

Zeppelin University

Department Corporate Management & Economics

Chair of Innovation Management

Prof. Dr. Ellen Enkel

Master Thesis

Pursuing a corporate entrepreneurship strategy: How organizational architecture shapes the direction of intrapreneurs' behavior and attitudes

Submitted by:	Stefanie Bodlien
Registration number:	16202788
Course of studies:	Corporate Management and Economics
Semester:	Spring Semester 2018
1 st Supervisor:	Frau Prof. Dr. Ellen Enkel
2 nd Supervisor:	Frau Veronika Sagmeister, M.A.
Submission Date:	06 June 2018

Abstract

The research subject of corporate entrepreneurship (CE) has increasingly gained attention. However, the topic of CE strategy remains fragmented and sparsely corroborated, and the alignment of CE strategic elements has not been assessed. Moreover, the concrete influence corporate entrepreneurs or intrapreneurs have on the company's pursuit of an entrepreneurial strategy has not been analyzed. This study examines what impact a pro-entrepreneurship organizational architecture has on the entrepreneurial orientation (EO) and radical innovation culture, constituting important elements of a CE strategy, of intrapreneurs. Using quantitative data from 53 intrapreneurs, partial least squares structural equation modeling (PLS-SEM) analysis was conducted. The empirical results verify the positive relationship between an organizational architecture that promotes CE and an EO. The link to a radical innovation culture showed no statistical significance, but a positive impact of EO on radical innovation culture was highlighted. Consequently, a pro-entrepreneurship organizational architecture can be said to promote CE strategy making. Moreover, the relationships between organizational architecture on EO and radical innovation culture both exhibit a mediating effect of the purposeful positioning of intrapreneurs. Thus, intrapreneurs who are selectively staffed according to their entrepreneurial skillset mediate the alignment of organizational architecture, EO and radical innovation. They are therefore key players in the development of CE strategy. As a result, this study contributes to the research subject of CE and provides managers with the necessary knowledge to systematically introduce and diffuse an entrepreneurial strategy within the company while ensuring the appropriate alignment of its elements.