Why isn’t intrapreneurship developing more quickly?

by Xavier Hollandts, professor in strategy and enterprise at KEDGE Business School

At a time when innovation has become essential to company strategy, intrapreneurship seems to be a way of promoting the process. Xavier Hollandts, professor in strategy and enterprise at KEDGE Business School, is invited by XERFI to analyse the challenges involved.

According to Xavier Hollandts, businesses want to develop intrapreneurship because of “the speed and low cost of developing innovation internally”. Hollandts also notes that this approach “retains expertise and attracts new talent, pushing out the old, traditional management methods and introducing new managerial practices”.

In terms of the challenges of intrapreneurship, Xavier Hollandts points to managerial and legal concerns, as well as issues linked to the company’s culture. “You have to adopt a laissez-faire managerial style and introduce some flexibility, because intrapreneurship involves taking risks. It’s also a question of intellectual property, of knowing if the idea belongs to the company or the intrapreneur... The organisations need to have a culture of confidence which, for some, means a real revolution in terms of management.”

“Best practices for fostering intrapreneurship include ensuring that executives are the facilitators rather than managers, determining a legal status, and integrating intrapreneurship into the DNA of the organisation”, concludes the intrapreneurship expert.

Watch the full XERFI interview: Kedge-insights/how-can-you-implement-a-sustainable-supply-chain
Xavier Hollandts is at your disposal should you have any requests for an interview or coverage on this topical subject.

More about Xavier Hollandts:
Xavier Hollandts has a PhD and HDR in Management Sciences and teaches entrepreneurship and strategy at KEDGE. He also supports students in constructing their business models, particularly in the incubation stage. His research concentrates on company governance and the theory of the firm. A specialist in agricultural issues, he makes regular media appearances. Since March 2012, he has been coordinating the Alter-Gouvernance (www.alter-gouvernance.org) research chair. Notably, his work has been published in Corporate Governance, the Journal of Institutional Economics, Revue Française de Gestion, Management International, and Revue Française de Gouvernance d'Entreprise.

About KEDGE Business School:
KEDGE is a leading French business school with four campuses in France (Paris, Bordeaux, Marseilles and Toulon), three abroad (Shanghai, Suzhou and Dakar) and three partner campuses (Avignon, Bastia and Bayonne). The KEDGE community is made up of 12,600 students (including 25% coming from abroad), 183 professors (including 44% coming from abroad), 275 international academic partners and 60,150 alumni around the world. KEDGE offers 36 programmes in management, designed for students and industry professionals. It also provides tailor-made educational programmes for businesses at national and international levels. KEDGE Business School is AACSB, EQUIS and AMBA-accredited, and is a member of the Conférence des Grandes Écoles. It is also recognised by the French government, with labelised programmes, and has obtained the EESPIG label. KEDGE was ranked 35th by the Financial Times in the European Business School ranking and 36th globally in its Executive MBA ranking.

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