Name of programme: *"Corporate Entrepreneurship Framework Training for Managers"*

Name of the Module: *Establishing a Corporate Entrepreneurship Ecosystem*

Module Description

In an era where competition is global and harsh and where technology changes rapidly and vastly, existing organizations increasingly face problems to keep abreast and sustain. As traditional management approaches do not sufficiently answer to these contemporary challenges, the concept of corporate entrepreneurship integrates successful approaches from into the corporate DNA.

'Establishing a Corporate Entrepreneurship Ecosystem' is a module that focuses on the need of organizations to build on their ability to innovate. This module is based on the cognition that corporate innovation is a core competence, that is fundamental for successfully facing competition. It is targeted at managers and aims at helping them recognizing the constant need for innovation and change, for designing and introducing new products or services in entrepreneurial manner, for elaborating new business models, for guiding and engaging multiple stakeholders in corporate entrepreneurial initiatives, and ultimately for successfully managing such initiatives.

In doing so, the content of the module is as follows:

- Corporate entrepreneurship: What, why and how?
- Developing an innovation thesis, connected to vision and mission
- The corporate entrepreneurship environment (culture, climate, processes, policies, practices and architecture)
- Fostering corporate entrepreneurship
- Corporate entrepreneurship challenges and solution approaches

Expected learning outcomes:

Upon successful completion of this module, the training participants will be able to:

- understand similarities, differences and synergies between corporate and start-up entrepreneurship
- understand the different forms of corporate entrepreneurship
- understand and apply the entrepreneurial process in an organization
- build the corporate entrepreneurship environment
- act as change leader and agent, to facilitate entrepreneurial initiatives taken within the organization

This module contributes to the following SCOPE competences:

- CMMM3 Enhancing Creativity & Coaching Intrapreneurship
- CMMM5 Planning & Optimizing the Innovation Process

This module contributes to the following EntreComp-Framework competences:

- Idea generation and mobilization
- Experimentation
- Spotting opportunities (1.1)
- Creativity (1.2)
- Vision (1.3)
- Valuing ideas (1.4)
- Financial and economic literacy (2.4)
- Taking the initiative (3.1)
- Planning and management (3.2)
- Coping with uncertainty, ambiguity and risk (3.3)
- Learning through experience (3.5)

Contents:

Learning takes place in face-to-face lessons, independent studies, teamwork and e-learning.

Face-to-face:
1. Presentation of corporate entrepreneurship vs entrepreneurship
2. The corporate entrepreneurship process
3. Building an innovation thesis and aligning vision and mission
4. The corporate entrepreneurship environment
5. Motivating employee participation in corporate entrepreneurship
6. Valuation methods of innovation

Individual reading:
7. Business Model Canvas, Value Proposition Canvas, Lean Approach, Minimum Viable Product, Design Thinking
8. Frameworks and challenges in corporate entrepreneurship

Overview:

Session	Duration	Content
Introduction	0,25h	Warm up
Presentation of corporate entrepreneurship vs entrepreneurship	1h	Similarities and differences from a theoretical perspective, necessity and challenges of corporate entrepreneurship (theoretical input & practical examples).
The corporate entrepreneurship process	1h	Strategic renewal, innovation, and corporate venturing. The key steps of the corporate entrepreneurship process.
The innovation thesis	1,5h	Establishing an innovation thesis, in congruence with the organization's vision, mission, and strategy.
E-Learning assignment	0,25h	Presentation of the e-learning task

Summary and outline	0,5h	Summary of the module content up to this point Outline of the second part of the module Feedback from participants and trainer

Session	Duration	Content
Introduction	0,25h	Warm up
The corporate entrepreneurship environment	2h	Organizational culture and architecture that can foster corporate entrepreneurship (e.g. transformation and growth boards, cross-functional teams, growth (theoretical input & practical examples).
Motivating employee participation in corporate entrepreneurship	1h	Policies and practices for building and maintaining the entrepreneurial mindset among employees and for enhancing participation in entrepreneurial ventures, with emphasis being given on rewards (theoretical input & practical examples).
Valuation methods of innovation	1,5h	Insights on evaluation criteria and processes of innovation projects with emphasis on lean management. portfolio analysis. Experimental design and portfolio analysis. (quantitative & qualitative approach)
E-Learning assignment	0,25h	Presentation of the e-learning task
Summary and outline	0,5h	Summary of the module contents Outline of upcoming modules Feedback from participants and trainer

E-learning assignments:

1. Assignment 1: Prepare a presentation (with supportive material further explaining the rationale) exemplifying the application of the entrepreneurial process to the operations of a department or functional area within an established organization (*The analysis should be based on your company, but please make sure you share information related to department, business sector, and company size.*)
2. Assignment 2: Prepare a presentation (with supportive material further explaining the rationale) identifying ways to promote innovation at a given organization (*The analysis should be based on your company, but please make sure you share information related to department, business sector, and company size.*)

Literature and relevant web sources

- Amit, R., and Zott, C. (2012): Creating Value Through Business Model Innovation. MIT Sloan Management Review 53.3 41-49.
- Birkinshaw, J., Zimmermann, A., and Sebastain, R. (2016). How Do Firms Adapt to Discontinuous Change? California Management Review, 58(4): 36-58.
- Blank, S. 2006. The Four Steps to the Epiphany; Successful strategies for Products that Win. http://web.stanford.edu/group/e145/cgi-bin/winter/drupal/upload/handouts/Four_Steps.pdf
- Burns, P. (2012). Corporate Entrepreneurship: Innovation and Strategy in Large Organizations 2012th Edition, Red Globe Press.
- Casadesus-Masanell, R., and Ricart, J.E., (2011). How to Design A Winning Business Model. Harvard Business Review, January-February, 1-9.
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- Christensen, C.M., and Overdorf, M. (2009). Meeting the Challenge of Disruptive Change. Harvard Business Review, March-April: 1-10.
- Entrepreneurship vs Intrapreneurship - https://ebrary.net/3675/management/entrepreneurship_versus_intrapreneurship
- Gans, J. (2016). The other disruption. Harvard Business Review, March: 80-84.
- Hirisch, R., and Kearney, C. (2011). Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company, McGraw-Hill.
- Johnson, Mark W., Clayton M. Christensen, and Kagermann, H. (2008). Reinventing Your Business Model. Harvard Business Review December: 2-10.
- Kavadias, S., Ladas, K., and Loch, C. (2016). The Transformative Business Model: How to tell if you have one. Harvard Business Review, October (2016): 91-98.
- King, A. A., and Baatartogtokh, B. (2015). How Useful Is the Theory of Disruptive Innovation?. MIT Sloan Management Review, 57(1): 77-90.
- Osterwalder, A., and Pigneur, Y. (2010). Business Model Generation. A Handbook for Visionaries, Game Changers, and Challengers, Wiley.
- Osterwalder, A., and Pigneur, Y. (2014). Value Proposition Design, Wiley.
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- Salmelin, B. (2011). Open innovation. Ppt presentation. European Commission
- Viki, T., Toma, D., & Gons, E. (2017). The Corporate Startup: How established companies can develop successful innovation ecosystems, Vakmedianet.
- Wolcott, R. C., and Lippitz, M.J. (2007). The four models of corporate entrepreneurship. MIT Sloan Management Review, 49(1): 75-82.

Urls

- https://www.youtube.com/watch?v=RzkdJiax6Tw&t=1s (Business Model Canvas)
- https://www.youtube.com/watch?v=QoAOzMTLP5s (Business Model Canvas-short)

- https://www.youtube.com/watch?v=cjCCS3DxZRo (Minimum Viable Products)
- https://www.youtube.com/watch?v=0P7nCmln7PM (Minimum Viable Products-short)
- https://youtu.be/aN36EcTE54Q (Value Proposition Canvas)
- https://www.youtube.com/watch?v=-FzFk3E5nxM

Evaluation criteria:

- Classroom Participation (…. %)
- E-Learning Assignment (…. %)
- In-Class Case Work

Min. xx % attendance

will be jointly defined for the whole course on the course description

Trainers:

The Greek trainer/s profile/s will be added upon finalisation of Syllabus and after a consultation between the two Greek partners

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Suggestions for pre- and post gap analysis questions (3-5)
PRE:
- What is corporate entrepreneurship?
- To what extent can innovation be an organizational capability?
- How would you motivate individuals to participate in creativity projects?

POST:
- How could corporate entrepreneurship apply to your organization?
- Please describe the corporate environment that fosters entrepreneurship?
- Can you describe your role as a leader in an entrepreneurial organization?