takes a qualitative approach to exploring organizational and individual antecedents of employees' intrapreneurial behaviour. A single case study was conducted based on semi- structured interviews with the founders and top managers of the firm and with intrapreneurial employees.	For this Case study, we recruited 203 (131 females) participants, who worked in different public and private organizations. Their average age was 44.02 (standard deviation = 10.98). Given the exploratory nature of the present work, the authors chose a non-probability method based on the voluntary census to test the hypotheses. In these circumstances, studies based on voluntary participation can be extremely effective.



	with recommendations for research into ISC training.				
Results	<p>The world of work demands higher order cognitive and behavioural competencies, particularly in knowledge intensive industries and organizations in which intrapreneurship is valued. Employers, universities and colleges, trainers and educators are interested in novel perspectives and tools to meet those demands. Training for these higher order competencies may enhance a person's employability and career sustainability. In this regard, ISC is a useful construct for conceptualizing, designing, and delivering career counselling and education that aims to develop</p>	<p>Full results are yet to be evidenced, but I am confident that we will have a long-term plan welcomed by those it is intended to serve, and one that will bring about real, meaningful change to those we must support more fulsomely.</p>	<p>To successfully handle the current entrepreneurial environment, a broad array of psychological resources and new skills are required. In this sense, ISC may potentially and broadly affect entrepreneurial contexts as a primary preventive resource for building a healthy business that allows individuals to positively cope with threats and challenges inherent to the new, ever-evolving work era.</p>	<p>Results show that intrapreneurial projects may arise in firms whose top managers support Corporate Entrepreneurship (CE) in a non-active manner. Intrapreneurial behaviours of employees can emerge despite the lack of time and limited resources available for undertaking projects. Moreover, work discretion and mutual confidence and the quality of the relationship between employees and top managers are the most valued factors for intrapreneurs.</p>	<p>Overall, this work suggests that ISC could encourage sustainable development within organizations by fostering connectedness to nature in terms of well-being in the workplace. In this new digital era, organizations and educators are being called upon to contribute to the achievement of the United Nation's sustainable development goals. Enhancing those psychological resources, as with ISC, in a way that is connected with sustainable development and people's well-being, is a promising opportunity.</p>



	intrapreneurship within students and workers.				
Relevant link(s)	https://link.springer.com/chapter/10.1007/978-3-319-98300-4_11	https://iris.uniroma3.it/handle/11590/303374?mode=full.408#.YEZM6i2h3jA	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6517486/	http://repositori.uji.es/xmlui/bitstream/handle/10234/187487/68691.pdf;jsessionid=718AC64C760085B522900D26AFE58448?sequence=1	https://www.mdpi.com/1660-4601/16/22/4359

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NATIONAL REPORT FOR POLAND

1. Introduction

The SEAL project focuses on promoting intrapreneurship and related skills in the European small and medium-sized enterprise (SME) sector. It is a search for answers to the challenges that today's innovation models bring to human resources policy in the SME sector. Therefore, it is worth supporting employers and employees in responding to the needs related to these challenges.

This report analyzes the relationship between the intrapreneurship and innovative approaches in Poland. It also collects current literature on the current needs in the development of intrapreneur skills and employee behaviour in Poland.

In parallel with the literature review, a field needs analysis was conducted to collect data from the main target groups of the project from the SME sector. The tool here was a structured SEAL questionnaire.

In these considerations, the current literature on the current needs in the development of skills and intrapreneurship attitude of employees was used. Case studies from the SME sector were also collected. These are companies that already use tools and appropriate methodologies to manage and promote intrapreneurship skills and a creative mindset among their employees.

This country report will be included in the project report summarizing the "State of the art knowledge analysis of intrapreneurship skills and mindset" and will form the basis for the development of a training program targeted at the project's target group.

1.1 Conceptualization

The common understanding of entrepreneurship applies primarily to entrepreneurs. This applies not only to the general public, but also to theoretical considerations. This is an incomplete view of the phenomenon of entrepreneurship, as it is in fact determined not only by the entrepreneurs themselves, but also by their employees, who can also be entrepreneurial. This phenomenon is sometimes referred to as intrapreneurship, organizational entrepreneurship, or employee entrepreneurship. The conceptual differentiation related to it requires some clarification. Organizational entrepreneurship should be understood as activities that allow employees to demonstrate entrepreneurship. On the other hand, employee entrepreneurship should be understood as the attitude of the employees themselves, regardless of the support from the organization. Both aspects include the more general concept of intrapreneurship.

Innovative behaviour is essential to meet the challenges of 21st century sustainability as well as to ensure stability and success for organizations. Personality traits such as extraversion are strongly associated with innovative behaviour; however, such characteristics cannot be enhanced by specific training. Innovative

behaviour is also strongly related to sustainable development. Innovation is a key component of organizational development to meet the challenges of the United Nations Sustainable Development Goals and to promote humanitarian and productive organizations.

Intrapreneurs are indispensable in companies because they experiment with new ideas, create bonds with other colleagues, increase motivation and creativity in teams. The tendency to employ people with such competences is often used in Poland. In this way, the entrepreneurial spirit and the ability to implement innovative ideas are put first. In addition to hiring people with this mindset, company executives face the challenge of stimulating and motivating existing teams to entrepreneurship by providing tools for rapid development.

In the case of the SEAL project, several important factors influencing intrapreneurship should be indicated. First of all, it should be taken into account that activating innovative processes in companies with an established position requires focusing on the most creative people. They will install the entrepreneurial gene throughout the organization. Selecting the right people to act as intrapreneurs is critical to making a novel idea a reality.

2. Literature Review

Despite the fact that the dominant understanding of entrepreneurship is primarily in relation to the entrepreneurs themselves, the issue of intrapreneurship has been professionally elaborated also in Poland. First of all, the book by Dorota Łochnicka entitled "Employee entrepreneurship and its impact on the effectiveness of the organization" (2017). The book is devoted to the issue of employee entrepreneurship, its determinants and the impact of entrepreneurship on the effectiveness of the organization. The theoretical considerations and the results of empirical research included in it are intended to popularize the "entrepreneurial style of management" in organizations, at the same time providing practical guidelines for implementing the necessary changes. Also noteworthy is the text by Dariusz Turk entitled "Entrepreneur versus entrepreneurial worker. Similarities and differences of competency profiles and their implications for management processes" (2013). Both of these items are based on the extensive literature on the subject and field research. There is a clear message from these books.

Using the entrepreneurial potential of employees to achieve the goals of the organization seems to be a key factor determining the survival and development of enterprises on the market. Active involvement of employees in solving the organisation's problems may increase the flexibility of companies in adapting to changes, contributing to the improvement of the effectiveness of their functioning.

Building organizations based on employee entrepreneurship requires a number of activities that create internal organizational conditions conducive to creativity and innovation. All participants of the enterprise should be involved in the construction and development of companies, regardless of their position.

2.1. Background of intrapreneurship in Polish enterprises

Intrapreneurship in Polish companies leaves much to be desired. The reasons for this state of affairs are of course complex, but significant problems can be found at the basic cultural level. This, in turn, has a historical background that requires looking back hundreds of years to understand. More specifically, it is about feudalism, farm culture and the economic dualism of Europe, which perpetuated this. This can be seen in the research of prof. Hryniewicz from the University of Warsaw, which a few years ago were the subject of media activity of the well-known social psychologist Jacek Santorski. The research shows that 80% of Polish companies and almost all public institutions operate on the principle "one rules, the rest humbly listen". Interestingly, this does not have to result from the despotic nature of superiors, because for the subordinates themselves such a model of cooperation may be desirable, if only because of the lack of responsibility.

This does not mean, of course, that the situation is hopeless, and you should not try to improve it. However, you need to be aware of the nature of the problem and the resulting limitations.

2.2 Workplace innovations

How much there is to gain is clearly visible in Google itself, where the participatory management model is the source of not only "ordinary" entrepreneurship of employees, but even innovation. In an interview for Forbes, Eric Schmidt talks about it, as he was the CEO of this company, he implemented the so-called model 70-20-10. It consists in the fact that employees spend 70% of their working time on their core duties, 20% on projects loosely related to them, and 10% on their own projects.

Another way to increase intrapreneurship can be seen in companies such as Nestle, Mastercard or Sony, which have established startups as part of their corporate structures. It turns out that these seemingly contradictory business models, which are even their opposite, can successfully complement each other. It is thanks to this that brands such as Wildscape, Qkr and Mesh were created.

2.3 Entrepreneurial mindset

The attitude of the employees themselves is also of considerable importance here. It should be noted that it is not only about their creativity, because it is indeed necessary, but only an initial stage. A good idea must then be promoted and then implemented. This means that the desirable and, if possible, developed characteristics of an entrepreneurial employee should not be limited to tolerance of ambiguity, perceptive independence or risk appetite. In addition, you should pay attention to his self-regulation, self-confidence and motivation. There are companies that offer training in this area. An example on the Polish market may be Creative Labs.

2.4 Summary

In summary, entrepreneurship is a complex phenomenon, not limited to entrepreneurs themselves. It can also be demonstrated by employees within the companies they work for. Whether this will happen depends on the conditions created by the employer and the attitude of the employees themselves. Although this understanding of entrepreneurship is not dominant, it has already been elaborated on in numerous studies, also in Poland. This does not mean, however, that increasing intrapreneurship is an easy task, if only because of the cultural, historical and postfeudal limitations deeply rooted in Polish society. However, the stakes are too high not to take up this challenge. An example is Google itself, which, according to its long-term CEO, owes its innovation to the participatory management model. If you want to repeat this success even to a small extent, it should be remembered that employee entrepreneurship is not limited to creativity, which is indispensable, but only an initial stage.

3. FIELD RESEARCH FINDINGS

3.1. General information

The research in Poland was conducted in accordance with the guidelines of the SEAL project. 10 organizations were selected and key staff members from these organizations were asked to complete a prepared questionnaire for the SME sector. We selected SMEs from the relevant sectors according to the main functional business categories present in their area of operation. Research has shown that intrapreneurship is important in many business sectors, both private and public.

The companies were selected according to the main criteria, i.e. size and type of organization; business sectors that are common in our area of operation; the potential for future involvement of these organizations in piloting the project results and the possibility of applying the intrapreneurship concept.

Regarding the size of the organizations involved, they were mainly small organizations - 30% of them employ 1-5 employees, 40% employ 5-20 employees. One organization employs between 20 and 50 employees (10%). And two organizations employ between 50 and 250 employees (20%). As for the type of organization, they were mainly profit-oriented (60%) and non-profit (40%). The surveyed organizations operate in various sectors of the economy: education and training (40%), hygiene and hairdressing and cosmetic services (20%), and the food industry (30%). This is a representative list for the areas of life related to the activities of our Foundation in the SME sector. 80% of these organizations can be classified as service providers and 20% as manufacturing companies.

The survey covered mainly the management of the organization, such as owners, directors, project coordinators and other personnel managers (60%), while the remaining surveyed were partners and direct middle-level employees from the surveyed organizations (40%).

3.2. Openness to innovation in the organization

Most of the representatives of the surveyed organizations stated that their organizations are open to innovation (70%). Innovation mainly manifests itself through new ventures, new services and changes in organizational processes. Corporate renewal is also important, above all, taking up creative thinking and taking advantage of opportunities, especially employee opportunities. The questionnaires also emphasized the importance of self-education and study trips. Unfortunately, 30% of organizations are closed to innovation (this is the opinion of the staff).

When it comes to change management processes, most respondents stated that there is such a formal process in their organizations (60%), and that in the remaining number of organizations there is no such process (40%). Slightly more, 70% of the surveyed companies have organizational structures for it supporting decentralized decision making.

Given the nature of the organizations involved (70% are small organizations) it is not surprising that while there are organizational structures for change management, they are not very productive. In fact, most of the organizations surveyed allow their employees to generate ideas, although it is worse to implement them. In these organizations, employees are motivated to generate ideas and self-reliance. The main premise for looking for innovation and constant changes is financial gratification. Individual team members have the opportunity to propose new ideas that are first discussed individually, and if recognized by management, discussed by the entire team and ultimately supported.

There is a common denominator among the surveyed organizations (70% of them) that the emphasis is on the creative people in the organization. Special employee-management meetings and brainstorming sessions to discuss new ideas.

It is also important that, according to the majority of respondents, the surveyed organizations employ employees in such positions that allow them to better use their skills. Tasks are allocated according to the strengths of the employee.

3.3. Entrepreneurial mindset

When it comes to the degree of support for entrepreneurial behavior of employees, 60% of the surveyed organizations support to a large extent, and 40% do not support such attitudes at all. According to the answers in the questionnaires, the key attitudes and behaviors of enterprising employees are:

- Independence (80%)
- Openness (80%)
- Motivation (70%)
- Uncertainty tolerance (20%).

Other attitudes chosen, albeit to a lesser extent, are self-education, ingenuity, plasticity, creativity and communicativeness.

With regard to the entrepreneurial skills of employees in the surveyed organizations, the percentage share is as follows:

- Organizational skills (90%)
- Strategic thinking and planning skills (80%)
- Communication and listening skills (70%)
- Brand building, marketing and networking skills (60%).

To a lesser extent (50%), employees have managerial skills, critical thinking skills, analytical and problem-solving skills, and financial skills.

Most of the respondents stated that employees in their organizations did not participate in entrepreneurship training (60%). The rest of the organization sends its employees to training in which one of the elements was entrepreneurship; one organization provides in-house training on time management and the innovation team. One organization only provides training for executives.

Respondents emphasized that employees should develop the following skills to be more entrepreneurial: self-motivation (40%), creativity (40%), planning (40%), critical thinking (30%), cooperation, commitment, flexibility, independence, communication skills, each 20%.

It should be noted that, according to the respondents, an entrepreneurial mindset depends not only on the personality of each person, but should be nurtured by developing specific skills. The latter solution was supported by 70% of the respondents.

3.4. Innovation within the organization

The organizations participating in the survey to a large extent (60%) value innovation as part of their culture. The vast majority of organizations know who is the most innovative person. Unfortunately, in half of the organization, the only innovative person is the boss.

According to the respondents, the main driving forces of innovation in the organization are: financial gratification (50%), measurable change effect (40%), coordination of activities, motivation and continuous development (20% each). Other driving forces for innovation are: success, customer satisfaction, the right people, ingenuity, satisfaction, knowledge and strategy.

On the other hand, the main barriers to innovation are:

- Lack of funds (80%)
- Lack of leadership (80%)
- Lack of time (60%)
- Lack of opportunities (60%)
- Lack of focus (60%).

40% of respondents indicated an unfavourable organizational structure.

One of the respondents mentioned the lack of determination and consistency in innovative activities, and yet another one about the simulated activities of people responsible for innovations in the organization.

When asked what are the key features of people who generate positive results for their organizations, several features were listed. According to the collected records, these are: creativity and innovation (40% of respondents), effective motivation (30%), commitment (30%), leadership (30%) and assertiveness in

action (20%). The other features mentioned are: communicativeness, optimism, openness, empathy, tolerance, decision-making, willingness to learn, critical thinking and ingenuity.

Regarding the main educational media, the hierarchy is as follows:

- Colleagues (70%)
- Past experience (60%)
- Independent learning (60%)
- Mentoring (40%)
- Higher education (40%).

In response to the question of what are the main training areas for developing intrapreneurship skills, the established sequence is as follows:

- Creativity (90%)
- Team building (90%)
- Initiative (90%)
- Critical thinking (70%)
- Entrepreneurial culture (30%).

In one case, strategic skills were also mentioned.

3.5. Summary

The results from the field studies are generally in line with the results from behind-the-desk studies that there is awareness. All respondents are aware of the importance of human capital for the development, renewal and success of the organization. And it does not matter whether the "boss" or the employee is speaking. To a large extent, organizations from the SME sector (70%) are open to innovation and have organizational structures supporting decentralized decision-making. A more or less similar level exists in the processes of change management and supporting entrepreneurial behavior of employees (60%). Also

at this level, the special talents of employees are used (60%). A much smaller percentage of employees is involved in training, only 40%.

Entrepreneurial thinking is determined to a greater extent by the cultivation of specific skills (70%) than by the personality of each person (50%). The degree of encouraging employees to take entrepreneurial risk is the same as the degree of not doing so (50/50%). Also 50% of respondents believe that the hierarchy and protocol allow for quick consideration of new ideas.

The field research also shows that the majority of employees in the surveyed organizations have many skills listed in the literature on the subject. These are skills such as strategic thinking and planning, leadership and organizational skills, skills for cooperation and mutual motivation, and skills for critical and non-schematic thinking.

In most organizations (60%), employees did not participate in entrepreneurship training, and in the remaining cases, entrepreneurship was included in the scope of broader training. A characteristic confirmation of the findings of the literature review is the hierarchy and post-feudal approach to innovation in the surveyed organizations. The "boss" should be innovative, and the employee should follow his orders.

Therefore, we believe that the results of the SEAL project will be of great benefit to the surveyed organizations and to all other organizations that want to make the idea of bottom-up employee innovation a reality. There is a lot of talk and writing about entrepreneurship, but understood narrowly.

4. CASE STUDIES

	Case study 1	Case study 2	Case study 3	Case study 4	Case study 5
Title	Developing and shaping library decision-making	Motivational coaching for employees	Creating a team to implement innovation	Employee flexibility as an element of the organization's innovation	An innovative worker is an employee who makes decisions
Sector / Industry	reading and education	special education	academic education	service projects	furniture services
Name of organization	Municipal and Communal Public Library in Gąbin	Employee training centre for children with autism	Nicolaus Copernicus University in Toruń	Economic Foundation Pro Europa Toruń	ANIWAL Service and Assembly Center
Overview / Methodology / tools applied	The research was conducted in order to understand the thinking about the decision-making problem in a public institution such as the library in Gąbin. For this purpose, the authors emphasized the integration of reading culture with the functioning of the	The purpose of this case study was to develop and implement personal coaching and to assess the impact on the valorization of the motivational skills of professional service workers. The author shows that the personal development of	The purpose of this case study is to generate and implement innovative ideas by young scientists. The meetings of research teams at the Faculty of Social Sciences are designed to create a team to implement the promotion of the university in social	In this case study, the emphasis was on employee flexibility in managing change processes. Because managing time and people requires high interpersonal skills. The preparation and implementation of new ideas requires their evaluation in terms of effectiveness	This case study proposes to demonstrate that the application of business decision-making approaches such as process improvement and knowledge management increases competitiveness in the SME sector.

	<p>library as an organizational unit of the public service. The main goal was to develop the skills of independent decision-making among employees. The authors also noted how difficult it is to innovate in the public sector. The authors also developed the change management process adopted at the City Library. The culture of change is implemented by encouraging employees to make independent decisions. Encouraging these employees to develop new rules for collecting and sharing library collections. These activities were to</p>	<p>specialists for teaching caregivers of children with autism can only take place with the simultaneous development of their personal skills. The use of intrapreneurship in the field of motivational techniques is particularly important in this case. Motivational coaching has already been used in other care services, such as nursing the sick. In order to improve motivational skills, the specialist education program was introduced with the help of the already existing e-learning module. The</p>	<p>media. The development of these media is so rapid that research institutes are advised to increase the use of advanced social communication techniques. The author shows that the development of university promotion in social media can only take place using the talents of employees who know social media. Using employee intrapreneurship is particularly important in this case, as branding, marketing and networking skills are of particular importance in a rapidly changing world. In order to</p>	<p>and success. The economic foundation Pro Europa Toruń implements EU projects, so it recommends its employees to be highly independent and flexible in their actions. The author shows that the development of entrepreneurial independence can only take place with the simultaneous development of employees' knowledge and skills. Using intrapreneurship is very important in the context of EU projects. In order to improve these skills, employees are</p>	<p>Centrum Aniwal deals with the repair of upholstered furniture and its transport. The owner-led innovation policy appears to be one of the most promising approaches to improving employee processes and efficiency in the furniture industry. This study illustrates the implementation of decision-making processes in this company outside the company area. The first step is to consolidate your knowledge of best practices in furniture repair, then review and analyze the company's current situation in detail to</p>
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	<p>introduce a new quality in the use of the collections by readers. Thanks to its innovative ability, the Library in Gąbin has adapted to a number of new reading challenges, and thus to better meet the needs of the society. The authors placed the problem of decision-making in the context of the library's operation, and the tool used were interviews with library employees. Most of the employees associated decision-making with professional sharing of library collections for readers.</p>	<p>impact of the e-learning cognitive pedagogy program has already been tested on students of the Nicolaus Copernicus University in Toruń as a research group. Their innovative behavior, cognitive style indicators, self-efficacy, and caring personality have served as a data-gathering tool for creating a motivational program.</p>	<p>improve entrepreneurial skills, a personal education program has been separated for the use of social media. An innovative approach to this task is left largely to the independence, creativity and regularity of employees. Their scientific talents, but also the ability to communicate online are tools for collecting content about the university and disseminating it.</p>	<p>encouraged to be more independent and flexible in their activities, using self-education. Influencing employees' personal development allows them to use the layers of their creativity. Another element of innovative flexibility is delegating tasks to those people who can best use their skills. Innovative behavior of employees, their cognitive value and self-efficacy, and these are the best tools for EU projects.</p>	<p>highlight the areas, processes and technologies in which Aniwal is involved. A strategy for implementing furniture repair processes was developed based on recognized furniture brands in Poland, such as Agata Meble. By training their employees in these companies, profit areas have been established in terms of improving the repair skills of service technicians. The work of a furniture service technician is individual work, so each service technician must make independent</p>
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					decisions and implement innovative ideas.
Results	Employees gained better decision-making skills in making library collections available. They also decided to purchase modern equipment to use the collections more effectively. Thus, workers moved from decision-making innovation to new technology innovation.	The created modules are to improve the quality of work of autistic childcare workers. These employees will expand their psychological knowledge and motivational skills to achieve better results in working with children from the autism spectrum.	All activity in social media has been adapted to the effective promotion of the university on social forums. All the content created is used to popularize the university's brand among internet users who want to learn about the university's fields of study and culture.	Creation of own development paths by employees and adapting them to the needs of the organization. Self-education combined with entrepreneurial skills are essential for success in the projects in which they participate.	The introduction of innovative solutions in furniture repair was achieved through employee training and information exchange with other furniture companies. Employees make their own decisions, which are discussed once a week on the employee panel.
Relevant link(s)					



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IMPACT ASSESSMENT FRAMEWORK

Introduction

Innovation does not refer only to science and technology; it may also refer to changes in business organization and management, workplace organization and external relations. Within this framework, innovation is vital in the workplace because it gives companies an edge in penetrating markets faster and provides a better connection to developing markets, which can lead to bigger opportunities and, therefore, to a sustainable business growth. Investing in your employees intrapreneurial skills and ideas can be a means to unlocking the innovation potential right in front of you.

This Impact Assessment Framework aims to function as an evaluation model that will allow any interested organization to assess any relevant costs and benefits incurred as a result of promoting and developing its employees' intrapreneurial skills and mindsets. The contents of the framework are guidelines on what indicators to collect, monitor, and evaluate in order to understand and conceptualize the impacts (cost/benefits, pros and cons, etc.) of incorporating relevant training in your work force. This type of analysis is advantageous to an organization in multiple ways, but especially in decision-making, making relevant adjustments where needed, and to acknowledge successes.

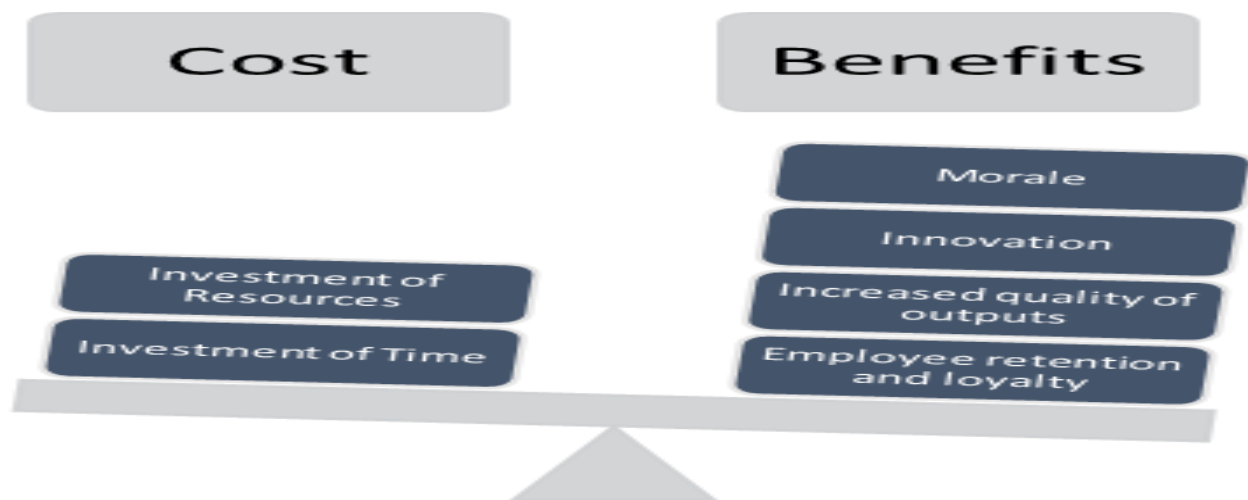


Figure 1 Balancing Cost versus Benefits

Evaluation Framework: Expected Outcomes and KPIs

The following section provides the framework base of an evaluation scheme (Table 2). The framework, read left to right, indicates the level of impact within the organization; the anticipated impact or outcome



dimension, the indicators that should be collected, monitored, and measured; and the instrument as to where the indicators may be extracted (further detailed in Table 1).

To further illustrate the application of this framework, please find examples starting on page 5 of this document.

Table 1: Definitions and details of key terms

Impact level	This describes where the impact or outcome will occur. The levels in this framework are at the Employee or at the Organizational level.
Impact/ outcome	<p>This describes what dimension the intervention will influence, from which the expected outcomes are derived.</p> <p>Every organization is different structurally, and has different goals for growth or improvement. This framework has identified general expected outcomes, or areas where your organization can reasonably expect for impact to occur.</p>
Indicators	<p>In order to measure the impact/outcome, indicators are to be evaluated periodically to compare and track growth.</p> <p>In Table 2, costs and benefits can be understood in the following ways:</p> <ul style="list-style-type: none">- Indicators, left in normal text, are subject to contextual interpretation and/or actual results in order to conclude whether they are positive or negatively influenced (cost or benefit)- Some indicators, delineated in RED, are clear, undisputed costs to the organization- Some indicators, delineated YELLOW, in are clear costs to the organization, but are a benefit at another level, and/or could change, resulting positively as an overall benefit.
Qualitative Indicators	These are measurements taken that do not include a numeric calculation, but rather derives from intangible perceptions, feelings, or descriptions.
Quantitative Indicators	The measurements have a countable measurement, and can be tracked in a more straightforward manner from everyday data sources.
Measurement Instrument	All indicators will need one or more instruments in order to measure. These instruments may already be employed to track other processes, or Alternatively, may need to be deliberately administered for this evaluation, such as employee or customer surveys.

Table 2: Evaluation Framework

Impact Level	Impact/Outcome	Indicators	Measurement Instrument
Employee	Skill and Professional Development	Quantitative: # of certifications # of Awards/recognition # of conference attendance/presentations	-Self-Monitoring
	Task/Job Efficacy (alignment to the job, market, and target audience)	Quantitative: Δ in Sales Δ in returns/ exchanges Δ in QA Ratings (Scale) Δ in productivity (efficiency formula) Qualitative: (Self-Evaluation) -Level of comfort in job related tasks -Knowledge of the market/ customer needs (Internal evaluation) -Performance Levels (External) Complaints/Feedback from customers (customer satisfaction)	-Employee Self-Evaluation -Internal Performance Reviews -Internal monitoring -QA
	Job Satisfaction	Qualitative: Perceptions of: -Alignment with mission of the company	-Employee evaluation



		-Personal stake in company -Task/job contentment/ enjoyment	
	Improvements in remuneration	Quantitative: Δ in salaries Δ in commissions or performance incentives Δ in benefits (e.g. insurance, company car, etc.)	-Internal HR monitoring
	Internal Mobility	Quantitative: Δ in positions (vertical or horizontal) # of promotions	-Internal HR monitoring
	Service/ Product Development	Quantitative: # of new services/products Δ in Sales Δ Costs	-Internal Monitoring
Impact Level	Impact/Outcome	Indicators	Measurement Instrument
Organizational	Existing Service/product Improvement	Quantitative: Δ in Sales Δ in Costs Δ in returns/ exchanges Δ in QA Ratings (Scale) Qualitative: Complaints/Feedback from customers (customer satisfaction)	-Surveys - Internal Monitoring -QA
	Employee Retention	Quantitative: Δ in training and onboarding cost Δ in recruitment costs	-Internal HR monitoring



		# of employees # of open positions	
	Workplace Cohesion and Morale	Quantitative: Δ in Efficiency rate (output/standard output) Δ in average length of employment Qualitative -Employee Job satisfaction	-Internal HR monitoring -Employee evaluations
	Program-related Resources (Initial teaching investment)	Cost of Training Materials including software or professional experts Cost of Facilities (e.g. rental/ conference space) Cost of other incurrence related to initiating program	-Accounting of materials
	Program- related Time (Initial Learning investment)	# of training hours Costs in Opportunity (opportunity costs)	-Accounting of time

Conclusions

This framework is useful in establishing a basis of evaluation when implementing initiatives that encourage and develop skills in intrapreneurship within any organization. There are outcomes anticipated in crucial domains and further innovative elements that are expected in establishing new approaches to development. For further consideration, when applying this evaluation, the following implications exist.

- In theory, all impacts/outcomes can be argued as resulting in costs or benefits depending on the context and goals.
- Indicators and outcomes overlap and are interrelated to each other. For instance, higher salaries can influence job satisfaction, and job satisfaction can influence sales. However correlation does not always equal causation, and perhaps other indicators should be assessed.
- Company capacity and context should be taken under consideration.



Application Examples

The following section provides the ways in which this framework can be applied. As demonstrated, the framework can isolate specific indicators in order to address specific concerns, or additionally, be pieces to a larger analysis.

Company: Innovation+

Innovation+ begins implementing a program that encourages developing new ideas of employees. After incorporating some new approaches, Innovation+ is interested in assessing if/how its impacted the company's current production of products/services.

Existing Service/product Improvement	Quantitative Indicators : Δ in Sales Δ in Costs	Sales:			By tracking these indicators, Innovation+ can see that their sales have increased, but importantly, their costs have decreased significantly, allowing for a greater profit margin.
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Company: Hard work, Inc.

Hard work, inc. has been experiencing high turnover for the past couple of years. This causes a lot of costs in recruiting, training, and causes operations to be disrupted and slowed. As such, Hard work begins implementing a program that encourages entrepreneurial mindsets, skill, and the developing new ideas of employees. After incorporating some new approaches Hard work, inc. is interested in assessing if/how its impacted the company's workplace morale and retention.

Employee Retention	Quantitative: Δ in training and onboarding cost	Training and onboarding costs			By tracking these indicators, Hard work, inc. can see that over these two periods training and onboarding costs were positively impacted, and there appears to be a downward trend. Recruitment Costs remained unchanged, which may be
		Period 1	Period 2	Δ	
		15,000	7,500	-7,500	

	<div><div><div><div>Δ in recruitment costs</div><div># of employees</div></div></div><div><div>Recruitment costs</div><table><tr><td>Period 1</td><td>Period 2</td><td>Δ</td></tr><tr><td>2000</td><td>2000</td><td>-</td></tr></table><div># of Employees</div><table><tr><td>Period 1</td><td>Period 2</td><td></td></tr><tr><td>4</td><td>5</td><td></td></tr></table></div></div>	Period 1	Period 2	Δ	2000	2000	-	Period 1	Period 2		4	5		<div><div>explained by unfilled positions or growing need for expanding the team.</div><div>Depending on the context and capacity of the company, this could indicate positively, or at least neutral in the short term (to be reassessed medium and long term).</div></div>						
Period 1	Period 2	Δ																		
2000	2000	-																		
Period 1	Period 2																			
4	5																			
Workplace Cohesion and Morale	<div><div><div><div>Quantitative:</div><div>Δ in average length of employment</div></div><div><div>Qualitative</div><div>-Employee Job satisfaction</div></div></div><div><div>Average length of employment</div><table><tr><td>Period 1</td><td>Period 2</td><td>Δ</td></tr><tr><td>1 year</td><td>8 mos.</td><td>-4 mos.</td></tr></table><div>Employee perceptions survey (scale 1-5 survey, avg response)</div><div>Alignment with company mission</div><table><tr><td>Period 1</td><td>Period 2</td><td></td></tr><tr><td>2</td><td>2</td><td></td></tr></table><div>Personal stake in company</div><table><tr><td>Period 1</td><td>Period 2</td><td></td></tr><tr><td>2</td><td>4</td><td></td></tr></table></div></div>	Period 1	Period 2	Δ	1 year	8 mos.	-4 mos.	Period 1	Period 2		2	2		Period 1	Period 2		2	4		<div><div>By tracking these indicators, Hard work, inc. observes a decline in average length of employment, however it may be misleading due to onboarding new employees.</div><div>A positive trend is observed in the employee job satisfaction surveys, especially in the perception of feeling to have a personal stake, and job contentment/enjoyment. Hard work, inc. can consider these results as moving further in the positive direction.</div></div>
Period 1	Period 2	Δ																		
1 year	8 mos.	-4 mos.																		
Period 1	Period 2																			
2	2																			
Period 1	Period 2																			
2	4																			



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		Task/job contentment/enjoyment			
		Period 1	Period 2		
		2	4		