CIRCLE OF YOUNG

EST 2015

INTRAPRENEURS

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THE CIRCLE OF YOUNG INTRAPRENEURS

SOCIAL INTRAPRENEURSHIP

WHAT IT IS, WHY IT MATTERS AND WHAT IT MEANS FOR YOU

CONTENTS

Social Intrapreneurship

What it is, why it matters and what it means for you

Tim Heard, David Spears, Circle of Young Intrapreneurs

CircleofYI.com

oh hello there, awesome human ....

WHO WE ARE

WELCOME TO THE CIRCLE OF YOUNG INTRAPRENEURS!

WE ARE A GLOBAL MOVEMENT DESIGNED TO INSPIRE AND GUIDE YOUNG LEADERS TO DEVELOP AND DELIVER BUSINESS IDEAS INSIDE LARGE, CORPORATE ORGANISATIONS, THAT BOTH GENERATE PROFITS AND HAVE A POSITIVE SOCIAL IMPACT SIMULTANEOUSLY

AND A PERSON WHO DOES THIS IS CALLED A..

social intrapreneur

[NOUN] : SOH-SHUH-L IN-TRUH-PRUH-NUR

A PASSIONATE INDIVIDUAL, WHO THINKS AND ACTS LIKE A ENTREPRENEUR, WORKING INSIDE A MAJOR CORPORATION OR ORGANISATION, WHO DEVELOPS AND DELIVERS INNOVATIVE, PROFITABLE AND SUSTAINABLE SOLUTIONS TO SOCIAL OR ENVIRONMENTAL CHALLENGES

WE LEAD A COMMUNITY OF YOUNG SOCIAL INTRAPRENEURS, AND SUPPORT THEM TO DELIVER THEIR IDEAS INSIDE THEIR ORGANISATION

WHAT WE DO

AND

WHY WE DO IT

WE BELIEVE BUSINESS SHOULD BE A FORCE FOR GOOD IN THE WORLD, AND THAT YOUNG SOCIAL INTRAPRENEURS ARE THE KEY TO THIS CHANGE

HOW IT ALL STARTED...

THE CIRCLE WAS CREATED BY TWO ODDBALL GUYS, TIM HEARD AND DAVID SPEARS, FOLLOWING 18 MONTHS OF STRUGGLING THROUGH WITH THEIR OWN SOCIAL INTRAPRENEURSHIP CONCEPT INSIDE BARCLAYS BANK IN THE UK. AFTER TALKING ONE DAY, IT HIT THEM..

Tim AND David

WOAH..! BEING A YOUNG SOCIAL INTRAPRENEUR IS WAYYYYYYY HARDER THAN IT SHOULD BE! ...

{ FOLLOWED BY WORDS TO THE EFFECT OF... }

"HOW CAN WE TAKE A YEAR AND A HALF OF HARD GRIND, BATTLE SCARS, AND UNWAVERING ENTHUSIASM TO DO WELL AND DO GOOD, BOTTLE IT, AND USE OUR EXPERIENCE AND LEARNINGS TO SUPPORT OTHER YOUNG PEOPLE IN BECOMING SOCIAL INTRAPRENEURS, TO HELP THEM CREATE AND DELIVER THEIR IDEAS.. FASTER AND MORE EFFECTIVELY.. AND THEREFORE MULTIPLY SUSTAINABLE SOCIAL IMPACT INFINITELY!?"

AND SO...

IN NOV 2015, WE LAUNCHED TO ROOM OF JUST SEVEN PEOPLE IN CENTRAL LONDON..

CIRCLE OF YOUNG
EST 2015
INTRAPRENEURS

and now, we have..
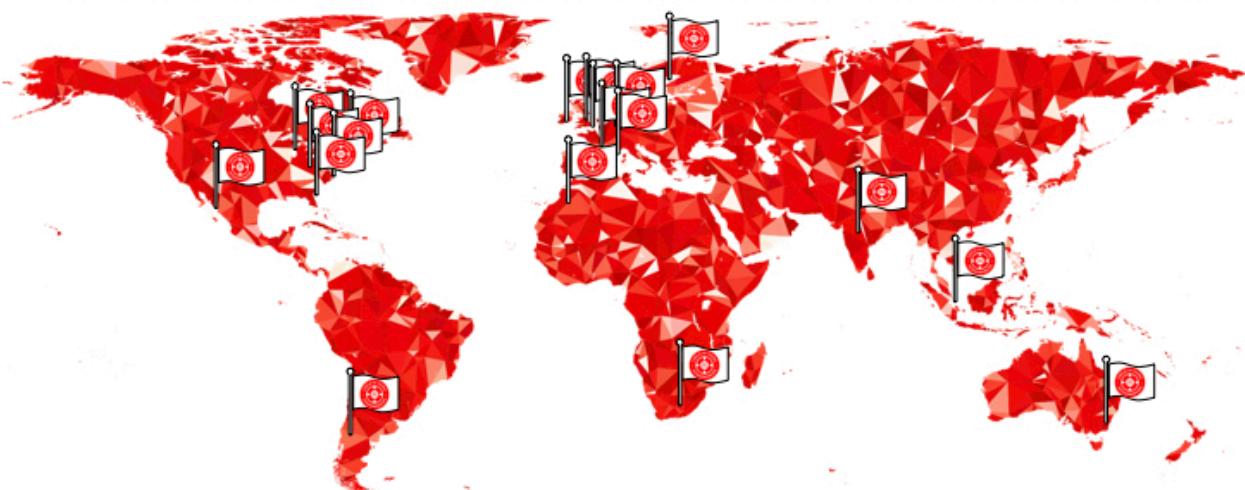
→ **MORE THAN 5000 MEMBERS**

→ **IN OVER 70 COUNTRIES**

→ **FROM 400+ ORGANISATIONS**

WAS BORN!

INCLUDING PEOPLE JUST LIKE YOU FROM...

IN LATE 2016, TO MEET EXPLOSIVE DEMAND FOR IN-PERSON EVENTS AND WORKSHOPS FROM OUR MEMBERS FROM AROUND THE WORLD, WE BEGAN EXPANDING OUR PRESENCE BEYOND OUR LONDON BASE, TO KEY CITY LOCATIONS, BY GROWING GLOBAL HUBS, HOSTED BY OUR AMAZING CITY LEADS. AND SO, TODAY..
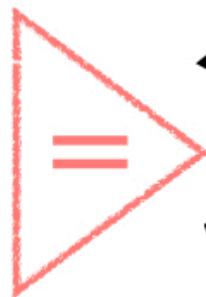
WE HAVE 20 HUBS GLOBALLY

from los angeles to sydney

(AND WE HAVEN'T STOPPED YET!)

BUT ALREADY THIS MAKES US...

= ▷ THE LARGEST NETWORK OF SOCIAL INTRAPRENEURS IN THE WORLD

#1

Foreword by Dario Piselli

When the 2030 Agenda for Sustainable Development was adopted at the 70th Session of the United Nations General Assembly in September 2015, there was widespread agreement on the fact that the international community's progress towards a sustainable future should be a matter of utmost importance for all inhabitants of this planet, but prticularly for younger generations.

Across the 17 Sustainable Development Goals and 169 related targets included in the Agenda, a close look at the available data reveals the unique toll that poverty, war, lack of opportunities, social exclusion, climate change and environmental degradation are taking on young people worldwide. Yet, when describing the situation facing young people, one aspect continues to be largely overlooked: the incredible potential of mobilizing and supporting their active contribution, rather than just discussing about their needs and problems. Young people not only have a stake because they will be the ones implementing the SDGs and because their well-being will depend on achieving them, but also because through their skills, creativity, and enthusiasm they are already delivering transformative change in their countries and regions.

After all, it is too easily forgotten that young people today represent the best-educated generation in the history of humankind, with literacy rates that top those of their parents in most countries. In addition, they display stronger attitudes towards entrepreneurship, are more intelligent than the average of the adult population, thanks to improvements in health and nutrition, and are far more knowledgeable about new technologies. Finally, and mainly as a consequence of the aspects I just mentioned, younger generations also have a grasp of uncertainty and complexity that other age groups often lack. On the one hand, this leads to a better understanding of the synergies and trade-offs involved in addressing the cross-sectoral challenges enshrined in the 2030 Agenda. On the other, it allows young people to think of institutional arrangements and innovations that confront the many forms of path dependency which exist in international organizations, governments, and businesses and usually lead to inefficient, inequitable and unsustainable outcomes.

In this context, it is important to keep in mind that there is no single way to harness the contribution of youth skills to sustainable development. The pathways we need to embark upon to implement the SDGs call on young professionals to translate their expertise and visions into all sectors of our economies and societies, including those that are not usually associated with sustainable innovation and long-term thinking. Large businesses, in particular, stand to greatly benefit from the creation of systems that empower young intrapreneurs within their ranks, encouraging a

mission-oriented approach to innovation can help them create lasting value for customers, communities and shareholders while traditional business models come under increasing pressure.

This is why, as the Project Leader for Solutions Initiatives of SDSN Youth, the global youth division of the UN Sustainable Development Solutions Network (SDSN) directed by Professor Jeffrey Sachs, I welcome and applaud the efforts that The Circle of Young Intrapreneurs has put into this excellent report. I hope that the timely insights brought by the authors on the value that social intrapreneurship delivers to businesses, economies and societies at large will increasingly inform the strategies of all stakeholders involved in the implementation of the 2030 Agenda.

First and foremost, it is up to companies to leverage and invest in the skills and creativity of their young employees, confronting their 'corporate immune system' and supporting a long-overdue shift from engaging in corporate social responsibility to considering sustainability as a core management principle of corporate operations. Secondly, public actors must move beyond the idea that the potential contribution of the private sector to achieving sustainable development is limited to the creation of public-private partnerships, and instead move to promote mission-oriented innovation policies that provide firms with the kind of strategic direction and flexibility in which social intrapreneurship can thrive. Lastly, young people themselves should not be afraid of deploying their talents in their day jobs, ensuring that their understanding of complex challenges and solutions is not set aside when they join a company, but rather mobilized in support of its sustainable transformation.

Examples of best practices start to abound in this field, but we must accelerate the uptake of youth-led innovations in today's dynamic business environment. Failing to harness the energies and skills of young intrapreneurs would arguably represent one of the biggest wastes of human capital in the history of mankind.

Chapter 1 - Introduction

Tim Heard *- Co-Founder, Circle of Young Intrapreneurs*

Four years ago, Forbes published an article suggesting that an award for "Most Valuable Employee 2014" should be given, not to a single individual, but to an emerging business concept: "The Social Intrapreneur".[1]

The piece lauded these "corporate innovators who are taking on initiatives that do well for their companies and also do good for society" and predicted that 2014 would be a "tipping point" for such work. And yet this idea of social intrapreneurship remains largely under the radar and its proponents are relatively scarce.

Despite a marked increase in ideas being put forward by would-be social intrapreneurs for corporate schemes which profitably-do-good, there are disappointingly few of these initiatives reaching delivery stage.

We need to work out how to convert this "inspiration" into "implementation".

In this report we will talk about how we can do exactly that. We will do this by exploring the theory and practice of social intrapreneurship with case studies of social intrapreneurship and top tips for the delivery of purpose-driven projects inside corporations spaced throughout this report.

The more we have researched this report the more we stand with certainty that Social Intrapreneurship is the next big transformation within big business. The benefits for individuals, companies and, of course, society are profound, quantifiable and significant.

This report was written partly in response to a sheer lack of available content published about social intrapreneurship. When we tried to research the topic fully, given the profound impact social intrapreneurship can have, we felt this was a glaring gap. We want this report to serve as the first end-to-end view on the concept of social intrapreneurship which will hopefully mean that anyone who reads this will become something of an expert on social intrapreneurship. Given the power of social intrapreneurship to allow you to do well *and* do good simultaneously – something which historically a lot of people had to make a choice between – we hope that the understanding of social intrapreneurship gleaned from this report will provide a lot of people with more purpose, direction and, ultimately, happiness in their career.

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[1] Agoada. J- http://www.forbes.com/sites/ashoka/2014/01/24/2014s-most-valuable-employee-the-social-intrapreneur/#4ef435cd64be

1.1 Why should business solve social problems?

The first question to answer to really frame this report is whether companies can find value in solving social problems. Luckily, there is a great deal of information in this area. It is now relatively commonly accepted that there are clear and growing benefits to be derived from businesses with positive social impact (for reasons we shall discuss in chapter 3).

Historically the remit for creating this impact fell within Corporate Social Responsibility departments, however, social intrapreneurship (and the social innovation it brings) adds 'people' and 'business' capital to the 'social' capital Corporate Social Responsibility alone provides i.e. it provides people, management, and financial 'do well' rewards to a company alongside the social 'do good'.

Doing well and doing good, doing good by doing well and doing well by doing good! Business should solve social problems – that much has become evidently clear over recent years. Social Intrapreneurship itself is a methodology to both deliver solutions to social problems within business and enhance the benefits the company sees as a result.

Every year the UN Sustainable Development Goals (SDGs) require at least "two per cent of world GDP. A significant share – likely more than 50 per cent – of this financing can and should be mobilised by the private sector"[2] and for each year we miss this target...the % of GDP required for the remaining years to 2030 increases.

Therefore business is the answer to an array of social problems and, based on the benefits we shall explore later, social intrapreneurship is the answer for how companies can solve social problems.

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[2] http://www.sustainablegoals.org.uk/funding-the-sdgs/

Chapter 2 - What is Social Intrapreneurship?

Tim Heard- *Co-Founder, Circle of Young Intrapreneurs*

'Intrapreneur" is not a new term. It was coined in 1978 by American academic pioneer - Gifford Pinchot III - as "a person within an existing organization who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation."[3] Pinchot later simplified this neatly as "intrapreneurs are dreamers who do".[4] It now appears in a vast amount of corporate literature and is accorded a multitude of strategic benefits, from driving innovation to catalysing market growth.

But intrapreneurship can be taken further than this by applying a social lens in order to actively harness the power of business to make the world a better place. The potential for impact by utilising the largely untapped social-impact channel of existing corporations is hugely significant and social intrapreneurs will lead this charge.

David Grayson in *Social Intrapreneurism and All That Jazz* defines social intrapreneurs as:

"People within large corporations who take direct initiative for innovations that address social or environmental challenges while also creating commercial value for the company... They leverage existing infrastructures and organisational capabilities to deliver social value on a large scale...Social intrapreneurs aim to generate entirely new forms of commercial value through significant innovations in products, services, processes or business models for their employers."[5]

From this we can see there are essentially two key parts to products being delivered by social intrapreneurs:

- The creation of economic value for the company they work for
- The delivery of social value

The Circle of Young Intrapreneurs believes that:

> "Social intrapreneurship is a process by which we can convert social problems into business opportunities by delivering sustainable solutions which aim to profitably-do-good."

From experience of being social intrapreneurs we know that it's not easy. Academic research portrays intrapreneurs as "de-institutional entrepreneurs fighting against extant logics". Social intrapreneurs face an even more uphill struggle, given they "are confronted with the challenge of structuring their organizations in a manner that allows for the blurring of previously separate institutional boundaries while continuing to be

[3] Gifford Pinchot, 1978 - *Intra-Corporate Entrepreneurship*, Terrytown School for Entrepreneur
[4] Gifford Pinchot, 1984 - *Who is the Intrapreneur? In: Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur*, Harper Row Publishing, New York
[5] Grayson, McLaren and Spitzneck, 2014 - *Social Intrapreneurism and All That Jazz*, Routeledge Publishing, New York
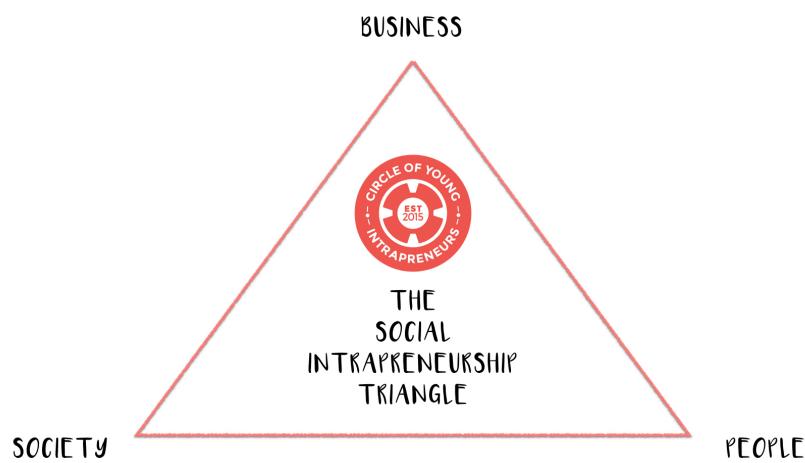
perceived as legitimate"[6]. This is strange, we will contend, given that the corporate benefits of social intrapreneurship are on a more impactful scale than those of intrapreneurship.

A well-established comment here is that social intrapreneurs are fighting the "corporate immune system". This is something we hope this report will challenge, allowing the delivery of projects that solve social problems sustainably. Social intrapreneurship is the new paradigm of corporate social responsibility (CSR) and a more exciting one for business given that it incorporates the product development process; opening up new markets and financial returns. This provides 'numbers' which add up to an incentive to invest in social intrapreneurship programmes, even when viewed only from a financial perspective.

There is a tongue-in-cheek analogy of social intrapreneurs as "Trojan horses" – sitting inside companies, working out the lay of the land, and popping out of their wooden shell to deliver ideas which aim to profitably-do-good and are sustainable. The Circle of Young Intrapreneurs has had a mission from the outset to support individuals in making this leap 'out of the wooden horse'. We want to convert talk and theory into action and to help deliver purpose-driven projects with tangible value to companies, customers and society.[7]

Intrapreneurs can be the "secret weapon"[8] of the business world but social intrapreneurs can be agents for the change the world needs.

There is very little literature about social intrapreneurship specifically, so in this report we aim to go some way towards addressing this gap in information. We structure this report by utilising the Circle of Young Intrapreneurs' model of the 'SocInt Triangle'.

BUSINESS

CIRCLE OF YOUNG
EST 2015
INTRAPRENEURS

THE
SOCIAL
INTRAPRENEURSHIP
TRIANGLE

SOCIETY   PEOPLE

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[6] Kistruck, Geoffrey M. and Beamish, Paul W., The Interplay of Form, Structure, and Embeddedness in Social Intrapreneurship. Entrepreneurship Theory and Practice, Vol. 34, Issue 4, pp. 735-761, July 2010. Available at SSRN: https://ssrn.com/abstract=1634115 or http://dx.doi.org/10.1111/j.1540-6520.2010.00371.x

[7] Heard, T. 2016b. The Circle @ 300: A leap forward for Social Innovation <https://www.linkedin.com/pulse/circle-300-leap-forward-social-innovation-tim-heard?trk=prof-post>
[8] Koch, C., 2014. Rise of the intrapreneur. Director Magazine. Available at: http://www.director.co.uk/the-rise-of-the-intrapreneur-expert-1-april-2014

NB: 'People' can be read as "customer" when the triangle is applied to social intrapreneurship products and "employee" when applied to the overall benefits of social intrapreneurship.

This allows us to frame this report as follows:

- Why is Social Intrapreneurship beneficial for companies? (Chapter 3)
- Why is Social Intrapreneurship beneficial for people? (Chapter 4)
- Why is Social Intrapreneurship beneficial for society? (Chapter 5)

Without further ado... let's begin the journey!

Chapter 3 - The Business Case for Social Intrapreneurship

Tim Heard- *Co-Founder, Circle of Young Intrapreneurs*

In this section, you will find a blended answer to two questions:

1. Why business should solve social problems
2. Why social Intrapreneurship is the means to solving social problems

As you will see below, we believe that social intrapreneurship is the best way for business to solve social problems and therefore the two questions are inherently linked. The benefits to a company of becoming involved in social impact are enhanced by social intrapreneurship programmes beyond growth and revenue, to encompass innovation, employee satisfaction and engagement, and reputation.

Social intrapreneurship is not only about programmes which deliver profitably-do-good initiatives, it is a much bigger movement to change the way in which business is conducted. Changing business paradigms is not an easy process but this change is not merely beneficial, it is essential for many businesses to maintain their market position let alone expand.

There are an array of key benefits for businesses in implementing successful (social) intrapreneurial programmes, ranging from talent management through to market growth. But what is really striking is the simple fact that embracing social intrapreneurship is a better, more sustainable and more effective way of doing business.

There are several key themes to corporate benefits gained from social intrapreneurship. Grayson and Spitzeck (2010)[9] summarise them as follows ("STIR"):

- Sustainability
- Talent
- Innovation
- Reputation

Based on our research we can extend this to add 'growth' and 'leadership development', meaning that social intrapreneurship becomes an immensely powerful paradigm in which to do business. As Grayson and Spitzeck say, these combined factors create a "very compelling logic" for business to invest in social intrapreneurship and businesses themselves are waking up to this fact. This is triggering a boom period in socially innovative thinking, although we need that thinking to be translated into action.

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[9] http://www.som.cranfield.ac.uk/som/dinamic-content/media/knowledgeinterchange/topics/The%20Economic%20Downturn/0998/Transcript.pdf

3.1 Growth

Problem statement: "How do we maintain market growth in an increasingly competitive world with increasingly socially-conscious consumers and agile start-up competitors?"

Sustainable growth has always been a key objective of solid business management in order to provide acceptable returns for shareholders and investors now and in the future. Intrapreneurship is a key strategy for increasing growth as Richard Branson has stated: "Virgin could never have grown into the group of more than 200 companies it is now, were it not for a steady stream of intrapreneurs who looked for and developed opportunities, often leading efforts that went against the grain."[10]

Intrapreneurship vastly increases the rate at which companies can diversify, enter new markets, create new markets and create new products.

The entire business paradigm of intrapreneurship is set up to support growth, as Susan Foley, an industry leader in intrapreneurship development in corporations, states: "The goal of intrapreneurship is to create the entrepreneurial mindset and infrastructure needed to support growth. It takes a systems view of growth. It is a framework for transformation."[11]

The *social* aspect of social intrapreneurship can increase the growth potential more than conventional intrapreneurship as it creates integrated social impact proven to create higher margins and valuations[12]. This can be partially explained by the simple fact that 'doing good' in itself sells, and increasingly so. As a recent *Guardian* article[13] reported: "Companies are now attempting to outdo each other with major acts of generosity, but there's a catch; they'll do good as long as they can make sure their customers know about it. There is no room for humility when a brand does a good deed."

This is ultimately one of the biggest weapons in the arsenal of the intrapreneur; you will make money for the business, not just from your profitably-do-good initiative itself, but also from the effects the 'do-good' part has on the brand image and reputation of the company.

These in turn allow the company to sell more effectively to an increasingly socially-conscious customer base. The World Economic Forum (WEF) believes that the value of opportunities derived from implementing sustainable products and delivering United Nations Sustainable Development Goals is **$12 trillion**.[14] This measure gives a tangible value to doing good sustainably and it is this market which social intrapreneurs can effectively open up to companies.

Products with a clear social purpose are proven to grow faster than those without purpose; Unilever's sustainable brands grew 30% faster than the rest of its business in

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[10] http://www.nbcnews.com/id/41359235/ns/business-small_business/t/richard-branson-intrapreneurs/

[11] https://corporate-entrepreneurs.com/2013/11/08/5-reasons-why-intrapreneurship-is-important/
[12] https://www.bcg.com/publications/2017/total-societal-impact-new-lens-strategy.aspx?linkId=45366449
[13] https://www.theguardian.com/commentisfree/2017/feb/03/activism-sells-brands-social-conscience-advertising?CMP=fb_gu
[14] http://businesscommission.org/news/release-sustainable-business-can-unlock-at-least-us-12-trillion-in-new-market-value-and-repair-economic-system

2015[15].

3.2 Talent Management

Problem statement: "The generation entering the workforce now reportedly tie their personal values and passions more closely to their work than previous generations. These young people expect more from their employers and, if their employer disappoints, willingly take advantage of a globally fluid labour market to find one that will meet their expectations".[16]

Retaining top performers has always been a concern of businesses but, with the entry of the 'millennial' generation into the workforce, top performers are becoming harder to retain and can 'confound leadership' [17]. Social intrapreneurship can be something of a 'Holy Grail' answer to the question of retaining millennials, who increasingly represent the core of the working population.

3.2.1 Daniel Pink - Drive

A famous Daniel Pink book about drive[18] discusses what really motivates, enthuses and ultimately retains staff. In this book Pink cites major studies which all draw the same conclusion:

"Above a certain threshold (where money isn't a day to day concern) financial incentives... actually reduce the level of performance."

We see a lot of highly talented people leaving organisations in their mid to late twenties because this is when the 'day to day money concern threshold' is reached and none of the correct actions are being taken to actively retain them.

So what truly incentivises individuals to maintain top performance? Pink breaks this down into three areas:

- Autonomy - the opportunity to work independently and the way you want to work
- Mastery - the opportunity to get better at something
- Purpose - the opportunity to work on projects which have wider relevance/social purpose

This theory is supported by tangible case studies when you look at 'user created' content such as Wikipedia or Linux. These are created in free time, for free, on top of

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15 http://www.campaignlive.co.uk/article/why-brand-purpose-ultimate-disruptive-force/1427109?_lrsc=0e85ede2-ee19-4db6-a60b-cf035bb5acf4&utm_source=Elevate&utm_medium=referral#sWyohROBIuPO94Kw.99

16 https://www.theguardian.com/sustainable-business/social-intrapreneur-value-business
17 Simon Sinek Youtube video - https://www.youtube.com/watch?v=hER0Qp6QJNU
18 Daniel Pink 'Drive' Youtube video - https://www.youtube.com/watch?v=u6XAPnuFjJc

full time employment in many cases. This does not conform to standard theory on economic behaviour. But it makes sense if you look at it through the autonomy/mastery/purpose lens.

3.2.2 The 'Holy Grail'

The reason we believe social intrapreneurship is the 'holy grail' of millennial retention is that it covers **all 3** of Pink's 'real' incentives. Intrapreneurs work autonomously to deliver their projects *side of desk* i.e. not directly managed within a formal management framework. This means intrapreneurs get to manage their project their way.

By virtue of running a project which starts in an "unofficial" capacity, intrapreneurs develop a huge array of 'entrepreneurial' skills whilst also maintaining the safety net of drawing on a salary. By running a project their way, intrapreneurs can target specific skills they wish to develop (particularly if they are working in a team). Finally, the social element of social intrapreneurship provides purpose.

Studies show that the incentive provided by purpose *increases* for the most talented employees as well as attracting better quality candidates when recruiting. [19][20] That is why social intrapreneurship stands out as **the** best approach for talent management. Put simply, social intrapreneurship combines the three 'real incentives' (purpose, autonomy, mastery) in a way which delivers bottom line value to the business and retains and develops top performers.

It is therefore an incredibly powerful narrative for business to explore.

3.2.3 Employee Engagement

Social intrapreneurship also has multiple benefits from an employee engagement perspective. It enhances the employee engagement potential by allowing individuals to work on something which personally matters and helps them to grow while keeping them engaged.[21]

Some authors believe that social intrapreneurs are the 'superheroes' of the corporate world and that they represent by far the most engaged employee group.[22] This is important when you explore the fact that the cost of lack of engagement can be quantified (US organisations lose $450 billion a year in lost productivity).

The relationships between social impact, engagement, doing good, performance, and social intrapreneurship, are stronger for the millennial generation.[23] Therefore, if a company wishes to have an engaged workforce (with the resulting multiple benefits), social intrapreneurship programmes should be top of its list for investment.

[19] https://www.strategyand.pwc.com/media/file/Strategyand_Global-Talent-Innovation.pdf
[20] http://fortune.com/2016/09/14/corporate-social-responsibility-top-talent/
[21] http://www.corporate-entrepreneurs.com/2013/11/08/5-reasons-why-intrapreneurship-is-important/
[22] http://ii.bymonday.com/
[23] https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html?id=global:2sm:3tw:4dcom_share:5awa:6dcom:about_deloitte#

Two interesting conclusions arise from recent research on millennials by Deloitte: [19]

- Opportunities to be involved with "good causes" at a local level, many of which are enabled by employers, provide millennials with a greater feeling of influence.

- Businesses frequently provide opportunities for millennials to engage with "good causes," helping young professionals to feel empowered while reinforcing positive associations between businesses' activities and social impact.

An extract from a WEF report on sustainable business, published in January 2017[24], further supports our conclusions. "A 2015 survey of 7,800 future business leaders from 29 countries found that 75 per cent think businesses are focused on their own agendas rather than improving society, and over 50 percent would take a pay cut to find work that matches their values."

A 2016 PWC study found that millennials are five times more likely to stay with employers when they feel a strong connection with their employer's purpose. Another recent study has shown that role profiles with greater sustainability and social impact attract more applicants to roles.[25]

Similarly, a study by the Society for Human Resource Management found that morale was 55 percent better in firms with strong sustainability programmes, with increased loyalty, and workforce productivity increased by 21 percent.

3.3 Leadership Development

Problem Statement: The most effective leaders in an organisation demonstrate an 'entrepreneurial mindset' (Altringer, 2013)[20] - how do we create this inside an organisation without losing our best people?

The answer to this particular problem is quite clear - create intrapreneurs. As intrapreneurs are defined as those who 'act like entrepreneurs inside corporations' it makes logical sense that, by fostering structures which support intrapreneurship, you will create leaders with an 'entrepreneurial mind-set'. By doing this you will create the most effective leaders for your organisation but, by taking this further and creating social intrapreneurs you will create the right sort of leader for your organisation.

The need to develop intrapreneurial programmes to create the most effective leaders in an audience is further supported by the fact that "70 percent of entrepreneurs say they left previous corporate roles because they felt stifled. So, providing a process for these individuals to pitch (their) ideas can help retain them, contrary to what many managers expect."[32] Intrapreneurship programmes not only create the right sorts of

[24] P44 - http://report.businesscommission.org/uploads/BetterBiz-BetterWorld_final.pdf
[25] http://www.campaignlive.co.uk/article/why-brand-purpose-ultimate-disruptive-force/1427109?_lrsc=0e85ede2-ee19-4db6-a60b-cf035bb5acf4&utm_source=Elevate&utm_medium=referral#sWyohROBIuP094Kw.99

leaders for an organisation, they retain and engage them. They do this particularly well if there are *social* intrapreneurship programmes, which drive up retention rates by providing autonomy, mastery and purpose.

In an increasingly fast-paced business world, where agile methodologies are growing in importance and established companies are looking to start ups for better (or faster) practice, intrapreneurship programmes can create the sort of leaders your organisation needs.[26]

This is something which is further helped by adding the 'social' element to your intrapreneurship programme as this creates a new generation of socially-conscious enterprising leaders which, given the wider market trends towards an increasingly socially-conscious consumer base, is increasingly important.

Out of every 5000 employees, 250 are natural innovators and 25 of these are potential intrapreneurs who will build your next business for you" [27]

So if intrapreneurs are rare - but are the sorts of leaders your organisation needs – it makes logical sense to invest in intrapreneurial programmes to empower, challenge and develop the intrapreneurs, you do have as an integral part of your leadership programme as well as your talent management strategy. If you don't invest in these sorts of programmes, then employees are actively being told to be proactive in looking for companies who do.[28] The success of the intrapreneur is also very dependent on his/her colleagues understanding what intrapreneurship is. The more their colleagues can support and grow their intrapreneurship skills, the greater impact the movement will have and therefore the greater the need for a centralised, consolidated intrapreneurship programme inside corporations.

3.4 Innovation

Problem statement: "Innovation is the key element in providing aggressive top line growth. But doing one or two innovation initiatives a year will not support or sustain innovation. Organizations need to be innovating all the time. Failure rates for innovation are still high, at 50-90 per cent.[29]

Over 80 per cent of executives believe innovation is a key factor in organizational success[30] and yet it is still immensely difficult to build effective, sustainable, efficient innovation programmes.

Given that the failure rates of innovation are high, why not improve your innovation set up by moving away from the traditional approach of having an 'Innovation team' of 20 people and make the entire company your innovation team through intrapreneurship.

[26] https://hbr.org/2016/12/your-leadership-development-program-needs-an-overhaul
[27] https://hbr.org/2013/09/recognize_intrapreneurs
[28] http://www.forbes.com/sites/georgedeeb/2016/02/18/big-companies-must-embrace-intrapreneurship-to-survive/#5b64bb9eb9eb
[29] http://www.corporate-entrepreneurs.com/2013/11/08/5-reasons-why-intrapreneurship-is-important/
[30] http://www.ey.com/Publication/vwLUAssets/EY_-_Igniting_innovation:_How_hot_companies_fuel_growth_from_within/%24FILE/EY-Igniting-innovation-How-hot-companies-fuel-growth-from-within.pdf

As Gaskell writes in *Forbes*:

An institutional approach to intrapreneurship, whereby innovation is central to the operations of the company, can both drive growth in new markets and defend strong positions against incumbents.[31]

Intrapreneurship – turning your entire company into an innovation engine – creates better levels of resource utilisation and efficiency.

This aligns with Daniel Pink's finding that autonomy is a better incentive to innovate than financial reward. Not only does intrapreneurship create a higher rate of innovation, but it also increases the chances of success as individuals are more driven to deliver by the autonomy that intrapreneurship programmes create.

This relationship between innovation and intrapreneurship is further explored by Susan Foley who states that: "Innovation alone is not enough. Organizations need to set the context for innovation; the right people, the right processes and the right environment. Innovation and intrapreneurship are entwined; they are tied together. You need both to be successful".[31]

Intrapreneurship also represents a much more 'agile' way of working. "As Harvard Business Review contributors Vijay Govindarajan and Jatin Desai assert: *Intrapreneurs can transform an organization more quickly and effectively than others because they are self-motivated freethinkers, masters at navigating around bureaucratic and political inertia.*"[32] Agile is fast becoming seen as a better way of innovating in an organisation… but why not make your innovation agenda itself agile via intrapreneurship?

Intrapreneurship – if fostered on a global scale – can also accelerate "reverse innovation". The concept of reverse innovation involves innovative products moving from developing markets back to developed markets – generally creating new market value in a low cost/medium value sector. This has been proven to increase revenues.[33] Intrapreneurship – if applied globally across multinational corporations will greatly increase the rates of both vanilla innovation and reverse innovation - by empowering individuals, or small groups of individuals, to come up with ideas and deliver them.

3.5 Sustainability and Reputation

Problem Statement: In 2012 – Nielsen insights found that "Two-thirds (66 per cent) of consumers around the world say they prefer to buy products and services from companies that have implemented programs to give back to society. That preference extends to other matters, too: they prefer to work for these companies (62 per cent), and invest in these companies (59 per cent). A smaller share, but still nearly half (46 per cent) say they are willing to pay extra for products and services from these companies" How can you position your company to capitalise on this and, if this trend continues, how do you 'future proof' your

[31] http://www.forbes.com/sites/adigaskell/2016/12/02/the-power-of-intrapreneurship-in-driving-innovation/2/#21a4747513e7
[32] https://www.presidio.edu/what-is-intrapreneurship/
[33] Published March 12th 2013 by Harvard Business Review Press HBR "on innovation"

company to ensure you even maintain market position.[34]

Sustainability and reputation are, in an interconnected world, increasingly interlinked (given the interconnectedness between the "S" and the "R" of the STIR acronym we have combined the two) and, as we can see from the problem statement above, the trends in spending, investing (and hiring) show a movement towards increased social conscience. Given this, there is a real *commercial* opportunity in implementing successful *social* intrapreneurship programmes over more conventional intrapreneurship programmes because the potential to drive market growth, given the market trends in consumer behaviour towards sustainable spend, is vastly increased.

3.5.1 The Halo Effect

We have already seen that social intrapreneurship contributes to growth – both in terms of creating new profitably-do-good initiatives and by accessing an untapped sustainability market valued at $12 trillion in 2017.

However the delivery of these products also acts as a company 'accelerator' due to the 'halo effect', whereby the perception of a company actively shapes revenues (and these revenues then perpetuate the 'halo effect' in a virtuous cycle)[35]. Initiatives with social conscience create an even more powerful halo effect as a company can be seen as serving the communities its customers come from, thereby attracting customers to it. We've seen that activism actively allows you to sell more products so if you start delivering products which are both activist and profitable these will not only be successful in their own right but will enhance your ability to sell your other product lines.

3.5.2 Accountability

Grayson and Spitzneck state that "Businesses are increasingly being held to higher accountability standards and a critical part of that is demonstrating that you are taking decisive action on many of these economic and environment and social challenges that we all face." [36]

Social intrapreneurs will accelerate the delivery of solutions which solve environmental and social problems. Investing in programmes which support and foster social intrapreneurs, and allowing them to deliver more easily and sustainably, will allow a company to meet social and environmental guidelines/expectations in a much quicker and agile way, without requiring significant investment.

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[34] http://www.nielsen.com/us/en/insights/news/2012/the-global-socially-conscious-consumer.html
[35] http://www.economist.com/node/14299211
[36] http://www.som.cranfield.ac.uk/som/dinamic-content/media/knowledgeinterchange/topics/The%20Economic%20Downturn/0998/Transcript.pdf

3.5.3 Future Proofing

Given that "Socially proactive organizations will seek to influence and change environments rather than responding out of necessity or survival,"[37] the processes which create social proactivity in organisations actually allow the whole organisation to become more agile in response to external stimuli and opportunities.

Social intrapreneurship programmes are an incredibly powerful tool for creating this 'social creativity' and we believe that, given the trends in the market around socially conscious consumer spending (and investing), companies will need to spend money to create 'social proactivity' to just maintain market position. Added to this social intrapreneurship can play a role in future-proofing the firm against environmental risks, for example, rising costs along the supply chain due to environmental degradation etc.

3.6 Conclusion

"Reckless growth, growth for the creation of shareholder value, is increasingly questioned....it is our economic model that has created the dream of unlimited growth. But that same drive for growth is going to cause the depression through its recklessness."[38]

Intrapreneurship delivers value. That much is clear. Google's Gmail, Sony's Playstation and Microsoft's Xbox were all created by intrapreneurs [39] and there are many more out there [35, 40]

Whilst delivering profitable products for the company it is clear that *social* intrapreneurs in particular have a much wider impact.

"Intrapreneurial leaders are change agents. They blaze new trails. They become the very change they wish to see. Not just driving change, but modelling change so others can change as well. Intrapreneurship provides a platform to engage employees in work that is challenging and meaningful. Intrapreneurs are highly engaged in their work. Their passion and determination inspires others to get involved and try new things. As they grow, the organization grows." [40]

Social Intrapreneurship takes all this further. It is clear from analysis of existing literature and case studies that, if companies establish effective social intrapreneurship programmes, it is possible to attract, develop and retain top performers in a way which most effectively prepares them to be future leaders of the business. The same approach delivers to the bottom line, innovation capacity, engagement levels, reputational image and brand.

As the millennial generation form an increasing part of the workforce, and wider trends in the market move towards socially-conscious spending, these benefits are only becoming more established and the need, therefore, to build effective social

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[37] http://insights.wired.com/profiles/blogs/10-inspiring-examples-of-successful-intrapreneurship
[38] Baets and Olderboom, 2009. In Rethinking Growth. "Social Intrapreneurship for Sustainable Performance" pp 188-194 Palgrave Macmillan, UK
[39] https://ischool.syr.edu/infospace/2012/06/25/intrapreneurship-what-who-and-why-its-important/
[40] http://www.corporate-entrepreneurs.com/2013/11/08/5-reasons-why-intrapreneurship-is-important/

intrapreneur programmes is becoming more pertinent to business.

Viewing the benefits of a successful social intrapreneurship programme holistically they can be seen not only as the 'holy grail' for talent management but the 'holy grail' for how to run a business in general.

Social intrapreneurship is a commercial opportunity. The fact that effective social intrapreneurship programmes can solve social problems and make people's lives better is of vital importance. If we apply the logic described in this chapter then, even on a numbers-based view of costs versus benefits, the benefits of building effective social intrapreneurship programmes will vastly outweigh the costs involved.

CASE STUDY

PROJECT: SUNLIGHT WATER CENTER
SOCIAL INTRAPRENEUR: BARBARA RYL
COMPANY: UNILEVER

The Concept

- A retail kiosk which provides access to clean water and sells basic sanitation products at affordable rates in Nigeria.
- Local female entrepreneurs are trained to run the centres, giving them skills, experience and an opportunity to earn a salary. The centres sell clean water at an affordable price, along with food and household products.
- Alongside Oxfam and TechnoServe 10 water centers have been built and tested, with the further aim to quickly scale this sustainable business model to develop 1,000 water centres across Nigeria and other African countries.

How Did Barbara Do It?

- Utilising existing knowledge of Unilever products particularly the objectives of her division which focused on women and water provision
- Alignment of the initiative to Unilever's Sustainable Living Plan
- Combined a passion for social issues with practical experience
- Saw the issue first hand by visiting Nigeria which only furthered her passion

The Benefits (Socint Triangle Style!)

- Society: Water Centers provide easy access to clean and safe water. In water scarce areas around 200 million potentially productive hours are wasted every day.40
- People: Water Centers empower Nigerian women; "unlocking time" for women to spend with family and enabling economic independence. The availability of affordable clean water has also reduced the use of potentially contaminated water.
- Company: distribution point for Unilever products and, when scaled up, a sizeable new network of distribution for the company which will lead to new revenue streams and improved brand recognition.

Key Takeaways

- Build resilience – there will be a lot of ups and downs along the way
- Surround yourself with people who will both support you and challenge you.
- Social projects need to be self-sustainable; always look at the numbers – do they add up?
- Be analytical – collect and gather data to enable you to build a solid business case

CASE STUDY

PROJECT: TICKETAID
SOCIAL INTRAPRENEUR: MATTHEW O'SHEA
COMPANY: THOMSON REUTERS

The Concept

- TicketAid is a corporate ticket allocation website designed to give employees access to exclusive tickets that would otherwise go unused whilst raising funds for charity.
- TicketAid works as an innovative platform connecting corporates, employees and charities whereby unallocated corporate hospitality tickets are donated to TicketAid. Employees can then buy these tickets at face value, with the proceeds going to an assigned charity selected by the donator of the ticket.

How Did Matthew Do It?

- Utilised personal passion and experience to develop the concept
- Successfully pitched at the Million Makers Competition, which engages corporations to raise money for the Prince's Trust in a "Dragon's Den" / "Shark Tank" type environment for seed funding
- Internal buzz created by speaking to as many colleagues as possible led to senior management taking notice and asking for the team to submit the idea to Thomson Reuters own kick-starter program called "The Catalyst Fund" which gives employees the opportunity to pitch an idea to their CEO, Jim Smith, who can grant up to $225k of funding.
- Persistence in pitching to internal stakeholders of all kinds leading to Thomson Reuters successfully backing the initiative, finding a home for the team and appointing Matthew as TicketAid's Proposition Director to take the product globally to clients in early 2018.

The Benefits (Socint Triangle Style!)

- Society: Significant funds can be raised through the site and passed on to the various charities supporting a wide range of causes.
- People: Employees are able to enjoy exclusive events, at no more than face-value, whilst supporting charity.
- Company: TicketAid is a great benefit for colleagues; improving employee engagement at zero cost. When made available to clients it will also enhance Thomson Reuter's client relationships.

Key Takeaways

- Leverage your network – start soliciting feedback on your idea as a soon as possible, this will help refine it and your contacts may also be able to put you in touch with others who can help
- Involve others as soon as possible – don't leave it to yourself; working as a team can speed up the process
- Use an agile methodology to experiment with what works and what doesn't
- Know how to pitch – use your passion and identify the key players!

Chapter 4 - Why is Social Intrapreneurship Important to Employees?

Sally Eaves - Circle Chapter Lead, Birmingham, UK

Intrapreneurship and social intrapreneurship are all about *people* – existing on a continuum from large collective groups at one end, through to teams and individual intrapreneurs at the other. Synonyms include 'innovative people'[41] ,'domestic entrepreneurs'[42] , 'internal entrepreneurs'[43] and the 'corporate employee-entrepreneur'[44] but all share a focus on *working from within* organisations to build, advocate and implement change.

These individuals are highly motivated, innovative and creative – they both *'dream and do'*[45]. Different forms of intrapreneurial practice, from traditional to socially orientated forms, can be identified in organisations of all types and sizes. Further, this is not sector nor role specific but rather, a mind-set and approach that is of broad and increasing relevance to all employees, alongside those helping to nurture the intrapreneurial minds of the future[46]. Intrapreneurship and social intrapreneurship therefore offer the opportunity to feel valued, engage in problem solving and innovation. However, this is challenging and involves risk, thereby requiring the right culture and appropriate support.

Being Valued

Employees want to feel energised, engaged and valued where they work and to help their organisation to do things better by optimising their own personal capacity for innovation[47]. People want to work in a context of inclusion, diversity, collaboration, security and reciprocal support. This is borne out by my own primary and cross-sectoral research[45] and across a growing body of work including large scale and longitudinal surveys of attitudes, behaviour and intention, especially amongst millennials[48]. As work and personal life are increasingly interwoven and mutually reinforcing, employees are seeking a more holistic balance where work life values are highly aligned with personal and social values. This can help to build feelings of personal stability, contribution, self-actualisaton, self-esteem and legitimacy. We at the Circle of Young Intrapreneurs believe intrapreneurship, especially its social intrapreneurial derivative, can help bridge this needs gap to create shared value.

[41] Patterson, F., Kerrin, M., and Gatto-Roissard, G. (2009). *Characteristics & Behaviours of Innovative People in Organisations. Literature Review.* http://www.nesta.org.uk/sites/default/files/characteristics_behaviours_of_innovative_ people.pdf.

[42] Veronica, M., Anca, B. and Răzvan, N. (no date). *Intrapreneurship as a platform for internal networks.* www.emnet.univie.ac.at/uploads/ media/Maier_et_al..doc

[43] Wunderer, R. (2001). Employees as "co-intrapreneurs" — a transformation concept. *Leadership & Organization Development Journal, 22*(5), pp.193–211.
[44] Monsen, E., Patzelt, H. and Saxton, T. (2010). Beyond Simple Utility: Incentive Design and Trade-offs for Corporate Employee-Entrepreneurs. *Entrepreneurship Theory & Practice*, pp.105-130.

[45] Pinchot, G. (1985). *Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur.* Harper & Row

[46] Eaves, S. (2017) *Oxford CIO Academy*, May 2017, Said Business School, Oxford University

[47] Byrd, J and Lockwood Brown, P. (2002). *The Innovation Equation: Building Creativity and Risk-Taking in Your Organization.* Pfeiffer.

[48] Deloitte (2017) *The Deloitte Millennial Survey 2017* https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html

Problem Solving

Many issues in business and society today are highly complex, messy and blur boundaries - these are not readily addressed through more traditional approaches to problem solving, ideation and actualising change. Further, we are living in times of unprecedented rates of change across political, societal, environmental and technological spheres. This is having a noted impact on the mind-sets of millennials and Generation Z - the future of the workforce[49]. Adopting an intrapreneurial approach enables hybridity - the best use of extant systems, procedures, processes, knowledge, peer to peer security and ways of working *and* integrates these with challenge, exploration and experimentation to identify and exploit opportunities within incumbent organisations that can have a much broader social reach.

Challenges and Support

This approach can be difficult! Although organisations such as Google, Facebook, PWC and Lockheed Martin for example have seen intrapreneurial program success, others have failed and proved to be counter-productive. Being an intrapreneur and moreover a social intrapreneur that is forging a disruptive pathway without overarching policy support is even more challenging - especially as it is not typically classified as belonging to a specific discipline, profession or role. This means bespoke training and development, recognition and measurement of impact, or mentorship opportunities can be limited and occur in silos.

Increased awareness and visible channels of support such as the Circle of Young Intrapreneurs is critical, alongside case study based research[50] to assist budding intrapreneurs to think creatively and pragmatically about how to establish and scale an intrapreneurial position. This can help surface latent potential and enable individual intrapreneurs to better understand how they can develop and use their capability more effectively. Intrapreneurs will be naturally self-motivated but may benefit from guidance in how to take new and complicated ideas and communicate them to others simply and powerfully, so to convince stakeholders and other staff members to get behind their deeply committed vision. Examples of 'what works' around implementation is also a key factor.

Ownership and Risk

But am I allowed to make mistakes? Although intrapreneurs can benefit from internal resource and support they also continually expose themselves to risk – this may be reputational but also potentially career limiting if they fail to deliver successfully to stated aims. This is especially the case where the underpinning culture does not transparently support purposeful exploration and experimentation. They also take on

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[49] Deloitte (2017) *The Deloitte Millennial Survey 2017*
https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html

[50] Eaves, S. (2017) *Oxford CIO Academy*, May 2017, Said Business School, Oxford and also see chapter 6 of this report

board risk on behalf of their organisation when advancing disruptive ideas that may not always enjoy across the board buy-in. To negate this, it is critical to be able to influence internal decision-makers and navigate the politics[51] – to confront issues and sell ideas that may often be "controversial" and clearly, calmly and confidently communicate the value proposition. This is an important skillset to develop for all employees – indeed being *'comfortable with ambiguity'* is an ethos that will likely drive success in the emergent future of work.[49]

Culture

We are seeing a tremendous period of change in working culture in terms of flexibility, hybridity between personal life and professional alignment, and technology enablement. This context extends to the willingness of individual employees to work intrapreneurially and disrupt the status quo, aiming to achieve collective benefits from within. To encourage more people to explore this path, a culture that fosters a sense of psychological ownership is pivotal where employees feel they have a genuine stake in the organisation because of their continued commitment and contribution[52]. Further, to minimise the stated risks that may detract employees from pursuing intrapreneurial pathways, it has been found that a culture that enables dynamism, risk taking, idea proliferation and idea support is positively associated with successful individual intrapreneurial outcomes[53].

T-Systems as part of Deutsche Telekom (2017) [54]provides a great example of an organisation opening itself out to the public to invite feedback with its UQBATE intrapreneurship program. This offers all employees the opportunity to apply for a scholarship to create an investment-ready product within 3 months, supported by time away from their normal role. The wider community are openly invited into this selection process, providing both beta testing and idea validation alongside inspiring passion to continue amongst the participants.

Innovation and Impact

Anyone in an organisation, irrespective of title or function, has the capacity to be innovative and make a difference. Innovation does not reside in a silo based on hierarchy or function. Additionally, innovation is not limited to solely create benefits within organisational boundaries, but rather can have a much broader impact for society. Indeed, it is now widely recognised globally that we need to develop more socially conscious business leaders who can make a positive contribution to pressing social challenges in order to achieve lasting social change. Rather than starting a social

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[51] Stewart (2013) *How does a social intrapreneur add value to a business?*
https://www.theguardian.com/sustainable-business/social-intrapreneur-value-business

[52] Mustafa, M., Martin, L. and Hughes, M. (2016). Psychological ownership, job satisfaction, and middle manager entrepreneurial behavior. *Journal of Leadership and Organizational Studies, 23*(3), pp. 272-287.

[53] North, J. (2015). *INDIVIDUAL INTRAPRENEURSHIP IN ORGANISATIONS: A NEW MEASURE OF INTRAPRENEURIAL OUTCOMES.* PhD Thesis.

[54] T-Systems (2017). *Break out of the everyday in your job: found a startup with Deutsche Telekom*
https://www.telekom.com/en/blog/group/article/found-a-startup-with-deutsche-telekom-498474

enterprise, being an effective social intrapreneur can result in similar outcomes being achieved much earlier by leveraging the extant resources of the firm including knowledge network, technical infrastructure, social presence and reputation. Cisco's *'the innovate everywhere challenge'* is a timely example of an internal initiative that emphasises how 'innovation begins from the inside out' and provides a platform for employee teams to pitch their industry-changing ideas. Everyone is encouraged to contribute and especially to catalyse cross-functional ideation[55]. This interdisciplinary and experiential approach has already been shown to afford benefits for unexpected discovery and heightened creativity[56].

Looking to the Future

The startup paradigm is not the only game in town in terms of catalysing innovation and wider social impact, although until recently this has often attracted the most scholarly, practitioner and press attention. *This is beginning to change - and indeed it must*. Through achieving a better understanding of intrapreneurial drivers, competences, processes and outcomes we can optimise the capacities of intrapreneurship and its increasingly critical social form. We can support individuals to better identify and leverage their attributes, build more adaptable mind-sets, align personal passions with business goals and future proof skill sets through implicit adaptability. This is relevant both within and potentially outside of the organisation, as intrapreneurs gain rich experience which could be applied to future entrepreneurial ventures should they so wish. Working collectively, we can work to mitigate and overcome the barriers that too frequently have frustrated bottom-up organic and internal innovation, particularly the key transition of moving from ideation to implementation.

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[55] Cisco (2017) *Innovate Everywhere Challenge discovers the greatest ideas within Cisco*
https://newsroom.cisco.com/feature-content?type=webcontent&articleId=1852795

[56] Eaves, S. and Harwood, S. (2016) *The emergence of makerspaces, hackerspaces and fab labs: Dewey's democratic communities of the 21st Century?* John Dewey's "Democracy And Education" 100 Years On: Past, Present, And Future Relevance. Cambridge University

CASE STUDY

PROJECT: CONNECTED HOMELESS
SOCIAL INTRAPRENEUR: SAL MOHAMMED
COMPANY: O2 (TELEFONICA)

O2
A Telefonica company

The Concept

- Connected Homeless is a digital platform created by Sal Mohammed which connects donors, homeless people and organisations. It provides a variety of services to the homeless community:
- The platform accepts donations from private, corporates and government entities and works as a crypto-currency based system.
- Through the consumer-facing (donor) app, users are able to click the 'I have a..' button, which allows them to donate their spare resources. With the average person having 2 smartphones at home which they don't use, they are able to say which phone they have, take a picture of the condition, provide their location. These items will then be collected by a member of the Connected Homeless team, before being redistributed. A 'watch an add' button will also be added to the consumer facing app which will allow members of the public to watch an ad for a socially conscious brand who will then in turn donate to the programme. For example, if you click the button and it displays a video of Subway's new organic sandwich, they will donate 50p. Through this add exchange connected homeless hope to raise over £1m in 2018.
- All the money donated through the app to an individual is transformed into a digital currency that can then be used to buy certain kind of products via the user-facing app (i.e. for homeless people). This system allows donors to be sure about the use of their funds and enhances people's willingness to donate.
- The app is expected to be launched to the public in 2018 with the target of onboarding 1000 homeless people in the first year.

How Did Sal Do It?

- In his 'day job' Sal was responsible for building digital products for businesses. In this context Sal started thinking about how connectivity is key in our lives today and how technology could provide a great opportunity to connect with the homeless community. Moreover, he wanted to overcome the individuality of singular charities, by creating something that would pull relevant stakeholders together.
- Iterative development: Sal kept on having ideas and progressively building on them.
- Sal engaged the right people for different facets of his venture whilst keeping himself deeply involved throughout: from partners' engagement, to the digital app's development, to getting everything legally sound.
- Support from others: During the Connected Homeless journey Sal canvased a wide range of opinions, both internally and externally, and allowed many of these considerations to shape the final product.
- Sal managed to win an internal grant from Telefonica to help pursue the idea

The Benefits (Socint Triangle Style!)

- Society: homeless people can leverage technology to connect to their peers, receive donations (expected to be >£2.5million in Y1) and improve their quality of life throughout all services mentioned above.
- People: the app provides an easy and secure way to donate money and other items - in addition consumers can get in contact to develop relationships with individual homeless people.
- Company: Supporting such an idea gives Telefonica reputational advantages as well as potential access to new clients, especially considering that a vast proportion of the homeless community are young people.

Key Takeaways

- Working for your idea requires a lot of hard work; no good idea is easy to implement, otherwise someone would have already done it!
- Surround yourself with people who care. Be selective about who you choose to partner with.
- Enjoy it. Always think that you are doing a great thing. Even when challenged, think about the entire process and the sense of fulfilment that probably is already giving or will soon give you.
- Always take into account different perspectives, however try to keep clarity around your vision.

CASE STUDY

PROJECT: ROUNDUP
SOCIAL INTRAPRENEURS: TIM HEARD & DAVID SPEARS
COMPANY: BARCLAYS

The Concept

- RoundUp is a micro donation initiative which allows individuals to make a big difference with their small change.
- An interactive digital application, RoundUp enables customers to round up their purchases to the nearest pound (for example the cost of a coffee from £2.85 to £3.00), up to a monthly cap, and donate this to a chosen charity.

How Did David & Tim Do It?

- David & Tim met at the Intrapreneur Lab; part of the Barclays Intrapreneur Challenge sponsored by the Barclays Social Innovation Facility.
- Conducted weekly catch-up sessions to push forward the project and regular pitches to various groups of colleagues who supported the initiative.
- The feedback provided in these occasions was crucial to keep on improving the concept, and helped them winning further support when presenting internally to a panel of senior managers.
- Flexible to change course when not getting sufficient internal support including moving from a B2C to a B2B offering.

The Benefits (Socint Triangle Style!)

- Society – Given Barclays scale in the UK retail market there is a lot of potential for significant contribution to charity, for example 5% of Barclays 23m customers donating £5pm would lead to donations of £69m p.a.
- People – Market research showed a gap in the market for an easier way to donate to causes people care about, especially where this led to an everyday feel of doing good.
- Company – The final market version of Roundup will see revenue from processing fees and enhanced brand image facilitating improved client attraction and retention. In fact the product is now expected to have a cost to deliver: revenue ratio of 1:31 over a 3 year period from expected launch in June 2018. Raising c£1.1m revenue per year with minimal implementation costs.

Key Takeaways

- How to pitch social intrapreneurship ideas effectively: starting with the 'twitter pitch' & 'benefits 3 ways' is crucial
- Market research and competitor analysis whilst continually reiterating the 'win, win, win' for customer, company and society are also crucial elements
- Circumvention: a no doesn't necessarily mean 'no' – there are many routes to delivery inside big organisations and sometimes it's just a matter of moving round difficult individuals
- Launching Roundup internally generated enough interest to carry Roundup through previously unreceptive external approval processes much more quickly and also flushed out a large number of similar initiatives within the organisation.
- Obtaining a wide range of different opinions from different colleagues in different roles is vital
- How to manage stakeholders effectively; if you can understand someone's current state (i.e. organisational context, personality, track record) as well as the output you want from a meeting you can work out the journey you need to take them on to get them from A to B.

Chapter 5: The impact of Social Intrapreneurship on the world around us
Mary Kate Portley, *Circle Regional Director - Europe*

As we've seen from previous chapters social intrapreneurship has clear benefits for companies and for the social intrapreneurs themselves, but what about society? How much good can the *profitably-do-good* do? We will answer this question specifically with some of the examples throughout this report as well as explore the theoretical strands of thinking with regards to the *social* aspect of *social* Intrapreneurship.

The focus of the "Win-Win-Win" structure of social intrapreneurship outlines how businesses can profit (win!), employees are motivated and given a purpose-filled career (win!), and society's biggest challenges are addressed (win!).

It is this trio that together will bring about a shift in the way business does business. It will allow us to redefine "business value" and move it from simply looking at shareholder value to looking at shared value. Laura Tyson, former chair of the US President's Council of Economic Advisers, and a professor at the Haas School of Business at Berkeley, reminds us that companies not only have a responsibility to their shareholders, they also have a responsibility to the societies that grant them the right to operate - and they can fulfil both responsibilities profitably.[57] The Circle of Young Intraprenuers agrees and contends that 'doing well' and 'doing good' are intrinsically linked and both can, and indeed should, be mutually inclusive vs mutually exclusive.

Businesses have already started to change their language when they look to describe their business value – we hear them speak about sustainability, diversity, inclusion and the impact of their carbon footprint. It is an indicator that we are on the cusp of a seismic shift in the way business operates.

One of the most well-known social intrapreneurs – Gib Bulloch, the founder of Accenture's Development Partnerships – describes this shift through the analogy of 'shifting the oil tanker'. According to Bulloch, shifting a big corporate body [towards social impact] is like an oil tanker in that firstly corporates are large, and secondly even a 1% shift makes big waves[58]. When it comes to big business, the oil tanker analogy is well suited to describe the relationship between social intrapreneurship, corporates and their social impact.

Social intrapreneurship is all about harnessing the existing infrastructure of businesses and marrying it with the sheer scale they have for social impact.

While current corporate structures means that it is often extremely challenging to get started (i.e. get new ideas or concepts signed off, funded and delivered) the key advantage of social intrapreneurship over social entrepreneurship is the ability to scale rapidly once an idea has been given the green light. Add to this the fact that some of the biggest economies in the world are corporations, not countries[59] and it is easy to see that the impact a large corporation can have on the world is immense, especially

[57] https://www.weforum.org/agenda/2013/11/what-role-should-businesses-play-in-society/
[58] https://www.youtube.com/watch?v=5KYWJdU9Ltw
[59] https://blogs.worldbank.org/publicsphere/world-s-top-100-economies-31-countries-69-corporations

when you consider that many companies significantly outlast human spans of existence. Social intrapreneurship leverages these mammoth corporates for social good.

In fact, what makes this all the more pertinent is that for-profit companies are much better placed to deliver profitably-do-good initiatives than non-profits as they have already created the correct relationships with their customers to do this. As Kistruck and Beamish state "the social capital that had been built up by non-profit organisations over years of charitable actions appeared non-transferable in the establishment of a new bidirectional relationship".[60] The World Economic Forum adds to this train of thought by pressing the importance of tapping into the innovation of businesses, civil society, cities and governments.[61] Every company both depends on ,and affects, the societies in which it functions and the larger and more global the company, the larger and more global its societal effects are.[62]

Looking beyond the sheer scale of impact these businesses have, it is worthy to note that our greatest institutions also last far longer than the lifetime of people. One of the true impacts social intrapreneurship makes is that it creates socially conscious structures that can stand the test of time. In the previous chapter we looked at a Barclays Bank case study, examining how they have delivered in this space. Barclays Bank has a history of over 325 years since its beginning on Lombard Street in London. An institution of this scale and legacy introducing new "profit with purpose" initiatives creates true sustainable solutions that will deliver results long after you or I leave this planet. It is that element of true sustainability that differentiates social intrapreneurship from one-off Corporate Social Responsibility (CSR) initiatives as it allows us to meet the needs of the present without compromising the ability of future generations to meet their own needs.[63]

This argument is well supported in the United Nations' Brundtland Report which brings to the fore that it makes long-term economic sense to pursue policies and create institutions that contribute to the development of the world.[64]

Social intrapreneurship brings business into a space that allows it to contribute to more than just the bottom line by creating new socially-conscious products and services that align with customer demands. A key element of this approach is that social intrapreneurship must turn profit for the business.

Many businesses can see the business case for projects such as these, but quite often don't know what avenues to explore. The Circle of Young Intrapreneurs helps ensure that businesses opting into social intrapreneurship projects have clear targets in mind by aligning all their social intrapreneurship projects to the United Nations' Sustainable Development Goals (SDGs).

[60] Kistruck, Geoffrey M. and Beamish, Paul W., The Interplay of Form, Structure, and Embeddedness in Social Intrapreneurship. Entrepreneurship Theory and Practice, Vol. 34, Issue 4, pp. 735-761, July 2010. Available at SSRN: https://ssrn.com/abstract=1634115 or http://dx.doi.org/10.1111/j.1540-6520.2010.00371.x

[61] https://www.weforum.org/agenda/2015/09/how-achievable-are-the-sustainable-development-goals/
[62] https://www.weforum.org/agenda/2013/11/what-role-should-businesses-play-in-society/
[63] http://www.un-documents.net/our-common-future.pdf
[64] http://www.un-documents.net/our-common-future.pdf

On 1 January 2016, the 17 United Nations Sustainable Development Goals (UNSDGs) officially came into force.[65] Over the next fifteen years, with these new Goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

Open source commentary have been quick to criticise the contribution business has made to the UNSDGs[66]. An industry report[67] on business' contribution to the UNSDGs also noted that the majority of businesses have not moved beyond the planning stages [for projects addressing these goals]. In order to close this gap we need more companies to consider the UNSDGs as a business opportunity – and that is what The Circle of Young Intrapreneurs does. By aligning our social intrapreneurship projects to the UNSDGs The Circle of Young Intrapreneurs is actively highlighting the contribution the private sector brings to the table.

These goals come with something that big business loves – measurable targets and Key Performance Indicators (KPI). There are 169 targets that will be monitored and reviewed as part of the UNSDGs using a set of global indicators, and the deadline to achieve these goals is 2030.

Kramer and Pfitzer, writing in the Harvard Business Review,[68] argue that business is an international force that can act quickly and efficiently as it understands "how to define

[65] https://www.un.org/development/desa/statements/wp-content/uploads/sites/12/2016/01/Overview_SDGs_EN.pdf
[66] Earley, Katherine, September 2016, "More than half of businesses ignore the United Nations Sustainable Development Goals"; https://www.theguardian.com/sustainable-business/2016/sep/30/businesses-ignore-un-sustainable-development-goals-survey
[67] Corporate Citizenship, "*Advancing The Sustainable Development Goals: Business Action and Millennial Views*", 2016.
[68] Kramer, Mark; Pfitzer, Marc, "The Ecosystem of Shared Value", October 2016, https://hbr.org/2016/10/the-ecosystem-of-shared-value

and achieve objectives within a limited time and budget. They understand change management and the art of negotiation, corporate pragmatism, accountability, and data-driven decision making that can cut through the red tape and ideological disagreements that often stymie governments and NGOs."[67]

Bringing business to the table means that all sectors of society are working towards a common goal. Social intrapreneurship is one of the ways in which this can be achieved by bringing business on that journey too and finally creating the much-vaunted, but relatively elusive, 'circular economy'; where 'social' and 'economic' mutually support each other and derive shared value from each other.

From the above we can see the incredible impact social intrapreneurship can have on society by understanding the sheer scale of corporations, their ability to work internationally and their growing desire to rethink what constitutes "business value".

At the heart of it all, businesses are essentially run by people and so when we ask what the societal impact of social intrapreneurship can be it would be unfair to not take a moment to think about the people behind the business that can help drive this social change.

Each year the Harvard Business Review publishes its list of the Top 100 CEOs. They don't just look at shareholder value, or turn-over, or who made the most that quarter - one of the factors they use to determine their number one CEO is "how the company works to protect the environment, works for society, works to protect their communities."[69]

The success of a business increasingly comes down to more than just the bottom line - society is looking for a more holistic approach to business and that starts with the CEO and the vision at the top.

But Gib Bulloch says that, while there are some amazing CEOs out there, the real disruptive change is going to come from the bottom up. Those whom he eloquently describes as the "change-makers, risk-takers and trouble-makers"[70] working inside institutions are the ones that truly hold the power to shift the oil tanker. Engaging these employees in social intrapreneurship will vastly increase the likelihood of socially-conscious business leaders emerging, which in turn will soon become part of the standard measurement for defining "business value".

[69] https://hbr.org/ideacast/2016/10/what-the-worlds-best-ceos-have-in-common.html
[70] https://www.youtube.com/watch?v=5KYWJdU9Ltw

6. 18 Key Strategies for Social Intrapreneurs

David Spears - Co-Founder, Circle of Young Intrapreneurs

1. DOUBLE TROUBLE

Team up with a fellow intrapreneur - if you're doing this as a side of desk venture there are going to be times when you're unable to take the full load of your project as well as your day job, and will need support to ensure that your venture keeps moving.

2. PLAY TO YOUR STRENGTHS...

...both to your organisations strengths and to your own - a bank won't want to launch a mobile phone; it's not part of core business and doesn't make sense; and similarly, if you're great at public speaking and sales, but not tech, then don't try to build a website - with any luck your fellow intrapreneur will compliment your skill set.

3. CREATE CHEERLEADERS

Utilise a pool of senior people who 'get' what you're doing to talk about you and your project behind closed doors - these guys are invaluable in times of hardship and are able to give you a 'corporate cuddle' and get you back in the saddle when you need it most.

4. ENGAGE YOUR CORE

Take your immediate team and line management on the journey with you from day one, even if you think they have nothing to add to your venture - if you ostracise yourself from your day job crowd to be an intrapreneur, you risk making it troublesome later down the line when you need to be cut some slack - they're not going to be supportive if you've been leading a secret double life and didn't let them know.

5. TANGIBLE VS TACIT SUPPORT

Learn the difference between a stakeholder 'supporting' you and supporting you - every meeting or interaction should have a quantifiable output or tangible next step - if someone says they support you, ask them for something – to send an email, to make an introduction, to provide resources - if they don't, then they're probably 'supporting' you.

6. A NOD TO LESS SEXY STUFF

If you don't consider things like compliance or legal early on these people will tear into you at a later stage and rip apart your beautiful idea because you haven't considered the implications on their department - you don't need to be an expert, you just need to get advice from the right people at an early stage.

7. FACE TIME

Face to face meetings are invaluable and measurably more powerful than a call, email exchange or video conference - make time to look stakeholders in the eye.

8. BE RESILIENT BUT FLEXIBLE

Have a few key points you won't compromise on - particularly those that are values lead and purpose driven - but realise that if you're not flexible with the business then you're unlikely to get your idea through; equally remain firm and justify why you won't compromise on other elements.

9. STRATEGY IS CAPRICIOUS

The strategy of organisations is dynamic, do not fall victim to being stationary amend your decks / pitches / literature so that it always reflects the most current 'sell for your idea.

10. BUZZWORD UP

Utilise the most current strategic buzzwords being used in the organisation in your literature to 'talk the managers language' and demonstrate that your concept has a strategic fit.

11. BENEFITS SPLIT THREE WAYS

Always show how your idea benefits for customers or colleagues (people), company (a watertight business case) and society - ensure you are able to recite this effectively, succinctly and with impact whenever and wherever (an elevator pitch).

12. PLAY POLITICS

Organisations are inherently political - don't see this as an obstacle but instead use it to your advantage by understanding the 'whats in it for me' complex.

13. POWER OF THE PA

Personal Assistants are the gatekeepers of the organisation; to access senior people get their PA on side by emailing them with the 'twitter pitch' for your idea, the benefits split 3 ways and referencing the 'whats in it for me' complex by stating whats in it for the person you want to meet and what the meeting outcome would be - we've had a 100% success rate in using this approach to meet target individuals.

14. £ VS £ + SPONSORSHIP

Having money is largely meaningless without a 'cheerleader' sponsor who will actively support you.

15. NO DOESN'T MEAN NO

Resilience is a key skill for any intrapreneur - a no doesn't mean your project is dead you often just need to…

16. PRACTICE CIRCUMVENTION

Don't let individuals cut you down but instead loop round them in the organisation. either go up a different reporting line and then back across and down (the snakes and ladders paradigm) or jump up a few levels beyond the "squeezed middle".

17. HELLO KITTY

You may be young and bright eyed, but you are not in a room with a senior leader to get a pat on the head - you are there for a reason, not to be cute - ask for what you need, and make sure you get it.

18. WIN THE CHAIR

Sometimes you'll be asked to attend a group sign off meeting with a panel of key stakeholders; the most important thing to realise is that the chair of the meeting is the most influential and steers the conversation in the way in which they want - arrange a one on one meeting in advance with the chair to warm them up to your idea an ensure they're onboard in advance of the big meet.

This is by no means an exhaustive list of hurdles you'll have to jump to get your intrapreneurial idea delivered but these tips will set you in good stead as you begin your journey! Good luck and be bold!

7. Conclusion

Tim Heard - *Co-Founder, Circle of Young Intrapreneurs*

"The greatest agents for sustainable change are unlikely to be [social entrepreneurs], interesting though they are . . . They are much more likely to be the entirely reasonable people, often working for large companies, who see ways to create better products or reach new markets, and have the resources to do so." The Economist review of The Power of Unreasonable People [71].

I am a huge believer in the idea that companies in the modern age can exist for both stakeholder value and positive societal impact. This is proven to be something which a growing number of clients directly seek out in companies they do business with, employees seek out in companies they work for and investors seek out in companies they finance. Business is changing and - if we respond to this - we can create a fairer, more equal world, where organisations collaborate to solve some of humanity's greatest issues and create a better world for everyone. We are at the start of the journey here but there is undeniable evidence in the power of individuals to drive change and leverage the power of corporations as engines of positive social impact. Indeed literature on social innovation in general is "burgeoning" [72] which is great - however - we now need to move *beyond talk and into action* if we really want to achieve the social impact which is the key driver of The Circle movement. There are enough networks out there talking about social impact but not enough who actively create it. We will not let ourselves fall into this category! This was highlighted recently when I was lucky enough to spend some time working with the UN on the Sustainable Development Goals where it became clear again and again that the corporate sector is *the* vehicle, perhaps the only vehicle, which can achieve these goals. We have now started initial discussions with the UN about how we can best collaborate together on this specific point which is incredibly exciting and also demonstrates the real global impact and interest in social intrapreneurship as a movement.

Despite everything we have written here studies show that efforts to stimulate intrapreneurship more often than not fall flat. According to current research at Harvard on innovation models in global companies across diverse sectors, intrapreneurship projects fail between 70% and 90% of the time [73]. This should be a deeply troubling but also motivating statistic as it's one that can be addressed. It's with this in mind I am pleased to announce that, in 2018, we will launch a new Circle Foundry which will work with corporates to help them innovate with purpose, to build effective intrapreneurship structures and to create and support the social intrapreneurs themselves to deliver both business and social value.

Another avenue the Circle will be exploring further in 2018 is how we can support and foster potential social intrapreneur/ social entrepreneur collaborations. We believe that there is a great potential for social intrapreneurs and social entrepreneurs to work together to create social impact. Based on our own experiences at the Cambridge Social Venture weekend David and I realised that a lot of social entrepreneurs wish to work with large corporates to scale their impact/ideas, or tap into funding, but often

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71 www.echoinggreen.org/sites/default/files/The_**Social**_Intrapreneurs.pdf
72 http://www.tandfonline.com/doi/full/10.1080/14479338.2016.1268924
73 https://hbr.org/2013/11/a-new-model-for-innovation-in-big-companies

don't know how to approach this. Corporations themselves often want to work with social entrepreneurs to create sustainable impact (and therefore brand benefit) but also to seek out new profit lines and social entrepreneurships want access to corporations so that they can scale. Social intrapreneurs are the ideal liaison points between social entrepreneurs and big corporations as they can speak to both sides effectively. Social intrapreneurs pitch social impact to corporations on a daily basis and, by virtue of this, become very accomplished in structuring these sorts of pitches effectively/ converting social impact into an attractive corporate investment by subtleties of structure and language but are often subtly 'disruptive' in their thought processes to maintain some independence of the central corporate engine.[74]

The more that I have researched this report the more I have seen social intrapreneurship as less about philanthropy and more about good business. But it is also more than this – this isn't about just good business, it is about building a good society and so much more. As I said in my very first post about social intrapreneurship back in March 2016 – "The world of business is changing and - if we respond to this - we can create a fairer, more equal world, where businesses collaborate to solve some of humanity's most pressing issues (usefully defined by the SDGs) and, therefore, create a better world for everyone. We are at the start of the journey here but I really believe in the power of the individual to drive change and leverage the power of the corporate as an engine of positive social impact."[75]

At the "core of the concept of intrapreneurship is the idea that established organizations are most effective when they find ways of harnessing the creative talents of their members"[76] which means that ultimately social intrapreneurship is about ordinary people doing ordinary things which add up to make the world a better place. Not only can social intrapreneurship help the world at large but it also provides clear purpose, value and meaning to the careers of the individuals involved and it is for this reason that the movement will continue to grow exponentially.

Many people see profit as the problem, and it *can* be. However, at The Circle we see profit as the **magic**. We see it as the magic because profit is the platform upon which you can build **scale** and scale is how we can create the levels of **impact** required to provide really sustainable **solutions** to many of our most pressing issues. Profit therefore becomes a core part of **purpose** instead of seeing profit as *the* purpose. This means that, in principle, we don't aim to change the core aim of conventional business, to make profit, in fact, we encourage it in many ways, but what we do tweak is the methodologies to get there. Business can be the problem in many ways but can also be the answer.

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We hope that this report gives you a full view of what intrapreneurship is, why it is not just important but vital for companies to invest in it, what it means for society in terms of potential impact and what it means to the social intrapreneurs themselves. If you

74 For more info see: Agoada. J - https://www.forbes.com/sites/ashoka/2015/10/19/for-big-impact- you-need-these-unlikely-business-allies/#3d1f521a5025
75 https://www.linkedin.com/pulse/musings-intrapreneurship-social-innovation-tim-heard
76 https://www.researchgate.net/publication/304681928_'Intrapreneurship'_Corporate_Entrepreneurship_Developing_an_Entrepreneurial_Dynamic_within_Large_Businesses

would like to know more than please do join the Circle, it's free and always will be, via our [website](#) or [LinkedIn group](#).

Prior to our first speech on social intrapreneurship at One Young World I had the following engraved on something I carry with me everywhere:

Insanis satis mutare mundi

This sums up everything being a social Intrapreneur means to me. Paraphrasing a famous quote from Steve Jobs it means:

Crazy enough to change the world

Noone is seeing us as crazy anymore.

Tim Heard & David Spears
Co-Founders – The Circle of Young Intrapreneurs

A few words of thanks

As always with these things many thanks are required to many people and, though we have tried to list as many as possible, this report comes after many years of social intrapreneurship triumph and tribulation during which David and I have benefitted from the help of countless amazing people but, in particular, the COYI Committee and Chapter Leads.

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CIRCLE OF YOUNG INTRAPRENEURS
EST 2015