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Master's Programme in International Marketing Management (MIMM)

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**INTERNATIONAL INTRAPRENEURSHIP IN MULTINATIONAL
CORPORATIONS: A CASE STUDY**

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ABSTRACT

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This study contributes to the previous investigations of international intrapreneurship and provides better understanding of how international intrapreneurship works in the context of Multinational Corporations (MNCs). Intrapreneurship in international context has been relatively little researched before and thus this research brings new insights to the current literature of international intrapreneurship. In this study it was focused on finding supporting factors for the previous theory of international intrapreneurship through qualitative single case study of Corporation Alpha. Alpha is a Multinational Corporation working in the field of professional services that is categorized as a Large Enterprise. In the empirical research it was interviewed five Alpha's employees that all are part of Alpha's top management.

This study shows that in order to understand, how international intrapreneurship works in MNCs, it should be focused on creating intrapreneurial environment in the firm. It can be done by focusing on factors that are related to five organizational dimensions that are: Global and local leadership, organizational culture, organizational resources and competences, organizational structure and global, local and individual rewarding system. The dimensions should be looked at from the local unit point of view as an exporter and international unit point of view as an importer. In addition to the factors related to the five dimensions, foreign market conditions related to economic and political conditions, domestic competition and cultural environment of the foreign market should be taken into account. The foreign market conditions help to understand the differences between countries and make decision of which country units to approach at first.

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Tämä tutkimus pohjautuu aikaisempiin tutkimuksiin kansainvälisestä sisäisestä yrittäjyydestä sekä tarjoaa paremman ymmärryksen, miten kansainvälinen sisäinen yrittäjyys toimii monikansallisissa yhtiöissä. Sisäistä yrittäjyyttä kansainvälisessä kontekstissa on tutkittu suhteellisen vähän ennestään ja siten tämä tutkimus tuo uusia näkemyksiä nykyiseen kansainvälisen sisäisen yrittäjyyden kirjallisuuteen. Tässä tutkimuksessa keskityttiin löytämään aikaisempaan kansainväliseen sisäiseen yrittäjyyteen liittyvään teoriaan tukevia tekijöitä kvalitatiivisen yksittäistapaustutkimuksen yhtiö Alphan kautta. Alpha on monikansallinen yhtiö, joka työskentelee konsultointipalvelualalla ja luokitellaan suuryritykseksi. Empiirisessä tutkimuksessa haastateltiin viittä Alfan ylmpään johtoon kuuluvaa työntekijää.

Tämä tutkimus osoittaa, että ymmärtääkseen, miten kansainvälinen sisäinen yrittäjyys toimii monikansallisissa yhtiöissä, olisi keskityttävä luomaan sisäistä yrittäjyyttä tukeva toimintaympäristö yritykseen. Tutkimuksen mukaan se voidaan tehdä keskittymällä tekijöihin, jotka liittyvät viiteen organisaationaaliseen tekijään, jotka ovat: globaali- ja paikallinenjohtaminen, organisaatiokulttuuri, organisaation resurssit ja kompetenssi, organisaatorakenne ja globaali-, paikallinen- ja yksilöllinen palkitsemisjärjestelmä. Näitä tekijöitä olisi tarkasteltava sekä paikallisen yksikön näkökulmasta viejän roolissa että kansainvälisen yksikön näkökulmasta maahantuojan roolissa. Organisaationaalisten tekijöiden lisäksi, ulkomaisten markkinoiden taloudelliset ja poliittiset olosuhteet, kotimainen kilpailu ja kulttuurinen ympäristö tulisi ottaa huomioon, jotta voidaan ymmärtää maiden välisiä eroja sekä pystytää päättämään, minkä maan yksikötä tulisi lähestyä ensin.

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I believe that dreams are always possible to come true. Another dream came true, now ready for pursuing next ones.

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LIST OF ABBREVIATIONS

IT – Information Technology

MNC – Multinational Corporation

SME – Small and Medium sized company

1 INTRODUCTION

In today's world of business, globalization is defined as "a process by which people, products, information and money can move freely across borders" (Lasserre, 2012, p. 4). More than 30 years, selling and buying technology internationally has been growing and therefore also vast competition in the area of information technology business encourages and forces corporations and companies to look for opportunities abroad. Globalization does not only create challenges but it can also benefit corporations in different areas such as costs, timing, learning and arbitrage. Standardizing a product and selling it internationally is one example of globalization where a corporation may be able to create a competitive advantage through the benefits of globalization. (Lasserre, 2012, pp. 3-8; 467)

There are multiple ways to enter the markets outside your own country and internationalize. Each company should look at several factors and weigh their risks and advantages that suit the best for their situation in order to succeed. Therefore, a strategy for internationalization has an important role in the overall success of firm's internationalization and it should be made carefully (Lasserre, 2012, p. 207; 218). One of the concepts that can be used for internationalizing is international intrapreneurship which is also the main concept of this study (Chen, et al., 2014).

This study contributes to the previous investigations of international intrapreneurship and provides better understanding of how international intrapreneurship works in the context of Multinational Corporations (MNCs). In the case study it is focused on finding supporting factors for the theory of international intrapreneurship through qualitative study of Corporation Alpha that is a Multinational Corporation. The study consist of 5 chapters. In the first chapter it is described the background and importance of this research, defined research problems, key concepts and delimitations, specified preliminary literature and theoretical framework and given short overview of the structure of the study.

1.1 Background

To be able to understand intrapreneurship as a term it should be explained the difference between entrepreneurship and intrapreneurship. First of all entrepreneurship is a wider context as intrapreneurship can be called “a form of entrepreneurship”. The greatest difference between them is that intrapreneurship takes place in already existing organization whereas entrepreneurship can be used both in new ventures and in existing businesses. Therefore, the main difference between entrepreneur and intrapreneurs (the practitioners) is that an entrepreneur aims to start a business while an intrapreneur aims to develop something new such as a new product or service in already existing corporation. Even though both intrapreneurs and entrepreneurs have characteristics of risk-taking and innovativeness, intrapreneurs in a certain way have less risk because they might lose their position if they fail but entrepreneurs have a risk of losing the whole business. (Carpenter & Dunung, 2012, p. 21; 554; 601)

Intrapreneurship can be used to develop company’s strategy of internal sales for example in new product development and launch (Chen, et al., 2014). In the case of technology transfer, intrapreneurship has also been used to enhance the speed and cost-effectiveness of the transfer from research and development to the marketplace. Intrapreneurial organization aims to benefit from intrapreneurship through internal systems such as rewards that support intrapreneurship. There are two forms of intrapreneurial organization; coexistence and structural separation. In the coexistence approach, the aim is to integrate new innovative business into the existing business or business unit. In the structural-separation approach it is formed an internal new-venture division which usually acts like a venture-capitalist or business incubator. (Carpenter & Dunung, 2012, pp. 604-606)

In the previous literature it can be found multiple research of intrapreneurship that describe factors of intrapreneurship. Some of these authors researched entrepreneurial orientation and intrapreneurship from the Small and Medium size Enterprises (SMEs) point of view (Bouchard & Basso, 2011). In turn, some other authors narrowed the intrapreneurship concept only to include larger organizations or corporations (Antoncic & Hisrich, 2003). According to the

previous research, MNCs have more expertise, stronger financial resources, and better networks which for example help to reach low-income markets. However, MNCs also have natural characteristics such as avoiding uncertainty, having business unit based incentive structure and short-term profit interests. These characteristics are related to the firm's innovativeness which according to Halme et al. may become obstacles in intrapreneurship. (Halme, et al., 2012) However most of the literature found concerning intrapreneurship does not distinguish whether they are discussing intrapreneurship from MNCs or SMEs point of view.

Nevertheless there is a research gap in the international context of intrapreneurship. Previous research highlights the complexity of the term intrapreneurship and the history of research of intrapreneurship that has evolved quite slowly. Therefore, there are still some areas of intrapreneurship that are not that well researched. Especially one area that lacks variety of research is how intrapreneurship works when applied in international context. Even though MNCs have certain natural characteristics that do not promote intrapreneurship, it is still typical for MNCs to work in international environment and look for international business opportunities (Halme, et al., 2012). Therefore, in this study it has been chosen to study how international intrapreneurship works in MNCs. However as said, most of the previous researchers have not made distinction between SMEs and MNCs and therefore the empirical part of the study may bring out some new sights to that issue.

As a research method it is used qualitative single exploratory case study method. Corporation Alpha has offices in over 150 countries worldwide which all work independently but closely in co-operation with each other. As a Multinational Corporation, Alpha suits well to be used in the case study of this research. In the interview of empirical research it is focused on the members of top management of the Alpha's office in Finland. According to previous research, especially in MNCs management has an essential role in intrapreneurship. However, the previous research of MNC management and intrapreneurship has been concentrating on intrapreneurship in subsidiaries of MNCs which is different from this study. (Birkinshaw, 1997) This study focuses on investigating intrapreneurship from the perspective that Alpha's office in Finland has lately launched internationally a new technology service that is internationalized through Alpha's own

offices in other countries instead of subsidiaries. As intrapreneurship nor international intrapreneurship in MNCs has been investigated much before in the previous literature, it is another factor that makes Alpha an interesting target to be examined from the perspective of international intrapreneurship.

1.2 Research problem and sub-problems

Intrapreneurship has variety of research where it is discussed importance of the dimensions of intrapreneurship and from which components intrapreneurial actions can be formed. However there is lack of study in the field of international intrapreneurship particularly in the area of how it can be applied in the context of MNCs. The purpose of the study is to develop the use of international intrapreneurship especially in the context of MNCs.

Therefore, the main research problem in this research is:

How does international intrapreneurship work in Multinational Corporations?

To support the main research problem it has been defined three sub-problems:

1. How does international intrapreneurship differ from international entrepreneurship?
2. What are the drivers of intrapreneurship in MNCs context?
3. How does leadership facilitate intrapreneurship in MNCs?

The sub-problems aim to support the main research problem by looking at the main problem from different angles and dividing the question into three parts. Each of the parts will be examined individually even though they are highly related to each other. The first sub-problem reviews the previous research of how international entrepreneurship is different from international intrapreneurship. As stated before, international intrapreneurship has been researched less than intrapreneurship in its original, domestic context. Therefore, it should be looked at whether there is some other literature than literature of domestic intrapreneurship that can be used to define international intrapreneurship. This sub-problem helps to determine

whether the previous literature of international entrepreneurship can be applied also to the context of international intrapreneurship.

The second sub-problem evaluates the drivers of intrapreneurship in MNCs. Changes in the market place and in different management styles has led to the need of intrapreneurship within the corporations. Previous literature highlights variety of different dimensions and drivers that are related to intrapreneurship. The dimensions are discussed from different points of view and collected into groups or lists that describe the interpretation of drivers of intrapreneurship made by each researcher. Understanding the drivers and dimensions of intrapreneurship is therefore essential in order to understand the whole framework of how intrapreneurship works in MNCs.

The third sub-problem analyses the effect of leadership on intrapreneurship of MNCs. Some of the most important drivers behind successful intrapreneurship are management support for intrapreneurship, intrapreneurial leadership styles and creating intrapreneurial environment inside the corporation. Therefore, in this study it is explored deeper, how certain type of leadership and managerial decisions can ease intrapreneurship in MNCs. Finally all these sub-problems together will help discover, how international intrapreneurship works in Multinational Corporations.

1.3 Preliminary literature review

The literature of this paper consist of components that are related to international intrapreneurship. The literature has been collected from different academic journal articles, other research papers and books related to the theme. In the preliminary literature review as key words to research material for the use of this paper, it was used: “intrapreneurship theory”, “internal corporate entrepreneurship”, “intrapreneuring”, “corporate entrepreneurship” and “international entrepreneurship”. As the data base got wider it was used phrases such as “leadership in intrapreneurship”, “dimensions of intrapreneurship”, and “intrapreneurship in MNCs” to research articles related to the theme. With the terms intrapreneurship and corporate

entrepreneurship it can be found multiple academic articles throughout the years. However, some other keywords were not that successful such as “international entrepreneurship” and therefore it could be seen that more information of that area will be needed through the empirical research.

The concept of entrepreneurship in organizations was introduced at the first time in the 1970s by Peterson and Berger. Before that the term entrepreneurship defined by Schumpeter had been used only when talking about individuals. In 1980s the concept of corporate entrepreneurship started to have dimensions and more research was done to open up the ideas of how corporate entrepreneurship could be used in already existing corporations. However it was not until 1985 that Pinchot introduced the term of intrapreneurship. It was originated from corporate entrepreneurship but it described individual intra-corporate entrepreneurship focusing on individual initiatives. Finally in 1990s the effects of intrapreneurship (or that time called corporate entrepreneurship) started to be interesting topic for the researchers and therefore also to be studied more than before. (Zahra, et al., 2013)

According to my observations, Shaker A. Zahra has been one of the most active researcher in the field on corporate entrepreneurship starting from the 1990s until today. However in addition to Zahra, one of the most cited researcher in the field of intrapreneurship is Pinchot. The terms intrapreneurship and corporate entrepreneurship seems to be the most used out of all the variations of the term throughout the years and the decision which one of those terms to use appears to be left to the author of the study or researcher. According to my observations, today corporate entrepreneurship and intrapreneurship are used as synonyms and do not need to be used differently according to the context. Therefore, in this study it has been decided to use only the term intrapreneurship as it is the newest version out of those two terms and also one of the most used ones among other researchers.

International entrepreneurship nor international intrapreneurship are yet as researched theme as intrapreneurship or entrepreneurship. International entrepreneurship as a term was introduced by Morrow in the end of 1980s. During those years it was defined to be “the process of an

entrepreneur conducting business activities across national boundaries.” From there the concept has developed and today by international entrepreneurship it is meant “a combination of innovative, proactive, and risk-seeking behavior that crosses national borders and is intended to create value in organizations.” (Antoncic & Hisrich, 2003, pp. 7-8) Nevertheless, international intrapreneurship seems to be less known concept and therefore also less researched or developed as a term. Therefore, it can also justify the importance of this study in creating something new for the research field of international intrapreneurship. However, it was also found out that international entrepreneurship as a research theme has elements that seems to have many similarities with the elements of international intrapreneurship. Thus the elements of international entrepreneurship applied in the context of international intrapreneurship are relevant to be looked at more profoundly, especially in the empirical part of the study.

1.4 Theoretical framework

The theoretical framework that is presented in the figure 1, consist of two parts that support to explain how international intrapreneurship works in Multinational Corporations. The main concepts in the theoretical framework are related to intrapreneurship and international intrapreneurship. In addition to the theoretical framework, the empirical study will provide additional findings from a qualitative study of how international intrapreneurship works in MNCs.

INTERNATIONAL INTRAPRENEURSHIP



Figure 1: Theoretical framework

Most of the previous researchers discuss the organizational dimensions when explaining, what the main factors behind the concept of intrapreneurship are and how intrapreneurship works. As there can be found quite many similarities in the concept of intrapreneurship and international intrapreneurship, therefore also in this research organizational dimensions form the base for the theory. In addition in the framework it has been used previous literature of international entrepreneurship to bring the international point of view to the framework.

In order to use international intrapreneurship, the organizations should try to create an intrapreneurial environment in the company. This can be done by taken into account factors that are related to organizational dimensions. In this research organizational dimensions of the previous research are grouped in four main dimensions: leadership, organizational culture, organizational structure, and organizational resources, competencies and international human and social capital. All the dimensions should not only be taken into account in the home country organization but also in the organization unit abroad with whom it is planned to do co-operation with.

In addition, as it can be seen from the figure 1, it should not only be looked at the organizational dimensions but also foreign market conditions. The foreign market conditions affect decisions of which way to approach each foreign market and therefore they also affect how intrapreneurial environment and organizational dimensions should be formed. In the theoretical framework, the foreign market conditions are related to economic and political conditions, technical environment and local competition, and cultural environment of the foreign market.

1.5 Key concepts and delimitations

The key concepts of this study are related to intrapreneurship, international intrapreneurship and intrapreneurial dimensions. The key concepts are explained shortly one by one in this sub-chapter. After the key concepts, it is also discussed briefly the delimitations of this study.

Intrapreneurship refers to intentions of increasing entrepreneurial activities in already existing organizations. (Antoncic & Hisrich, 2003) It uses innovation, creating new business, or producing new products as tools to find new business opportunities. Intrapreneurship needs intrapreneurial thinking in the whole company and therefore also intrapreneurs, employees that act and think in entrepreneurial way are essential in intrapreneurship. (Chen, et al., 2014)

International intrapreneurship is used as a term when corporations use entrepreneurial actions in expanding their business abroad or on the other words in internationalization. (Chen, et al., 2014)

Intrapreneur is a person that has intrapreneurial mindset that is “a dreamer who does”. Some common characteristics that the intrapreneurs have are: being intuitive and analytic at the same time, excessive directness and being risk-takers in a way that it is always looked for solutions to reduce risks. (Pinchot, 1987)

Intrapreneurial organization is an organization that endorses systematically intrapreneurial spirit in certain chosen parts of their own organization. (Moriano, et al., 2014)

Intrapreneurial leadership enhances the development of corporate entrepreneurship and innovation practices and is originated from corporate intrapreneurship. (Chen, et al., 2014)

Co-intrapreneurship supports efficiently corporate strategy. It is a combination of internal competition and co-opetition within multiple hierarchical levels in the same organization. Co-intrapreneurial organization has ability to support result and efficiency orientation at the same time with commitment, openness and trust in voluntary learning organizational networks. However co-intrapreneurship requires co-operation that is implemented in long-term basis. (Wunderer, 2001)

Some authors discuss corporate venturing and even use it as a synonym with corporate entrepreneurship or intrapreneurship. However corporate venturing is left out from this study because it focuses on complementing internal R&D and increasing returns on innovation which are not the main focus in the concept of international intrapreneurship in this study (Battistini, et al., 2013). Instead, in this study it is focused on international intrapreneurship that is used to expand business abroad through internationalization of a service or product. In addition, this study focuses on explaining how international intrapreneurship works through its dimensions and components that should be considered when aiming to use intrapreneurship. Nevertheless in order to keep the scope of the study reasonable, the process of intrapreneurship is also left out from this study. Researching processes requires more profound investigations of different process models and therefore it will be rather left as a suggestion for future separate study.

1.6 Research methodology & data collection

The aim of the study is to understand the phenomenon of how international intrapreneurship works in MNCs in real-life context. Therefore, as a research method it is used qualitative case

study. More specifically it is used single exploratory case study as the corporation that is used in the case study represents typical case of Multinational Corporation. In addition single case study allows intuitive approach during the data collection which may be found useful in this study (Yin, 2009, p. 95).

The empirical data for the study is collected through interviews. The interviews are semi structured and therefore have open-ended nature as it is common in case study interviews (Yin, 2003, p. 90). According to previous study, the entrepreneurial actions can be divided in four dimensions that are organizational structure, organizational resources and competencies, organizational culture, and top management values and philosophies. The outline of the questions in the interview is based on these named dimensions. Furthermore, there are a couple additional other questions related to the theme of the study.

As mentioned previously, Alpha has offices in over 150 countries worldwide which work closely in co-operation with each other. As a Multinational Corporation, Alpha is well suited for to be used in a case study of this research. Alpha in Finland has lately launched internationally a new technology service and therefore it is interviewed some of the members of top management of Alpha that has been involved in the internationalization of the service. The interviewees apart from being all part of top management, they have slightly different roles in Alpha. This can be seen as an advantage in collecting information as the interviewees are asked to respond to the questions from their own point of view based on their previous experience.

1.7 Structure of the study

This study consist of five parts as seen in the figure 2. The first part discusses the background information of the study and defines the research gap and main research question. In the second part it is given an extensive view to the current literature and defined the key concepts more profoundly. The third part describes the methodology used in this study and how the data has

been collected. In the fourth part it is discussed and analyzed the results of the whole study. The fifth and last part summarizes the study and further recommendations are provided.

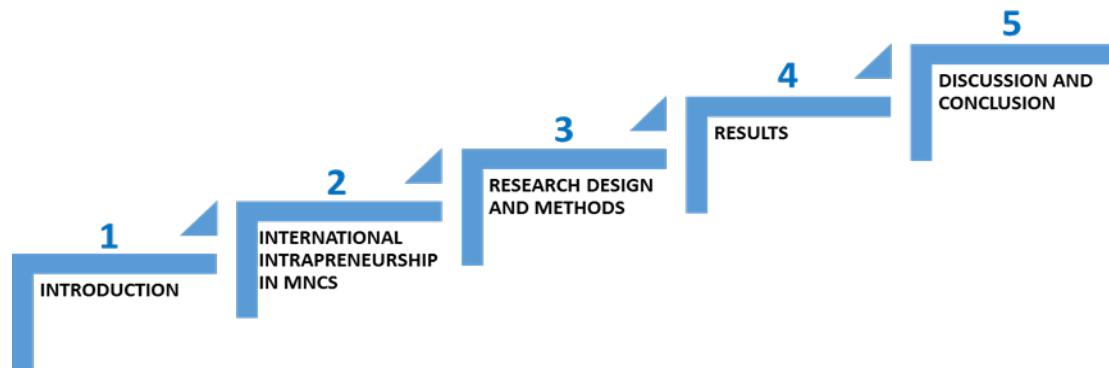


Figure 2: Structure of the study

2 INTERNATIONAL INTRAPRENEURSHIP IN MNCS

In this chapter it is discussed previous research of international intrapreneurship in the context of Multinational Corporations. Intrapreneurship is an opportunity for companies to support their financial performance (Zahra, et al., 2000). International intrapreneurship could therefore be used as a tool in the strategy of internationalization especially when the corporation has their own offices also abroad. However, in order to be able to describe how international intrapreneurship works, it should be understood what intrapreneurship is, what makes international entrepreneurship different from international intrapreneurship, what the components and key drivers behind intrapreneurship are and why especially leadership is highlighted as an important dimension of intrapreneurship.

This chapter is divided into three sub-chapters that help to understand the concept of international intrapreneurship from different perspectives. The first sub-chapter introduces the definition and characteristics of intrapreneurship in general. In the second chapter it is specified the elements that differentiates international intrapreneurship from domestic intrapreneurship. The last sub-chapter defines some of the drivers of intrapreneurship and its dimensions and discusses more profoundly leadership as a facilitator in intrapreneurship. The sub-chapters together will give an overall understanding of how international intrapreneurship works from the theoretical point of view.

2.1 Intrapreneurship as a concept and its characteristics

In this sub-chapter it is focused on discussing the concept of intrapreneurship followed by overview of the characteristics that are common for intrapreneurship and from which intrapreneurship can be identified. In the previous literature it can be found the historical timeline for the evolution of intrapreneurship. However most of the literature describes intrapreneurship being complex and therefore it seems that in order to explain more profoundly the concept and characteristics of intrapreneurship, it has been used interesting techniques.

According to my observations, most of the authors used comparisons to other concepts and some type of frameworks of the process or value creation of intrapreneurship in order to express their own findings and interpretations on the concept and characteristics of intrapreneurship.

To start with the origin and historical background, intrapreneurship has been researched since the 1970s. Because of the long history, it has variety of created definitions, defined dimensions and named characteristics. (Wunderer, 2001; Zahra, et al., 2013) As stated before, out of all the variations of the term, in this paper, it is chosen to be used the term intrapreneurship which was introduced by Pinchot in 1985. (Zahra, et al., 2013) The terms intrapreneurship and corporate entrepreneurship that are used mostly as synonyms are still in active use of researchers and as intrapreneurship is the latest version out of those two, it was chosen to be used in this paper.

The concept of intrapreneurship is originated from entrepreneurship theory that aims to create entrepreneurial spirit in already existing corporation. Intrapreneurship is seen risky for corporations in terms of firm's short-term financial performance. However, at the same time there is evidence that intrapreneurship increases organization's competitiveness and positive performance. (Moriano, et al., 2014) Therefore, intrapreneurship has also been seen as a tool for development of business, growing revenue, increase of profitability and forerunner for the development of new products, services and processes. (Maes, 2003)

As pointed out, the concept of intrapreneurship has been explained in the previous literature through other concepts. In this study, the concepts used in comparison with intrapreneurship are different type of management concepts introduced by Antoncic and Hisrich (2003) that are called diversification strategy, capabilities, organizational learning and organizational innovation. These management concepts were chosen because they have similarities with the concept of intrapreneurship and in addition, management is researched as one of the key facilitators of intrapreneurship in this study. Therefore, by differentiating the management concepts from intrapreneurship, it can be understood more precisely the concept of intrapreneurship. (Antoncic & Hisrich, 2003) The management concepts are summarized in the table 1 and after the table discussed one by one.

Table 1: Differentiation of intrapreneurship from similar management concepts (applied from table 1 of Antoncic & Hisrich 2003, p.11)

Concept	Key difference	Key similarity
Diversification strategy	Product/market relatedness and synergy across organizational business not a primary focus of intrapreneurship; intrapreneurship also includes non-product/market-based emergent activities and orientations	Changes in diversification focus, especially in terms of entering new, product/market unfamiliar business
Capabilities	Search for organizational inter-business coherence and synergy not a key concern of intrapreneurship	Intrapreneurship as a manifestation of organizational innovative capabilities
Organizational learning	Building knowledge base, organizational memory and routines not a main concern of intrapreneurship	Intrapreneurship may create disruptions that are part of the learning process
Organizational innovation	Predominant focus of intrapreneurship is also on creation of new ventures; this is not the focus for organizational innovativeness	Creation of something new in terms of new combinations in production and support activities

The first management concept used in comparison is diversification strategy. In the concept of intrapreneurship it is included emergent activities that are non-product or market-based. In contrast to intrapreneurship, in the diversification strategy organization's existing product or market-related resources are in the key focus and therefore make the difference between intrapreneurship and diversification strategy. However it can be found similarities if the focus in diversification is changed to entering new or unfamiliar business which is also called intrapreneurial activities. Intrapreneurial activities are related to intrapreneurship and therefore justifies the claim of the similarity of the concepts. (Antoncic & Hisrich, 2003)

In the second comparison it is used management concept called capabilities. Creation of new products and processes as manifestation of innovative capabilities is seen as being part of the concept of intrapreneurship. This can be seen as a similarity with capabilities which on the other hand differs from intrapreneurship by having a key focus on searching for organizational inter-business coherence and synergy. The difference in both, diversification strategy and capabilities compared to intrapreneurship is their main focus on something that is not the key concern of

intrapreneurship. It can be explained by the fact that both of them focus more on analytical strategy making and existing resources when in intrapreneurship innovation and departing from customary are the key concerns. (Antoncic & Hisrich, 2003)

The third management concept used in comparison is organizational learning. Similarities in the concept of intrapreneurship and organizational learning are related to the learning process and creating disruptions there. However in the concept of intrapreneurship organizational routines and knowledge are more established and improved than in organizational learning where it is always started from what already exist. (Antoncic & Hisrich, 2003) As it can be seen, in all the previous comparisons concept of intrapreneurship has a focus on newness which make the main difference from the already discussed management concepts.

However, the fourth and also last concept introduced and used in the comparison, organizational innovation, is different from the other management concepts. Like intrapreneurship, organizational innovation focuses on newness, too. Nevertheless, in the intrapreneurship the focus on newness is in more wide extent which leads to the proposal that the management concept of organizational innovativeness could be considered as a subset of intrapreneurship. Even though these two concepts have more in common than the previous ones, there can still be found also difference between them two. The difference is related to the creation of new ventures that is one of the focus area of intrapreneurship but not in organizational innovation. (Antoncic & Hisrich, 2003) However, as in this study it is not discussed intrapreneurship from the new ventures point of view, the difference is not that relevant.

In addition to the management concepts, different frameworks that ease understanding the concept of intrapreneurship have been used in discussing the concept of intrapreneurship. However, there is quite variety of frameworks and it was not found certain ones that would be more used in the literature than others. One framework for example describes the interactive model of intrapreneurship whereas another concentrates on showing how intrapreneurship creates value. (Hornsby, et al., 1993; Maes, 2003) In this paper it is not focused on different frameworks of intrapreneurship discussed by previous researchers or used the frameworks as

basis of the theory but rather it is focused on creating own framework related to the international intrapreneurship. Therefore, it is not gone through them more profoundly and instead it will be moved on to discuss the characteristics of intrapreneurship.

Like the concept, also the characteristics of intrapreneurship are discussed from different perspectives in the previous literature. For example Jane Chang (1998) discussed characteristics of intrapreneurship through different areas of entrepreneurial behavior or antecedents of intrapreneurship. Chang divided the areas or antecedents into nine parts which are: (1) origin, (2) activities, (3) investment, (4) involvement, (5) control, (6) culture of organization, (7) mission strategy, (8) risk, and (9) cost reduction. The characteristics described by Chang give good overlook to understand the characteristics in larger extent and in logical order one by one and therefore they are used in this study to explain the typical characteristics of intrapreneurship.

Table 2: Antecedents of intrapreneurship (applied from table 1 of Chang 1998, p.12)

Area / Antecedents	Short description of the area when discussed intrapreneurship
1. Origin	Starting point for intrapreneurship: a) Synergised internal creativity to create new innovations or/and b) internal employees who are willing to run the risk of commercialising new products.
2. Activities	Looked for source of innovation from product champion, employee program, new venture team, new venture division, research and department.
3. Investment	Sponsoring organization gives budget to source innovation internally until the new product is commercialized.
4. Involvement	Most of the time involved only internal employees from idea to commercialization of product. Depend on the type of intrapreneurship program.
5. Control	Monitoring the success of intrapreneurial program depends on the procedure of organization.
6. Culture of organization	Easy to implement change because occurs inside the organization.
7. Mission strategy	Holistic mission for the whole organization.
8. Risk	Risk affects the success of the project. The less there is risk, the more successful is the project.
9. Cost Reduction	Cost effectiveness in management because communication within the same organization.

In the area first area, (1) origin, it is described where intrapreneurship can get started from. Intrapreneurship starts if there is internal creativity that is synergized and that aims to create new innovation. Another form to start intrapreneurship is from internal employees that have intrapreneurial behavior and therefore act like intrapreneurs. In turn, the second and third areas discuss where the source of innovation is searched from and how the innovation can get forward until commercialization. In the second area, (2) activities, it is looked for source of innovation from for example product champion, employee program, new venture team or research and development department. After that, in the third area, (3) investment, it is given budget which can be used until the commercialization of the new product or service. (Chang, 1998)

What comes to description of who are involved in intrapreneurship and who controls it, it is discussed fourth and fifth areas that are called (4) involvement and (5) control. In intrapreneurship there are different programs that affect who are involved in the process of intrapreneurship. However most of the times only internal employees are involved until the commercialization of the product. Therefore, also control is fairly easy as the people involved until commercialization are only internal employees. Nevertheless, controlling can also vary depending on the procedure of organization and therefore it can have an effect on monitoring the success of intrapreneurship. (Chang, 1998)

In the sixth area it is discussed the (6) culture of the organization. Intrapreneurship has an advantage of implementing change of organization culture if needed because intrapreneurship occurs inside the organization, as stated in some of the previous areas. In the seventh area, (7) mission strategy, it is stated that mission is holistic in the whole organization which is natural for intrapreneurship. The eight area discusses (8) risk which is one of the main factors included in intrapreneurship. The less there is risk, the more successful is the project. In the last area, it is described (9) cost reduction from the managerial point of view. Management can be seen cost effective in the concept of intrapreneurship because all the communication happens within the same organization. All these areas together form a view of list of characteristics from the entrepreneurial behavior point of view. (Chang, 1998)

Even though international intrapreneurship is less researched than intrapreneurship in general, some of the authors introduced key characteristics of intrapreneurship that are common in global context and that could be applied into international context, too. First of all previous research found that management or managerial support has an essential role in becoming involved in intrapreneurship. However there can be seen a difference between high income countries and low income countries in autonomy which is related to intrapreneurship as a dimension. In low income countries there is less autonomy and therefore the managerial support for intrapreneurship is underlined. (Bosma, et al., 2010) The importance of intrapreneurial leadership will be discussed more closely in the sub-chapter 2.3.

Many of the key characteristics of international intrapreneurship discussed in the previous literature have so called positive nature but not all of them. Some examples of characteristics that might bring challenges with them are internal resistance and risk taking. It is common to face internal resistance when trying to develop new business activity. Nevertheless according to the previous studies, there is a fifty percent possibility to avoid internal resistance. (Bosma, et al., 2010) Risk taking in turn has been named as a key characteristic of not only international intrapreneurship but also domestic intrapreneurship. However, risk taking has also both its up and down sides. It can be related to loss of status, damage to career, loss of job and loss of own money which are naturally down sides of risk taking. Risk taking can also lead to success in intrapreneurship and therefore it can be seen as having positive impact on intrapreneurship. In high-income countries personal risk taking is higher than in low-income countries. It can be understood well because risk-taking in high-income countries is seen as a risk in personal status but in low-income countries it is seen as a risk of loss off job. (Bosma, et al., 2010)

In addition to previous characteristics of intrapreneurship in international context, another main characteristic of international intrapreneurship discussed in various previous research is innovativeness. More specifically by innovativeness it is meant innovativeness in a form of developing a new product or service to the organization of the intrapreneur. Unlike in the other characteristics, in this one there is no difference whether innovativeness happens in low-income or high-income country. In addition, in the previous research it has also been pointed out that

the characteristics of intrapreneurship such as risk taking and innovativeness have led to the situation that overall existence of intrapreneurship is higher in high income countries than in low income countries. (Bosma, et al., 2010)

2.2 Intrapreneurship applied in international context

International entrepreneurship is less researched even though the term was introduced already in 1980s by Morrow. Today it is defined to be “a combination of innovative, proactive, and risk-seeking behavior that crosses national borders and is intended to create value in organizations. (Antoncic & Hisrich, 2003, pp. 7-8) The definition of international intrapreneurship could be described exactly in the same way as having the same characteristics and similar aim behind it. According to the literature review, international intrapreneurship and international entrepreneurship seem to have lots of similarities not only when it comes to characteristics but also in dimensions and themes discussed. In the previous literature both of them discuss for example risk taking, political and legal environments and technology from the same points of view. Therefore, in this research all the relevant literature concerning international entrepreneurship is assumed being relevant also for international intrapreneurship. Thus it is not necessary to distinguish them from each other and only international intrapreneurship is used as a term among those two.

Intrapreneurship in the domestic or international level have in common for example the aim for profits and concerns for costs. However there are some factors that make international intrapreneurship more complex such as decisions concerning economics, politics, culture and technology. (Hisrich, 2013, pp. 8-10) These factors among others increase the risk of going international and therefore the local conditions in the target international market should be investigated and understood profoundly beforehand. (Jiao & Robinson, 2011) All those decisions should be taken into account when making a strategy of international intrapreneurship (Hisrich, 2013, pp. 8-10). Therefore, they are discussed more closely one by one.

First of all, economic conditions such as currency and economic systems are different and therefore more complex when dealing with international markets compared to only one economic system in national business. For example, different price fluctuations which effect on pricing decisions should be taken into account in international intrapreneuring. Furthermore, political and legal environments create different environment in international markets which affect not only arisen business problems but also opportunities. (Hisrich, 2013, pp. 8-10) To reduce risk of the government policies affecting negatively in entering a new international market, it is important to have intrapreneurial mindset. By being proactive and having risk tolerance, can help in overcoming the challenges that arise from the mentioned economic conditions or political and legal environments. (Jiao & Robinson, 2011)

Secondly cultural environment makes difference between intrapreneurship in domestic and international level. When comparing intrapreneurship in domestic and international context by cultural environment it is meant the difference of each culture in each country. In international context in addition to corporate culture, it should be also looked at the culture in the country where the business is done at. Some examples of differences in culture of each country are cultural ethics and language. Therefore, also cultural factors should be considered when making a strategy for international intrapreneuring. (Hisrich, 2013, p. 11) However, according to Terjesen et al. (2016), national culture does not have vast role in determining the internationalization of the firm, in contrast, industry characteristics for example are more important to be looked at.

Some other factors that differentiates domestic and international entrepreneurship is technological environment and local foreign competition. Naturally, level of available technology varies in each country and can also develop rapidly. (Hisrich, 2013, p. 11; Jiao & Robinson, 2011) Therefore, technological environment should also be taken into consideration in international intrapreneurship. In rapidly changing international business climate, firms must be ready to respond quickly to the changes with innovative capabilities and solutions. (Jiao & Robinson, 2011) Also local competition needs to be investigated beforehand. Especially if there are some domestic competitors that are more preferable to be used over international options.

(Hisrich, 2013, p. 11) However, it has not been discussed in the previous research if local competitors (meaning other firms) would still be more preferred over international options if the international option would be to buy the products or solutions from your own corporation that is just located in another country.

In addition to the decisions related to foreign market conditions, in international intrapreneurship it has also been highlighted the importance of the role of intrapreneurs and international human capital, especially in international markets or internationalization process of the firm. (Altinay, 2004; Jiao & Robinson, 2011) International human capital, the range of valuable international skills and knowledge a person has gained over time, is seen useful in international intrapreneurship. (Jiao & Robinson, 2011) For example in international markets intrapreneurs need to understand wider context of environments (internal and external environments) but also take into account clients and suppliers in both internal and external environments. (Altinay, 2004) The more international human capital exist the better chances there are to find and explore new profitable opportunities of the firm. (Jiao & Robinson, 2011)

In addition, intrapreneurs are generally suggested to have risk-taking nature as already mentioned before. However, in international intrapreneuring it is even more critical because operating abroad brings naturally more uncertain situations and business risks. Because of that intrapreneurs should also concentrate more on adaptability issues than opportunity driven behavior which leads also to the suggestion that intrapreneurial skills are even more essential if operating internationally than working only in domestic environment. (Altinay, 2004)

In the previous literature it can be found also other similarities in domestic and international intrapreneurship than just the aim for profits and concerns for costs if looking at the role of the management. For example in both of them management has a key role. However, in addition to the similarities, it can also be found some differences between them. In the previous literature it is suggested that corporations should have intrapreneurs in different units or locations of the corporation. (Altinay, 2004) Therefore, when applied into international intrapreneurship, it seems to suggest that corporations should have intrapreneurs not only in different locations

inside national borders but also outside the country. Having own intrapreneurs in each country, eases collecting the knowledge of the local culture and therefore also having information of the potential differences in the markets (Altinay, 2004).

Another factor related to the personnel of the company is having social capital. By social capital it is meant inter-personal relationships or social connections. The more there is international social capital, the better it can be understood some of the previously mentioned characteristics of international intrapreneurship and used the knowledge and networks created. There is evidence that international social capital has positive effect on the international intrapreneurship and doing business abroad and therefore it can be listed as one of the factors that differentiates domestic and international intrapreneurship. (Jiao & Robinson, 2011)

2.3 Drivers of intrapreneurship in MNCs

Changes in the marketplace, weaknesses in the traditional management methods of corporations and innovators that are not satisfied with bureaucratic organizations among other similar issues are the leading drivers of intrapreneurship. These issues have led to the need of entrepreneurial environment within the corporations, not only to help keeping innovative employees satisfied but also to support managers' efforts. (Kuratko, et al., 1990) In this sub-chapter it is looked at different dimensions that are needed when creating entrepreneurial environment and discussed intrapreneurial organization culture and intrapreneurial leadership as determinants of successful intrapreneurship in MNCs.

In the previous literature of international intrapreneurship, it is not discussed dimensions as it is discussed in the literature of the intrapreneurship in the original (domestic) context. However, most of the dimensions can be seen important also in international intrapreneurship. In addition it can be found certain additional elements related to some of the dimensions that should be taken into account when practicing intrapreneurship in international context. Therefore, in this

study it will be used empirical part of the research to examine the dimensions more profoundly in international context.

2.3.1 Dimensions for creating entrepreneurial environment

The characteristics of intrapreneurship can be understood better by discussing its dimensions, determinants or factors. (Antoncic & Hisrich, 2003) Many researcher have been discussing the dimensions of intrapreneurship and grouped them in their own way. To start with, as Hornsby et al. (1993) argue, intrapreneurship is multidimensional concept that requires interaction of several activities. In 1990s, three key dimension were named risk taking, innovation and proactiveness which are included also in the definition of innovator (Moriano, et al., 2014). Around 10 years later Antoncic and Hisrich discussed so far researched dimensions and defined intrapreneurship concept with their own combined eight dimensions that were distinctive but also related elements. These dimensions were new ventures, new businesses, product/service innovativeness, process innovativeness, self-renewal, risk taking, proactiveness and competitive aggressiveness. As said before, Antoncic and Hisrich also narrowed the intrapreneurship concept only to include larger organizations or corporations. (Antoncic & Hisrich, 2003)

To follow the example of Antoncic and Hisrich, also Matthew G. Kenney discussed intrapreneurship from MNC perspective but in addition included international perspective to the already existing research. Kenney proposed a new term, globalpreneurship to be used when discussed “intrapreneurship within large multi-national companies” which nevertheless, has not been seen used as a term later on in other research. However, his study mostly concentrated only on the organizational culture and innovativeness affecting intrapreneurship in MNCs. The main idea was that the global management should not only focus on increasing innovativeness through organizational culture in their home country but also in the other companies where they operate. In addition to innovativeness, some other factors related to the organizational culture that were mentioned by Kenney but also discussed already in previous research were rewarding, risk-taking, creativity, organizational structure. (Kenney, 2010)

In 2013, also Lucy Zhao talked about factors affecting intrapreneurship. The factors of Zhao were adapted and developed from the research of Shoukry and Wang (1993) and had similarities with the previously listed dimensions of Antoncic and Hisrich. As most of the researchers in the field, neither Zhao distinguished in the research whether the discussion was from MNCs or SMEs point of view. The main factors that Zhao listed were structure, culture, initiatives and as sub-factors below them there were for example risk-taking, benefit & rewards systems and flexibility. (Zhao, 2013) The example sub-factors could also be found in the list of sub-dimensions by other authors such as Kuratko et al (1990) and therefore they are seen quite relevant in the research of intrapreneurship. In addition to the previously discussed dimensions, it seems that dimensions and characteristics related to the other concepts such as organizational innovation, organizational learning, diversification strategy, innovative capabilities and entrepreneurship were named and discussed in many previous research especially when discussed the origin of intrapreneurship.

As it could be seen, there are multiple different dimensions that are discussed in the concept of intrapreneurship. In addition to all the previous research on the dimensions, Covin and Slevin (1991) introduced a conceptual model that was easy to understand and also to apply in real-life. The conceptual model of Covin and Slevin (1991) describes entrepreneurship as firm behavior and puts the internal variables into groups in a way that could fit well also to be used in the context of intrapreneurship. Even the concept was introduced already in 1991, it seems to combine all the most relevant and mentioned dimensions of intrapreneurship by previous researchers throughout the years and therefore it is used as a basis of describing the dimensions in this paper. The list of internal variables of entrepreneurship as firm behavior by Covin and Slevin (1991) consist of **organizational structure, organizational resources and competencies, organizational culture, and top management values and philosophies**. All the dimensions will be discussed one by one while at the same time including thoughts of sub-dimensions related to them.

To start with, it is discussed **organizational structure** as a dimension of intrapreneurship. Organizational structure that is formed “appropriate” way can have positive effect on

performance of the firm through its entrepreneurial capacities. (Antoncic & Hisrich, 2003; Covin & Slevin, 1991) By having intrapreneurial orientations, the firm can achieve higher growth and profitability than the ones that do not have appropriate organizational structure (Antoncic & Hisrich, 2003). For example, an organizational structure that does not support intrapreneurship can lead to the management personnel having busy schedule. That in turn can create an atmosphere to the company where creative efforts are neither supported, nor recognized and in the worst case they might be even looked at with skepticism. (Mokua & Ngugi, 2013) Therefore, it should be discussed which is a “right” form of organizational structure that supports intrapreneurship.

Attributes of “appropriate” form of organizational structure are related to decision-making authority, hierarchical levels, communication channels and functions. (Covin & Slevin, 1991; Kuratko, et al., 1990; Mokua & Ngugi, 2013) For example, decision-making authority should be decentralized, there should be minimal hierarchical levels or structural layers and in overall flexible organizational structure. In addition, communication channels should be free-flowing and it should be supported lateral communication. Different functions should have fluid synthesis between them. For example, R&D, manufacturing and marketing should be well integrated. (Covin & Slevin, 1991; Mokua & Ngugi, 2013; Zhao, 2013). Furthermore, it is suggested that organizations should avoid narrow job descriptions or inflexible standards of performance because the personnel should be encouraged to have a broad perspective when looking at the organization (Hornsby, et al., 1993).

Furthermore, previous studies argue that willingness to take risk is highly related to the organizational structure (Kuratko, et al., 1990). Especially MNCs having institutional, individual stakeholders and internal stakeholders the organizational structure affecting the level of risk taking should be noticed (Kenney, 2010). As described, the way organizational structure is created affects decision-making authority and hierarchical levels. Thus, by forming those in an appropriate way can lead to having more autonomy and increase the level of risk taking which is also one of the main characteristics of intrapreneurs. Naturally it could be stated then that

organizational structure is highly related to how organizational resources and competencies are supported and used which is the next dimensions discussed in this paper.

To discuss the second dimension, **organizational resources and competencies**, the dimension forms base as facilitator and restrictor for entrepreneurial behavior and thus has impact on the form of entrepreneurship the firm has. Resources and competencies consist of multiple attributes such as monetary resources, personnel, functional-level capabilities, organizational-level capabilities and organizational systems. For example, functional-level capabilities include flexibility in manufacturing, organizational-level capabilities contains getting new product to the market in time and organizational systems embrace research systems of marketing. The more there are resources and competencies to use, the more there is entrepreneurial activity in the firm. However, resources and capabilities are not that straight forward because different types of resources and capabilities affect differently in the entrepreneurial activities. (Covin & Slevin, 1991)

In addition, there are certain factors that can enhance or encourage entrepreneurial activities that are related to resources and competencies such as personnel expertise and reward system. Personnel that are experts on science and technology are more likely to increase entrepreneurial activities such as innovation (Covin & Slevin, 1991). Therefore, it has also been argued that firms that concentrate on technology are more likely to have entrepreneurial mindset and therefore also more innovativeness and other capabilities in the firm that increase intrapreneurship (Chen, et al., 2014). However, use of rewards was seen as a significant sub-dimension in supporting intrapreneurship and therefore it is discussed more profoundly followed.

To begin with, use of rewards is researched to increase intrapreneurship through increase of innovative behavior. (Mokua & Ngugi, 2013; Wunderer, 2001; Yang, 2016; Zhao, 2013) It can consist of organization's engagement in intrapreneurial activities and personnel's commitment to innovations. Corporations using rewarding system usually have initiatives for creativity and

individuals are recognized. (Mokua & Ngugi, 2013) It is advised to give rewards for behavior that supports co-intrapreneurial engagement and performance that is successful and effective.

Rewards can be financial and non-monetary, intrinsic and extrinsic but in any case they should be carefully selected. (Kenney, 2010; Wunderer, 2001) Intrinsic incentives are for example increase of autonomy or professional growth, whereas examples of extrinsic incentives are monetary gain or promotion. Intrinsic rewards have been seen more related to work place satisfaction but still both of the incentive models are suitable when aiming to increase innovativeness and creativeness of the individuals. (Zhao, 2013) Rewards concerning promotion and career opportunities were also highlighted especially when discussed increasing organizational culture in MNCs. However, it was also highlighted that it would be important to support the whole intrapreneurial action regardless of the outcome. This is suggested especially in the case intrapreneurial actions are practiced across the borders. (Kenney, 2010)

The final two dimensions named by Covin and Slevin (1991) are organizational culture and top management values and philosophies. Many authors have been discussing organizational culture and top management as very important determinants or drivers of intrapreneurship. Organizational culture and top management can be seen highly related to each other as many of the themes that are related to the other topic are also related to the other one. In addition, both of the first two dimensions already discussed here (organizational structure, and organizational resources and competencies) have also been discussed in previous literature as part of decisions that should be made when choosing the type of leadership and creating organizational culture. Therefore, intrapreneurial organizational culture and leadership as a facilitator in intrapreneurship are highlighted in this research and discussed in their own sections followed.

2.3.2 Intrapreneurial organizational culture

Creating an entrepreneurial environment can be challenging especially in MNCs because it is tried at the same time to keep some general controls of corporate management (Kenney, 2010;

Kuratko, et al., 1990). However, it is possible to create a strong entrepreneurial culture when at the same time maintaining well-controlled reporting systems for example by having open communication and mutual trust which are strongly related to entrepreneurial culture. (Kuratko, et al., 1990) As being one of the main dimensions of intrapreneurship, intrapreneurial organizational culture will be discussed next in the deeper level.

The main aim of intrapreneurial organizational culture is to increase intrapreneurial behavior in individual and organizational level. When it is discussed intrapreneurial behavior in organizational level, it is meant mostly entrepreneurial orientation which consist of key factors of risk taking, innovation and proactiveness. Whereas intrapreneurial behavior in individual level contains some of the organizational level dimensions but also some other ones. (Moriano, et al., 2014) In organization culture it has been identified several sub-dimensions. These dimension include strategic dimensions such as mission and vision, means to achieve objectives, leadership, management processes and employee needs and objectives. (Zhao, 2013) Some other examples of the sub-dimensions are networking behavior, out of the box thinking, initiative, taking charge, championing innovative ideas and some degree of risk taking. (Moriano, et al., 2014)

Competitive strategy aims for risk reduction, increase the speed of sales and reduce transaction costs (Chang, 1998). There has been evidence that intrapreneurship has been used as a tool for those aims (Pinchot, 1987). Thus effective intrapreneuring strategy requires that the organization guide their resources by using guidelines. (Kuratko, et al., 1990) Therefore also in the global business plan, which is part of strategic management of an organization, all relevant internal and external elements of going abroad should be described. (Hisrich, 2013, p. 55) As said, intrapreneurship can be used as a tool in creating competitive corporate strategy. However, on the other hand, corporate strategy is also considered as an important tool in creating intrapreneurship within the company (Mokua & Ngugi, 2013; Zhao, 2013). Strategy that has entrepreneurial focus supports strategic agility, flexibility, creativity and continuous innovation inside the firm. Therefore, especially management's strategic mindset and support for

innovation are important when creating intrapreneurial corporate strategy. (Mokua & Ngugi, 2013)

When trying to establish organizational culture, one of the concepts that should be considered to be used is the concept of co-intrapreneuring. In co-intrapreneurship it is used problem solving to efficiently support enterprise strategy. It can ease putting efficient collaboration and consensus into practice when used correctly. A co-intrapreneurial organization can therefore have an environment that supports commitment, openness, and trust in voluntary learning organizational networks while being efficient and result oriented. (Wunderer, 2001) Co-intrapreneurial organization culture also supports structural leadership.

In structural management there are four approaches that are co-intrapreneurial culture, strategy, (self) organization, and personnel structure. These approaches are integrated into four levels that are person, department, company, and society. When it comes to co-intrapreneurial organization culture, there are certain elements that support the change from bureaucracy to co-intrapreneurial culture. (Wunderer, 2001) Transformation is among other things important because the corporations that have sub-units that in turn are created to serve internal customers are more efficient than byrocratic divisions. (Pinchot & Pinchot , 1996, p. 153)

In order to achieve co-intrapreneurial culture, there are three step instructions that firms can follow (see Figure 3). As a first step in co-intrapreneurship, it should be concentrated on having management values that support co-intrapreneurship. This step is part of developing corporate and management culture of the company in a way that entrepreneurial collaboration is supported. Secondly, it should be tried to combine key features of the private world and central values into integrated values of the organization. This will support the voluntary willingness of the employees to act according to the organizational values and promote them to the others. Thirdly, senior managers should take responsibility in setting an example of being committed to these organizational values that support co-intrapreneurial organization culture. By accomplishing these steps, the organization should have co-intrapreneurial culture where each employee is in charge of supporting the created culture and values. (Wunderer, 2001)



Figure 3: Steps into co-intrapreneurial organization culture (based on the theory of Wunderer, 2001)

In order to increase intrapreneurial behavior within the corporation, it should not only be concentrated on having strategy that supports intrapreneurship or co-intrapreneurial culture. The firms should also aim to have a culture of innovativeness that is naturally challenging in MNCs especially if the MNC needs to focus on meeting stockholder expectations at the same time (Kenney, 2010). By culture of innovativeness it is meant a corporation culture that supports risk-taking and breakthrough thinking. In addition, in the support system it is involved active encouraging but also rewards. As previously mentioned, it is claimed that intrapreneurship supports financial performance. For example high-tech companies that are successful, most of the time have a character of having culture of innovativeness. Innovativeness of company can be measured through revenue. The higher percent of revenue derived from new products released that were originated from new product development, the higher it can be seen the success of innovativeness or innovative efforts in the company. (Mohr, et al., 2010, pp. 83-84)

To be able to have success in innovation of the company it is needed managerial support (Zahra, et al., 2000). Rather than having a step-by-step process to control innovativeness in the company, the companies should manage innovative activities through intrapreneurship. By managing innovativeness it is meant creating an environment that promotes entrepreneurial spirit and innovation. The aim of managing innovativeness is not only to develop but also maintain a culture of innovativeness. Therefore, the top management needs to set an example for values and beliefs that are rather forward-looking than content. (Mohr, et al., 2010, pp. 83-86) In addition, it should be concentrated on creating an environment for straightforward

communication between employers and management. Straightforward communication can therefore enhance the intrapreneurial behavior and management's support for it. (Heinonen & Toivonen, 2008)

In addition to have managerial support for innovativeness, the managers should take into account that organization size has an effect on whether it is easier to establish innovative mindset in the company culture or not. Large companies such as MNCs are naturally more bureaucratic and therefore also have a fear of losing more if developing radical innovations. Nevertheless, according to the previous studies, despite the bureaucracy, large companies have brought out more radical innovations than small companies since World War II. (Kenney, 2010; Mohr, et al., 2010, p. 84) In addition, there can be found differences of innovativeness between different countries. The rate of innovative entrepreneurship can be affected by cultural values. The higher individualism and lower uncertainty avoidance and power distance, the higher rate of innovation. Some of these factors have also been mentioned in the literature of intrapreneurship of MNCs and therefore should be especially concentrated on when it is concerned practicing intrapreneurship in MNCs. (Kenney, 2010; van Hemmen, et al., 2015)

2.3.3 Leadership as a facilitator in intrapreneurship of MNCs

According to the pioneer of intrapreneurship, Pinchot (1987), having intrapreneurs in a firm and managing them in a right way can lead to success of intrapreneurship (Pinchot, 1987). Intrapreneurial leadership and management support for intrapreneurship are repeating themes that are discussed in the intrapreneurship literature and therefore they are combined under the discussion of last dimension of intrapreneurship, **top management values and philosophies**. (Chen, et al., 2014; Covin & Slevin, 1991)

Leadership styles and managerial support are essential in intrapreneurship because the core of intrapreneurship are still the intrapreneurs themselves. By that it is meant that intrapreneurship cannot be successful without having intrapreneurs that give the management hard time by

having nature of being self-confident and questioning existing work practices. (Heinonen & Toivonen, 2008) However, top and middle management still have the main role in creating the organizational environment for intrapreneurship and giving support for the hired potential intrapreneurs (Moriano, et al., 2014). Therefore, it has been stated that behavior of the intrapreneurs or employers affect the management and their decisions and vice versa. (Heinonen & Toivonen, 2008)

Among other organizational factors, management support has been named one of the most important ones that has impact on intrapreneurship. By management support it is meant managers' willingness to facilitate and encourage intrapreneurship which can include rewarding innovativeness and providing resources that are needed for the intrapreneurs. (Moriano, et al., 2014) As it can be seen, some of the sub-dimensions are related to all the dimensions and therefore they have been discussed already before in this paper in the sections that discussed other dimensions. In addition to managerial support, intrapreneurial leadership is important factor related to intrapreneurship. Intrapreneurial leadership is for example proven to enhance the development of intrapreneurship through corporate entrepreneurship and innovation practices (Chen, et al., 2014). Therefore, intrapreneurial leadership style is important in influencing and trying to enhance overall intrapreneurial behavior in a firm (Moriano, et al., 2014).

In addition to intrapreneurial leadership and managerial support for intrapreneurship, also top management as a dimension of intrapreneurship is discussed in the previous literature. However, most of the times it is discussed through already mentioned themes such as intrapreneurial corporate strategy, managerial support for intrapreneurship and intrapreneurial leadership. It is commonly known that creating corporate strategy including mission and vision for the firm is part of the role of top management. In the previous literature, it is argued that top management's values and philosophies influence strategical choices and behavior of the firm (Covin & Slevin, 1991). In addition, as mentioned before in this paper, strategy that supports manager's efforts facilitates managers to provide resources and support for the innovative ideas that are intrapreneurial (Moriano, et al., 2014).

In order to practice intrapreneurial leadership, there are certain factors that can influence the managerial mindset for intrapreneurship. For example governance systems and firm's ownership structure can effect on whether the company has intrapreneurial leadership or not. If the management consist of also shareholders, they are more likely to support the idea of long-term investments and new ideas. (Zahra, et al., 2000) It has also been researched that top management teams that have tendency decentralize responsibilities, take risks and grant long-term compensations, are more likely to practice intrapreneurship (Ling, et al., 2008). Furthermore, it has been researched that managerial support increases if the interest of managers and owners are likely (Zahra, et al., 2000). It could be argued therefore that not only managerial support is important but also the style of leadership that is used.

In order to increase managerial support, it should be defined intrapreneurial managers. According to Man Yang, intrapreneurial managers are “managers who engage in entrepreneurial behavior within an existing large organization” (Yang, 2016, p. 3). The role of top and middle managers is vital in promoting and facilitating intrapreneurship through created intrapreneurial organization environment. In practicing intrapreneurial leadership, it seems that there are quite many pieces to understand and follow and therefore it can be seen quite difficult to accomplish. However, in the previous literature it has been identified for example one form of a leadership that is positively linked to employees’ behaviors and therefore can be also related to intrapreneurial behavior such as work innovativeness, proactiveness and organizational citizenship. This leadership style has also been proven to help in having the most favorable managerial circumstances. (Moriano, et al., 2014) The described leadership style is called transformational leadership which was introduced and discussed by Moriano et al in 2014.

Moriano et al argued (2014) that following a model of transformational leadership, managers are able to create an environment for intrapreneurship that has some enhancing elements of intrapreneurial environment. Those elements are such as sharing a sense of mission, providing mentoring, supporting employees to be innovative and having a relationship of trust between managers and employees. (Moriano, et al., 2014) In addition, leadership that is based on

transformational leadership has been proven to be useful in increasing intrapreneurship in the firm. (Ling, et al., 2008) In order to be able to use the model, it should be discussed the main goals and important factors behind the transformational leadership.

The main aim of transformational leadership is to inspire the followers of transformational leader to focus on collective goals of the organizations as well as having the vision of the organization as if it was their own. (Moriano, et al., 2014) It consists of certain elements that are distinct from each other. The list of elements include: charisma, inspirational motivation, intellectual stimulation and individualized consideration. In the element of charisma it is aimed to create and present an attractive vision of the future. In the element of inspirational motivation, it is focused on supporting followers to go beyond self-interest. In the intellectual stimulation it is intended to stimulate followers so that they challenge the assumptions and view problems from new perspectives. Behind the element of individualized consideration, the idea is to provide support, encouragement and coaching in order to develop the follower. (Ling, et al., 2008)

In addition to the main goals of transformational leadership, to be able to use the model correctly, focus on the long-term performance is vital. Transformational leaders base rewards on long-term performance. Long-term compensation increases trust toward their leader but also helps in having more commitment to entrepreneurial activities and understanding the consequences of their current performance impacting future of the firm. (Ling, et al., 2008) The more trust and commitment is gained, the better motivation the employees have to turn the projects into profits for their company. In case of not following the aim of rewarding from the long-term performance, in the worst case it can lead to another form of a leadership that is called transactional leadership which has been shown to have negative impact on intrapreneurial behavior. (Moriano, et al., 2014) As it can be seen, the model has similarities to the previous discussion of long-term compensation. Therefore, it could be argued that the model seems to have certain elements that have been either collected from the previous research that discuss intrapreneurial management or through another empirical research that proves the same factors to be important.

Not only there are things where transformational leadership focus on, there are also things that ease the firms being superior in using those compared to the other firms. It has been found significant advantage if the firm is strongly technology oriented. Usually technology oriented firms support new ideas and are used to adopting new technologies. In addition their managerial actions and resource allocation is originated from reflection of firm's values and beliefs. Therefore, it has been argued that technology orientation may increase the relationship between intrapreneurship and leadership and more specifically to have stronger effect of transformational leadership. (Chen, et al., 2014)

Some of the examples of the effects of technology orientation are: higher level of knowledge intensiveness and sharing, more resources to use in innovativeness, ability to improve and develop design and quality of the products, open mind for changes, new ideas and new methods. High innovativeness through transformational leadership and technology orientation of the firm can lead to increase of successful intrapreneurship. (Chen, et al., 2014) As Chen et al (2014) argued, it can be concluded that if a firm want to have an innovation approach that wins the approaches of competitors, it should be technologically oriented and at the same time focus on using transformational leadership.

As discussed in previous sub-chapters, intrapreneurship in an international context requires more focus on certain areas than it is needed in domestic intrapreneurship. Therefore, it is also discussed, what should be considered in the leadership of the firms when intrapreneurship is practiced in international context. In the previous literature Barlett & Ghoshal (2003) brought out a concept of global manager. The name for global managers is originated from globalization and the idea that because of globalization it is needed global managers. However, the concept of global managers has been divided in different more understandable titles that are formed based on the expertise of the persons with those titles. These specialist are named as business manager, country manager, functional manager and corporate manager. However, in the concept of global managers, corporate manager has essential role out of the other three as it is in charge of managing the personnel in the other three roles. If the corporate manager uses the other three managers effectively, they can together enhance building strategic capabilities in transnational

firms. Examples of those strategic capabilities are efficiency and competitiveness in global-scale, responsiveness and flexibility in national level and leveraging learning on a worldwide basis through cross-market capacity. (Barlett & Ghoshal, 2003)

Another factor that is related to the leadership styles in international context, discusses the relation of intrapreneurial leadership and organizational innovation. Previous research has analyzed that effective intrapreneurial leadership can vary across cultures but it has always effect on organizational innovation. Not only transformational leadership has positive relation to innovation of the firm but also freedom and autonomy has been named as specific factors that have influence on innovation. These factors are highlighted by leadership that concentrates on participation and self-protection. For example, participative leadership style can affect organizational effectiveness because it involves all the members of the organization and supports them to be part of decision-making process and innovation. Therefore, participative and self-protective leadership should be considered if intrapreneurship is practiced in international context. (van Hemmen, et al., 2015)

To sum up the whole chapter of the theory of intrapreneurship, first of all there are multiple previous research related to intrapreneurship. Intrapreneurship can be discussed from various points of view but still there are certain themes that are discussed more and themes that in the end have similarities with each other even though they would be discussed slightly with different terms. In order to find out how international intrapreneurship works in MNCs, it is essential to understand which factors or dimensions are the driving forces behind intrapreneurship and which additional elements should be considered when practicing intrapreneurship in international context.

As main dimensions in this research it was named organizational structure, organizational resources and competencies, organizational culture, and top management values and philosophies. In addition to certain elements related to each dimension, foreign market conditions related to economic and political conditions, technical environment and cultural environment of the foreign market should be looked at when explored how intrapreneurship

works in international context. Furthermore it is essential to highlight that even though there were some exceptions, in most of the previous literature it was not mentioned whether intrapreneurship was discussed from MNCs or SMEs point of view. Therefore, it could be concluded that the most of the previous researchers do not distinguish intrapreneurship between MNCs and SMEs. All these finding in this chapter will be used as a basis for the empirical research part of this study and will be discussed more closely in the following chapters.

3 RESEARCH DESIGN AND METHODS

This chapter discusses the research design and methodology used in this study. At first it is introduced the research design. Then it is presented data collection and data analysis methods. Finally it is discussed the reliability and validity of the research.

3.1 Research design

To start with, the research can be based on qualitative or quantitative research. In qualitative research, the data collected is generally non-standardized and it is based on meanings that are expressed through words rather than numerical information which in turn is common character for data collected through quantitative research. (Saunders, et al., 2000, p. 381) The aim of this research is to develop better understanding of how international intrapreneurship works in MCNs. Because of the nature of the question, qualitative research design was chosen to be used in this study.

Qualitative research design can also be called an interactive model because along the process it requires evaluating all the new information back to already discussed subjects. It also require adjusting the data according to the new information (Maxwell, 2005, p. 3). Primary research of this study is based on qualitative case study and therefore it is natural that after the results of the empirical research, it will be needed to go back to the primary research and see if there is something that needs to be modified, added or taken out. Therefore, the research design applied to be used in this paper is based on the interactive model of research design.

The interactive model of research design consist of five components that are goals, conceptual framework, research questions, methods and validity (see figure 4). The five components are all related to each other and therefore also the decisions that should be made in each part might appear again in another part. (Maxwell, 2005, p. 4) All the parts will be discussed from the theoretical point of view while explaining the decisions made in the research design of this

study. Research methods and validity however are discussed in this study in their own sub-chapter in order to highlight them from the research design because they are parts that are more likely to be changed or develop along the progression of the study. In this study, the five components are put into the onion shape where the first component to be discussed is in the core of the onion, followed by the other components in the order that they are discussed and evaluated.

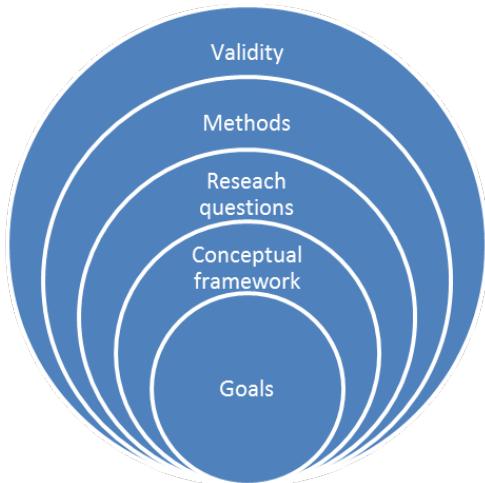


Figure 4: An Interactive Model of Research Design (Maxwell, 2005)

In the first component, goals, it is given the importance of the research and the aim behind the study. The goals of the study help the researcher guide the decisions made throughout the research design and also to justify them. (Maxwell, 2005, p. 15) In this research it is aimed to understand the phenomenon of how international entrepreneurship works in MNCs in real-life context. Currently there are quite few studies on international entrepreneurship and therefore through this research it can be expanded the research field of international entrepreneurship. In addition, entrepreneurship as a concept is seen very complex and therefore bringing more insights into how it works, can help to understand the concept itself, too. The final motive to choose the theme for the research was related to increase of globalization. International entrepreneurship seems to be relevant concept that could be used in today's world of business,

where in order to be competitive and respond to the increase of globalization, it is forced to be make changes in the ways of operating and for example to look for opportunities abroad.

In the conceptual framework it is focused on discussing the theoretical framework through which it can be explained theories, concepts and beliefs concerning the main theme or phenomena of the research. The conceptual framework includes also defining the research problem which identifies the phenomenon chosen to be researched but also justifies the importance of the research together with the component of “goals”. (Maxwell, 2005, pp. 33-34) In this study conceptual framework consist of components related to international intrapreneurship and intrapreneurship in general. The conceptual framework in this study is based mainly on the previous concepts discussed by researchers in the field. As a main research problem it was defined: “How does international intrapreneurship work in MNCs?”

To develop the final conceptual framework from the theory it can be used concept maps. In concept maps it is visually presented the design of the study which includes not only the concepts but also the relationships among them. (Maxwell, 2005, p. 47) In this research it was also used concept mapping in order to develop and clarify the conceptual framework. However, as the theoretical framework developed along the research, the form of the concept map was developed and changed, too. Therefore, the final clarified version of the concept map was created through multiple different versions of it.

Goals and conceptual framework should be followed by specifying the research questions. The aim of the research questions is to help to decide the focus of the study through the conceptual framework and goals defined. In addition, research questions can give support in conducting the whole research. (Maxwell, 2005, p. 67) In this study the research questions were formed based on the preliminary literature review and conceptual framework created. In addition, it was taken into account what seemed to be still unknown or less accurate if the information was based only on the previous research. Final research questions formed the frame for the secondary research of this paper. However as mentioned, all the parts in interactive model of research design are

connected to each other and therefore in addition to goals and conceptual framework chosen methods and validity had also an impact on the final research questions.

3.2 Data collection methods

To collect the data, at first it was decided whether to use structured or unstructured approach. There are two different research approaches that are called deductive approach and inductive approach. In inductive approach it is generally collected qualitative data and tried to get a close understanding of the research context through a flexible research structure that allows changes along the research process. In addition, in inductive approach it is aimed to collect data and as a result of data analysis, a theory can be developed. (Saunders, et al., 2000, p. 87; 91) Thus inductive approach can also be labeled as unstructured approach. All the named factors are suitable to be used in this study and therefore in addition to qualitative research method, it was used inductive approach.

In addition to inductive approach, as a research strategy it was chosen case study because typically in case study it is investigated the chosen phenomenon in its real-life context which is also aim of this research (Yin, 2003, p. 13). This study concentrates on only one corporation and is therefore called single case study (Yin, 2003, p. 46). Single case study allows intuitive approach during the data collection which may be found useful in this study (Yin, 2009, p. 95). Furthermore, it was chosen exploratory study because in this research it is intended to find new insights of the phenomenon as it is usually done in exploratory studies. In addition, the advantage of exploratory study is that it is flexible and as a result of a new data appeared, the direction of the research might change. (Saunders, et al., 2000, p. 97) To combine all the mentioned approaches, the strategy used in this research is called single exploratory case study.

The corporation that was chosen to be used in the case study represents typical case of Multinational Corporation which justifies the decision of using single case study design. (Yin, 2003, p. 46) Alpha is a Multinational Corporation that operates in the field of professional

services. Alpha as a global corporation has offices in over 150 countries and from the amount of the employees and annual revenue, it is classified as a Large Enterprise. However, in this paper the study is limited to the points of view from the Corporations X's unit in Finland. The Alpha in Finland is a limited company that has been operating close to 100 years. Like the Corporation in the global context, also the corporation unit in Finland can be categorized as a Large Enterprise according to the number of employees and annual revenue if classification is done in the European Union bases.

A typical way of selecting settings and individuals in qualitative research is purposeful selection which was also used in this study. In this strategy the individuals chosen to be part of the research are chosen based on their ability to provide particular information that is not gotten from other choices of individuals that well. The ability to provide relevant information concerning the research is linked to the individual's position of being experts in the area of the research theme or having some personal experience from the phenomenon investigated. One ability of purposeful selection is to have more confidence in making conclusions of the average members of the population. (Yin, 2003, pp. 88-89) In this study it was chosen five individuals that all were members of top management of Alpha's unit in Finland and have been involved in the internationalization of some service while working in the Alpha. Top management is one of the main dimensions of international entrepreneurship. Therefore, the individuals interviewed do not only represent the individuals that have personal experience from the phenomenon investigated but also their position can give important information on the phenomenon from the management as a dimension point of view.

The empirical data for the study was collected through interviews. The researcher and all the interviewees knew each other before hand. Knowing each other previously allowed a better possibility to create close relationship and trust with the interviewees and therefore also to have more accurate and truthful answers. On the other hand, the deepness and nature of the relation that the researcher had with each of the interviewee may have affect also the way each interviewee responded to the questions. In order to create a trustful and open atmosphere, it was highlighted for the interviewees that their name will not be used as a source in the study and

also the recording will not be used for anything else than analyzing the interviews. In addition, the interviewees were asked to answer to the questions from their own personal point of view in order to get real-life examples and again get into deeper level in the conversations. With this request it was also aimed to avoid the situation where the respondent would try to answer the questions from the corporate point of view instead of their own.

Pilot studies can be used to try out one's own concerns and theories of the research theme in order to create better understanding of the perspectives and of the persons studied. (Maxwell, 2005, pp. 56-58) In order to make sure that the discussion in the interview will end up discussing the relevant themes and there will not be something that might be relevant that was going to be left out, the first interview was conducted as a pilot interview. However, the pilot interview informed that the themes are created in a suitable way and only a couple of refining of the questions were made for the next interviews. The same question base was however used in the following interviews and therefore there was no need of interviewing the first person another time.

In order to find the best answers to the research questions, it was used semi structured interview structure with open-ended nature that is common in case study interviews (Yin, 2003, p. 90). In the semi structured interview there is an outline of areas that should be covered in the interview but all the questions are not formed beforehand. In addition, the order of the questions may change during the interview depending on the conversation. (Saunders, et al., 2000, pp. 243-244) Semi structured interview worked well in this study because each of the interviewee had different points of view of the subjects and therefore some of the answers were answered even before they were asked when discussing answer to another question. According to previous study, the entrepreneurial actions can be divided in four dimensions that are organizational structure, organizational resources and competencies, organizational culture, and top management values and philosophies. The outline of the questions in the interview was based on named dimensions. Furthermore, there were a couple of additional other questions related to the theme of the study. The outline for the interview can be found in attachment 1 of this paper.

In addition to semi structured interview, it was used question structure in English even though the conversation was held in Finnish. All the interviewees were Finnish citizens but they use English daily basis at work and therefore there was no need of translating the outline of the questions. In addition, some of the terms used in the interview might be understood wrong if translated into Finnish and therefore there was better possibility to get more accurate answers when using English question outline. Using Finnish in the interviews to discuss the answers for the questions allowed creating more relaxed and natural environment for the interview. All the interviews were conducted in a few weeks period of time from mid-February to the beginning of March 2017. The interviews took from 40 minutes to 1 hour 20 minutes. The interviews were recorder and also notes were taken throughout the interview. All the interviews were transcribed from the recorder tapes into written form in order to be able to analyze the interviews better and in more effective way.

3.3 Data analysis methods

In qualitative analysis there are various options to analyze the data. The main groups according to Maxwell (2005) can be divided into memos, categorizing strategies and connecting strategies. During the reading or listening the interviews, it can be written memos or notes that include one's own thoughts and preliminary ideas on categories and relationships found. (Maxwell, 2005, p. 96) In this study it was written down some information that was found to be different, relevant or interesting in relation to the research during and also after the transcription of the interviews in a form of memo. The information was written on a separate document that had the same main categories that were used in the interview. Memos were found to be useful throughout the whole time of analyzing the data.

After writing memos, it was moved into coding which can also be called the main categorizing strategy in qualitative research. The aim of coding is to organize the data in way that it can be created categories that are used to compare and develop the data with previous research and also within created categories. (Maxwell, 2005, p. 96). In this study, the first set of categories were

created to be used as an outline for the interview. These categories can be called organizational categories which usually are formed prior to the interviews as it was also done in this study (Maxwell, 2005, p. 97). Organizational categories created in this study were used to help sorting the data and getting started with coding. As a tool to list, sort and analyze the date in a form of matrix, it was used Microsoft Excel. All the categories were listed in the first row horizontally one by one.

After the initial sorting the data, it was categorized the data also into substantive and theoretical categories. Substantive categories describe for example concepts and beliefs of the participants. Substantive categories can include for example “emic” categories which are based on the interviewees’ own words or concepts. (Maxwell, 2005, p. 97) In this study, in certain questions of the interview, it could be found topics that the interviewees mentioned outside of the organizational categories created prior to the interview and that seemed relevant to take into account in the analysis. Therefore, in this research emic categories were also added as new categories to the list. At this point it was begun to collect relevant data from the interviews to the same matrix with the categories. In order to help with analyzing the data, it was used different color codes. Each interviewee had different color and therefore it was easier to analyze for example whether there was always a certain person that was thinking differently than others or if certain interviewees had more things to say on some topics than others. The data found from the interviews concerning different categories, were placed vertically below each category.

In addition to organizational categories, theoretical categories were used to analyze the data. In contrast to organizational categories, theoretical categories usually represent concepts of the researcher. The categories can descent from prior theory or from an inductively developed theory. (Maxwell, 2005, pp. 97-98) In this study, after creating organizational and substantive categories, it was gone back to the previous research and seen if there could be some other categories to be added to the list in addition to the already formed categories. Furthermore, the data from the interviews concerning the new categories were listed to the Excel.

Finally after coding the data, forming the categories and placing the data into the Excel, the data was processed more profoundly. According to Maxwell (2005), this part can be called connecting strategies. The main idea of connecting strategies is to form a coherent view of the statements and events that are found through connecting relationship of the data. (Maxwell, 2005, p. 98) Also in this study, different categories were compared to each other and it was searched relationships that could connect the data in a new way. In addition it was analyzed whether there could be found some categories that should be divided into two different categories or formed into sub-categories. In the end all data from the matrix was gone through another time in order to find data that was not relevant to this study. However, this part was made carefully in order not making too many assumptions or too narrow delimitations that would affect the reliability or validity of the research.

3.4 Reliability and validity

In order to measure the credibility of research findings it needs to be discussed reliability and validity of the findings. When it comes to inductive research approach as in this study, reliability concerns whether it can be made similar observations by different researchers on different occasions. In case study research reliability concerns more closely if the same case study would be conducted again, would the later researcher come to the same findings and conclusions than the first one. (Yin, 2009, p. 37) Reliability has some common threats that are subject error, subject bias, interviewer bias and interviewee bias. (Saunders, et al., 2000, pp. 100-101; 251) All the named threats will be discussed from the point of view of this study.

Through the threat of subject error, different timing of the interviews may affect the answers of the respondents. In this study all the interviews were made within a couple weeks of time. In addition the main theme of this study, international entrepreneurship is usually based on long-term events and therefore the threat of subject error was not seen that relevant or high in this study. In turn, by threat of subject bias it is meant the challenges of reliability that can arise from the interviewees of not willing to discuss openly issues in the interview because of worrying

that it might have some negative consequences (Saunders, et al., 2000, p. 101). In the interview it was highlighted that the corporation will be discussed anonymously in the study as well as all the interviewees. In addition, it was underlined that the recording of the interview will not be used in any other purposes than this study. This threat was diminished also by interviewing people that already had trust relationship with the researcher and therefore the interviewees seemed to discuss openly their views and opinions on the subjects and even giving some sensitive information in some parts of the interviews.

Threat of interviewer and interviewee error arise when it is not prepared properly for the interview especially in qualitative studies (Saunders, et al., 2000, pp. 251-252). All the interviews were held in a closed room, without interruptions and the interview was conducted in the same way in all the interviews. The researcher was already familiar with Alpha and also with the theme of the interview and therefore tried to be as prepared for the interview as possible. Also all the interviewees had a basic idea of the theme of the interview before hand, as it was described them when asked to participate the interview. In addition, all the interviewees were asked to read a one page introduction for the interview and some of the most relevant things were highlighted by the interviewer before starting to go through the questions. Furthermore, all the terminology that had threat to be misinterpreted were opened up and explained during the interview. To avoid misunderstanding from both interviewee and interviewer and the threat of the language barrier, the questions were formed in English but the discussion was held in Finnish which was the native language of all the person interviewed as well as the interviewer.

To move on to discuss validity, validity of the findings include concerns on whether the results are valid or what they appear to be about. (Saunders, et al., 2000, p. 101; Maxwell, 2005, p. 105) Common threats of validity can vary depending on whether the research is based on quantitative or qualitative approach. This study is based on qualitative research and therefore in this paper it is discussed only some of the common threats of validity for qualitative research that are called researcher bias and reactivity. Researcher bias concerns how certain researcher's values and expectations may influence the conclusions and conduct of the study. (Maxwell, 2005, pp. 107-108)

In this study as one of the researcher bias (subjectivity of the researcher) it could be seen the fact that the researcher was familiar with the Alpha and knew the interviewees beforehand. This threat could be seen quite high because it could lead to the situation where the researcher would have assumptions that affect the conclusions of the study. However, this threat was tried to be diminished by having semi structured interview instead of open-ended interview. By semi structured interview it could be limited the conversation and leading of the interviewees to certain answers compared to open-ended interview.

In addition, another researcher bias in this study could be that the outline of the study was based on previous literature on the subject. The threat in this case is that the outline might lead the conversation focus on only the previous literature and therefore would again have effect on the results of the study. This threat was tried to be reduced by starting the interview by asking a question that allowed the respondent give any thoughts for the areas that were going to be discussed through additional more detailed questions. In addition, in the end of the interview it was placed a question that allowed the interviewees bring out anything that they thought would be relevant concerning the research but was not mentioned when answering to the other questions of the interview.

By the other threat of validity, reactivity, it is meant the effect that the researcher may have on the individuals that are studied. Concerning the reactivity, it is important to understand how the interviewer may affect the answers of the interviewees and how that can affect the validity of the conclusions. (Maxwell, 2005, pp. 108-109) In this study it was tried to minimize the effect of reactivity by using semi structured interview. It was also intended to avoid leading the conversation and therefore mostly repeating the answers of the interviewees if trying to understand more specifically the answer of the respondent. This technique can also be called respondent validation and is used in general to confirm the data and conclusion made during the interview and reduce misunderstanding the answers of the interviewees (Maxwell, 2005, p. 111).

In addition to repeating the answers of the respondents, the questions were formed in a way that many of them asked the interviewee to give examples from their own experience. Therefore, the conversation was more based on the interviewees' views and did not allow that much leading the answers by interviewer. However, these threats from reactivity may lead to wrong interpretation if only the "most significant" was written down from the interview. As mentioned before, all the interviews were transcribed word by word from the recording to be able to analyze the interviews more profoundly and with less assumptions made beforehand.

In addition to already discussed matters of reliability and validity, it is discussed generalizability that can also be called external validity. Especially in single case studies, external validity concerns the question of to which extent the findings of the research can be generalized. In single case study the purpose is not to be able to generalize the findings for all the populations. Instead, it is focused on explaining what is happening in the particular chosen research setting of that research. In this study it is aimed to explain how international entrepreneurship works in Multinational Corporations. The threat of external validity in this research might arise if it is not explained profoundly enough the setting where this research is done and how it is delimited. The research shows that there are certain factors that are common for Multinational Corporations but there were also findings that point out that even within Multinational Corporations there can be differences if they are working in different industry and therefore the results should be delimited to Multinational Corporations working in the field of professional services.

4 RESULTS

In this chapter it is presented the empirical results of this research. The results are discussed through topics that were also used as guideline in the interview. In addition, it is discussed some other topics that were found relevant concerning this research. The results are divided in three sub-chapters. The first part discusses the findings from the point of view of the local office that aims to internationalize through its own international offices. Therefore, the local office has the position of so called exporter. In the second part it is discussed the results from the international office point of view which are possibly playing the part of importers. The third part discusses additional topics that were found during the analysis. The additional topics are discussed from both local and international point of view. Even though in the findings it is discussed mostly only internationalization of a service, it is still meant more specifically internationalization through the corporations' own offices. This idea was also reminded for the interviews throughout the interview.

The findings of the empirical research are based on five interviews. All the five interviewees were part of Alpha's top management and have been working in some type of international projects or internationalization of a service. The interviewees have slightly different focus at their work because of their different job positions and have different background of previous experience on international business. However, the interviewees cannot be described and distinguished from their background because of risk of identification. Due to the confidentiality of the discussions in the interviews, the corporation and interviewees are kept anonymous. The corporation is discussed as Alpha, as it has been discussed throughout the study. The interviewees are named in random order Interviewee 1, Interviewee 2, Interviewee 3, Interviewee 4 and Interviewee 5 so that they can be quoted when necessary to give examples of more specific responds.

4.1 Findings from the local office point of view

The findings from the local office point of view concentrates on giving overlook on the results of the empirical research that discuss how certain factors or dimensions of intrapreneurship are seen in internationalization of a service if the office plays part of exporter or local office. In this study the local office of Alpha is based in Finland.

4.1.1 Local leadership and management

In the interview, it was discussed local leadership and top management values and philosophies through questions such as: “What is the role of management in international projects in your corporation?” and “What type of local management is needed in order to support internationalization of the service?” The most discussed themes were social capital, competences, rewarding, and management’s role as an enabler and gate keeper. Some characteristics mentioned of which top management should have in order to support internationalization of a service were flexibility, perseverance and courage to make decisions.

Capability to network inside the corporation was one of the most mentioned factors in the interviews when discussed local leadership and management, and internationalization of a service. All of the interviewees argued that the top management should have already established networks within the company or at least they should be able to network and build linkages between countries and thus create social capital. Already established network was also linked to management’s support for sales and being able to justify the services that one is trying to sell.

For example Interviewee 2 stated that “if you have good personal relationship or connection with the other person that you are trying to start to co-operate with, the personal relationship can increase the level of trust and therefore also the willingness to give a chance for the other person in co-operation”. From the comments it can be noticed that leadership and management are very much linked to the other dimensions of intrapreneurship and therefore all the findings are also

related to each other. In addition, the importance of networks seems to be relevant if the corporation is at the starting point of internationalization and the other part is trying to be convinced. However, if the corporation would have already international trade going on, there might be different origin for the need of already established networks.

When it comes to resources and competences some of the interviewees argued that the role of management is to make sure that the corporation has the right type of competence and resources. On the other hand, some other interviewees said that the members of top management should be experts on the substance that is tried to internationalize in order to succeed in internationalization. Therefore, it could be interpreted that if the networking is done by top management, the top management should also be able to discuss more profoundly the subject that they are trying to internationalize. Thus interesting notion is that the results suggest that in some cases it might not be enough to have social capital if not having subject competence.

Another factor mentioned in all the interviews was that the top management should work as an enabler. It was given examples such as giving support for the project and check that there are all the qualifications to take it forward to international markets, escalate work, introduce the project to other top management, work as a bridge and do sales and presales. For example, Interviewee 2 argued that "it is needed ways to motivate and commit all the persons involved in the project", whereas Interviewee 3 argued that "the whole team involved should have a common goal." Even though the examples seemed to give some hint of using rewarding system at the same time when being enabler, the respondents did not discuss at this point of the interview how the rewarding should be organized if discussed only the local office as exporter.

The reason for not discussing rewarding system more profoundly at this part, could be due to the fact that Interviewee 5 commented: "In Alpha, it is only used revenue and bonus system to guide personnel." By the revenue and bonus system it was meant that there are overall goals in revenue and turnover of the business which are not linked to any specific project. In addition, Interviewee 1 discussed the business by saying that "top management should make sure that they are getting fair price of what is sold to the other units of the corporation". Because in Alpha

there has not been a rewarding system that would be linked to some internationalization project, it seems that the interviewees suggest that the overall goal of the people involved in “the project of internationalization” is to have high overall turnover which then in turn can lead to rewards. However, this statement might change or at least have more variety if the respondents would be from different companies instead of being from only one corporation that has certain way to operate and give rewards.

What stood out from the responses was that even though all the interviewees mentioned that being enabler is an important role of top management, at the same time it was mentioned in the interviews that the management should work as a gate keeper in the projects. By gate keeper it was meant that the top management should make sure that the internationalization follows the process of the corporation, it can recognize the potential and non-potential business opportunities that can also work abroad and even be responsible for risk management. For example, Interviewee 5 mentioned that “in Alpha, leadership style is very individual centric which might be due to the organizational structure of the corporation”. However, we can analyze again that as in this particular organization the people in the very top level have more credibility than people in the lower levels of the corporation, it naturally affects the discussions across the borders and final decisions made. That could also explain the interesting suggestion of the interviewees that top management should have controversial role in the corporation as being enabler and gate keeper at the same time.

4.1.2 Local organizational culture

Local organizational culture was discussed in the interviews through questions such as: “How do you think risk-taking or innovativeness is supported in your company and does it have effect on the internationalization of the services?” and “Are there certain factors related to organizational culture that you have come across and you believe could help or could have helped with the internationalization of the service?” Risk taking, innovativeness, open

communication and international competence were highlighted in the conversations. In addition, organizational structure and the role of the global management were discussed in the interviews.

As mentioned before, risk taking was one of the most discussed themes in the interviews. All the interviewees argued that from their own experience if risk taking is not supported or it is avoided in the company, it affects negatively internationalization of a service. However, it was also mentioned that risk taking should be thought out in certain level but not in too deep extent or otherwise it might affect the speed of internationalization. According to the Interviewee 1, “in the worst case if risk taking is not allowed it might stop all the innovative activities and act as innovation suppressor”. The interviewees brought out also the fact that if risk taking is allowed and supported, it can also lead to allowing failures and thus increase of innovativeness. However, even all these were known by the interviewees, many of them opined that allowing risk taking in practice is not simple and therefore it requires acknowledged development of organizational culture towards more risk taking culture. In addition, the interviewees argued that industry and size of the company affect the level of risk the company is willing to take.

Unlike having mutual opinion on risk taking, interviewees had different opinions on innovativeness. For example interviewee 2 was of the opinion that “risk taking and innovation are kind of the same thing but from different angles... and thus if support for innovativeness is high, it also helps with internationalization of a service.” Some other interviewees opined that level of the support for innovativeness does not affect that much internationalization of services at least in the beginning of internationalization. The conversations also pointed out that offering support for innovativeness is at the starting level at the Alpha and therefore the interviewees discussed innovativeness based on their opinions instead of based on their experiences. Thus it could also explain the differences in the view points of the interviewees on innovativeness.

Open communication and international competence were also highlighted in the interviews as being important factors in internationalization. For example, Interviewee 4 said that “if the company has culture of open communication, it is then also easier to approach people across the

borders.” In turn, Interviewee 5 said that “the more it is done international projects, the easier it is to internationalize” and the Interviewee 2 mentioned that “the more we have persons working with us that have international contacts, better chances we have to convince the international unit of our corporation.”

Themes related to management such as global management, structure of the organization and ability to make decisions were also pointed out in the interviews when discussed organizational culture that supports internationalization of a service. To start with, it was argued that there is a need for managerial support in a way or another. It was commented that if global management of the whole corporation has power in the decisions concerning internationalization, they should either offer some type of support and instruction on how to do it successfully or give more decision power to the individual organization units. According to Interviewee 3, “global management should guide more.” In turn Interviewee 4 argued, “organizational units should have more independent and be able to make more independent decisions on how to use resources et cetera and it should not be needed to be approved from different levels because it slows down things.” Organizational structure in turn was questioned by Interviewee 2 by bringing out a thought whether there is certain organizational structure that could promote internationalization of services and thus intrapreneurial organizational culture.

Some of the interesting and maybe even peculiar findings in this section of the interview was that rewarding system was not seen important or relevant when discussing local organizational culture. However, it was mentioned and discussed multiple times in the other sections of the interview and seen important. As mentioned before, this could also be due to the fact that Alpha has a rewarding system but it is not focused on international business more than in any other business.

4.1.3 Local resources and competences

In the interview, in the section of local resources and competences it was asked questions such as: "Which type of nature or characteristics the personnel involved in the project of internationalization of a service should have?" and "What has been the role of intrapreneurs involved in the "project" of internationalization of a service in your corporation?" The interviewees discussed resources and competences of the personnel from two different points of view. Some of the interviewees discussed the characteristics of personnel through positions of the personnel. Interviewee 5 divided those positions into groups such as personnel that have managerial skills, personnel with technical or skills on the substance and personnel with sales skills. Even though only Interviewee 5 listed certain groups of personnel, all the other interviewees still discussed certain characteristics that could also be linked to these groups.

First of all, all the interviewees agreed that the personnel included in the internationalization of a service should have decision making power and at the same time courage to take responsibility from the decisions made and thus be ready to use monetary and people resources without knowing what the final outcome will be. Interesting notion is that even though none of the interviewees said that they should be persons from the management, all the characteristics mentioned could indicate that it is meant management. In addition, many of the interviewees said that it is important to have personnel that are expert on the substance that the service or product concerns that is intended to be internationalized. For example, Interviewee 5 argued that, "the more it is done customer projects, the easier internationalization will be." It was also highlighted that "Finland is known for high-quality work force and strong substance expertise" by which it was meant that if the company is originated in Finland, it facilitates internationalization of services. In addition, some of the interviewees highlighted sales skills and ability to offer good customer service important while looking for all the possible ways to advance internationalization of the service.

However, the characteristics of skills and competences were also listed without putting them into previous categories. Some mentioned characteristics were positive mindset, ability to

tolerate disappointment, perseverance, capability to collaborate and the ability to visualize something that has not yet been implemented. However, one of the most discussed characteristic was international competence that was agreed to be important by all the interviewees. For example, it was said that understanding and knowing how to operate in different international markets, having international contacts and having good communication skills including language skills are all important in internationalization of a service. Interviewee 2 even came up with an idea that to be able to get the best out of these skills, “it could be created a virtual organization.” According to Interviewee 2, in the virtual organization it would be included “the personnel that are already familiar with the international network of Alpha but also familiar with the international markets of different countries. Thus this virtual organization could offer support for any internationalization projects.”

In addition to international competence, the conversation of the role of the intrapreneurs in internationalization of a service was found to be interesting. What was agreed was that, the role of intrapreneurs in internationalization of service is important and crucial in order to succeed. For example, it was said that “they have been in the position of drivers” and “their role is very important.” Some of the interviewees said that they are the ones that look for the right people to discuss with from the other country and contact the customers that in this case are working in the other international units of the corporation. These persons were named as “exporters” or “drivers”. Some other interviewees opinioned that the intrapreneurs are definitely the ones that are working in the top management because if the organization structure is created in a way that only top management can take risk and make decisions or if top management is measured through risk-taking, innovativeness and intuitiveness, top management naturally become the ones that have these common characteristics of intrapreneurs without intention. The last argument could also explain, why the respondents were of an opinion that the top management would be the intrapreneurs in the corporation.

However, there was also something that stood out from the interview that was related to the intrapreneurs. Interviewee 4 said that “it is not needed more than one or two in the project” whereas Interviewee 5 opinioned that “they are almost all the persons that have been involved

in the internationalization project.” Interviewee 1 in turn said that “they are the ones that are in top management”, whereas Interviewee 2 opinioned that “the final intrapreneur is the one that takes responsibility of the risk even though the risk taken is in the end risk of the whole corporation.” These different opinions on the role of intrapreneurs might be due to the fact that intrapreneur as a term was new for all the interviewees and therefore the answer was based on the estimation that was done based on the understanding of intrapreneur as a term.

4.1.4 Local organizational structure

Organizational structure was discussed in the interview through questions such as: “Which of the factors related to the structure of the organization affect internationalization of the services from your experience?” and “Can you name certain examples that are especially important?” The conversation concentrated mostly on decision-making authority and hierarchical levels, factors that are related to the organizational structure according to previous research (Covin & Slevin, 1991; Kuratko, et al., 1990; Mokua & Ngugi, 2013). According to the responses of the interviewees, low hierarchy is seen as a good influence for better communication and thus faster decision making. Good communication and fast decision making was discussed during the interview in the other section but were mentioned again when discussed organizational structure which is due to the fact that the themes and dimensions of entrepreneurship are linked to each other.

Most of the interviewees highlighted that the organizational structure should be flexible and dynamic and hierarchical levels should be low. The interviewees also specified that if the organization has low hierarchical levels, the communication between different levels is easier and therefore as said decisions can be made faster. When it came to discussion of decision-making authority, the interviewees agreed that decision-making authority is important factor in internationalization. “The more things are allowed, the more people try”, was an example expressed by Interviewee 3, when it was discussed the ideal organizational structure that concerns decision-making authority. In addition, Interviewee 5 highlighted that sometimes in

international projects it is needed to make fast decisions for example during a phone call and that time it is especially important that decision can be made without a need to ask from someone else that is in the higher hierarchical level in the organization.

Decision making was also linked to risk taking and finances in the interviews. It was argued that if the risk or finances are higher, there should be some type of decision making authority but if the risk is low and also the size of the project in monetary terms, the decisions should be allowed to make also in lower levels in the hierarchy of the organization. To lower the risk, Interviewee 2 suggested that “it could be created a virtual team that is there to help with the internationalization and therefore the previous knowledge and international skills could lower the risk and the decisions could be made faster.”

4.2 Findings from the international office point of view

In this sub-section all the answers are focused on discussing intrapreneurial dimensions in the units of the corporation that are Alpha’s offices outside of Finland and thus playing the role of an importer or customer in the internationalization. Some of the answers in this sub-section are also compared to the findings of the previous sub-section (the first part of the interview), where it was asked the same question but from the other perspective than in this part (the second part of the interview). Therefore, it can be seen whether there are some differences that should be considered when discussing the role of the “importer” and “exporter” in the international intrapreneurship. In addition to the similar questions than in the previous part, it is also discussed the conversations that were based on questions on foreign market conditions affecting internationalization of a service through the corporations own offices.

4.2.1 Leadership and management in the international offices

As in the first part of the interview, in the second part of the interview it was discussed leadership and management but this time through the questions such as: “What is the role of the

management in international projects in the international units of your corporation?” and “What type of management is needed in the international units of the corporation in order to support internationalization of the service?” It could be found some similarities with the themes discussed in the part 1 and part 2. Some common themes were leader being enabler and gate keeper at the same time, especially when being expert on the substance. In addition, as suggested characters that management should have were risk taking and innovativeness like in the first part of the interview. Furthermore, an additional theme discussed by multiple interviewees that was not discussed in the first part of the interview, was the role of the management taking care that the firm values are followed correctly.

To start with the already discussed themes, top management as an enabler and thus also as a decision maker when being in the role of importer is very important according to all the interviewees. Interviewees said that top management should have understanding on sales and also on the substance and if not, they should include personnel in the internationalization who have competence in those areas. In this case, management should also share the decision making power with those persons. In addition, top management should be able to form their own view on the matter and share their justified view with the other personnel in their own country office. Interviewee 2 and Interviewee 5 suggested that the top management should gather the right persons together and be in charge of taking the new idea forward in their country office. For example, it could be created a strategy that includes instructions on how international activities should be treated in that specific country unit or “it could be created a separate function of international trade”.

In addition of being enabler, also acting in the role of gate keeper was mentioned, as in the first part of the interview. However, working as a gate keeper was seen as a positive position of the top management if top management as importers would be experts on the substance. Therefore, they could represent their own area of expertise and share information also to the exporter if that specific service could fit in their local market and in their local office’s portfolio. However, according to Interviewee 1, Interviewee 3 and Interviewee 5 the role of gate keeper becomes a problem if top management do not have expertise on the substance or does not support

innovativeness. “They should validate the solution, take a look at the pilot of the service and if it doesn’t work, they say, thanks for the try”, was an example of comment from the Interviewee 5.

A theme that was not discussed at all in the first part of the interview but was discussed by multiple interviewee in the second part, was the role of the management in taking care that the firm values are followed correctly. It was argued that the top management should not only create organization culture that gives an understanding of what is permitted and supported and what is not but it should follow that the values are obeyed in a correct way. Especially Interviewee 1 and Interviewee 3 discussed top management’s role in making sure that the values of the firm are obeyed. “The role of top management is to create organizational culture that allows to do something or does not allow”, “it should be given at least a possibility”, “... they should be facilitative and take care that the values are obeyed”. To explain why this was only discussed when thought about the international units, the interviewees have been playing part of being exporters and thus it is natural that if the firm values are not obeyed, it can be seen challenging to co-operate with the ones that are in the role of being importers.

The factor that was not mentioned in the second part of the interview but was mentioned in the first part of the interview, was importance of top management having international social capital. Even though when discussed local unit as an importer, it was mentioned that it should be found personnel that have same position in the other country unit of the corporation, none of the interviewees mentioned the importance of the importer having previous international experience or social capital. However, this could be explained by interpreting that, probably the persons that the exporter knows from the other international units of the corporation are probably the ones that are in the same network and position of having international social capital as the importer.

4.2.2 Organizational culture in the international offices

In the second part of the interview it was also discussed organizational culture as in the first part of the interview but in this part from the international office point of view. It was asked questions such as: “How do you think risk taking and innovativeness are supported in the international units of your company and does it have effect on the internationalization of the services?” and “Are there certain factors related to organizational culture that you have come across and you believe could have helped with the internationalization of the service?” All the same themes from the first part such as risk taking, innovativeness, organizational structure and open communication were also discussed in the interviews of the second part. In addition, in the interviews it was highlighted rewarding system which was not discussed in the first part of the interview when discussing the same theme from the local office that is exporting point of view.

As all the interviewees agreed in the first part of the interview, in the second part of the interview risk taking was also seen as a negative factor affecting internationalization of a service if it is not supported. All of the interviewees linked risk taking also to innovativeness. If allowing risk taking is limited it also affects the level of innovativeness supported and thus for example giving chances to international trade are lower. For example, Interviewee 5 said that if using already existing networks which in this case means the other country units, it might be more risky than doing the same thing by its own and thus if risk taking is not supported, then neither the co-operation between country units is.

Interviewee 3 in turn highlighted that risk taking can vary depending on the culture, country or team but at the same time corporation’s global view on risk taking might be the reason behind certain behavior. “If it is not in the official level in the corporation, it might still vary depending on the culture or team.” In addition, according to the interviewees, economic situation of the country and position in the market are factors that may affect whether that country unit is open for international opportunities or not. Some interviewees even suggested certain actions to limit the threat of negative effect of risk taking on internationalization. Examples of those actions were support for investments, support for innovativeness and thus support for new ideas that

come across the borders. According to the interviewees, following these actions might lead to increase of support for risk taking in a company which in turn is one of the key characteristics of international intrapreneurship according to Bosma et al. (2010).

In addition to risk taking, also innovativeness was discussed in the interviews. When discussing innovativeness of the international units of corporation, unlike in the first part of the interview, in the second part of the interview all the interviewees agreed that innovativeness is important. Interviewee 4 mentioned that “it is important that innovativeness would be part of organizational culture because therefore doing international business could have better possibilities on the side of doing only local business.” By that it is meant that the company instead of protecting only their own country business and therefore not co-operating across the borders, they would also be open to international business opportunities. However, Interviewee 2 said that “as international market develops fast, innovativeness and doing international business can be seen frightening and in some cases out of hands.” Interviewee 5 for example sees that there are differences between units in different countries depending also on their history of management supporting innovativeness but also the industry where they are focused at. Interesting finding from these comments was that the role of global management was mentioned again as being in an important role in increasing innovativeness of the company.

As it was mentioned in the first part of the interview, also in the second part the role of having certain type of organizational structure was mentioned to be important in order to support international intrapreneurship. For example, Interviewee 2 said that “the global organizational structure can support a lot this internationalization of services in bigger picture but then the structure needs to have clear focus and it needs to be controlled somehow.” In addition, open communication as part of the corporation culture was mentioned by Interviewee 4 as being a factor that eases business between international units of the corporation.

Unlike when discussing organizational culture from the local organization point of view, in the second part of the interview almost all the interviewees mentioned rewarding system as an important factor that affects internationalization of a service. According to the interviewees,

money is seen as an important motivation for other units of the corporation to start discussions of co-operation. Interviewee 5 for example argued that “whenever we have showed the PowerPoint slide that shows how the money is divided, then they become interested hearing more.” By the comment it was meant that if the compensation model for the international units is shown in the beginning of the conversations, the interest in continuing discussions is higher.

However, it was mentioned that the well-functioning rewarding system should be based on rewarding country offices or teams instead of single persons. Against all the other interviewees, Interviewee 1 argued that “there is rewarding system in every country but it does not work because the primary goal of each country is their own business.” Even though the argument of Interviewee 1 was different from the others, it could still be linked to the same idea of the others. Although there would be a rewarding system, in the end each country office of the company has their own country’s business as their primary target instead of doing international business or co-operation and thus rewarding system might not help in all the cases. Therefore, it could be argued that Interviewee 1 only had different point of view looking at the current situation instead of having totally different opinion on the theme.

4.2.3 Resources and competences in the international offices

In the interview, resources and competences were discussed from the international office point of view in addition to the local point of view through questions such as: “How important do you see to have certain type of personnel involved in the project of internationalization of a service in the international unit of the corporation with whom it is done co-operation with?” and “What has been the role of intrapreneurs involved in the ‘project’ of internationalization of a service in the other units of your corporation?” Risk taking and being in similar job position with the person that is exporter were mentioned to be factors that could help in internationalization from the importer point of view.

Most of the interviewees argued that being some type of risk taker is one of the most important characteristics of the personnel involved in the project of internationalization of a service in the international unit of the corporation, as they also argued in the first part of the interview. Interviewee 3 linked risk taking to decision makers by saying “risk takers are the ones that can see things through first and then decide if they give permission to proceed.” On the other hand, Interviewee 4 linked risk taking to innovativeness by suggesting that “the personnel should be ready for new ideas and not be afraid of supporting the new ideas and taking the ideas forward inside their company.” In turn Interviewee 1 discussed risk taking together with international competence by arguing that “it is essential that the person should not only have experience in taking risks but also have previous experience in importing international products or services.”

All the factors mentioned in the second part of the interview that were linked to the characteristic of being risk taker had already been named also in the first part of the interviewee. However, for example international competence was not discussed at this part that much than in the first part but international competence was discussed when discussed the characteristics that the management should have when being importers. Thus it could be analyzed that even though risk taking was discussed in this part from different perspective, it still seemed the factors linked to risk taking are also seen as being related to decision power and thus top management as in the first part.

Another factor mentioned in most of the interviews was that the exporter should try to find a person in the other country unit that is similar to him or her when it comes to the job position in the company and personal characteristics. For example, Interviewee 1 argued that “if it is not found a so called match in the other country office, the business or co-operation does not go anywhere from there” and Interviewee 4 said that “it should be found similar type of persons.” In addition, interviewee 2 mentioned that “it should be found a counterpart for our personnel.” Something else that was discussed in relation to the same theme were the factors that should be similar between the two persons starting the co-operation for example substance expertise, international competence, level of risk taking and readiness to try something new. However, it was mentioned that sometimes the competence is difficult to measure or compare between

countries if the industry where the company works at, does not have certain common measurements of the level of the expertise. Thus finding a person with similar position and competence might still be hard. Furthermore, some additional characteristics were mentioned that were willingness to solve problems, customer orientation, curiosity and perseverance. Even though Interviewee 4 mentioned that “the characteristics should be the same than the exporter should have”, still perseverance was the only characteristic named that was listed also in the first part of the interview.

When it comes to the role of the intrapreneur when being part of the international unit of the company, there were two factors that were discussed mostly. First one was the intrapreneur’s role of being enabler. Role of enabler was again related mostly to decision making and management. For example, Interviewee 1 said about intrapreneurs “they should know the market and be in the leading position in order to connect people and finally make decisions of start international co-operation” and “...look for success stories.” Another named factor was having entrepreneurial spirit regardless of in which job position they are working at. Even though most of the interviewees relate intrapreneurs to management, at the same time some of them argued that in the end entrepreneurial spirit is the most important characteristic for all the personnel involved in the project to have.

4.2.4 Organizational structure in the international offices

Also in the second part of the interview it was discussed organizational structure but in the international offices of the company. It was discussed through questions such as: “Which of the factors related to the structure of the organization of the international unit affect internationalization of the services from your experience?” and “Can you name certain examples that are especially important?” Like in the first part of the interview when discussing local organizational structure, also when discussing organizational structure of international offices decision-making authority and hierarchical levels were the most discussed themes.

To start with decision making authority, in contrast to the discussion in the first part of the interview, in this part it was discussed mostly the importance of knowing who the decision makers are and what the structure in that specific country unit or office is. For example, Interviewee 2 argued that “decision making authority is definitely number one thing.” In addition, Interviewee 2 argued that it is the most important thing because in order to get things forward in some country unit, it is needed to know how the decision making functions there or otherwise it might become the bottle neck for the whole attempt of internationalization. Furthermore, it was highlighted that the overall organizational structure of the corporation has an effect on the decision making authority. For example, in this type of Multinational Corporation that Alpha is, the decision making authority is the country unit but still there might come some instructions from the global management that each country unit should follow.

Also hierarchical levels were discussed and related to the same theme than the decision making authority. It was argued that it is as essential to understand and know the hierarchy of each international unit in order to be able to start international co-operation with them. Interviewee 1 argued that “if it is like a ‘black box’, then the transparency of the hierarchical levels is too low and the exporters might be discussing with persons from the international unit without knowing what their specific role in the international co-operation is.” By saying that it was meant that if that happens, then the whole attempt to internationalize through that country office is a lot harder than it would be in another case.

4.2.5 Cultural environment

In addition to the themes of the first part, the interviewees were asked to comment from their experience some foreign market conditions. At first it was asked: “How does cultural environment as a foreign market condition affect internationalization of a service through the corporations own offices?” Some examples of cultural factors that were also given to the interviewees are cultural ethics and language (Hisrich, 2013, p. 11). Only one out of the five interviewees at this point of the interview said that language and cultural ethics are very

important to be looked at in internationalization of a service. What makes it interesting is that in contrast, in the first part of the interview, most of the interviewees mentioned that the people involved in the internationalization should have international competence which includes language skills. Nevertheless, most of the interviewees said that cultural differences do have effect on internationalization but there were some other cultural factors that were named instead of language or cultural ethics.

First of all, according to the interviews, the culture of the country affects the level of risk that the country unit is ready to take and also how do they see other countries. For example if Finland is trying to internationalize something to USA, the country unit in the USA might think that it is not worth to take the risk and start co-operation because Finland is so small compared to their country. In addition, the level of the knowledge of the substance that is trying to be internationalized was linked to the differences between cultures. Some countries might be in different level on the substance expertise for example something might be very clear for another country than to the other, and at this point the cultural differences should be noticed. This could be seen especially relevant in the industry that changes or develops fast.

Secondly, in addition to the substance expertise and level of risk taking, it was mentioned the discussion of the economics from the cultural point of view. Interviewee 2 mentioned that it might take long time and lots of understanding the culture of the other side of the internationalization when trying to agree, how the earnings will be divided among the countries. “If one is not aware of the cultural differences between countries, the conversation of compensation might take longer than estimated and can be very hard”, stated Interviewee 2. Therefore, it was suggested that sometimes because of the cultural differences, for example project plan should be changed to be more suitable to that exact country that it is worked with, in order to proceed with the internationalization.

There were also comments that were controversial to the other conversation on the culture affecting internationalization. For example, interviewee 4 said that “I do not think this is relevant because in practice we can put the price in any level and therefore for example there are not that

many countries that can say that we would be too expensive.” The opinion of Interviewee 4 could be different for the reason that the Interviewee 4 also questioned, whether the decision that is made due to the economic size of the country is linked to cultural environment or economic conditions. In addition, it was highlighted that it is natural for Finland to try to enter first the developed countries instead of for example Third World countries. Thus the cultural differences might not be that large for example between Nordic countries than they would be between Nordic countries and Third World countries. That in turn could also explain the comment of Interviewee 4 that said that the cultural differences are not that important to be looked at and instead it should be looked at industrial differences and the company culture. In addition, it was also mentioned the cultural differences can be stronger or weaker based on the nature of the project. Thus according to the interviewees depending on the experience and the point of view, cultural differences can have lower or higher effect on international intrapreneurship.

4.2.6 Technical environment and domestic competition

The interviewees were also asked to estimate from their experience, how does technical environment and domestic competition as foreign market conditions affect internationalization of a service through the corporations own offices. The interviewees agreed that level of the technical environment and domestic competition both affect internationalization but there was not one mutual opinion on how they affect. For example, when discussing technical environment, the interviewees said that it is important especially when entering a certain country and starting the discussions. If the other opponent party does not understand the technical substance that it is discussed, or the country is not familiar with the technique of the substance, the internationalization might end before it even started. Therefore, it could be seen that according to the interviewees, technical environment is more important in certain industry (for example IT industry) than in others.

Domestic competition in turn was seen important to be looked at in any case. However, some of the interviewees said that they are not sure, whether the domestic competition affects negatively or positively internationalization of a service, in turn some of the interviewees were in opinion that it affects negatively. The differences of the discussion on domestic competition might be due to the fact that the interviewees do not have yet personal experience on the factor due to their different position in the internationalization project but also that the internationalization of the service in that unit of the corporation is only at the starting point. Therefore, it can be assumed that the interviewees based their answer only to their personal opinion instead of personal experience.

What could be seen as mutual opinion of the interviewees was that each country unit, each office and each person that it is discussed with in the process of internationalization looks at everything from their own business perspective and makes their decision on whether starting the co-operation or not based on that. For example, Interviewee 1 expressed that “if the domestic company has better offer than the foreign office of the same corporation, it is naturally looked at the case from business perspective and chosen the domestic company.” In addition, Interviewee 5 said that “if the local office has already some type of business partner that works in the same field than the foreign office of the corporation, it probably continues with the local business partner instead of starting something new and taking risk with the foreign business unit”. Thus these opinions could be related to the discussion of domestic competition and understanding, why there were different opinions on whether it has positive or negative effect on the internationalization of a service.

4.2.7 Economic and political conditions

As a third foreign market condition, the interviewees were asked to discuss from their experience, how does economic and political conditions affect internationalization of a service through the corporations own offices. The interviewees had different answers to this question. Some of the interviewees had an opinion that economic conditions do not affect

internationalization of a service. This was justified by saying that if you are able to modify and adapt the price of service on each country and currency, then the economic conditions do not affect the internationalization.

Some other interviewees opinioned that economic conditions affect internationalization and justified it by giving some examples. Interviewee 1 said that “there are certain regulations and also situation of the global economy that affect the economic conditions negatively. For example if the global economy situation is good, it is difficult to offer help or receive help from other countries through internationalization.” At that point normally the better business case can be found if using your own local resources instead of doing international business. In addition, Interviewee 2 mentioned that “economic conditions affect internationalization in a way when it is discussed the revenue sharing. It requires lots of discussion and understanding if it seems that agreeing in difficult. Sometimes it can be difficult if the economic conditions of the countries are very different.”

When it comes to political conditions, it was mentioned in the interviews that they affect whether the country is interesting and attractive to enter and do business with or not. For example, according to the Interviewee 3, “political conditions might affect the reception capacity of the country unit on the internationalized service.” Sometimes it can be because of economic reasons but sometimes just because the power relationship between the countries. By power relationship it is meant the same than mentioned before: “Finland might not be interesting co-operation partner for England or USA because of their position in the world.”

As it can be seen, there are quite a lot of similarities between the discussions on the dimensions of international intrapreneurship regardless of whether discussing the dimensions from the exporter or importer, local or international point of view. However, the additional themes of foreign market conditions seemed to be important to be looked at according to the interviewees, when looking at the internationalization from the importer point of view. In addition, it can be said that foreign market conditions could be linked to each other and depending on the point of

view, some of the things related to the other factor can be also put under another foreign market condition.

4.3 Additional findings

During all the interviews, there were additional themes that were discussed from certain perspectives throughout different parts of the interview. These themes were role of global management, rewarding system not only in individual but also in global and local level and risk taking in different industries. Each of the theme was found relevant when it comes to the results of the study and also to understand phenomenon of international intrapreneurship. In addition, some of these findings should be highlighted as bringing new insight to the literature of international intrapreneurship in the context of Multinational Corporations. All of these themes have been already discussed in other parts of the findings of the study but to understand their effect on international intrapreneurship, in this sub-section they are analyzed one by one.

4.3.1 Role of global management

One of the findings in the study that was not discussed in the previous literature was role of global management in international intrapreneurship. To start with, this issue is most probably related mostly if not only to Multinational Corporations because each MNC has naturally different foreign units and therefore are also likely to have global management. This could also explain why this finding was part of additional findings and also overall a new adding to the previous literature. According to the interviews, global management has an essential role in international intrapreneurship if the corporation has separate global management unit that has a role to advice and give directions to the local management or local units. The essential role arises through its different dimensions such as organizational culture, top management values and philosophies, resources and competences and organizational structure that were also the outline of the interview.

To start with, Interviewee 2 and Interviewee 3 discussed the role of management in creating organizational culture and also forming the strategy and goals. For example, decisions concerning international co-operation should be based on the global strategy if it has been defined by the global management. According to the interviewees, in practice this might still work differently in each company because in the end how each country unit follows the outlines of the global strategy is left in hands of the management of each country unit at least in Alpha. The issue can be related to the characteristics of MNCs and thus explains why it is seen complicated.

In addition, when it comes to the strategy and outlines, the interviewees mentioned that global management might also define global values instead of only defining global strategy. Global values can be related to the discussion of Interviewee 2 on brand image. “Each time when a country unit wants to start co-operation in order to internationalize through its own country units, each time we think locally does those (new products or services) fit under Alpha’s global brand”, stated Interviewee 2. Interviewee 2 added also that therefore, when preparing the message or script of the service, it should be carefully estimated and made a plan, how this will fit under the brand that supports the image of the company and thus also is based on the global values of the company. However, these ideas can be seen quite difficult to implement because there could be still differences between countries on how they see the global values from their point of view.

In addition to organizational culture, it was discussed characteristics of the management and competence of the personnel involved in the project of internationalization. Risk taking and level of decision making were highlighted in the conversation of where global management has an effect on. Interviewee 3 argued that “if the corporation does not take risks globally or support innovativeness, getting through to different country units might be difficult.” Interviewee 1 and Interviewee 5 suggested that it is not enough that global management makes a strategy, global management should also focus on supporting internationalization by building some type of international committees and giving global instructions on how to proceed successfully with internationalization in that specific firm. It could be seen that in MNCs different type of

committees and global instruction are natural to exist and therefore just giving them another focus would be easy to implement and thus it explains, why this idea was suggested by the interviewees.

In addition, Interviewee 1 mentioned that “organizational structure in this type of Multinational Corporation might create challenges in internationalization and also because of this global management would be in important role.” For example, Interviewee 4 argued that “creating international network and understanding that the whole corporation together can outperform the global and local competitor by uniting all the competences on the same substance across the country units.” Thus again, it is suggested that global management has an important role to organize this to happen and support it. These comments are highly related to only MNCs and can be explained by the fact that MNCs most of the time have a large network across the borders and therefore could rely only on their own offices when it comes to competing in international markets. However, SMEs in turn might still need to use subsidiaries or co-operate with other local companies in order to be competitive or outperform others.

However, if we look at all the discussion of management and discussion of global management, it can be seen interesting that in addition to highlighting importance of management in each dimension, it is still argued that global management should take control on international activities, especially in MNCs. These international activities consist of setting up a global strategy and global values that are related to brand image of the corporation, defining the level risk taking is allowed and thus forming international committees and global instructions, and using and organizing the competences internally but globally in order to outperform the others. These findings highlight why global management has an important role especially in MNCs that are internationalizing a service through corporations own offices by using international intrapreneurship as a tool.

4.3.2 Rewarding system in global, local and individual level

Rewarding system that in the previous literature of this study was put under organizational culture, surprised by different discussion and new insights throughout the interviews. In the previous literature rewarding system was mostly discussed from the individual point of view. (Mokua & Ngugi, 2013) However, it seems that in international intrapreneurship especially in MNCs is not that much about rewarding individuals, instead the empirical research brought out view on rewarding units inside the country office or rewarding the whole country offices. The change of focus in rewarding system might also be due again to the fact that all the interviewees are working in Alpha that is a MNC.

In addition, discussion on rewarding concentrated mostly on what the revenue sharing model is and how to share the profits instead of having some type of other rewards. Interviewee 2 and Interviewee 5 argued that from their experience, in the end it is always the conversation on how to share the revenue, which makes the other part start getting interested in discussing further the co-operation. Interviewee 2 said that “it is always a difficult subject, when it is done business together with another country office and trying to agree matters concerning profits.” Being a MNC, it is natural to have different country offices and thus also cultures that should be worked with. Therefore, the difficulty of agreeing matters concerning profits is probably bigger than in smaller size companies or companies that have offices only in the same country.

However, it was also mentioned in the interviews that if the company has clear structure of job position levels, then the individuals might be rewarded from successful innovative co-operation and risk taking by giving opportunity to develop in the career through better position in the company. Thus the role of individual is still important even though the rewarding system would come indirectly from the international co-operation or successful business. Nevertheless, the described type of rewarding individuals was questioned and argued that maybe it might not be enough for everyone to take the personal risk in the end and thus something else in addition to this should be created in terms of rewarding individuals.

In addition, in the interviews it was discussed the position of the global management in rewarding system. For example, interviewee 4 argued that “if the global organization or management have decision power on how to divide the collected finances between country units, they could support internationalization through rewarding system.” In addition, Interviewee 1 suggested even further that “global management could support co-operative international activities by creating a system that supports the global goals and strategy by dividing the collected money for only the activities that are part of the global strategy.” Thus if the company includes co-operative international activities to the strategy and hands out support in monetary terms, it can create an increase in co-operative international activities and an increase in achieving global goals instead of each country unit pursuing only their own goals and good. This model could be called some type of rewarding system, even though it does not reward exactly only from good performance but it rewards from taking risks and being innovative. The model seems to be relevant for MNCs practicing international intrapreneurship because again, according to the interviewees, the size of the corporation requires global management to take a lead and set up global goals and a system.

The new findings and discussion on rewarding groups (units inside the country office or rewarding the whole country offices) instead rewarding only individuals could be related to the previous discussion of interviewees on the overall goals in the company. For example, as in Alpha, each country unit has their own goals for revenue and each unit inside the country unit have their own goals for revenue. This may lead to the need of global management to make common system for rewards or individual exporter country units to find supporting way to reward business that is done across the borders but within the same corporation. Thus it should be highlighted that rewarding whole country units, difficulties on discussing how to share revenues and involving global management to be in charge of setting up the goals can again be related to MNCs and thus explains the discussion of the interviewees on rewarding system.

4.3.3 Risk taking in different industries

The third additional theme that all the interviewees mentioned in some part of the interview, was the role of the industry, where the company is working at. In the findings it was mentioned that the culture of the country affects the level of risk that the country unit is ready to take and also how they see other countries. Thus the discussion on level of risk taking of the company was related to the industry that the company is working at. Due to the nature of the industry of Alpha, this theme was discussed throughout the whole interview. Therefore, it could be thought if this finding would have been discussed that much if the interviewees were part of some other MNC or if the interviewees were from different corporations instead of being all part of the same corporation.

According to the interviewees, there are certain industries where risk taking is followed in more careful level and thus it affects also when it is tried to internationalize a service through the company's own country units. For example, Interviewee 5 said that "even though the personnel or country unit would have high level of innovativeness and intuitiveness, in certain industry, level of risk taking may still remain low and thus affect negatively in the internationalization." It might lead for example slowing down the whole project or making things complicated. In addition, Interviewee 4 argued that "if the company is working on certain industry where high risk taking is not natural and there comes a situation where it would be required to take higher risk, the situation would require a decision made to be approved in the top management of the country unit before finalizing it." This might lead to not only slowing down the decision making but also decreasing level on risk taking in the other levels of the company than top management which in turn lead to not promoting intrapreneurial environment or culture that are important factors in international intrapreneurship.

Thus, if taking a look at the overall findings concerning risk taking, risk taking is seen a challenge. The industry has its own role in initial risk taking of the whole corporation, nevertheless it should be noticed that in international intrapreneurship of MNCs risk taking is

even more complicated. This is because there are multiple countries involved with different cultural backgrounds that affect the level of risk, each country unit is willing to take.

To sum up the findings, in the empirical research most of the themes were discussed in other than in their own section. Thus it could be seen that according to the interviews, all the dimensions and themes in the intrapreneurship are related to each other. Even though most of the findings were related to the previous research on the international intrapreneurship, it was also found some additional themes and concerns that should be taken into account when internationalizing through company's own international country units. The discussions in this chapter are concluded in the table 3.

Table 3: Summary of the findings

Dimensions	Local unit as an exporter	International unit as an importer
Leadership and management	Management as enabler, gate keeper, expert on the substance, social capital and rewarding, Risk taking and flexibility.	Management as enabler, gate keeper, expert on the substance and taking care that values are followed. Risk taking and innovativeness.
Organizational culture	Risk taking, innovativeness, organizational structure, open communication, international competence and global management.	Risk taking, innovativeness, organizational structure, open communication and rewarding system.
Resources and competences	Decision making power, courage to take responsibility, substance expertise, international competence. Intrapreneurs in a crucial role as being enablers.	Risk taking and same job position with the exporter. Intrapreneurs in a crucial role as being enablers.
Organizational structure	Minimal hierarchical levels and flexible organizational structure. Decision making authority low except in high risk projects.	Knowledge and understanding of the hierarchy of the company and who the decision makers are.
Foreign market conditions	Only to be looked at in international units.	Cultural environment Technical environment, domestic competition Economic and political conditions
Global management	Global strategy and goals Global organizational culture Global values and level of risk taking Organizational structure	
Extension of rewarding system	Global rewarding system over local and individual rewards	
Risk taking in different industries	Companies in certain industries have naturally lower risk taking than companies in other industries	

As it can be seen in the table 3, there are similarities in the dimensions when looking at from the exporter or importer point of view. The biggest differences can be found in organizational structure, where the conversation on the dimension had totally different ankle where the dimension was looked at. Foreign market conditions naturally were discussed only when discussed international units even though the information in the end would be important for the exporter. The additional dimensions: global management, extension of rewarding system, risk taking in different industries were all discussed from local unit's and international unit's point of view and thus the findings should be taken in consideration when playing part of importer and exporter. In addition, the findings pointed out certain factors that should be especially taken looked at, when international intrapreneurship is discussed from MNCs point of view. The findings are concluded more profoundly in the following chapter.

5 DISCUSSION AND CONCLUSION

This chapter will conclude the main findings of this research and present suggestions for the future research. The chapter is divided in four parts where in the first part it is summarized the most relevant results, in the second part it is discussed the theoretical contributions by comparing the results to the previous literature and research questions. After that it is given overview to managerial implications of the results. Finally, it is discussed the limitations of this research and suggestions for the future research are made.

5.1 Summary

The aim of this research was to develop better understanding of how international intrapreneurship works in MNCs. The case company, Alpha is a typical Multinational Corporation working in the field of professional services that has used their own offices in internationalization of certain services. All the interviewees were part of case company's top management and were asked to base their answers on their personal views. Interviewing top management that has been involved in some type of internationalization projects while working in Alpha allowed to get relevant findings not only from the MNCs point of view but also closer information of top management working in international environment and projects.

To summarize all the findings and the answer to the main research question; “How does international intrapreneurship work in MNCs?” it is gone back to the theoretical framework in the first chapter which was based only on the previous literature. The previous literature which was summarized in the Figure 1: “Theoretical framework”, is updated in the Figure 5 according to the findings of this study.

INTERNATIONAL INTRAPRENEURSHIP in MNCs

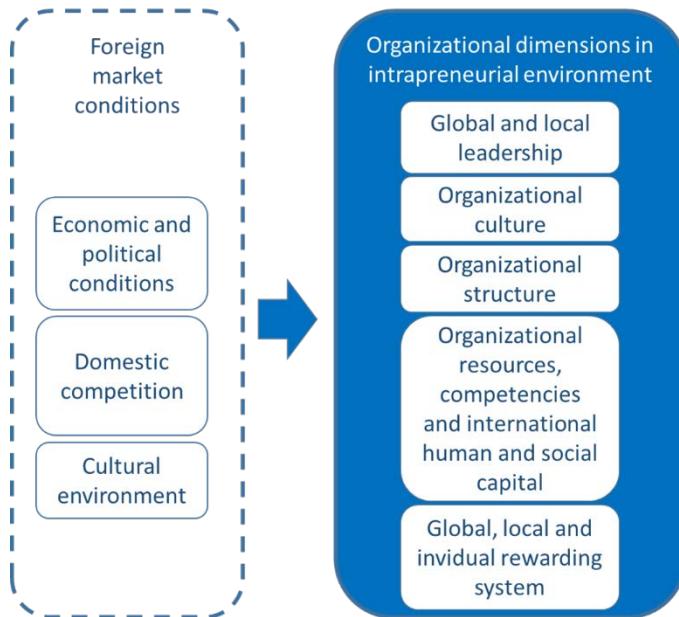


Figure 5: Updated theoretical framework based on the findings of the study

As it can be seen, the main components of international intrapreneurship in MNCs still remain in the figure as being foreign market conditions and organizational dimensions in intrapreneurial environment. To start with organizational dimensions, figure 5 shows that when discussed international intrapreneurship in MNCs, organizational dimensions are essential when creating intrapreneurial environment. However according to this study, in addition to the organizational dimensions listed in the figure 1, it should be added global, local and individual rewarding system as its own dimension. In addition instead of having only leadership it should be update to include global and local leadership.

Furthermore, the findings confirmed the importance of foreign market conditions affecting the way intrapreneurial environment should be formed and where it should be focused on. According to this study, also foreign market conditions should be updated from the figure 1. The second foreign market condition that was technical environment and local competition in the figure 1, should be updated to only domestic competition. This is because technical environment was not found to be that relevant in international intrapreneurship than it is

international entrepreneurship that is should be always taken into account in international intrapreneurship. However, it still might still be relevant to be considered in some industries.

In addition, in order to use the theoretical framework right, all the dimensions should be looked at from both local unit as an exporter and international unit as an importer point of view. Furthermore, it should be remembered that also on detail level there are certain differences between local units and international units that should also be taken into consideration in order to fully understand, how international intrapreneurship works in MNCs. All the findings that were updated to the figure 5 show the relevance of this research by adding new views and more understanding to the current literature of international intrapreneurship in MNCs and summarizing how international intrapreneurship works in Multinational Corporations.

5.2 Theoretical implications

In this sub-chapter the main findings from the theoretical perspective are discussed more closely and concluded by answering to the sub-questions of this study. In addition, it is discussed whether the findings of this research support previous literature and whether something new was discovered and could be added to the current literature. Findings to each sub-questions are discussed one by one.

S1. How does international entrepreneurship differ from international intrapreneurship?

According to the previous literature, international entrepreneurship and international intrapreneurship have similarities when it comes to for example their dimensions and characteristics. In the literature of international entrepreneurship it is said that the most important things to consider in entrepreneurship in international context are foreign market conditions that consist of cultural environment, technical environment and domestic competition, and economic and political conditions. (Hisrich, 2013, pp. 8-10). According to the findings of this study, all of the foreign market conditions are important to be looked at also in

international intrapreneurship and thus the empirical research supports previous theory on the foreign market conditions. In the findings it was argued that understanding the foreign market conditions of the other countries is the responsibility of the country that is playing the part of being exporter. In addition, even though all the foreign market conditions are seen important to be looked at, the findings show that some of the foreign market conditions are seen more relevant than others.

To start with cultural environment as a foreign market condition, there were found factors that were not mentioned in the literature of international entrepreneurship but they were found relevant in international intrapreneurship. In addition of discussing general differences for example of the languages and of the differences between developed and Third World countries, in the empirical research it was discussed the factors that are especially affected by the cultural environment. The most discussed factors were risk taking, substance expertise and division of the earnings. According to the empirical findings, the differences of the cultural environment might end up slowing down the whole “project” of internationalization because of lower risk taking, different level of substance expertise and different views on dividing the earnings. All these findings of cultural environment support previous literature but also bring new views from the international point of view.

Technical environment and domestic competition as a foreign market condition was discussed in two parts. Technical environment was mostly discussed from the perspective of technical substance expertise. From that point of view, it was seen important in the start of the conversations and thus seen as some type of gate keeper. However, it was not seen that relevant if it is operated in another industry sector. Thus as importance of substance expertise was also discussed in relation to cultural environment, it might not be that relevant to have technical environment as a separate foreign market condition in the context of international intrapreneurship. Instead, it could be placed for example under cultural environment as a sub dimension and therefore can still be considered especially when technical substance expertise is relevant to be discussed. This suggestion also adds new views to the current literature.

Domestic competition in turn was seen very relevant in international intrapreneurship and thus supports previous literature. However, it was found something new that is relevant when intrapreneurship is discussed in international context. According to the empirical research, domestic competition affects especially whether the foreign unit is interested in starting co-operation with another foreign unit from their own company or not. The co-operation is looked at from the business perspective and thus if there can be found better business case co-operating with someone in the domestic market, the possibilities might be lower. Even though domestic competition affecting international intrapreneurship is seen clear, the position of whether domestic competition affects negatively or positively to international intrapreneurship remains unknown and is seen as a variable that changes case by case.

The findings in this research on economic and political conditions as a foreign market condition had similar points of view than the previous research. Economic conditions were linked to pricing decisions and political conditions to possible business opportunities both in the previous literature of international entrepreneurship and in empirical part of this research and thus also in international intrapreneurship (Hisrich, 2013, pp. 8-10). However, there were also some conflicting opinions on the economic conditions affecting international intrapreneurship. Nevertheless, the opinions were mostly linked to business that happens between developed countries and thus again it could be concluded that the level of importance of economic and political conditions in international intrapreneurship varies depending on with which country it is done business with. This conclusion can also be seen as a new relevant finding to be added to the current literature.

In addition to the foreign market conditions, international human capital and international social capital were mentioned as important factors in the previous research (Jiao & Robinson, 2011). However, instead of discussing those themes as literature of international entrepreneurship, they were discussed as being part of international intrapreneurship literature. In the empirical research with these terms it was discussed something more specific. When discussed international human capital it was mostly meant international substance expertise and when discussed international social capital it was actually meant already created international

connections. According to the previous and this research, both of them were seen very important in international intrapreneurship. Even though they were discussed from the international intrapreneurship literature point of view, they could also be seen relevant in international entrepreneurship and thus cannot be stated as the differentiator between international intrapreneurship and international entrepreneurship.

To summarize the answer to the first sub-question, it can be concluded that foreign market conditions, international social capital and international human capital are (with a few exceptions on detail level) as relevant in international intrapreneurship as in international entrepreneurship. Therefore, also the decision in the literature review of using only the term of international intrapreneurship can be approved and confirmed to be relevant. However, in international intrapreneurship all the foreign market conditions should be looked at from a little bit wider point of view and considered already when making the strategy of international intrapreneurship. What could be relevant to think about is that could international intrapreneurship be a subset of international entrepreneurship? Anyhow, it can be concluded that in addition to finding similarities of international intrapreneurship and international entrepreneurship as concepts, this research also added some views to the current literature of international intrapreneurship on how foreign market conditions affect international intrapreneurship.

S2. What are the drivers of intrapreneurship in MNCs context?

In the previous literature there was mentioned a variety of drivers of intrapreneurship that in this research were divided into four main groups of dimensions; organizational structure, organizational resources and competences, organizational culture and top management values and philosophies. In addition to the named dimensions, it was found some additional factors that would be relevant to be looked at. All the drivers are discussed in comparing the previous literature to the findings in the empirical research. In most of the previous literature of intrapreneurship it was not distinguished MNCs and SMEs. However, in the empirical research some differences were found.

Before going to all the individual drivers of intrapreneurship, it should be discussed a finding that is relevant when discussing drivers of intrapreneurship also in international context. The first finding from the empirical research that should be concluded is related to the focus of the dimensions. Even though in the previous research Kenney discussed that it should be focused on innovativeness also across the borders, it was not mentioned any other themes that should be considered outside home country organization. Therefore, the new relevant finding was that all the dimensions should be thought not only from the local office point of view but also from the international office point of view. Although in overall it could be found some similarities in both points of view, international office point of view can still be seen as something new that has not been discussed in the previous literature of drivers of intrapreneurship. This finding is relevant at least when it is concerning international intrapreneurship in MNCs.

All the dimensions were discussed one by one in the empirical research and in the findings. Therefore, they will be discussed one by one also here in the conclusions while taking into consideration the local and international office point of view. To start with organizational structure, empirical research supports previous literature by agreeing that it is essential to have appropriate organizational structure that includes for example minimal hierarchical level and low decision making authority (Covin & Slevin, 1991; Kuratko, et al., 1990; Mokua & Ngugi, 2013). However, empirical research suggests that decision making authority should not be low in the cases if risk is high in the project. Therefore, it could be concluded that appropriate organizational structure may vary depending on the level of risk of certain project. Nevertheless, it could be assumed that if the company has minimal hierarchical level and low decision making authority, it would be easier to lift the levels up in case needed unlike lowering them. Thus flexible organizational structure that Zhao (2013) mentioned in the previous literature, is a definite driver of intrapreneurship.

Even though it could be believed the appropriate organizational structure would be similar in both local and international office, in the empirical research it was highlighted something else when it comes to the organizational structure of international office. It was argued that after all, the most important is to understand and know the hierarchy of the other unit of the company

and decision making structure. It is important because in the end the exporter office might not have power in affecting the organizational structure of the other offices. Thus to be concluded, the local office should concentrate on having certain type of organizational structure and also understand the structures of the other offices in order to practice international intrapreneurship. This is an important finding from the MNCs point of view because it was highlighted in the previous literature that especially in MNCs the organizational structure can be complicated which in turn affect risk taking in the corporation (Kenney, 2010; Kuratko, et al., 1990).

The empirical findings of organizational resources and competences had similarities with previous research of the same dimension. The named characteristics and competences needed in international intrapreneurship according to the empirical research were substance expertise, courage to take responsibility, decision making power and international competence. These competences and characteristics were also named in the previous literature (Covin & Slevin, 1991; Jiao & Robinson, 2011). The same characteristics were discussed to be important both in local and international office. However, more important for international offices from the local office point of view was to find a person from the international office that is in the same position and has same competences than the person in the local office that is contacting the person in the international office. Thus it could be concluded that even there are certain general characteristics and competences that are needed, still the most relevant thing is to find another person that has similarities to you in job position and competences in order to proceed with international intrapreneurship.

In addition, when discussed organizational resources and competences, having intrapreneurs in the company was found to be relevant both in local and international office. Therefore, the empirical research supports the previous literature of arguing that it is important to have intrapreneurs in different locations and positions of the company (Altinay, 2004; Covin & Slevin, 1991; Carpenter & Dunung, 2012). However, the empirical research added something new to the role of intrapreneurs. At the same time when previous literature mentions intrapreneurs having characteristics of innovativeness and risk-taking, the most important role for them according to the empirical research was being enablers (Carpenter & Dunung, 2012).

Thus it could be concluded that it is not enough that there are intrapreneurs in the company, it is essential to notice that they are the enablers of international intrapreneurship and therefore as being part of main dimension of organizational resources and competences, it is also an important driver behind international intrapreneurship.

Organizational culture was discussed with the same themes both in previous literature and empirical research. In the empirical research it was highlighted risk taking, innovativeness, organizational structure, open communication and international competence being important factors of organizational culture, as it was highlighted also in the previous research (Jiao & Robinson, 2011; Kenney, 2010; Kuratko, et al., 1990; Moriano, et al., 2014). Thus again the findings in the empirical research support previous literature on organizational culture. These themes were not only discussed from the local office but also international office point of view which shows that the local point of view can be applied to international point of view when it comes to organizational culture that supports international intrapreneurship.

However, there were also some additional themes mentioned in relation to organizational culture that were not discussed in the previous literature and thus bring again something new to the already existing literature. These themes were importance of global management and extended rewarding system that both could be seen also relevant new findings when it comes to the differences of MNCs and SMEs in the literature of international intrapreneurship. Those themes were mentioned in the other parts of the dimensions as well and therefore the findings concerning them will be discussed later in this sub-chapter. Global management will be discussed as extension to the dimension of top management values and philosophies. Extended rewarding system in turn was found to be that significant in international intrapreneurship that it should be considered as one of the main drivers and thus main dimensions of international intrapreneurship instead of being part of one of the already listed main dimensions.

Leadership in intrapreneurship was discussed in the previous literature as top management values and philosophies and managerial support. Almost all of the mentioned factors in the empirical research were related to factors that were mentioned also when discussed the other

dimensions. Many of the factors mentioned were related to the same characters that intrapreneurs have according to the previous research (Carpenter & Dunung, 2012). Characteristics such as innovativeness, flexibility and risk taking were mentioned as important characteristics not only when discussed management of the local unit but also of the international unit of the company. In addition, another factor that was also mentioned in relation to intrapreneurs was the role of being enablers. However, when discussed top management as being enablers it was also discussed them being gate keepers even though in the end they were related to the same subject of being controllers of the whole intrapreneurship. These factors were also discussed in both local and international context. Thus this result highlights that is not enough to have intrapreneurs in different units and positions of the company as it was concluded before, in addition, it should be concentrated on also having some intrapreneurs in the top management of the company in order to practice international intrapreneurship.

In addition to intrapreneurial characteristics, it was also highlighted social capital and substance expertise as an important factor of top management to have. Social capital was mentioned also in the previous literature when discussed factors that are important when discussed intrapreneurship in international context (Jiao & Robinson, 2011). Substance expertise was not only mentioned as being important factor for the top management to have but also in overall competence that the exporters and importers should have (Covin & Slevin, 1991). Therefore, it can be concluded that the empirical research supports previous literature on this as well.

In addition, in the empirical research it was mentioned that especially in international units, the top management's role should be taking care that company values are followed. In the previous literature of intrapreneurship it was discussed top management's values and philosophies as being one of the dimensions (Covin & Slevin, 1991). Thus it is natural that top management should follow that the company values are obeyed if they are the ones that set the values and philosophies as they should according to the literature. Therefore, it could be concluded that the top management have an essential role in overall in international intrapreneurship. They should not only act as intrapreneurs but also control that the set values and philosophies are followed by the other personnel of the company. However, according to the empirical research, this was

especially seen important in international units of the corporation from the exporter point of view. Thus it could be stated that in order the local top management can increase international intrapreneurship in the firm, the top management of the international units should take care that the common values are followed and thus the local management can benefit from being part of the same global organization.

As a new finding in the empirical research was the discussion of global management and the role of global management in international intrapreneurship. Even though in the previous literature it has been discussed global management and different roles there, the previous researches have not linked it to international intrapreneurship of MNCs (Barlett & Ghoshal, 2003). Global management according to Barlett & Ghoshal (2003) can increase the flexibility in national level and leverage learning on a worldwide basis through cross-market capacity. In the empirical research it was discussed the global management's role from the same point of view but mostly when discussing another dimension, organizational structure. Therefore to conclude this finding, it could be seen that global management could set the global strategy and goals, create global organizational culture, set the level that risk taking is allowed and which values should be followed and in overall create certain type of organizational structure. This finding is essential addition to the current literature of international intrapreneurship because global management was not mentioned in the previous literature of intrapreneurship but according to the findings of this study it was seen as very relevant factor especially when it comes to international intrapreneurship of MNCs.

Another relevant new finding in this study was, how the industry affects risk taking in the companies. According to the study and previous literature, the ability to take risks was seen relevant when it comes to all of the dimensions. However, the additional finding to the previous literature was that combining the previous literature that says that it is essential to be looked at industrial factors when it comes to risk taking (Terjesen, et al., 2016). According to the empirical findings, in certain industries, the companies are allowed to have less risk taking than in some other industries which in turn affects the whole concept of international intrapreneurship in that company. Another finding to be highlighted was that especially in MNCs risk taking can be

seen complicated because in addition to the industrial factors, there are still the cultural factors that should also be taken into account. Therefore, it could be concluded that the companies should be aware of these factors and try to adapt the risk taking at its best level possible to that company in order to practice international intrapreneurship.

The last crucial finding of the study, when discussed drivers of international intrapreneurship in MNCs, is the rewarding system. Rewarding system was discussed in multiple previous research but mostly only from the point of view individual or personal rewards. The previous literature highlights that especially in MNCs, it should be focused on supporting the whole intrapreneurial action regardless of the outcome (Kenney, 2010). The findings of this study show that if we are discussing rewarding system of MNCs, it should be also taken into account rewards in global and organizational level in addition to individual level. Thus the relevant new finding not only makes an add-on to the current list of main dimensions but also specifies, how the rewarding system should be extended when discussed rewarding system in MNCs. Therefore, as the role of top management in global level was discussed before, also rewarding system should be included to be part of the decisions made by the global management and thus extended to operate in global level.

To conclude the answer to the second sub-question, this research adds to the previous literature of drivers of intrapreneurship not only a new dimension that should be added to the list of already named dimensions but also certain additional factors that should be included in the dimensions, especially when discussed from the MNCs point of view. The findings raises up a thought, whether the reason behind, why MNCs have not been distinguished in the previous literature of intrapreneurship from SMEs is that the biggest differences only start appearing when discussing intrapreneurship in international context which in turn is not that researched theme yet. However, this study adds international point of view for the drivers of intrapreneurship which in turn gives additional views to the differences of international intrapreneurship in MNCs and SMEs.

To go on the more detail level in the summary of the dimensions, all of the dimensions in the previous literature; organizational structure, organizational resources and competences, organizational culture and leadership and management, were confirmed to be important to be looked at but they should be looked at from two different points of view, the local office and international office. Previous literature did not discuss the dimensions from the international point of view and therefore mostly the views on the international offices added new views to the previous literature. In addition, it was found some additional themes such as global management and risk taking in different industries that should be linked to the already mentioned dimensions of the previous literature as important factors to be taken into account. Furthermore to the overall list of dimensions, it was found out that one dimension, extended rewarding system should be added as its own dimension or main group because of being crucial driver of international intrapreneurship.

S3. How does leadership facilitate intrapreneurship in MNCs?

As said already in the previous part, according to both previous study and empirical findings of this study, top management and leadership are important drivers of international intrapreneurship. To understand the role of top management and leadership, it is essential to understand, how leadership facilitates intrapreneurship in MNCs. To start with, according to the previous theory, intrapreneurial leadership increases intrapreneurship in the firm (Ling, et al., 2008). According to Moriano et al. (2013) the main idea of having intrapreneurial leadership style is to focus on creating intrapreneurial environment in the company. It could be found several factors in the empirical research that support the factors discussed in the previous theory that would help the leaders to create intrapreneurial environment. Those factors are related to the previously discussed main dimensions of international intrapreneurship. However, in this section they will be discussed from the point of view, how leadership facilitates intrapreneurship in MNCs through them.

First of all in the previous research it was discussed a leadership style called transformational leadership that is related to intrapreneurial behavior such as work innovativeness, proactiveness

and organizational citizenship (Moriano, et al., 2014). Innovativeness and proactiveness were also related to characteristics of intrapreneurs which according to the findings of this study, the management should also have. Thus having certain type of leaders that have intrapreneurial mindset is a good starting point of leadership facilitating to create intrapreneurial environment in the firm.

However, in order to increase intrapreneurship in the company, according to the findings and previous research it was said that there should be intrapreneurs not only in the management but also in other job positions in the company. Therefore, the main focus should be on how to attract, find, hire and keep the personnel that have intrapreneurial mindset. According to the previous theory by sharing a sense of mission, providing mentoring, supporting employees to be innovative and creating a relationship of trust between managers and employees are certain ways of increasing intrapreneurial environment and thus they could also be ways to attract, find, hire and keep intrapreneurial employees (Moriano, et al., 2014). Therefore, it could be concluded that leadership can facilitate international intrapreneurship by having intrapreneurial employees in different levels in the firm.

In addition, having intrapreneurial leaders and other employees, according to both previous and this research, creating an intrapreneurial environment requires setting up collective goals and vision of the organization. However, it is not enough if the goals and vision are set up, the leadership should in addition inspire the followers of the leader to focus on those goals and vision as they were their own. (Moriano, et al., 2014) The empirical research supported the previous literature by highlighting the importance of the leaders in taking care that the vision of the whole company is obeyed by the employees.

In addition to setting up the goals, the leadership can affect rewarding system that should be linked to the overall vision and goals that have been set up. It was said in the previous literature that leaders should base rewards on long-term performance in order to support intrapreneurial environment by having commitment to entrepreneurial activities and increase trust towards the leaders (Ling, et al., 2008). In the empirical research in turn it was said that the rewarding system

should not only focus on individuals but also having rewards in global and local unit level. Thus it could be concluded that leadership can facilitate intrapreneurship in MNCs by creating overall strategy with vision, common goals and rewarding system, that is practiced and made sure that is obeyed in global, local and individual level.

Furthermore, according to the empirical and previous research, organizational structure of the corporation would be important to be flexible and leadership style should support all the members of the organization to be part of decision-making process and innovation (van Hemmen, et al., 2015; Zhao, 2013). As in the empirical research it was said, top management should effect on the company structure by focusing on having less hierarchical levels in the company and have flexible decision making authority that allows also others than top management make decisions. Therefore, it can be concluded that certain type of leadership also facilitates international intrapreneurship through creating appropriate organizational structure.

To summarize the answer to the third sub-question, leadership facilitates intrapreneurship in MNCs by creating intrapreneurial environment into the firm. The factors that have effect on the intrapreneurial environment are related to having employees with intrapreneurial mindset, strategy that focuses on supporting intrapreneurship and overall appropriate organizational structure. All these factors can be led by the example of transformational leadership. Thus it can be said that if a company aims to use transformational leadership style while focusing on the main dimensions of international intrapreneurship, they can in the end be able to facilitate creating intrapreneurial environment and finally in overall facilitate intrapreneurship in MNCs. Even though the findings supported mostly the leadership as facilitator of intrapreneurship, the empirical findings highlighted for example the global view that is also important to add when it is discussed leadership in MNCs which in turn adds something new to the current literature.

5.3 Managerial implications

In this sub-chapter it is discussed, what relevant came out in the study from the managerial point of view and what are the implications for the organization. If going back to the main research question; “how does international intrapreneurship work in MNCs?” in this sub-chapter it could be asked “how does it work then in practice?” First of all it should be highlighted that this research is done from the MNCs point of view and thus managerial implications are suggestions for managers working in MNCs. Secondly, as said in the first chapter, according to the previous research, a strategy for internationalization has an important role in the overall success of firm’s internationalization and international intrapreneurship is one of the concepts that can be used to advance internationalization of the firm. (Chen, et al., 2014; Lasserre, 2012). Therefore, suggestions in the managerial implications could be considered when a MNC is planning to internationalize certain product or service through its own international units.

The findings of the study show the importance of creating intrapreneurial environment in the firm in order to international intrapreneurship work. In overall, it should be focused on five key dimensions of international intrapreneurship both in international and local unit of the corporation that are (1) global and local leadership, (2) organizational culture, (3) resources and competences, (4) organizational structure, (5) global, local and individual rewarding system. In addition it should be taken into account foreign market conditions. To start with, it will be highlighted certain factors related to the five key dimensions that are relevant when it is discussed international intrapreneurship from practical point of view.

1. Global and local leadership

The findings show the relevance of global and local management both in local and international unit in creating intrapreneurial environment in the firm. However, in order to get the best out of the management in international intrapreneurship, at first, it should be understood the role of global and local management in that specific corporation. For example, there might be some global values and strategy outlines that all the corporation units should follow or some type of

common goals set by the global management. In that case the top management of each country unit should make sure that those global values are obeyed in their country unit and for example decisions concerning international trade and co-operation are based on those values. By setting an example of being committed to the organizational values and supporting voluntary willingness of the others to follow the organizational values, the management can get to the final outcome of intrapreneurial environment where each employee is in charge of supporting the created culture and values. However, in practice this might be difficult. Therefore, one way to get started with it is for example to create a rewarding or sanction system that supports the global values and strategy.

2. Organizational culture

As a part of intrapreneurial environment, according to this research, management has also an important task to create intrapreneurial organizational culture which means that innovativeness and risk taking are supported. However, the most important thing is to decide to which extent at the maximum level, risks can be allowed to be taken. For example, according to this study, there are certain industries where risk taking is naturally lower. Therefore, it should be decided, how risk taking can be supported in a way that it increases intrapreneurial organizational culture while taking into account the limits that the industry might bring. In turn, innovativeness and risk taking were seen to be linked to each other. It was argued that if allowing risk taking is limited it also affects the level of innovativeness supported. This can in turn lead to fewer international business opportunities or even difficulties to get discussions forward with the other international unit. Therefore, support for risk taking and innovativeness are essential to be taken into account when creating intrapreneurial organizational culture.

3. Resources and competences

According to the pioneer of intrapreneurship, having intrapreneurs in a firm and managing them in a right way can lead to success of intrapreneurship (Pinchot, 1987). Also this study shows that in order to succeed in creating intrapreneurial environment in the firm, there should be

personnel that have certain type of competences that are related to international skills, substance expertise and intrapreneurial mindset. Using persons that have previous experience on international business but also persons that have already created personal networks would be the best combination to get things forward in international intrapreneurship. In addition, the corporation should have persons that have intrapreneurial mindset which means persons that are innovative, intuitive and not afraid to take risks.

Important notion in the findings was that there should be personnel included in “the project of internationalization” that have the previously named skills and competences but not only in the local unit but also in different country units and different managerial and non-managerial positions in the company. In addition, the findings argued that local unit as an exporter should focus on finding the same type of persons with the same skills in the international units of the corporation in order to international intrapreneurship work well. An example of how to find those relevant persons in the other unit, it could be for example formed a virtual team in the local unit that would be used to help in getting things started and forward in the international units as importers.

4. Organizational structure

In order to be able to have intrapreneurial environment in the long term, according to this study, it should be focused on having flexible organizational structure. To start with, flexible organizational structure would require to have low decision making authority. In addition, there should be low hierarchical levels in order to increase the flexibility of the whole organizational structure. The importance can be seen for example in the previous dimensions. For example, allowing risk taking for more than the management and including personnel from all the levels of the corporation to be part of the virtual team, are essential in order to make international intrapreneurship work. However, it should be noticed that it is not enough to have certain type of organizational structure. It should be also understood, the structure of each international unit in terms of hierarchical levels and decision making authority. Understanding the differences of

the organizational structure may help in choosing the target country units that would be the best to be discussed with.

5. Global, local and individual rewarding system

Rewarding system that is focused also to country units instead of only individuals is one of the key findings of this study. First of all, the local management should understand, how the global management is involved in the rewarding system and how that system can be used as an advantage in international intrapreneurship. For example, if there are global rewarding system, the international intrapreneurship should be linked to that in a way that the global system supports international business. However, if global management is not involved and there is no global rewarding system, it should be found out a relevant way to reward country units and individuals in order to increase the co-operation with the international units of the corporation instead of each country unit focusing only on the local business and working with local business partners. In addition again, it should be understood and found out whether different country units have different rewarding systems in order to fully be able to understand how international intrapreneurship can be used in co-operation with those country units.

In addition to the five dimensions, there are also factors related to foreign market conditions that should be taken into account in international intrapreneurship. The foreign market conditions that were found relevant in this research are related to economic and political conditions, domestic competition and cultural environment.

Foreign market conditions

This study shows that all the named foreign market conditions should be taken into account if going across the borders even though it would be done business within the same corporation. To begin with, the findings show that the level of how much these foreign market conditions affect international intrapreneurship depends on the country units that are doing business with each other. For example, if business is done only with the countries that both are part of

developed countries, the differences are smaller between them and therefore also the foreign market conditions can possibly have more similarities. However, there can still be found differences even between countries that have similar position in the world but different background or for example economic situation. Therefore, it is suggested that the countries that are targeted should be put into groups based on the named foreign market conditions.

First of all, it should be looked at what are the current economic and political conditions in the target countries. For example, bad economic situation in some country might affect the interest of taking risk and therefore also in interest of co-operating across the borders. Secondly, it should be investigated, whether there are current competitors of the same product or service in those countries and what is their position in the international office of that country. For example, it could be tried to find out, whether the company does already this type of business with some local partners and have strong relationship with them.

Thirdly, it should be taken look at, how the national culture affects certain factors such as risk taking or rewarding in that country unit. For example, according to the research, certain countries have naturally more entrepreneurial mindset or higher hierarchy just because of their cultural background which in turn are factors that affect international intrapreneurship. After all, the overall aim of looking at all these factors is to find again the countries that have less differences with your own country based on the foreign market conditions and start from there. In practice, as said earlier, it could be for example formed groups that have similarities based on the foreign market conditions and choose the group that seems the most attractive to co-operate with.

However as discussed, international intrapreneurship still has certain things that have not been investigated profoundly and were not included in this research. Therefore, it should be understood that some of the things related to international intrapreneurship still do not have currently right or wrong way to be approached in detail level. Thus each corporation should take into account the named factors but decide, how they could be used in their company.

5.4 Limitations and suggestions for further research

In this sub-chapter it is discussed limitations of this research and given some suggestions for further research. To start with limitations, as described before, this research is based on a single case study. As generalizing the results is not the aim of single case study, in this study the aim was to understand more the phenomenon of international intrapreneurship and how it works in certain type of MNC such as Alpha. Therefore, most of the limitations are based on the limitations that background of Alpha brings with it.

First of all this study focuses only on Multinational Corporations. Alpha has offices over in 150 countries in different continents and thus findings can be related to other MNCs that have offices in multiple countries and continents. In addition, the results of the findings can be related to other companies that are classified as Large Enterprise when it is discussed its size from the amount of employees and annual revenue point of view, as Alpha is classified. In addition, the case company is working in the field of professional services. As it was also concluded in the findings of this study, the industry where the company is working at, affect the dimensions of international intrapreneurship. Thus these findings are limited to companies working in the field of professional services.

In addition, some limitations of this study can be related to the interviewees in the empirical research. In this research it was only interviewed persons that were working in the same company in Finland. Thus there might be differences if it would have been interview also persons from other companies that have similar profile than Alpha or persons from other country units of the Corporation. In addition, all the interviewees were part of top management of Alpha. Therefore, if there would have been persons from other job positions or other levels of management, the results could have been different and thus limits also the findings of this research. Furthermore, it was only interviewed 5 members of the top management of Alpha, which may also limit the responses and findings of this research.

The suggestions for the future research are based on the limitations and findings of this research. First of all as said, this case study was focused only on MNCs working in the field of professional services in Finland. To understand better the whole phenomenon, it could be researched further how the results of this type of research changes if the case study company has the same background when it comes to the size and international aspect but it is working in a different industry or based in another country.

Another topic that came up during the research is related to domestic competition that is one of the foreign market conditions. In this research it was argued that knowing the situation of domestic competition in the international unit is important. However, in further research it could be investigated, what the determinants that lead to prefer to use local solutions over own corporation's solutions in international intrapreneurship are. And as a follow up question it could be asked, whether there is certain pattern that could be followed in order to know when it affects international intrapreneurship positive and negative.

A third suggestion for further research is related to the new main dimension found in this research, global, local and individual rewarding system. As said, previous research discussed rewarding system that concentrates on individuals instead of rewarding teams or offices. (Mokua & Ngugi, 2013; Wunderer, 2001; Yang, 2016; Zhao, 2013) This finding might be due to the differences between domestic and international intrapreneurship. Thus the differences between domestic and international intrapreneurship could be investigated more profoundly from each dimension point of view in the further research.

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APPENDICES

Appendix 1: Interview form

INTERVIEW

Date:

Interviewee:

Background information of the study for the interviewee

This study is about international intrapreneurship in Multinational Corporations.

To be able to understand the idea behind this interview, to start with, it is defined what is international intrapreneurship and how it is related to this interview. *International intrapreneurship* is used as a term to describe the concept when corporations use entrepreneurial actions in expanding their business abroad, on the other words in internationalization of the firm. (Chen, et al., 2014)

The aim of this interview is to gather real life information on how Multinational Corporations use entrepreneurial actions or intrapreneurship in internationalization of some product or service. According to previous study, intrapreneurship can be divided in four dimensions that are organizational structure, organizational resources and competences, organizational culture, and top management values and philosophies. The outline of the questions in this interview is based on named dimensions.

Corporation Alpha (Alpha) has offices in over 120 countries worldwide which work closely in co-operation with each other. As a Multinational Corporation, Alpha fits well to be used as a case study in this research. Alpha in Finland has lately launched internationally a new technology service and therefore it is interviewed some of the members of top management of Alpha that has been involved in the internationalization of the service.

The interview is divided into two parts. The first part concentrates on discussing intrapreneurial dimensions inside Alpha in Finland. In the second part it is focused on discussing intrapreneurial dimensions in the other units of the corporation that are outside of Finland.

The interview will take approximately 1 hour and it is semi structured by which is meant that there is an outline of areas that should be covered in the interview but all the questions are not formed beforehand. From the interviewee I hope open discussion and thoughts from their personal point of view on the subjects covered during the interview.

Appendix 1 continued

PART 1.

The first part concentrates on discussing intrapreneurial dimensions inside Alpha in Finland.

1. Is there some type of guideline provided by your corporation when internationalizing a service?
 - What does it include?
 - Does it include guideline for following things
 - o How to use resources and competences (competences=knowledge and skills)?
 - o How to manage the process?
 - o Which type of leaders or leadership style include in the process?
 - o What type of organizational structure to create?
 - o What kind of organizational cultural factors should be paid attention to?

Leadership / top management values and philosophies

2. What is the role of the management in international projects in your corporation?
3. What type of local management is needed in order to support internationalization of the service?
 - What type of characteristics the management should have or manners that they should use?
 - For example rewarding innovativeness and providing resources for innovators, having collective goals for personnel

Organizational culture

4. How do you think risk-taking is supported in your company and does it have effect on the internationalization of the services?
 - How about innovativeness?
5. Are there certain factors related to organizational culture that you have come across and you believe could help or could have helped with the internationalization of the service? Can you give some examples?
 - Examples of possible factors: Rewarding system, environment for open communication, support for innovativeness, environment for flexibility

Appendix 1 continued

Resources and competences

6. How important do you see to have certain type of personnel involved in the project of internationalization of a service?
 - Which type of nature or characteristics the personnel should have?

An intrapreneur aims to develop something new such as a new product or service in already existing corporation. Some common characteristics of intrapreneurs are risk-taking, innovativeness and intuitiveness.

7. Can you identify that there has been some involved in the "project" of internationalization of a service in your corporation?
 - What has been the role of them in the internationalization?

Organizational structure

Factors related to organizational structure are for example decision-making authority, hierarchical levels, communication channels and functions (internal communication etc.).

8. Which of the factors related to the structure of the organization affects internationalization of the services from your experience?
 - Can you name certain examples that are especially important?

PART 2:

In the second part it is focused on discussing intrapreneurial dimensions in the units of the corporation that are outside of Finland.

9. From your experience, how do following foreign market conditions affect internationalization of a service through the corporations own offices?
 - Cultural environment - for example cultural ethics and language
 - Technical environment and domestic competition - for example how developed the country is in technology and what is current field of competitors
 - Economic and political conditions - for example currency and economic systems

Leadership / top management values and philosophies

10. What is the role of the management in international projects in the international units of your corporation?

Appendix 1 continued

11. What type of management is needed in the international units of the corporation in order to support internationalization of the service?
 - What type of characteristics the management should have or manners that they should use?
 - For example rewarding innovativeness and providing resources for innovators, having collective goals for personnel

Organizational culture

12. How do you think risk-taking is supported in the international units of your company and does it have effect on the internationalization of the services?
 - How about innovativeness?
13. Are there certain factors related to organizational culture that you have come across and you believe could help or could have helped with the internationalization of the service? Can you give some examples?
 - Examples of possible factors: Rewarding system, environment for open communication, support for innovativeness, environment for flexibility

Resources and competences

14. How important do you see to have certain type of personnel involved in the project of internationalization of a service in the international unit of the corporation with whom it is done co-operation with?
 - Which type of nature or characteristics the personnel should have?

An intrapreneur aims to develop something new such as a new product or service in already existing corporation. Some common characteristics of intrapreneurs are risk-taking, innovativeness and intuitiveness.

15. Can you identify that there has been some involved in the "project" of internationalization of a service in the other units of your corporation?
 - What has been the role of them in the internationalization?

Organizational structure

Factors related to organizational structure are for example decision-making authority, hierarchical levels, communication channels and functions (internal communication etc.).

16. Which of the factors related to the structure of the organization of the international unit affects internationalization of the services from your experience?
 - Can you name certain examples that are especially important?

Appendix 1 continued

Optional question concerning both corporation in Finland and abroad:

17. Are there some other factors that has not been named yet that are important in overall if aiming to launch a new service in international markets through corporations own offices?
 - More specifically, do you see that there are certain factors that are needed during the process or before the process?

THANK YOU!