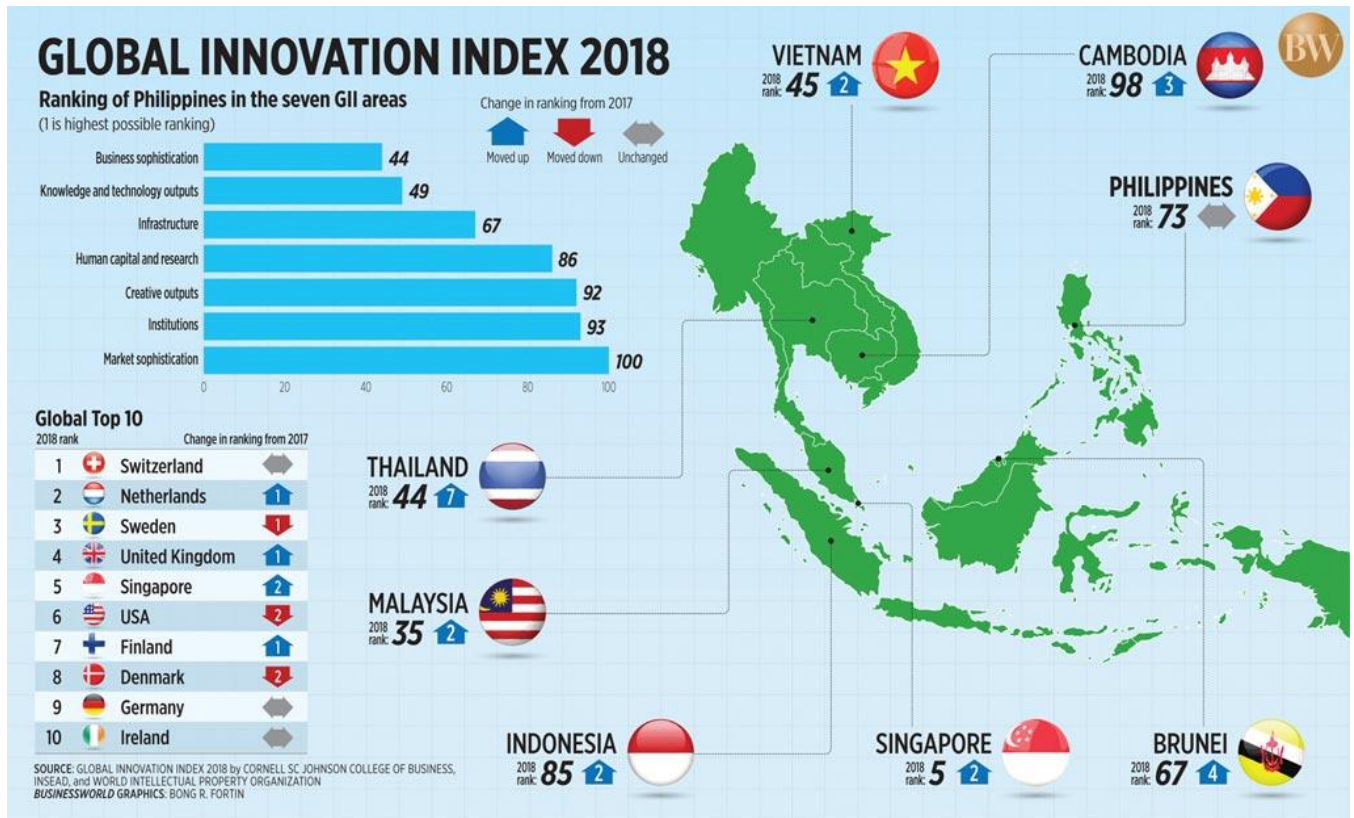# CASE STUDIES
ON THE SUBJECT "INNOVATION MANAGEMENT AND ENTREPRENEURSHIP"

Case study

Determine main factors affecting high innovation index of countries.

Case study

One of the most well-known examples of intrapreneurship is the **"Skunk Works" group** at **Lockheed Martin**. The group was originally named after a reference in a cartoon, and was first brought together in 1943 to build the P-80 fighter jet. Because the project was to eventually become a part of the war effort, the project was internally protected and secretive.

Another example could be **3M,** who encourage many projects within the company. They give certain freedom to employees to create their own projects, and they even give them funds to use for these projects. The 3M group provides grants as a part of its intrapreneurship and innovation program, within the 15% employee time. The "Genesis Grant", for example, provides researchers of innovative projects up to $ 85,000 to move those projects past the idea stage.

In another major company, **IBM,** the intrapreneurship program developed 25 new businesses within its first five years**.** In 2004, the 22 businesses that survived, generated over billion in revenue.

Intel also has a tradition of implementing intrapreneurship.

One Intel engineer who took the plunge was Paul Scagnetti, who had worked for a couple of years developing chip-making processes. Tinkering at home after working 12-hour days, he came up with a concept for a handheld computer aimed at helping people do just one thing: record and plan their fitness and nutrition data. Mr. Scagnetti's idea passed muster with Intel's finance people and he got approval to work on the project with a partner for nine months. Intel then gave him funding to hire 15 people and launch the product, the Vivonic Fitness Planner, in sporting goods stores on the West Coast.

Google is also known to be intrapreneur friendly, allowing their employees to spend up to 20% of their time to pursue projects of their choice. Google, W.L Gore Technologies or HP have also similar programs, giving 10% to 20% of time for employees to pursue own ideas.

The Gmail messaging system of Google or the Gore guitar strings made in synthetical material are initiatives born in the mind of regular employees.

Case study "UNHAPPY AT WORK? BE AN INTRAPRENEUR"

Five methods to be an intrapreneur:
1. Stop with the "buts".
"How about you try running this new marketing strategy by your boss?" I say.
"I love that idea, BUT …" is the reply.
Stop with the excuses. If you turn the buts around, you'll find opportunities.
Find creative ways to overcome obstacles to help propel the business toward its goals.
2. Deliver solutions.
Your boss knows about problems. What he needs is solutions. You're only doing a small and easy part of the job if you just discover a new problem. You can be even more valuable by bringing a viable solution, or solutions, to the table. If you have multiple solutions, disassemble the differences, pros and cons for the team to understand the options and guide the organization to a sound decision. Recommend a concrete first step to get the ball rolling.
3. Show your smarts.
The expert is the one who knows more about a topic than anyone else in the room.
Offer your ideas and guidance in meetings and email discussion topics internally and with clients. Provide suggestions and counsel to members of all levels of your organization. Become a source of creativity, knowledge, and guidance, and your organization will start to see you as an intrapreneurial leader. Learn how to make suggestions diplomatically.
Sometimes the best suggestion starts with a simple open-ended question that moves a person or the group in a new direction. For example, you could say: "What would happen if we looked at this problem this way …?"
4. Be a hero to your boss.
Your boss has objectives and quotas he needs to meet. Your job is to help him get there. When you do, you can become a shining star to your boss.
Fully understand and appreciate what your boss is required to achieve, and then don't just support his mission, but help him achieve it better, faster, and more cost effectively.
If you don't know what your boss's goals are, then ask him what they are and how you can help. Keep focusing on creating new value. That's innovation – the bread and butter of intrapreneurship.
5. Use positive executive behaviors.
No one is going to believe you should be promoted if you don't exhibit the positive behaviors of someone already in that role. If you want to become a vice president, act like one.
The promotion follows the behavior. Fill the position you want – which includes exhibiting the required skills, attitude, and behaviors which will lead to achievements and can set yourself up for earning the title.

GAME "Kill a Stupid Rule" for innovative ideas

1. Gather a group of employees.
Then break them down into two-or three-person teams. If possible, pair up people from different functional areas.
2. Give the smaller groups 10 minutes to answer one question:
"If you could kill or change all the stupid rules that get in the way of better serving our customers or just doing your job, what would they be and how would you do it?"
3. Then sit back.
And make sure your skin is particularly thick that day, because many of the stupid rules employees will want to kill are *your* stupid rules.

"At the 10-minute mark the teams will be begging you for more time," Lisa says, "not because they're coming up empty but because 10 minutes isn't nearly enough time to write everything down. So don't stop them. You'll rarely see employees get as engaged during team meetings. Giving them more time shows how serious you are about the exercise, which is important for building your team's trust in you and in the possibility that things will actually change."

4. Ask everyone to write their "favorite" stupid rule on a sticky note.

Then have each place his or her rule on a whiteboard grid that has two axes: Y is ease of implementation, and X is degree of impact.

Your grid will then have four quadrants: Hard to implement with low impact, hard to implement with high impact, easy to implement with low impact, and easy to implement with high impact.

Some people will automatically assume eliminating their favorite stupid rule has tremendous impact even if it doesn't. That's understandable.

5. Talk about the results.

Some of the same rules will show up multiple times. Some will be rules only one person follows. Some won't be formal rules, falling more into the, "But that's how we've always done things," category.

And some won't be rules at all: Meetings just for the sake of meeting, reports that no one reads, multiple sign-offs for purchases or approvals....

6. Let the group pick a few easy to implement/high impact rules--and kill those rules on the spot.

Prove you're willing to listen. Prove you're willing to change.

Prove employee engagement is a verb, not a noun.

7. And don't stop there.

Some rules you can't kill on the spot. A few might require first changes in process or workflow.

No problem. Make the necessary changes; anything you do that streamlines a process and frees up employees to do real work is time well spent. Then let everyone know when those rules are killed. That way you reinforce how seriously you take their input and how important it is to make positive changes.

8. Then keep listening.

When employees know you take their input seriously, you won't need to try to flip the innovation switch by holding brainstorming sessions to solicit ideas.

As long as you're listening and acting on what you hear, your employees will bring great ideas to you.