



OULUN YLIOPISTO
UNIVERSITY of OULU

OULU BUSINESS SCHOOL

Julia Missel (2481452)

**CORPORATE ENTREPRENEURSHIP WITHIN THE SALES UNIT OF A
MULTINATIONAL CORPORATION**

Master's Thesis

Oulu Business School, International Business Management

May, 2017

Unit Management and International Business			
Author Julia Missel		Supervisor Tuija Mainela	
Title Corporate Entrepreneurship within a Sales Unit of a Multinational Corporation			
Subject International Business Management	Type of the degree Master of Science	Time of publication May 2017	Number of pages 100
Abstract			
<p>This research focuses on corporate entrepreneurship within the sales unit of a multinational corporation. The multinational corporation sets the frame for the research where the realization of CE as a management concept is analyzed in the sales unit.</p> <p>The purpose of this thesis is to gain an in depth understanding of entrepreneurship, and corporate entrepreneurship as a management concept. Additionally it is supposed to increase the literature on the topic of corporate entrepreneurship within a sales unit. It aims to bring the research areas of selling and sales behavior as well as corporate entrepreneurship closer together.</p> <p>In order to gain the in depth knowledge required for this thesis an extensive literature review on the topic of entrepreneurship has been conducted. Corporate entrepreneurship builds on the research of entrepreneurship and is referred to as a management concept. The management concept of change management is introduced and its' link to corporate entrepreneurship is established. The literature review also covers general research on the multinational corporation as well as the sales unit and the entrepreneurial actions already existing in the sales unit.</p> <p>Furthermore a case study approach has been realized to increase the understanding of corporate entrepreneurship in real life. Therefore eight employees of a multinational corporation, who work in the sales unit, have been interviewed with semi structured interviews. The semi structured interviews were approximately one hour long, resulting in taped material of 9 hours. This material has been transcribed and with the help of the analyzing software NVivo clustered.</p> <p>The clusters of NVivo formed the base to answer the research questions. Elements such as sales innovativeness and creative selling, knowledge sharing, an entrepreneurial mission statement, an employee suggestion scheme, freedom resulting in innovation and an active change management are elements realizing corporate entrepreneurship within the sales unit.</p> <p>Sales innovativeness and creative selling is realized in the sales unit through new selling approaches such as cross selling and value based selling. Knowledge sharing holds a great advantage for the employees where successful ideas and tactics for example from country regions are applied to other regions or even the headquarter. Knowledge share also sparks innovation. The entrepreneurial mission statement is necessary to provide guidelines and describe the desired behavior. The entrepreneurial orientation mission statement refers to the overall entrepreneurial orientation of the company.</p> <p>Freedom according to the data of the case study results in innovation and motivation. Therefore general freedom in the work routine characterizes corporate entrepreneurship in the sales unit. Furthermore an active change management which is also present in the sales unit of the case company supports the process of including corporate entrepreneurship as an overall management concept.</p> <p>These results lead to the conclusion that corporate entrepreneurship is realized to a certain degree within the sales unit, but still holds room for improvement. In the end the generalizability of the thesis as well as advices for future research are given.</p>			
Keywords Corporate Entrepreneurship, Entrepreneurship, Sales Unit, Multinational Corporation, Change Management			
Additional information			

CONTENTS

FIGURES AND TABLES	5
1 INTRODUCTION.....	6
1.1 Motivation.....	7
1.1.1 Scientific research gap	7
1.1.2 Personal interest in the topic	9
1.2 Aim of the research study.....	9
1.3 Methodology	10
1.4 Structure of the thesis	11
2 THEORETICAL BASE OF CORPORATE ENTREPRENEURSHIP.....	13
2.1 Classification of the Research Area of Entrepreneurship.....	13
2.1.1 The function of the entrepreneur within the economical theory	13
2.1.2 Defining Entrepreneurship.....	15
2.2 Corporate Entrepreneurship	16
2.2.1 Characteristics of corporate entrepreneurship	17
2.3 Intentions of Corporate Entrepreneurship.....	19
2.3.1 Innovation	19
2.3.2 Risk Taking.....	20
2.3.3 Proactiveness.....	21
2.4 Corporate Entrepreneurship as Management Concept.....	22
2.4.1 Integrated CE.....	25
2.4.2 Change Management	26
2.4.3 Establishing Corporate Entrepreneurship	29
2.4.4 The importance of Corporate Entrepreneurship within a MNCs....	31
3 THEORETICAL BASE OF THE MNC AND THE SALES UNIT.....	33
3.1 The Multinational Corporation	33

3.1.1	Organizational Structure of a MNC.....	33
3.1.2	Global integration and local responsiveness.....	35
3.1.3	Knowledge Transfer.....	37
3.1.4	Entrepreneurial Orientation of a MNC	38
3.2	The Sales Force of a MNC.....	40
3.2.1	Organizational Structure of the Sales Force	41
3.2.2	Customer Orientation.....	43
3.2.3	Entrepreneurial Orientation of the Sales Unit.....	45
4	CONNECTING THE THEORETICAL BASE	47
5	DESCRIPTION OF THE RESEARCH METHODS	49
5.1	Qualitative research design	49
5.2	Data collection	50
5.3	The Case Company	52
5.4	Analysis of the Semi – Structured Interviews.....	52
6	CASE SPECIFIC VIEW OF CORPORATE ENTREPRENEURSHIP	54
6.1	CE in the eyes of the case companies’ sales unit	55
6.2	CE activities in the case company’s sales unit.....	57
6.2.1	Mission Statement.....	58
6.2.2	3i – Employee suggestion scheme	60
6.2.3	Personal Freedom.....	61
6.2.4	Knowledge Management	63
6.2.5	Change Management	64
6.3	Increasing Corporate Entrepreneurship	68
6.3.1	Reward System	69
6.3.2	Necessary for a rich entrepreneurial culture	70
6.4	Summary of the empirical findings	73
7	CONCLUSION	75

7.1	General findings of the study	75
7.2	Answer to the research question.....	75
7.3	Generalization of the results	78
7.4	Limitations and validity of the study.....	82
7.5	Perspective for future research.....	82
	REFERENCES.....	84
	APPENDICES	98
	Appendix 1 Outline of the Interview guide.....	98
	Appendix 2 List of NVivo Codes.....	99

FIGURES AND TABLES

Figures

Fig. 1 CE in relation to change management.....	28
Fig. 2 Connection of the theoretical views.....	47
Fig. 3 Connection between nodes and research questions	54
Fig. 4 Elements of CE in the sales unit	58
Fig. 5 Ways to increase CE.....	68
Fig.6 Expanded Model of CE within a Sales unit of a MNC	77
Fig. 7 Connecting Elements of the Sales Unit and Corporate Entrepreneurship.....	78

Tables

Table 1 Funtions of an Entrepreneur	15
Table 2 Definitions of Corporate Entrepreneurship, alphabetical order.....	18
Table 3 Overview Interviewees	52

1 INTRODUCTION

“...there is nothing more difficult and dangerous, or more doubtful of success, than an attempt to introduce a new order of things...” (Machiavelli, 1532)

Transformation and change characterize markets ever since. In connection with competition these parameters force a corporation to identify new entrepreneurial opportunities and to realize them through new services, products or structures besides organizing and taking care of the efficient routines (Drucker, 2002). Innovation starts in the heads of the employees (Probst, Raub, & Romhardt, 1999) and for renewal knowledge about entrepreneurial principles is necessary (Kirzner, 1999). Therefore entrepreneurial principles have to be established within the corporation to secure long term growth prospects (Cooper & Kleinschmidt, 1995).

Often successful and well established corporations are the ones who are especially inflexible and seem to block themselves from change (Dumont, 2010). Long lasting companies' success leads often to a bureaucratic thinking and holding on to the status quo which results in forgetting the original entrepreneurial competence of identifying and using market opportunities (Hammer & Champy, 1994). Furthermore it is possible to recognize that with the time and a constant increase in size companies develop a system of routine, rules and control mechanisms. This results in a risk averse and conservative decision making process which is present in all levels of the corporation (Downs, 1967).

Contrary young firms hold the possibility to adopt to change quickly whereas multinational corporations (MNC) are considered slow and indolent responding to the fast changing environment (Zahra , 1999). Therefore MNC have to adjust to changes in the environment, where they invest a lot to remake themselves and have a focus on innovation as well as entrepreneurship as main goal of their strategy (Zahra, 1999). Entrepreneurship helps companies to indicate new businesses and create new revenue streams (Zahra, Nielsen, & Bogner, 1999). As a main goal entrepreneurial oriented corporations have to maintain, encourage and increase entrepreneurial

thinking and behavior, which should take place on all levels of the corporation (Dumont, 2010).

A model or frame for such a continuous renewal through entrepreneurship within the corporation is corporate entrepreneurship (CE) (Dumont, 2010). Due to the acceleration of the global economy CE takes on a more prominent and important role for big corporations (Zahra, 1999). CE is essential for a company to survive, stay profitable, and grow (Zahra, Filatotchev, & Wright, 2009). The area of a MNC which holds the greatest opportunities for entrepreneurship is regarded to be the sales unit (Morris, Avila, & Teeple, 1990). The sales unit is considered to be an important source to gain knowledge about a firm's customers and the environment (Javalgi, Hall, & Cavusgil, 2004). Additionally it is described as the face of the company (Javalgi, Hall, & Cavusgil, 2004). The actors within a sales unit are the sales people who directly interact with the customer. Therefore they are one of the first ones within the company to be able to detect opportunities as well as new customer needs. This leaves the sales unit to be designed for entrepreneurial processes (Morris, Avila, & Teeple, 1990). Consequently sales people are characterized as of entrepreneurial nature (Jones, Roberts, & Chonko, 2000).

1.1 Motivation

This chapter describes the motivation for completing this research. It is divided into the scientific motivation resolving from a research gap in the literature and my personal interest in the topic.

1.1.1 Scientific research gap

With respect to the available literature on corporate entrepreneurship within a sales unit the need for further research is present. Scholars ask for more research since most of the literature is of exploratory character and a general accepted theoretical framework is missing (Morris, Avila, & Teeple, 1990; Panagopolous, et al., 2011). Most scholars do either address corporate entrepreneurship or the selling and sales behavior within a sales units. Morris et al. (1990) described that many scholars' address the importance of entrepreneurship in established firms. But not a lot of

literature is available in the context of corporate entrepreneurship in combination with research on selling and sales behavior (Javalgi, Hall, & Cavusgil, 2014).

In general the literature on international sales is rare (Baldauf & Lee, 2011). Panagopoulos et al. (2011) analyzed articles in that area and discovered that in the years between 1980 and 2010 only 97 articles were published with respect to international sales. This shows that not a lot of research has been done in the field of international sales within 30 years. Furthermore most studies related to international sales were using U.S. samples rather than multi country samples (Asare, Yang, & Brashear Alejandro, 2012). They ask for more studies which use non U.S. samples and multi country samples to improve external validity. It has been given a preference to comparative sales studies where a concept or construct developed in one country, which again was mostly the U.S., is examined in another country (Baldauf & Lee, 2011).

Meanwhile in the area of corporate entrepreneurship a lot of literature is available. Corporate entrepreneurship has been studied since 1971 where Peterson and Berger showed that entrepreneurial activities help companies to build new businesses and find new revenue streams (Hornsby, Kuratko, & Zahra, 2002). The affect of corporate entrepreneurship has been widely studied. The studies mainly describe the importance and the benefits for companies to increase the awareness on corporate entrepreneurship (Zahra, 1996; Zahra, Filatotchev, & Wright, 2009; Zahra & Covin, 1995; Zahra & Garvis, 2000), others focus on creating frameworks (De Clercq, Castaner, & Belausteguigoitia, 2011), or develop steps how to increase corporate entrepreneurship within a firm (Kuratko, Hornsby, & Covin, 2014; Bonney & Williams, 2009). But research is lacking on the presence and opportunities of corporate entrepreneurship within a sales department.

This combination is of interest for the scientific field because sales people are regarded to be of entrepreneurial nature (Jones, Roberts, & Chonko, 2000). And the sales functions are characterized as of entrepreneurial activity (Morris, Avila, & Teeple, 1990). In addition to that leaders and organizations have recognized that selling involves more than work processes beyond the traditional ones such as closing sales, prospecting customers and making sales calls (Colletti & Chonko,

1997). Since the selling environment is characterized by rapid changes the sales department has to adapt to these and has to find new approaches and selling models (Spillecke & Brettel, 2013). Thus holds great opportunities for entrepreneurship (Spillecke & Brettel, 2013).

1.1.2 Personal interest in the topic

My personal motivation for this topic as my master thesis developed during the lectures provided on Selling and Sales Management. This course increased my interest in the field of international selling. Additionally the program of International Business Management at the Oulu Business School is highly focused on entrepreneurial research. Therefore the phenomenon of entrepreneurship is also interesting for me and followed me throughout my studies. Entrepreneurship is affecting our entire economy and changing the way business nowadays works. I am fascinated by entrepreneurs but don't see myself as an entrepreneur. In my future I want to work in a sales department and want to increase the entrepreneurial mindset and spirit in multinational companies as a corporate entrepreneur.

A goal for the master thesis is to become an expert in an area of one's own choice. Since I am looking for a position in a sales department afterwards and am inspired by the fast changing world of entrepreneurship I want to become an expert in that combination. This master thesis gives me the opportunity to do that. Therefore I want to analyze corporate entrepreneurship in the sales unit of a MNC.

1.2 Aim of the research study

With respect to the identified research gap and the personal motivation towards this topic this section describes the aim of the research.

This thesis contributes to the existing literature on the topic of CE within a sales unit of a MNC. The understanding of corporate entrepreneurial behavior within a sales unit is deepened. Additionally the thesis builds on the existing literature to increase the knowledge about CE in a sales unit. The thesis aims to analyze the understanding and realization of CE within a sales unit of a MNC. This paper addresses the

opportunities for entrepreneurship within a sales unit and tries to connect the research area of CE with the research on selling and sales behavior in a MNC. Consequently this research builds a bridge between CE and selling and sales behavior in a MNC. Since scholars see the importance of CE and the entrepreneurial nature which lies in the sales unit, this research aims to deepen the understanding of this link and builds on the existing literature to enrich research on this topic.

To be able to fulfill this aim the following research question is answered: How is CE realized in a sales unit of a MNC? With the help of three sub questions the research question is defined more precisely. These sub questions are:

- What is CE?
- How is CE lived within the case company's sales unit?
- How can sales units increase CE?

The sub questions will guide through the thesis and will be analyzed throughout the research.

1.3 Methodology

First of all the research area of CE is reviewed to create an understanding of the theories. In addition to that the MNC is analyzed which forms the background of the entire research, after that the sales unit as a department of the MNC is presented with its entrepreneurial orientation. The data is gathered and analyses based on qualitative research methods because it focuses on understanding and exploring the topic (Eriksson & Kovalainen, 2011). To do this the research uses an abductive approach to answer the research questions. And abductive approach can be considered as the logic of exploratory data analysis as defined by Chales Sanders Peirce (Eriksson & Kovalainen, 2011). Additionally it means to use both induction and deduction in different phases of the research process (Eriksson & Kovalainen, 2011).

In this case first a deductive approach is used where the literature is reviewed and a theoretical framework is built on the existing scientific articles and publications.

Since this research is a qualitative research hypothesis are not developed. Rather theoretical elements regarding this topic are drawn from the literature. With the help of semi structured interviews these elements are developed further and the realization of the elements in the real world is explored. After that the theoretical framework can be revised and the insights gained by the interviews could be added. From this adjusted theoretical frame propositions for future research are developed .This part is related to an inductive approach where a theory is the outcome of an empirical research (Eriksson & Kovalainen, 2011). This combination is also regarded as systematic combining. Systematic combining is to go back and forth between empirical observations and theory, which makes it possible to extend both the theoretical as well as the empirical understanding of the studied phenomena (Dubois & Gadde, 2002).

Furthermore the thesis can be grouped into the field of exploratory research. Exploratory research is good for investigating on how and why questions but also suitable for developing new theories and ideas (Dul & Hak, 2008). The thesis aims to explore and understand the phenomenon of CE within a sales unit of the MNC to a greater extend. This is done by holding semi structured interviews which will be the base of the collection of qualitative data. The interviews are conducted in sales units of one MNC, with sales people from different management levels. The interviews are around one hour long depending mostly on the availability of the interviewees and are conducted via face to face meetings.

1.4 Structure of the thesis

The thesis is structured as follows.

First the theoretical base of CE is established. Therefore the research area of entrepreneurship is classified. This leads to the definition of CE which builds on the general research of entrepreneurship. Afterwards the intentions of CE are presented. Then CE is presented as a management concept holding relevance for the entire corporation. In connection with CE as a management concept the integrated CE as well as the management concept of change management is described. These areas provide the background knowledge in the field of CE.

After that the theoretical base of the MNC as well as the sales unit is presented. First a closer look is taken on the MNC and the main research areas are presented then the focus lies on the sales force of the MNC. Here especially the different selling and sales approaches as well as entrepreneurial sales actions are described.

The following chapter connects the theoretical fields and creates an overall picture. In the picture the MNC can be seen as the background or the playground for the other two research areas, CE and selling and sales within a MNC. This picture describes the theoretical framework of the thesis.

Then the methodology of the research is presented in more detail. There a first look is taken on qualitative research in general, then the data collection is described as well as the case company. After that the steps taken for analyzing the semi structured interviews is presented.

This leads into the actual presentation of the results and a detailed description of the data analyzes. The data analyzes is structured according to providing answers to the sub research questions. Therefore the analyzes starts out with giving a description of what CE is for the interviewees. The second part is dedicated to how CE is lived within the case company's sales unit. Then the parts referring to how CE can be increased are presented. The last part of this chapter gives a summary of the findings.

After that the conclusion of the research is presented. There first the general findings are described, then precise answers are given to the research questions. This goes over into the generalization of the study, followed by a description of the limitations. The last part of this chapter focuses on the ideas and areas for future research.

2 THEORETICAL BASE OF CORPORATE ENTREPRENEURSHIP

“If you want to build a ship, don’t drum up the people to gather wood, instead teach them to yearn for the vast and endless sea”
(Antoine de Saint-Expupéry, 1900-1944)

In this chapter the theoretical base of CE is established. Therefore the literature is reviewed carefully and different definitions of CE are discussed. This chapter provides an overall understanding first of entrepreneurship and then of CE which develops out of entrepreneurship and its difference to it. In the end of this chapter the different theoretical concepts towards CE are presented.

2.1 Classification of the Research Area of Entrepreneurship

“The important feature of entrepreneurship is [...] the ability to perceive opportunities which others have not yet noticed [...] to see where new products have become unexpectedly valuable to consumers and where new methods of production, unknown to others, become feasible.” (Kirzner, 1974)

Giving an overview about entrepreneurship is challenging because the viewpoints of scholars vary greatly. The term entrepreneurship has been used to such an extent that it has almost lost any specific meaning (Gumbert, 1986; Haid, 2004). Therefore entrepreneurship is firstly put into the context of economical theory. After that different available definitions are presented and one suitable for this thesis is extracted.

2.1.1 The function of the entrepreneur within the economical theory

The term entrepreneur goes back into the early 16th century and changed its meaning until now. In the 16th century military leaders in France have been named entrepreneur as well as people who were building bridges, streets and harbors for the French military were called entrepreneur (Haid, 2004). In the 18th century French economists, such as Cantillon, Turgot and Quesnay, started to address people who

took over entrepreneurial functions as entrepreneurs (Haid, 2004). Starting from the 19th until the middle of the 20th century decision makers and owners of production sites were named entrepreneurs as well (Jennings, 1994).

In the field of entrepreneurship three schools of thoughts are dominant. These are the German, the Chicago and the Austrian school of thought. The main representatives of the German school of thought are Schumpeter and Thunen, who shaped the function of innovation of entrepreneurship. The Chicago school is represented by Knight and T.W. Schulz. The focus of the Chicago school of thought lies in taking risks and dealing with uncertainties by the entrepreneur. Thus they focus on the function of uncertainty. Schulz is sometimes also considered to be a member of an extreme wing in the Austrian school of thought. The Austrian school of thought in particular has their focus on attention for new entrepreneurial chances. To these three schools of entrepreneurship a fourth stream is added by Ripsas (1997) which is follows the idea of Casson who turns coordination to a central function of the entrepreneur. In his understanding the main task of the entrepreneur is to coordinate resources. (Ripsas, 1997)

Therefore the entrepreneurial functions consist of taking decisions under uncertainty (function of uncertainty), discovering and using of entrepreneurial chances (function of chances), realizing new resource combinations on the market (function of innovation) as well as the efficient coordination of resources (function of coordination). These connecting schools of thoughts to each function are viewed as complementary and not separate in this thesis. (Dumont, 2010)

In table 1 the four functions taken by entrepreneurs with their main scholar are presented

Table 1 Functions of an Entrepreneur

Functions of an Entrepreneur defined by the economical view			
Function of uncertainty	Function of chances	Function of innovation	Function of coordination
Cantillon (1755) Knight (1965)	Kirzner (1978)	Schumpeter (1964)	Casson (1982) Rispa (1992)

2.1.2 Defining Entrepreneurship

With respect to the above mentioned functions the entrepreneur is defined by its actions taken. Actions represent the base of an entrepreneur. In the literature which covers entrepreneurship between the years of 1993 and 1998, 77 different definition approaches towards entrepreneurship are existing (Morris, 1998). The main actions these definitions commonly associate with entrepreneurship are founding new companies, developing new resource combinations or innovations, taking risks, active and passive search for profit chances as well as realization of chances on the market by individuals.

A goal oriented definition towards entrepreneurship states that the essential act of entrepreneurship is new entry. This can be achieved through entering new or existing markets with a new or existing company with new or existing products and services (Lumpkin & Dess, 1996). This definition means for existing companies to establish new activities and for non existing companies it results in founding a firm.

Most of the definitions found in the literature follow a process oriented approach for defining entrepreneurship. Therefore entrepreneurship is seen as “the process of creating something different with value by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risk, and receiving the resulting rewards of monetary and personal satisfaction” (Hisrich & Peters, 1989).

Entrepreneurship is also viewed as the process of creating and founding a new enterprise. This covers all actions taken from preparation over planning to execution of activities necessary for founding an enterprise technically as well as using it profitably (Low & Macmillan, 1988). Another definition refers to the task of entrepreneurship being to focus on the implementation of chances independent of the available resources to the given point in time (Stevenson & Jarillo, 1990). Chances thereby refer to options in the view of the entrepreneur which, when used, help to realize the entrepreneurial goals, which are generating profit. Following this the entrepreneur also takes the risk of failing. Another similar definition is given by Guth and Ginsberg (1990) who say: "Entrepreneurship involves the identification of market opportunity and the creation of combinations or resources to pursue it" (Guth & Ginsberg, 1990).

Therefore entrepreneurship in this thesis follows the definitions of the process oriented approach where one or more entrepreneur is following the goal to identify and realize potential chances given by the market. These chances develop out of hidden customer wishes and needs for the solution towards a certain problem, which are not realized yet. For being able to use these chances in the market it is necessary that the entrepreneur recognizes them and can turn them into a business concept. Summarized this means "the entrepreneur always searches for change, responds to it and exploits it as an opportunity" (Drucker, 2002).

2.2 Corporate Entrepreneurship

"Rather than to seek to preserve the past, the entrepreneurial organization strives for a continuing change in the status quo."
(Ansoff, 1984)

This chapter builds on the previous chapter of entrepreneurship and applies the concept of entrepreneurship to an entire corporation. Unfortunately in the literature no consistent definition for CE is available neither for what acting entrepreneurial as a corporation means (Covin & Miles, 1999). Additionally there are different terms present meaning the same concepts as well as scholars using the same term but meaning different concepts. Thus some scholars speak from an Intrapreneur,

Intrapreneurship, Internal Corporate Entrepreneurship, or Intrapreneuring in this thesis all terms are summarized by the term of CE.

This chapter focuses on characterizing CE and explaining different viewpoints from the main scholars. After that the goals, and the different theoretical concepts towards CE are presented. In the end the concept of CE which applies for this thesis is presented.

2.2.1 Characteristics of corporate entrepreneurship

The interest in CE started in the 1980s since then a lot of scholars dealt with CE. They tried to define it and researched on how it can bring value to companies. CE is identified with renewal, challenging the existing solutions by developing new resource combinations or recombining them, by redefinition, proactiveness and risk taking (Covin & Miles, 1999; Hornsby, Kuratko, & Zahra, 2002; Miller, 1983; Burgelman R. A., 1984). It is also associated with being a characteristic of the whole organization (Naman & Slevin, 1993).

The most widely used definition which influenced also other scholars is the definition of CE by Miller published in 1983 (Zahra & Covin, 1995). In this article the need for organizational renewal, innovation, constructive risk taking and the conceptualization and pursuit of new opportunities is described when companies grow and become more complex. These tasks go beyond the tasks of one single key account manager (Miller, 1983). Therefore Miller (1983) describes that not only a single person can act entrepreneurial instead the entire company can perform in an entrepreneurial way. CE can take place in different levels of the firm in some firms it is a traditional entrepreneur, or in others there exists a head office “planning” or “ventures” department, again in other firms it may be performed at the level of R&D, engineering, marketing or product departments (Miller, 1983). As a result Miller (1983) associates CE with organizational renewal, innovation and risk taking as well as conceptualizing and pursuing of new opportunities.

Covin and Miles (1999) add to this definition of CE the terms regeneration and rejuvenation. So considering Covin and Miles (1999) view on CE it consists of two

main streams these are the elements linked to innovation and the ones linked to rejuvenation and redefinition. Rejuvenation is the purposefully redefinition of organizations, markets, or industries to create or sustain a market lead (Covin & Miles, 1999). In addition to that they describe CE as an organizational phenomenon which is empirically verifiable, multidimensional and distinct. Covin and Miles (1999) state “the term corporate entrepreneurship is reserved to refer to cases where entire firms [...] act in ways that generally would be described as entrepreneurial”. This aspect is similar how Naman and Slevin (1993) describe entrepreneurship as a characteristic of the entire organization.

Table 2 gives an overview of the different definitions available in the literature with respect to CE.

Table 2 Definitions of Corporate Entrepreneurship, alphabetical order

Author	Definition
Burgelman, 1983	“Corporate Entrepreneurship in this paper refers to the process whereby firms engage in diversification through internal development. Such diversification requires new resource combinations to extend the firm’s activities in areas unrelated, or marginally related, to its current domain of competence and corresponding opportunity set.”
Covin & Miles, 1999	“Corporate Entrepreneurship is engaged in to increase competitiveness through efforts aimed at the rejuvenation, renewal, and redefinition of organizations, their markets, or industries. Corporate entrepreneurship revitalizes, reinvigorates and reinvents. It is the spark and catalyst that is intended to place firms on the path to competitive superiority or keep them in competitively advantageous positions. [...] The term corporate entrepreneurship is reserved to refer to cases where entire firms [...] act in ways that generally would be described as entrepreneurial”
Covin & Slevin, 1991	“Corporate Entrepreneurship involves extending the firm’s domain of competence and corresponding opportunity set through internally generated new resource combination.”
Guth & Ginsberg, 1990	“Corporate Entrepreneurship encompasses two types of phenomena and the processes surrounding them: 1. The birth of new businesses within existing organizations, i.e. internal innovation or venturing; and 2. The transformation of organizations through renewal of key ideas on which they are build, i.e. strategic renewal.”
Hornsby, Kuratko, & Zahra, 2002	“Corporate Entrepreneurship centers on re-energizing and enhancing the ability of a firm to acquire innovative skills and capabilities.”
Jennings & Lumpkin, 1989	“Corporate Entrepreneurship is defines as the extent to which new products and /or new markets are developed. An organization is entrepreneurial if it develops a higher than average number of new products and /or new markets.”
Miller, 1983	“An entrepreneurial firm is one that engages in product-market innovation, undertakes somewhat risky ventures, and is first to come

	up with "proactive" innovations, beating competitors to the punch”
Saly, 2001	Corporate Entrepreneurship is the process in established firms of identifying and exploiting opportunities by creatively organizing new combinations of resources.”
Zahra S. , 1996	“Corporate Entrepreneurship includes radical product innovation, risk taking, and proactiveness [...] It also includes business venturing and ‘intrapreneuring’ [...] and organizational renewal
Zahra S. , 1993	“Corporate entrepreneurship is a process or organizational renewal that has two distinct but related dimensions: innovation and venturing, and strategic renewal.”

2.3 Intentions of Corporate Entrepreneurship

“[T]he entrepreneur always searches for change, responds to it, and exploits it as an opportunity.” (Drucker, 2002)

The general goal of CE is to create a corporation which is acting entrepreneurial (Barringer & Bluedorn, 1999). Thus it is considered to be a behavioral phenomenon where all firms can be assigned to the conceptual continuum ranging from highly conservative to highly entrepreneurial corporations (Barringer & Bluedorn, 1999). The highly conservative corporation is characterized by high risk aversion, little drive for innovation, and a “wait and see” mentality (Barringer & Bluedorn, 1999). On the other hand the highly entrepreneurial firm is risk-taking, innovative and proactive. In this study CE focuses on these three elements which are innovation, risk taking, and proactiveness. Each element represents a goal of CE and will be evaluated in more detail within this chapter. Additionally the goal of CE is in the long term an organizational evolution and to realize a cultural change. In the medium term the goal is to develop a strategically advantages and in the short term to gain fast financial profits

2.3.1 Innovation

All businesses have to be innovative to be able to deal with the competition, that means diversification into new areas as well as enhancing and upgrading existing products and services (Kanter, Ingols, Morgan, & Seggerman, 1987). Innovation is one of the main tasks an entrepreneurial firm has to deal with (Kuratko & Hodgetts, 1995). Innovations can be product, process or of organizational direction (Miller & Friesen, 1982; Covin & Miles, 1999). An innovation is also the outcome of challenges a firm has to deal with and therefore the pursuit of creative or novel

solutions to overcome these challenges thus includes the development or enhancement of product and services, technologies for organizational functions as well as administrative techniques (Knight, 1997).

Innovations within in the environment of selling and sales refer to the flexibility and willingness to find new ways of problem solving (Matsuo, 2009). Furthermore innovation is reflected in the actions taken by a firm to engage in and encourage new ideas, experiments or creative processes, thus resulting in new products, services or technologies (Lumpkin & Dess, 1996). Innovation is described as the heart of entrepreneurship and a central characteristic of entrepreneurial behavior (Drucker, 2002). Additionally Covin and Miles (1999) claim firms should only be named entrepreneurial when they are innovative.

2.3.2 Risk Taking

An entrepreneurial oriented firm is characterized by its willingness to take certain risks (Lumpkin & Dess, 1996). Thus risk taking means that a company is engaged in business ventures or strategies where the outcome is highly uncertain (Zahra & Covin, 1995) Taking opportunities with an uncertain outcome can result in financial damages as well as damages to the firm's image (Thom, 1980). To establish and increase a firm's willingness to take risks it is important to create a firm culture which is characterized by learning and experimenting (Haid, 2004). Therefore a high tolerance for failure is necessary which does not mean to take every risk there is and play with incalculable circumstances (Morris & Trotter, 1990). Risk taking refers more to dealing and solving the risks. Morris and Trotter (1990) describe it like this: "Entrepreneurship does not entail reckless decision-making, but rather, a reasonable awareness of the risks involved, and an attempt to manage these risks."

Furthermore the willingness to take risks is strongly linked to innovation. When creating something new the outcome is never certain so risks have to be taken naturally. The more radical the innovation the higher risks have to be taken. (Kotler, 1996). Additionally a proactive orientation of the firm needs a certain willingness to take risks because it is never predictable how exactly the environment develops (Haid, 2004).

One of the goals of CE has to be to create a firm environment in which risk orientated actions are encouraged. How high the willingness to takes risks precisely is depends on the goals which the firm sets up for themselves and the internal as well as external constraints which come along (Haid, 2004).

2.3.3 Proactiveness

Proactiveness refers to another main characteristic and intention of CE. It refers to firms acting future oriented and not only reacting to a situation (Coyne & Subramanian, 1996). Unfortunately in the literature acting future oriented is not clearly characterized. According to Miller (1993) a firm is proactive when it successfully acts as a first mover and enters a new market with new products or services. It also implies a "hands-on" management style, where the entrepreneur works with employees, customers, suppliers, and others to overcome obstacles (Morris, Avila, & Teeple, 1990).

Proactiveness refers to a company's capacity to beat competitors in introducing new products, services, or technologies to the market (Zahra & Covin, 1995). It is also referred to as how a firm relates to market opportunities in the process of new entry, which is done by taking initiatives and acting opportunistically to shape the environment and influencing or creating trends and new demands (Lumpkin & Dess, 1996).

A proactive behavior of a firm therefore is characterized by recognizing opportunities in an early stage. Furthermore the ability to not only recognize opportunities but also to shape and create them as well as facing upcoming risks is part of the ability of a proactive firm (Dumont, 2010). This means a firm which is actively shaping its future position in the market (industry shaping) is considered proactive (Hamel & Prahalad, 1995). According to Hamel and Prahalad (1995) it is necessary for the firm to have first an industry foresight and second to be in power of strategically actions towards the competition to obtain a correlation between the internal strengths of a firm as well as the future market potential.

Due to this a connection of three strategies is recommended. These three strategies are blocking, running and teaming up. Blocking refers to increasing existing barriers which prevent other companies from entering the market such as patents. The second strategy is running, this refers to a firm which is constantly increasing resources and due to permanent innovation is one step ahead of the competition. The third strategy teaming up describes the process in which firms start cooperation's with other companies to distinguish oneself from the market and to be able to enter new markets. (Afuah, 1998)

Therefore the intention of CE is to encourage proactive behavior but to foster participation, top managers need to ensure open channels of communication and a culture that encourages people to be proactive (De Clercq, Castaner, & Belausteguigoitia, 2007)

2.4 Corporate Entrepreneurship as Management Concept

”I don't know whether things will get better when they change. But things must change if they are to get better” (Lichtenberg, Georg C.)

In this chapter the focus lies on CE as a theoretical management concept. From the literature four concepts can be identified. The concepts characteristic depends on which specific area of the firm is addressed. These four concepts are:

- Organizational oriented approach
- Strategically oriented approach
- Personal oriented approach
- Cultural oriented approach

These four concepts are combined in the model of integrated CE. After that the link towards another management concept which is called change management is established and which holds similarities towards CE.

The organizational oriented approach addresses the phenomena that enormous corporations develop bureaucratic organizational structures which hinder entrepreneurial behavior (Teece, 2000). The organizational approach proposes the idea to form small partly autonomous organizational divisions, this can increase and foster entrepreneurial behavior (Day & Schoemaker, 2000). Besides creating new organizational units it is also an option to restructure the firm entirely. This means to create throughout the process of decentralization of the whole firm small partly independent units. This is done by down scaling and reducing the units size and therefore the bureaucratic structures. Thus is a way to increase and encourage entrepreneurial behavior. (Nielson, Peters, & Hisrich, 1985) Therefore the goal of the organizational approach is to encourage entrepreneurial behavior through restructuring the organization (Dumont, 2010).

The strategically approach understands CE as a holistic overall management approach (Haid, 2004). Therefore it is necessary to formulate and establish a corporate strategy which sets the priorities on the three main pieces of CE, innovation, risk taking and proactiveness (Michalski, 2002). Entrepreneurial thinking and actions have to be embedded in the strategy such of the corporation so that individuals or organizational units can act entrepreneurial and help to reach the firms overall goals (Lumpkin & Dess, 1996; Stevenson & Jarillo, 1990; Guth & Ginsberg, 1990).

The personal oriented approach holds the key idea to encourage individual employees to more entrepreneurial behavior and as a goal to create more entrepreneurial oriented employees (Steinle & Draeger, 2002). In the literature there is no universal definition of the entrepreneurial oriented employees, they are named e.g. intrapreneurs, corporate entrepreneurs or with a focus on the product they are called product champion (Pinchot, 1985; Kierulff, 1979; Schon, 1963). Furthermore the literature describes different approaches on how to increase and motivate entrepreneurial behavior within the employees. This can be done by implementing entrepreneurial incentives or trainings as well as establishing an entrepreneurial environment. (Steinle & Draeger, 2002; Haid, 2004)

An entrepreneurial environment can be established when the entrepreneurial orientation is explicitly included in the firm's strategy such as the vision and mission statements. Finally the personal oriented approach focuses on creating an entrepreneurial oriented firm by growing potential entrepreneurial employees into entrepreneurs within the corporation (Haid, 2004).

The literature describes that a successful implementation and realization of CE is depending on the firm's cultural prerequisite (Draeger-Ernst, 2003). A culture is thereby defined as a system of common values, norms a common mindset and understanding of the course of action, which has been learnt and accepted by a collective of people (Bleicher, 1989). One catalog with 10 attributes which refer to an entrepreneurial culture exist, where the attributes vary between generally demanding to be open towards new ideas until concrete instructions for the managers on how to identify or encourage intrapreneurs (Bitzer, 1991). Other scholars build on Blitzer's catalog of attributes and developed four comprehensive corporate cultural attributes which are suitable to encourage CE (Hisrich & Peters, 2002). Those attributes are

- The corporation is always on top of the technological standard, which makes it possible to pick up on trends and realize them entrepreneurial
- Employees can live out their creativity without overcoming obstacles within the corporation, obstacles can relate to off limits topics, or a selfish holding on to the status quo which need to be demolished
- Interdisciplinary teams are highly important for out of the box thinking and finding new origins for innovative ideas
- Within the corporation everyone is aware of the time a successful development and realization of an idea needs, and therefore also the successful implementation of CE is a long term goal.

It is important to realize that these attributes can only be integrated in the corporation on a medium to long term bases; additionally it is necessary that the upper management exemplifies these attribute and culture to the employees through their own lives and makes it believable for them.

2.4.1 Integrated CE

These four approaches are combined in the integrated CE approach. Integration means “to form, coordinate or blend into a smoothly functioning or unified whole, thus causing all the parts to work together in a manner that will make the whole process most productive” (Bitzer, 1991). More scholars have followed the idea to combine the different approaches to one concept and developed the concept of integrated CE (Draeger-Ernst, 2003). With the integrated approach the overall encouragement of CE within the whole corporation is explained but it also holds difficulties to combine and connect the different perspectives (Draeger-Ernst, 2003).

In this thesis CE is understood as an integrated management concept which consists of organizational, strategically, personal and cultural components. The overall goal is to encourage the entrepreneurial actions of the employees and make them come true. This can be seen as an integrated management concept to unlock new markets and towards a strategically new orientation of the corporation which focus on innovation and a proactive competition. (Dumont, 2010)

2.4.2 Change Management

Entrepreneurship is dealing with change and the management of change efforts (Morris & Trotter, 1990). Unfortunately there is a natural tendency of people to resist change due to the fact that change is viewed as threatening and therefore met with a defensive parochial attitude (Morris & Trotter, 1990). Change management is now described in more detail and the parallels to CE are pointed out. First of all when speaking about change management in an organization, such as a firm, the literature refers to an organizational change (Mohr, 1997). Second the literature distinguishes between a planned and unplanned organizational change which is also referred in the literature to as an incremental vs. radical change or a change of 1st and 2nd degree (Hasenzagl, 2006). Where planned organizational change is a clear decision made by the firm and results in a process of changing the current work, functions as well as the behavior. The reasons for an organizational change can be to increase a firm's effect and efficiency (Staeble, 1999). The goal of change management is to realize a planned organizational change, which consists of all actions necessary to initiate and realize new strategies, structures, systems and behaviors (Mohr, 1997).

The literature holds a variety of actions and tasks change management should consist of (Mohr, 1997). One way to classify the tasks of change management refers to the objects which need to be changed (Krüger, 1997). These objects are

- Reorganization
- Reorientation
- Revitalization
- Remodeling

The first two objects refer to changes on the surface of the firm, and relate to structures, processes and systems as well as the firm's strategy. Therefore they represent the hard facts. Reorganization describes the planned change of the structure from the central business processes as well as the leading management systems. Reorientation is characterized by its focus on realigning the strategy of the firm. The other two objects represent change in behavior and abilities as well as values and

beliefs. Therefore they address changes within the deep structures of the firm and relate to the soft facts. Revitalization refers to changes in personal resource. Remodeling addresses a change in the underlying understanding of values and beliefs which is supposed to result in a change of the firm's identity and the firm's culture. (Krüger, 1997)

A different approach to classify the actions necessary for change management is via intensity of the activities as well as time of the execution (Nadler & Tushman, 1990). The intensity of the activities resulting in change are differentiated in incremental and radical change, this differentiation is similar to first-order-change and second-order-change which is used by other scholars (Levy & Merry, 1986). A radical change, or organizational transformation, is characterized by a far-reaching paradigmatic change of the working methods affecting a whole organization, which results in a renewal of the firm's identity, mission and culture as well as a new orientation of human resources and a shift towards market competition (Mohr, 1997). The incremental change focuses on modifications and improvement of the existent, in the literature this is also referred to as transition change (Mohr, 1997). The change focuses on operational activities to increase efficiency (Haid, 2004). Therefore change management is seen on the one hand as reactive giving a respond to a crisis or some other external event and on the other hand as proactive preventing a crisis and adapting to future changes (Nadler & Tushman, 1990).

Furthermore change management is also divided by the literature into a bottom-up and a top-down approach. This division refers to by whom the change is initiated and driven. A bottom-up approach for example is the Total Quality Management, which includes the KAIZEN approach as well as the lean management approach (Adam, 1997). The goal is a continuously and incrementally improvement of work flows, whereas the initiative is given by single employees or groups of employees. Necessary for such a behavior is that all employees share the same understanding of customer-oriented quality activities (Haid, 2004). A top-down approach is e.g. business process reengineering. It refers to fundamental reconsiderations and radical redesigns of the organization and organizational work flows which are initiated by the top management (Hammer & Champy, 1994). The goal of this approach is to

structure the organization by processes and not by functions or individual tasks, which can result in an improvement of costs, time, and customer value.

The connection of CE and change management is that CE describes a concept to transform a firm entirely through strategic renewal (Guth & Ginsberg, 1990). Therefore it can be seen as a combination of a bottom-up and a top-down approach (Künzel, 2002). Additionally entrepreneurship is concerned with change and the management of the efforts leading to change (Morris & Trotter, 1990). Unfortunately there exists a natural tendency for people to resist change because change is viewed as threatening and is met with a defensive, parochial attitude (Morris & Trotter, 1990).

Therefore it is necessary before the framework of entrepreneurial thinking and behavior can be established to start out with reactive approaches restructuring the organization (Zahra , 1996; Guth & Ginsberg, 1990). A successful establishment of CE follows the transformation of reactive restructuring process into anticipative change management approaches (Haid, 2004). The strategic perspective of the firm has to focus on the acceptance and ability for continuous change. Fig. 1 gives an overview of the features from CE in relation with change management

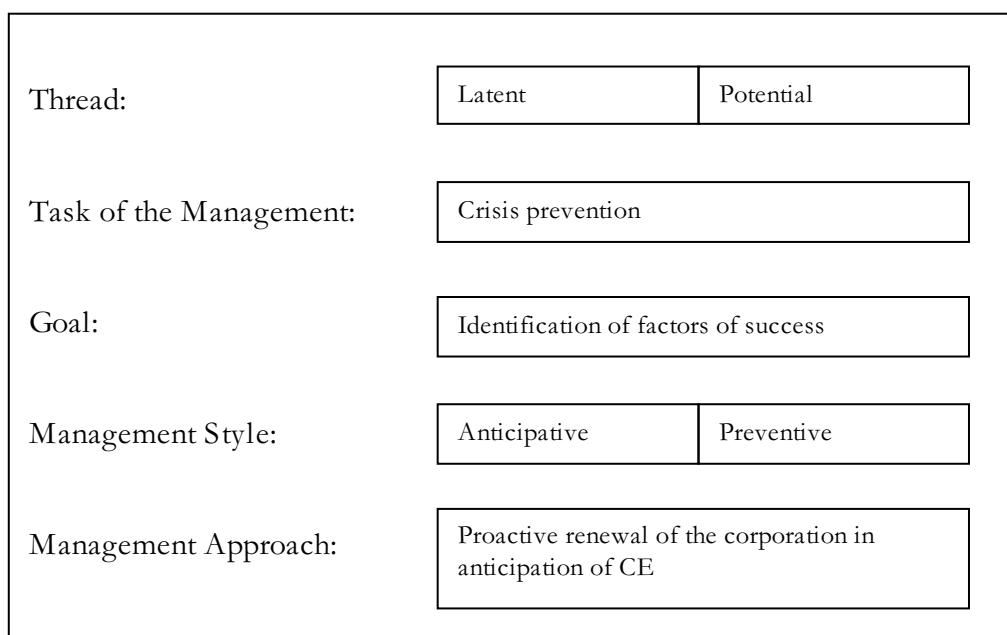


Fig. 1 CE in relation to change management

2.4.3 Establishing Corporate Entrepreneurship

Establishing a CE as a strategic management concept is an iterative recursive process which includes the phases of strategy formulation and implementation (Haid, 2004). Goal of formulating a strategy is to develop a guideline which shows the direction and steers entrepreneurial activities (Haid, 2004). In this chapter different ways to establish CE in a corporation are presented of which one is the strategy formulation.

To formulate an entrepreneurial strategy statement an analysis of the current situation is necessary. The entrepreneurial mission and vision of the firm have to be built on top of this analysis. After that the Key-Performance-Indicators can be developed with respect to the entrepreneurial mission and vision statement, which form the heart of each entrepreneurial strategy (Haid, 2004). The mission statement describes in a short and precise manner the business area, the moral concept as well as the code of conduct of the organization (Campbell, Devine, & Young, 1992). The center of an entrepreneurial mission statement is the continuous innovation (Haid, 2004).

The vision statement builds on top of the mission statement and describes the future. The vision can be referred to as a compass which guides the direction of the target course and coordinates the behavior of the employees towards it (Campbell, Devine, & Young, 1992). For the formation of an entrepreneurial strategy it is important to set the strategic overall direction in which potential for success should be evaluated (Hofer & Schendel, 1984). In addition to that if the organization aims for an entire introduction of CE the formulation of the entrepreneurial oriented strategy has to be different depending on the hierarchical level. Thus the corporation first needs an entrepreneurial guideline for the whole corporation which is the base to develop entrepreneurial guidelines for the single business units. (Hunger & Wheelen, 2000)

To implement an entrepreneurial strategy scholars are congruent about the importance of a corporate wide internal communication between the employees and the management, which will enhance CE (Zahra, 1991). The term corporate internal communication contains all communication and information exchange within a firm (Mohr, 1997). Only through communication the mission and vision strategy can be understood and accepted by the employees. After the message is understood and

accepted by the employees, they can take actions to support it (Kaplan & Norton, 2001). Information events can help to spread the mission and vision statement through the employees and helps them to grasp and understand the strategy (Haid, 2004). Additionally individual development measures, such as workshops and trainings, can help to increase the attention and the sensibility towards the topic of CE (Riekhof, 1995). Another way of communicating the mission and vision statement is by publishing for example articles and interviews in the firm intern newspaper (Haid, 2004) or through the mass media for the broad public. When the entrepreneurial mission and vision of a firm is described publicly in the mass media it underlines the will of the corporation to act and think entrepreneurial (Haid, 2004).

Another way to implement entrepreneurial strategies such as CE lies in the promotion of teamwork, since teamwork boosts innovation (Gemünden & Högl, 2001). One reason why teamwork promotes innovation is due to the fact that it stimulates the creativity of the team members. (Fry, 1987). This means one persons' conclusion can spark a new idea of another person or through the combination of knowledge and resources new solutions to problems can open up new opportunities (Kanter, 1988). Furthermore teamwork also increases the motivation of employees and can activate additional development potential such as learning's gained through discussions (Haid, 2004). Interdisciplinary teams can contribute to integrate the different functional areas and help to close gaps in the innovation process (Haid, 2004).

The next element is the incentive system. With the help of an incentive system a volitional behavior can be rewarded. The implementation of an entrepreneurial strategy is influenced by the reasons an employee has to become and act in an entrepreneurial way (Haid, 2004). The reasons for the employees can be of extrinsic and intrinsic nature (Kuhn, 2000). An extrinsic motivation is for example a reward from the colleagues, the supervisor or through a companywide monetary reward system. The intrinsic motivation from employees results in being happy at work, or proud of the personal achievement (Kuhn, 2000).

Another way to implement an entrepreneurial strategy is through outsourcing innovative activities. By this the employees can fully concentrate on the

entrepreneurial initiative and can free them from routines and existing pattern of thoughts (Hauschildt, 1997). Additionally the corporation can overcome struggles with the resource allocation and thoughts about business risks which might hinder the innovative initiatives (Hauschildt, 1997) through creating partly or full autonomous organizational units which are separated from the tasks of the daily business and focus entirely on innovation (Haid, 2004). There exist two ways of outsourcing innovation the first is through an internal venture management. Internal venture management means that organizational units are created which can act partly autonomous but are still remaining in the legal structure of the company (Müller-Stewens & Bretz, 1991). The second form is the external venturing where the outsourced innovative activities form an own organization on which the “mother company” is acting as a stakeholder (Müller-Stewens & Bretz, 1991).

2.4.4 The importance of Corporate Entrepreneurship within a MNCs

MNC are traditionally firms which have grown over years into a large corporation and are international in their operations as well as their vision and strategy (Aggarwal, Berrill, Hutson, & Kearney, 2011). The question is why should MNCs be interested in CE? CE is important for companies to survive the increasing competition and to be better than the competitors (Zahra, Filatotchev, & Wright, 2009; Phan, Wright, Ucbasaran, & Tan, 2009). It helps companies to stay compatible, profitable and to continue growing (Zahra, Filatotchev, & Wright, 2009; Covin & Miles, 1999; Kanter, Ingols, Morgan, & Seggerman, 1987). Therefore CE plays a big role in MNCs nowadays and companies have invested a lot to make innovation and entrepreneurship a cornerstone of their strategies (Zahra, 1999). In order to stay in a competitively advantage position CE revitalizes, reinvigorates and reinvent firms, thus it can be considered to be the spark and catalyst which guides the way for competitive superiority (Covin & Miles, 1999).

The most common ways of CE are when an established firm enters a new business, an individual or individuals advocate new product ideas within a corporate context or an entrepreneurial philosophy which permeates an entire organization’s outlook and operations (Covin & Miles, 1999). These elements are not alternative constructs they

can also coexist within one company. They are seen as dimensions of entrepreneurial activity (Covin & Miles, 1999).

CE is a Management concept and highly relates to the firm culture because to be actively realized and lived it has to be present in the whole firm and has to have arrived in every employees mind. Thus in the next chapter the focus lies on the MNC in general and in particular on a firms culture as well as on the sales unit as a department of the MNC.

3 THEORETICAL BASE OF THE MNC AND THE SALES UNIT

“The Challenge is to build an organization capable of performing the three tasks necessary for continuous improvement: innovation, collective learning and information transfer.” (Collis, 1991)

This paragraph points out the current research topics with respect to MNC in general Sales Unit as well as topics related to international selling in particular. These viewpoints build the main clusters of the theoretical framework. The individual elements are described in more detail in the following section.

3.1 The Multinational Corporation

“Knowing is not enough, we must apply. Willing is not enough we must do.” (Johann Wolfgang von Goethe)

A MNC is traditionally a large successful firm that grew over a long period in time and is international in their operations, vision and strategies (Aggarwal, Berrill, Hutson, & Kearney, 2011). This chapter first takes a closer look into the organizational structures of MNCs, second it focus on the global integration, local responsiveness of a MNC and the realization of knowledge transfer between subsidiaries and the headquarter. The last section of this chapter covers the entrepreneurial orientation of a MNC.

3.1.1 Organizational Structure of a MNC

As defined in the beginning of this chapter a MNC is international in their operations vision and strategy. Thus to be possible a certain organizational structure of the MNC is needed. An organizational structure is a system of explicit and implicit institutional rules and policies which are made to clarify how different work roles and responsibilities are delegated coordinated and controlled (Investopedia). Additionally organizational structure determines the information flow from level to level within the company (Investopedia). There exist a lot of different organizational structures of which the four most common ones are presented here. These are the geographical, product, functional and matrix organizational structure.

In the geographical structure regions or large market, countries form the divisions of the MNC (Aparna, 2013). Each geographical region holds all of the functional units such as finance, operations, human resources because the region is responsible for the entire process and products sold within its region (Varadan). This structure supports the demands and differences in geographic customer needs (Lotich, 2013). A difficulty of this structure is that knowledge and best practice sharing are not easily transferred from region to region, thus can make it more difficult to achieve the benefits of being a global corporation (Aparna, 2013).

The functional structure is the most common one (Lotich, 2013) and is determined by the functions of the different departments such as finance, operations and human resources (Varadan). That means for example that all marketers work in the marketing department and this leads to a greater specialization of the individual departments (Varadan). Which on the one side can be an advantage can result into a difficulty on the other side when the different functional areas turn into silos and focus only on their own responsibilities and stop supporting the functions of other departments (Lotich, 2013).

In the case of the product oriented organizational structure the MNC is structured by its product portfolio (Varadan). The product structure supports strategies which underline the production and support of worldwide products (Aparna, 2013). One advantage is that the company organizes its products by category (Lotich, 2013) and can benefit from the economies of scales (Aparna, 2013). It also makes it possible for the MNC to identify and eliminate product divisions which are not successful (Varadan). A disadvantage of this structure is the lack of an integral network which can increase duplication of efforts across countries (Varadan) and can create completely separate processes from other production lines (Lotich, 2013). Furthermore knowledge transfer between the different product divisions can be difficult because of the little coordination between the products of the same company. Since for example every product division holds a marketing function they can be doubled (Aparna, 2013).

The last organizational structure presented here is the matrix structure. The matrix structure is a combination of two structures for example the product and the

geographical organizational structure or from the functional and geographical one (Aparna, 2013; Varadan). One characteristic of this structure is that a dual reporting of the employees takes place, since one person is assigned to two divisional groups (Varadan). This can lead to confusion and problems with prioritization of the given tasks (Lotich, 2013; Aparna, 2013). But due to the linkages of the different areas knowledge transfer between both area and product or function and area is made easy. Therefore every area can benefit from successful solutions found in another area of the globe (Aparna, 2013). Additionally with a matrix organizational structure the employees not only feel responsible for their department but also for organizational projects since their tasks are linked to both (Lotich, 2013). This provides the employee with a greater understanding of the whole corporation and due to more cross functional communication innovation is facilitated (Varadan).

3.1.2 Global integration and local responsiveness

Global integration and local responsiveness is a well known widely used framework in international business when dealing with MNC. Prahalad (1975) initially proposed that framework in global strategy which then got developed and applied by numerous authors e.g. Bartlett & Ghoshal 1989, Doz et al. 1981, etc (Devinney, Midgley, & Venaik, 2000).

Global integration is the process of establishing a competitive position in the global marketplace (Cui, Griffith, & Cavusgil, 2005). It is also described as the degree of integration of the subsidiary within its parent corporations (Marin & Bell, 2010). Global integration means a standardized process is applied to different countries globally which is made with a combination of distinguished parts (Le & Liao).

Local responsiveness relates to the fact that every MNC is operating in a different environment and thus the local subsidiary has to response to the local customers, markets, governments as well as regulatory agencies (Ghoshal & Nohria, 1993). For having a high local responsiveness the subsidiary has to deal with these external drivers.

Drivers or forces for global integration are rather internal e.g. resources, but subsidiaries can also learn and profit from one another because knowledge developed in one environment can be transferred to another one for example when dealing with multinational clients, suppliers and customers (Ghoshal & Nohria, 1993). These linkages across national boundaries force the subsidiaries to coordinate their activities and are described as forces for global integration (Ghoshal & Nohria, 1993).

In 2005 Venaik et al. (2000) relate the internal and external pressures of a MNC to dimensions. These dimensions are (1) local government regulatory influence, (2) quality of the local business infrastructure, (3) global competition, (4) technological change, (5) resource sharing (6) corporate governance, (7) economic development, (8) costs of doing business, (9) legal conditions, (10) economic freedom and (11) country size (Venaik, Midgley, & Devinney, 2005). In contrast to that there is little agreement between the different scholars as to how exactly the pressures/forces should be defined, conceptualized and measured (Venaik, Midgley, & Devinney, 2004). The article states some scholars see them as environmental pressures some as firm responses, meanwhile some assume two dimensions and others more (Venaik, Midgley, & Devinney, 2004). In this thesis the pressures analyzed towards global integration and local responsiveness follows the description of Ghoshal and Nohria (1993) with respect to the dimensions of these pressures defined described by Venaik and Midgley (2005).

Global integration or local responsiveness are not making a subsidiary successful but it is the implementation of both meaning being integrated in the global corporation as well as simultaneously being local integrated in the host economy which is the key to be innovative (Marin & Costa, 2013). Therefore the company has to find a balance between global integration and local responsiveness to be able to think global and act local at the same time.

Subsidiaries can be distinguished depending on their structural position and their environment, meaning their degree of global integration and local responsiveness into four categories. These four categories are dually isolated, corporately integrated, locally integrated and dually integrated (Marin & Bell, 2010). The category dually

isolated means that the subsidiary is neither integrated in the local economy nor connected to the global operations of the corporation and is related to a placid international environment where both contingencies global integration and local responsiveness are weak (Marin & Bell, 2010; Ghoshal & Nohria, 1993). Corporately integrated is referred to a subsidiary which is highly integrated in the corporation and has only limited functions in the local economy, having therefore a global environment (Marin & Bell, 2010; Ghoshal & Nohria, 1993). Accordingly a locally integrated subsidiary is highly active and integrated in the local economy but lacks connection to the corporation and is found in a multinational environment (Marin & Bell, 2010; Ghoshal & Nohria, 1993). Therefore the dually integrated subsidiary is both integrated in the local economy as well as to the global corporation which refers to a transnational environment (Marin & Bell, 2010; Ghoshal & Nohria, 1993).

3.1.3 Knowledge Transfer

Knowledge transfer was mentioned just briefly as a part of the global integration where subsidiaries can profit from each other's individual knowledge. Generating and transferring knowledge is identified by various scholars as an important strategic resource which separates firms from competition and which gives the MNC a competitive advantage (Li & Lee, 2015; Foss & Pedersen, 2002; Rocha & Terra, 2009; Minbaeva, Pedersen, Björkman, Fey, & Park, 2003). Li and Lee (2015) define knowledge as "a set of skills and information acquired through learning or experience, which demonstrates the understanding of a particular subject". Thus learning is seen as an important source of sustainable competitive advantage and as a key determinant of organizational advantage (Venaik, Midgley, & Devinney, 2005).

Knowledge can be classified into technological knowledge and marketing knowledge, procedural and coordinative knowledge as well as tacit and explicit knowledge (Li & Lee, 2015). Tacit knowledge is more personal, hard to communicate and highly specialized, whereas explicit knowledge is codified and therefore transmitted more easily (Rocha & Terra, 2009). In a MNC both types, tacit and explicit knowledge are present (Rocha & Terra, 2009).

Since this thesis deals with the issues surrounding a sales unit the focus of this paragraph lies on the marketing knowledge. Cui, Griffith and Cavusgil (2005) describe market knowledge as the knowledge which is directly related to market information about customers, competitors, suppliers, and distributors. Knowledge is created within MNCs in various parts of the MNC and then shared and transferred to several inter-related units (Minbaeva, Pedersen, Björkman, Fey, & Park, 2003). Additionally the MNCs headquarter functions as a knowledge hub where a lot of knowledge is acquired and stored from the different subsidiaries (Li & Lee, 2015). As a next step the knowledge from the subsidiaries which was rather local knowledge is generalized and converted into knowledge which is of value for more subsidiaries and thus subsidiaries can use the knowledge more effectively (Li & Lee, 2015). Minbaeva et al. (2015) added that the key towards efficient knowledge transfer is not the original knowledge but rather the amount to which the receiver gains potentially useful knowledge which then can be utilized in own operations.

Local knowledge is mainly gained in the subsidiaries and then transferred to headquarter of the MNC. Therefore subsidiaries or part of the subsidiaries can sometimes be called centre of excellence when they develop knowledge often in interaction with customers, suppliers and organizational counterparts in the local environment (Adenfelt & Lagerström, 2006). Other important aspects of this centre of excellence are that important knowledge is recognized and then shared with other subsidiaries (Adenfelt & Lagerström, 2006). Javalgi, Hal and Cavusgil (2004) point out that especially the sales force has long been recognized as a source of knowledge with respect to the firm's customers and environment.

3.1.4 Entrepreneurial Orientation of a MNC

A MNC can be described with respect to its entrepreneurial orientation and its entrepreneurial management (Frank, 2006). Management usually focuses on coordinating activities and an optimal usage of resources to generate competitive advantages and to avoid inefficiency (Frank, 2006). Entrepreneurship concentrates on the identification of business opportunities and the development of innovations (Frank, 2006). Therefore management follows the logic of minimizing losses and

creating competitive advantages and entrepreneurship follows the logic of renewal and maximization of opportunities (Michael, Storey, & Thomas, 2002).

The opposite of entrepreneurial management is called administrative management, which describes the typical bureaucratic corporation (Frank, 2006). The bureaucratic corporation is risk averse, has low innovative intentions, has stiff strategies and processes, and a reactive strategic attitude (Frank, 2006). On the other side is the entrepreneurial management which is characterized by innovative, proactive behavior and a willingness to take risks as well as a high readiness for change.

Since these are the two extremes every MNC can be allocated along the continuum between bureaucratic corporation which follows the logic of the administrative management and the entrepreneurial corporation which follows the logic of entrepreneurial management (Frank, 2006). Therefore the entrepreneurial orientation of a corporation can be described along this continuum. Four special types of corporations along this continuum have been described according to their degree of commitment towards entrepreneurship (Heber & Brazeal, 1999).

The innovation negating organization is the first type which neglects innovation totally and does not take any chances. Even small changes or improvements on existing products or services are very difficult to achieve. The logic of this organization can be regarded as maintaining. (Heber & Brazeal, 1999)

The second type is the random innovative organization. These organizations generate sometimes improvements, modifications or new applications. This happens unplanned and randomly, therefore innovation is not really a part of their organization strategy. (Heber & Brazeal, 1999)

Entrepreneurial oriented organization is the third type. Organizations of this type encourage their employees participate in improvements and developments with respect to their product, services, and production processes. This organization holds an organization strategy which stimulates innovation. The main focus of this type lies in incremental innovations which do not require drastic strategic changes. With the

help of a suggestion system, and the consequent evaluation and realization of new ideas an innovative behavior is integrated. (Heber & Brazeal, 1999)

The last type is the entrepreneurial organization. In this case renewal and innovation are defined as the main process of the organization. This means the organization focuses on the development of new products and services on new markets before competitors think about it. This holds for incremental as well as radical innovations. The organization has to be highly flexible, and has to have a high willingness and abilities towards changes. Innovation is a central part of the organizational strategy. (Heber & Brazeal, 1999)

These only represent four types of organizations along the continuum. There are many different variations between bureaucratic organization and entrepreneurial organization (Frank, 2006).

3.2 The Sales Force of a MNC

This chapter describes the Sales force of a MNC in more detail since this is also the main research area of the thesis. First the possible structures of a sales force are described and then the current research topics on customer oriented selling is presented. The chapter closes with a focus on entrepreneurial activities within the sales unit.

But first in general international sales of MNCs are commonly realized with the help of subsidiaries. Nguyen and Rugman (2015) describe it as the corner-stone of international business strategies of MNCs. Subsidiaries sell on a domestic level. For domestic sales a high local adaptation and a high local responsiveness of the subsidiary is necessary. Therefore the subsidiary develops local business such as establishing distribution channels, customizing products and services to fit local taste and local preferences as well as adapting marketing campaigns to address local culture and local regulatory requirements (Nguyen & Rugman, 2015). By selling local and obtaining a high local responsiveness MNCs can create, deploy, recombine, utilize and profitably exploit firm specific advantages through their foreign subsidiaries (Nguyen & Rugman, 2015).

3.2.1 Organizational Structure of the Sales Force

Similar to the general structure of the MNC which is described in chapter 3.1.1 the sales departments are structured as well. There are four main ways of organizing the sales force such as by geographical structure, product-based structure, customer-based structure and a mixed structure (Jobber & Lancaster, 2012).

Organizing the sales with a geographic structure is rather simple and relatively low in costs. This method can lead to difficulties when selling a wide product range, it also holds a lower understanding of the complexities of buyer behavior and it is poorer when it comes to report changes in the marketplace (Jobber & Lancaster, 2012). With respect to international sales organizing the sales according to the language spoken can lead to a different geographic organization. For example Germany and Austria can be combined whereas Switzerland or Belgium will be divided depending on whether the area speaks German, French or Italian or in the case of Belgium whether they speak French or Flemish (Jobber & Lancaster, 2012).

The next possible structure of a sales force is based on the product. Here it can either be separated by product line or by new / existing products. The advantage of organizing the sales force by product line lies in the good knowledge the sales representatives get of the products and their applications. The strength of separating new and existing products is that sales representatives get specialized in their selling skills, a greater attention can be given to new products and competition between selling new and existing products is eliminated. Never the less weaknesses of a product based sales force structure are the potential of route duplications which raise travel expenses. There is the potential to cause customer annoyance if a buyer called up on by different sales representatives due to different product lines. Furthermore the territories can be larger than for a geographic structure which also raises cost. Therefore a product-based structure is relatively high in costs (Jobber & Lancaster, 2012).

Customer-based sales force structures can be market-centered, based on the account size or based on new and existing accounts (Jobber & Lancaster, 2012). A market-centered structure means to organize the sales force with respect to the different

markets served. The products might be the same in the different markets but a specialization by market allows the sales representatives to gain greater insights into the needs, problems and potential applications for the different industry customers. Therefore this method is good for monitoring changes and trends within the markets or the industries. The weakness lies in relatively high costs which result due to wide travel expenses. (Jobber & Lancaster, 2012)

When structuring the sales force by account size senior sales people specialize in dealing with the larger customers. Larger customers might have different buying habits and demand more sophisticated sales arguments than smaller companies. In general the strength of a sales force structured with respect to the account sizes lies in the allocation of sales force resources linked to customer value, a high level of resources being targeted at key accounts means a close working relationship with the customer, an improved communication and co-ordination, better services and higher sales. Additionally such a structure provides career opportunities for the sales people and reduces costs of servicing small accounts. A downside of this structure is the high costs of servicing key accounts. (Jobber & Lancaster, 2012)

In the customer based structure the accounts can also be organized depending on new and existing accounts. This ensures that enough attention is paid to new accounts and eliminates competition between prospecting and the servicing of existing accounts. A weakness is the relatively high costs as well as the potential discontinuity when new accounts are passed on to the existing account team once an account has been established. (Jobber & Lancaster, 2012)

In practice a lot of companies use a mixture of these presented methods which is then referred to as a mixed organization. In many companies all forms are present simultaneously so for very big accounts they have key account specialists, small and medium accounts can be structured geographically with the help of product specialists who are responsible for a wider territory. (Jobber & Lancaster, 2012).

Therefore it is not possible to call on one correct structure since the structure of the sales force depends on the effectiveness, efficiency and the customer/market access (Ragaswamy, Sinha, & Zoltners, 1990)

3.2.2 Customer Orientation

Saxe and Weitz (1982) describe the beginning of customer orientation and state it back to Strog who in 1925 recommended that personal selling strategies should be directed towards customer satisfaction. Therefore the topic of customer orientation is well known in the literature and a key construct in the marketing literature (Homburg, Müller, & Klarmann, 2011). Saxe and Weitz (1982) defined customer orientation or how they call it customer oriented selling as the practice of the marketing concept at the level of the individual salesperson and customer. This means that the salesperson tries to help their customers to make purchase decisions which satisfy customer needs.

Terho et al. (2015) defines it as salesperson's "predisposition to meet customers' needs". They describe that customer orientation is a rather psychological than behavioral phenomenon (Terho, Eggert, Haas, & Ulaga, 2015). Additionally salespeople who focus on customer orientation try to establish long-term customer satisfaction and therefore a long-term customer relationship (Saxe & Weitz, 1982).

Homburg et al. (2011) describe also the importance of customer-oriented salesperson for the creation of lasting buyer-seller relationships. Therefore customer value is created by identifying and satisfying the customer needs (Homburg, Müller, & Klarmann, 2011). The added value through customer-oriented selling increases the attractiveness of the whole company's offerings and influences customers purchasing intentions (Homburg, Müller, & Klarmann, 2011). A key role of the customer oriented selling is the desire to build long term customer satisfaction and to engage the customer in actions which customers value than by just trying to sell something (Miao & Wang, 2016).

Therefore customer-oriented selling can additionally be described with the value-based selling method. Value-based selling is defined as "the degree to which the salesperson works with the customer to craft a market offering in such a way that benefits are translated into monetary terms, based on an in-depth understanding of the customer's business model, thereby convincingly demonstrating their contribution to customers' profitability" (Terho, Haas, & Ulaga, 2012). In other

words the focus of value-based selling lies in adopting the market offerings for the customer to find the perfect fit and generate profit for the own firm as well as for the customers' operations. A difference from customer-oriented selling to value-based selling is the component of generating profit in the definition of value-based selling.

Taking a closer look to value-based selling Terho et al (2015) state customer segmentation and customer prioritization have a positive effects on value-based selling. Customer segmentation means to cluster the customers into groups e.g. depending on the level of meaning the customers have for the firm. After that the customers can be ranked with respect to the value they bring to the firm (Terho, Eggert, Haas, & Ulaga, 2015). Customer prioritization helps to identify the high-value-customers (Terho, Eggert, Haas, & Ulaga, 2015). When the segmentation and prioritization is done the salespersons have to develop and sell high value-added offerings. For being able to provide the customer with value-adding offerings it is necessary to obtain deep customer insights and to have time to fully understand the customer's business. Therefore value-based selling is costly but gives the firm advantages with respect to customer-oriented selling (Terho, Eggert, Haas, & Ulaga, 2015).

Furthermore Homburg et al. (2011) describes two qualitative different aspects of customer orientation which are functional customer orientation and relational customer orientation. Functional customer orientation is described as a set of task related behaviors which focus on helping the customer to make a satisfactory purchase decision (Miao & Wang, 2016). In contrast relational customer orientation focuses on creating a strong personal relationship with the customer. Functional customer orientation sharpens the attention of the salespeople to identify the real customer needs and to find the best solution for the customers' unique problems (Homburg, Müller, & Klarmann, 2011). Relation customer orientation builds on establishing a strong personal relationship and building trust (Miao & Wang, 2016). With a high level of trust the customer is more willing to share sensitive information and to allow insights with the salesperson (Miao & Wang, 2016). Therefore the sales person gains domain and customer specific knowledge which helps to identify and develop a creative solution (Miao & Wang, 2016).

3.2.3 Entrepreneurial Orientation of the Sales Unit

Scholars identify the sales unit as an area for entrepreneurial activity and the sales representatives as of entrepreneurial nature (Morris, Avila, & Teeple, 1990; Jones, Roberts, & Chonko, 2000; Javalgi, Hall, & Cavusgil, 2004; Oliver & Anderson, 1994). Entrepreneurial activities described in the sales units are sales innovativeness, creative selling behavior, taking initiatives, as well as the element of innovation related to learning.

Creative selling refers to the amount of new ideas generated and novel behaviors exhibited by the salesperson (Wang & Netemeyer, 2004). Furthermore they refer creative selling to the ability to identify problems and assess strategic options for potential solutions through creativity (Wang & Netemeyer, 2004). A salesperson is called creative when the salesperson generates and evaluates new solutions for old problems, views old problems from a different perspective, defines and solves new problems, or detects a neglected problems as well as taking the initiative on solving identified problems (Evans, McFarland, Diets, & Jaramillo, 2012).

Wang and Netemeyer (2004) developed a scale to measure salesperson creative performance. This scale consists of seven dimensions which are 1. making sales presentations in innovative ways, 2. carry out sales tasks in ways that are resourceful, 3. new ideas for satisfying customer needs, 4. generating and evaluating multiple alternatives for novel customer problems, 5. having fresh perspectives on old problems, 6. improving methods for solving a problem when an answer is not apparent, and 7. generating creative selling ideas (Wang & Netemeyer, 2004). Coelho, Augusto and Lages (2011) describe employee creativity as the development of ideas about practices, procedures, products and /or services that are novel and potentially useful to the organization.

Employee creativity is located at the individual level with respect to the development of ideas. Employee creativity can result into organizational innovation when the ideas are implemented at the organizational level (Coelho, Augusto, & Lages, 2011). Therefore creativity is considered the first step in the innovation process (Coelho, Augusto, & Lages, 2011).

Sales innovativeness is defined by Matsuo (2009) as the flexibility and willingness to accept new ways of problem solving. Furthermore innovativeness on a firms' level is defined as the tendency to engage in and support new ideas, novelty, experimentation and creative processes which might result in new products or services or technological processes (Matsuo, 2009). Thus the definition is not very different to the one of creative selling and the two terms are regarded as equal throughout the thesis. Coelho et al. (2011) state creativeness as the first step of the innovation process and innovation is strongly related to entrepreneurship.

For creative selling knowledge plays an important role (Groza, Locander, & Howlett, 2016). Groza et al. (2016) found that organizational knowledge has a significant effect on creative selling. Wang and Netemeyer (2004) point out the importance of knowledge sharing, in the process of creative selling the creative ideas should constantly be exchanged among salespeople. This leads to learning from each other improving the knowledge and skills of the salespeople as well as being able to copy successful strategies.

4 CONNECTING THE THEORETICAL BASE

You have to try the impossible to reach the possible (Hermann Hesse, 1877-1962)

The different paragraphs in chapter 2 and 3 form the theoretical background knowledge of the thesis. The different main research topics within the field of Corporate Entrepreneurship, the MNC, and the Sales Unit have been discussed. The three topics make up the pillars of the framework, which is displayed in Fig 2.

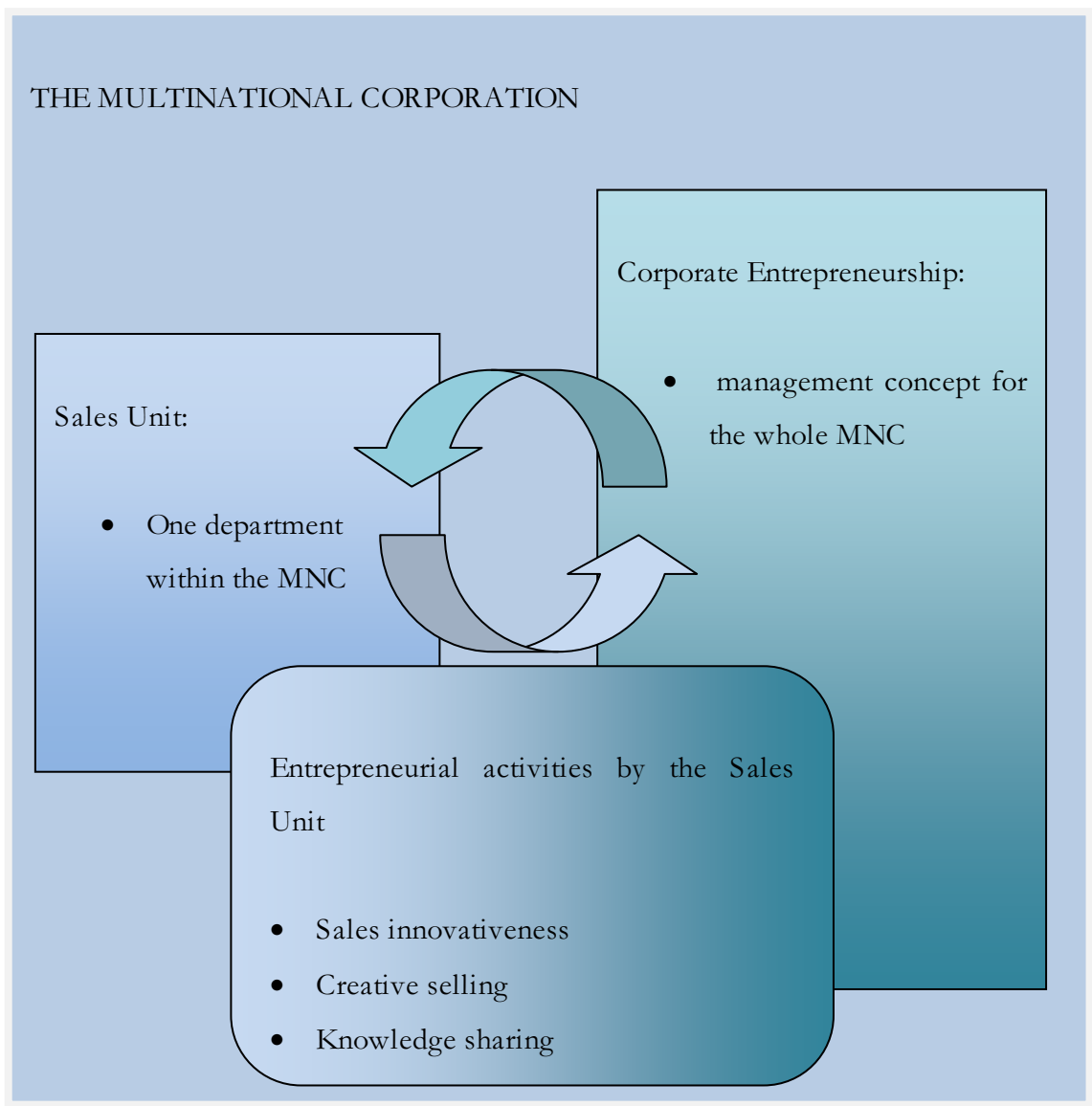


Fig. 2 Connection of the theoretical views

The research area of the MNC forms the overall environment of the thesis and creates the background with its research areas. Generally the sales unit forms an own department within a MNC. The framework follows this approach. Therefore the Sales Unit is directly linked to the MNC. The Sales Unit is one single piece in the puzzle of the MNC on which I look at with a magnifying glass. The phenomenon of CE as a management strategy is directly related to the MNCs' organizational strategy.

These pillars make up the background of the thesis. The main point of interest is the interdependencies and the elements linking the sales unit to CE, which is displayed by the interlinking arrows.

The literature review already provides an answer and clarifies what CE actually is. CE is focused on an innovative, proactive and risk taking behavior throughout the entire company. The literature review also presented entrepreneurial actions within the sales unit which are sales innovativeness, creative selling, and sharing knowledge which can be used and applied in other departments. An increase of CE can be achieved when the steps are followed which are described with respect to the implementation of CE as management concept.

5 DESCRIPTION OF THE RESEARCH METHODS

In this paragraph the research design, the data gathered and the case company is described in more detail. Furthermore the structure for analyzing the data is presented.

5.1 Qualitative research design

Qualitative research is described in the literature by comparing it to quantitative research. They both have a huge internal variety due to which it makes it hard to strictly define each of them (Eriksson & Kovalainen, 2011). One major difference described in the book *Qualitative Methods in Business Research* by Eriksson & Kovalainen (2011) is that quantitative research cannot deal with social and cultural constructions. Exactly this is what most qualitative research is interested in. A lot of qualitative approaches are concerned with interpretation and understanding in contrast to quantitative approaches which have explanation, testing of hypothesis and statistical analysis as major goal (Eriksson & Kovalainen, 2011). Qualitative research approach is also used for issues which are expressed in words rather than translated into numbers (Eriksson & Kovalainen, 2011).

Gauri and Gronhaug (2005, out of Eriksson & Kovalainen 2011) refer to the use of qualitative research in particular when prior insights about a phenomenon under scrutiny are modest meaning that qualitative research is rather exploratory and flexible. Furthermore a common use of qualitative methods in business research is when an issue has been studied quantitatively but has not become totally clear. Therefore qualitative research can provide a better understanding of the topic (Eriksson & Kovalainen, 2011).

One advantage of qualitative research is that it offers an in-depth understanding of the research topic on which current researchers don't focus at the moment (Javalgi, Granot, & Brashear Alejandro, 2011). The objective of this thesis is to gain an in depth-understanding and explain corporate entrepreneurship within a sales unit of a MNC. Therefore the qualitative approach is chosen.

Within the different option of qualitative research a case study approach has been chosen to research this issue. A case study is used when the research questions are directed to how or why a certain phenomena exists (Yin, 2014). Yin (2014) defines as case study as “an empirical inquiry that investigates a contemporary phenomenon (the “case”) in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident”. A case study is done because the researcher wants to understand a real world case (Yin, 2014).

The empirical part of the thesis is focused on the same sub-research questions as the theoretical part which will help to answer the overall research question of how CE is realized within a sales unit of a MNC. How questions as asked in the sub-research and main research question aim to understand CE in its real world context.

5.2 Data collection

The data is gathered through interviews conducted at the case company. Yin (2002) refers to interviews as commonly found in case study research. According to Yin (2002) interviews can be classified into three subgroups, prolonged case study interviews, shorter case study interviews and survey interviews.

This thesis interviews will be conducted in relation to a short case study interview. Here the information is gathered usually during one sitting which takes about 1 hour. The interview can still remain open and follows a conversational manner but the interviewer follows the case study protocol more closely. This kind of interview is used when the goal is to corroborate certain findings which the researcher thinks are already established and not on other topics. Therefore the wording of the questions must be carefully chosen to allow the interviewee to provide free unbiased comments. This approach fits the predefined theoretical framework. Open questions which leave space for the interviewee to answer in a free way but following an interview guide makes sure most things are covered during the interview. The difficulty for a master thesis conducting the prolonged case study interviews is the limited time frame of the interviewees. This is the reason why prolonged case study interviews are not chosen as interview type. (Yin, 2014)

Six of the eight interviews are conducted in one division and the other two in a separate division. The quality of the answers given in the two different divisions is similar and therefore increases the generalizability of the research.

Seven of the eight conducted interviews are held directly face to face through company visits. One interview is conducted via phone. In average the interviews are one hour long. Furthermore the interviews are conducted in a semi structured way. Semi structured interviews follow an interview guide which has topics that should be covered throughout the interview. With the design of the interview guide open questions are preferred as well as questions which encourage the interviewee for storytelling.

The questions are shown to International Business Management Master Students and revised according to their feedback. The data is gathered using German as main language. Therefore after the first revision the questions of the interview guide have been translated and are sent for discussion to two German International Business Management Master Students currently studying at the University of Oulu and one recent graduate now working in the sales department of a MNC. The feedback has been included in the interview guide, and the interview guide has been revised according to their input.

Before the interviews were held a contact via email is established to set up interview dates, and answer first questions from the potential interviewee. To gain the interest of the potential interviewees the interview guide is sent out in advanced. Therefore the interviewees could get a picture of the direction of the interviews. A translation of the interview guide can be found in Appendix 1. The interviews are taped and after the interview transcribed. The interviews as well as the coding of the interviews are done in German. The analyses of the interviews are explained in more detail in the following chapter. All interviewees are working within the sales environment their job position the date and the duration of the interview are listed in table 3. The eight interviews consist of 9 hours of recorded material.

Table 3 Overview Interviewees

Positions	Day	Duration
Regional Manager Germany	23.03.2017	01:22
Account Manager OEM business	27.03.2017	01:08
Regional Manager England, Turkey, Russia, Czech Republic and Austria	28.03.2017	00:53
Product Manager	28.03.2017	00:56
Head of Sales Excellence	28.03.2017	01:04
Head of Sales North Bavaria	31.03.2017	01:09
Head of AREA Sales Bavaria	05.04.2017	01:12
Head of Promotion Business Unit Control Products	05.04.2017	01:16

5.3 The Case Company

The case company is a MNC which is focused in electrification, automation and digitalization. It is located in over 200 countries and employs around 351.000 people around the world. The main headquarters is located in Germany. The MNC is a company with nine different divisions.

The corporation can be described as an organization type three with respect to the degree of entrepreneurial orientation. It is an entrepreneurial oriented organization which is focused on incremental innovation and has a suggestion system where employees are asked for their new ideas. With this suggestive system and the constant evaluation and realization of new ideas innovation is continuously driven. Innovation is therefore part of the overall strategy of the organization but it is not the main focus.

5.4 Analysis of the Semi – Structured Interviews

The aim of the data analysis is to find answers to the research questions. The analyzing of the data follows systematic combining which is a combination of both deductive and inductive approaches (Dubois & Gadde, 2002). Systematic combining furthermore is characterized as an approach which continuously moves between and empirical world and a model world. Therefore the theoretical framework can be adjusted continuously and reoriented when compared with the empirical world

(Dubois & Gadde, 2002). In short systematic combining is the process where theoretical framework and empirical fieldwork as well as case analysis evolve simultaneously (Dubois & Gadde, 2002). This process can also be referred to as abductive approach which combines deductive and inductive approaches. A deductive approach focuses on developing propositions from current theory and makes them testable in the real world (Dubois & Gadde, 2002). Inductive approaches develop theories systematically generated from the data. Dubois and Gadde (2002) recommend an abductive approach when the goal of the researcher is to discover new things, other variables and other relationships. The abductive approach differentiates from the systematic combining because systematic combining builds more on refinement of existing theories than on inventing new ones (Dubois & Gadde, 2002). Here the focus lies on systematic combining to show how the existing theories towards corporate entrepreneurship are realized in a sales environment.

To analyze the interviews the method of coding is used. This means to sort the interview data into certain concept or themes. Computer programs are more present in data analysis due to the benefits they hold in data processing (Lindsay, 2004) (Miles & Huberman, 1994). Therefore the software NVivo is used during the data analysis where the interviews were transcribed and the different steps of coding took place. The first step of analyses follows the deductive approach and is therefore driven by the theory. Nodes are created according to the findings of the theory and the questions asked in the interview. This helps to get an overall understanding of the data and categorize the data on a first level. The second step of analysis is the process in which the data is broken down into little pieces. Therefore sub nodes as well as new nodes are created to categorize the data in more detail. This helps to group and conceptualize the data and to increase the level of abstraction from the individual interviews (Ghauri, 2004) Data collection and analysis is of iterative nature and not a linear process (Dubois & Gadde, 2002) the presented structure is one way to interpret and analyze the gathered data.

6 CASE SPECIFIC VIEW OF CORPORATE ENTREPRENEURSHIP

This chapter presents the analyses of the qualitative data with respect to the internal view of the interviewees towards corporate entrepreneurship. The process of data analyses was as described in the earlier chapter. This chapter is structured according to answer the research problems in the best possible way. Therefore each category relevant for the research question is presented separately. The aim is to be able to create an overall picture of how CE is realized within a sales unit of a MNC.

The relation between the different codes and the relation to each research question is displayed in Fig 3

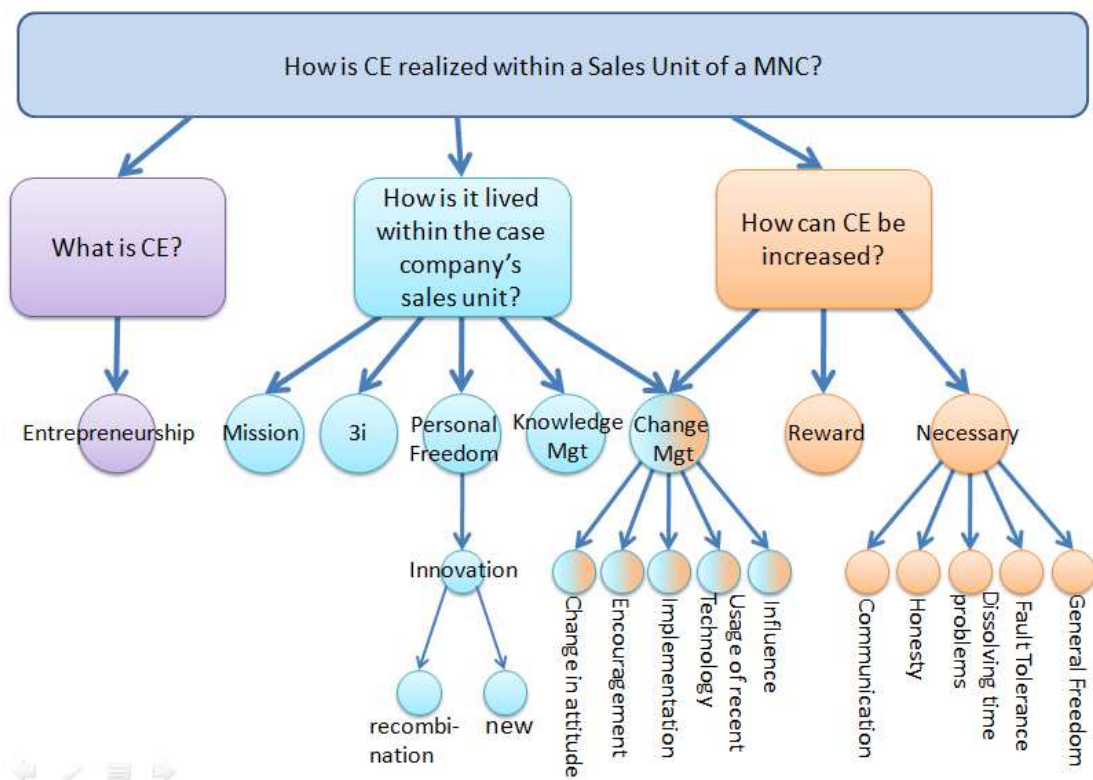


Fig. 3 Connection between nodes and research questions

The nodes related to the RQ what is CE are located on the left side of the picture, the nodes relating to how is CE lived within the case company's sales unit are located in the middle of the picture and the nodes related to how can CE be increased more on the right side. The linkage between the second and the third question forms the node change management. Change management refers to the actions and principles taken

to provide change in the corporation. This change management is focused on change towards a more entrepreneurial culture. In this chapter a detailed description of the analysis is given. First the focus lies on what is CE for the interviewees, and then the current state of how CE is realized at the moment within the sales unit is presented. After that the analysis shifts towards the ideas from the interviewees on how CE can be improved.

The final set of the nodes used and relevant for deeper analysis can be found in Appendix 2. This is one possible option of structuring the qualitative data derived from the interviews. Different RQs and a different approach may result in another form of nodes and groups of quotes.

6.1 CE in the eyes of the case companies' sales unit

The first element of the analysis refers to the interviewees' personal understanding of entrepreneurship and entrepreneurial behavior within the sales unit.

During the interview the interviewees were asked about their understanding of CE. The reason behind it was to find out if the term is actually present in the case company and plays an issue. Every interviewee had a general understanding of CE which shows the term and the idea behind it is present. But with respect to the answers given it became clear that CE has not yet arrived as an overall management concept. The understanding shows some similarities to the strategic management concept of CE described by the literature but other topics were not covered in the literature.

In general the interviewees referred entrepreneurship to a budget responsibility. When you are able to decide over a certain budget you can act entrepreneurial within this budget frame and can make decisions quickly without the approval from all hierarchy levels. Additionally the decision taken should create a long term increase in revenue. The connection of entrepreneurship to a budget responsibility is not mentioned in the literature, but for the interviewees it holds a connection.

“Entrepreneurship is for me definitely related to a budget responsibility, especially when you are abroad you are responsible for profit and loss and this is what makes the special appeal, because then you are to a large extent a small entrepreneur.”
(Interviewee 5)

“I mean, this what we are doing in my field of responsibility means entrepreneurship for me. When I delegate a task to a coworker, he/she has a certain responsibility for a product in the division for example, and then it is totally normal that my coworker has a budget responsibility of 6,7, or 8mio € and a certain customer group. So the coworker does not only get the task deliver the amount of business following all the rules but instead the coworker also gets the full responsibility with all its freedom to be able to achieve the task in their own way.” (Interviewee 7)

“Entrepreneurship also means that it will eventually revenue, and not just I have a good idea and I know how to push it through and just because I am good in pushing things through I will get a reward, no it has to create revenue in the end”
(Interviewee 8)

Another aspect where a connection to the literature can be established is respond that CE is understood and related towards entrepreneurship but just transferred to a big corporation (Dumont, 2010). The literature differentiates between CE and entrepreneurship because CE develops out of entrepreneurship which acts as the fundament (Dumont, 2010).

Entrepreneurship is associated with taking one’s own initiative and being proactive by the interviewees. Therefore according to the interviewees entrepreneurs look and think out of the box and their daily field of work to find fields for improvement. Another thought with respect to the understanding of CE of the interviewees is that decisions are be taken rapidly without the need for approval from all managers and hierarchical levels. This sometimes results in difficulties, where ideas are blocked when the business case is not presented perfectly nor is 100% thought through which results in risk aversion. This shows that the mindset change has not yet arrived at all hierarchy levels.

“Entrepreneurship is strongly associated to a start-up culture meaning to be proactive and to look over one’s own plate to discover fields for improvement and the possibility to generate more business. These ideas have to be realized quickly and pragmatically without reassuring every single detail and presenting a 100% thought through business case instead entrepreneurship makes it possible to be able to react quicker.” (Interviewee 3)

The interviewees also answered that entrepreneurship is linked to the person who can act or has to act entrepreneurial. In a sales unit the main person who has the role of an entrepreneur is the direct sales person who is in direct contact with the end customer and has to present the company with all its good and bad sites to the customer. This means for the customer the direct sales person “is” the company he or she stands for. This results in a responsibility to represent the company well but also increases the attitude of acting as if it were one’s own company. With this the results of Morris et al. (1990) who analyzed which department of a MNC has the highest entrepreneurial capacity. Their results were that the sales unit, due to its end customer contact has the possibility to act highly entrepreneurial, this result is underlined with this finding.

“Entrepreneurship doesn’t end with the executive board neither with the management of a division or a country it ends with the single employee who has the task and the responsibility to generate revenue ... They have to feel and act as if it were their own corporation.” (Interviewee 7)

6.2 CE activities in the case company’s sales unit

The CE activities lived in the sales unit are a mission statement, knowledge management, personal freedom, an employee suggestion scheme which is called 3i, as well as a change management. Each of the different elements is now explained in more detail. Fig 4 shows the elements and their link to the RQ. The elements can be linked towards the organizational strategy such as the mission statement and the existing incentive program. The next element refers to knowledge management and knowledge transfer. The key elements for the interviewees were clustered with respect to change management and freedom.

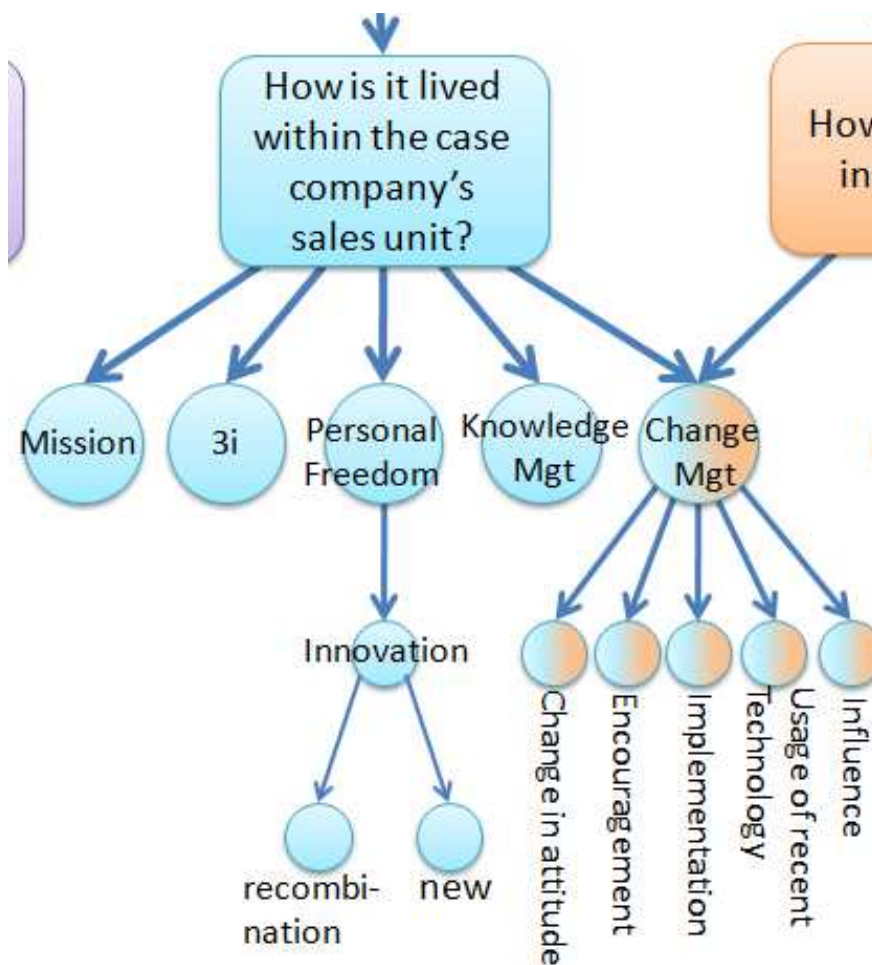


Fig. 4 Elements of CE in the sales unit

6.2.1 Mission Statement

The mission statement is the first element which is driven by the theory, because it relates to the overall organizational strategy. The goal of a mission statement is to provide a strategic guideline and to steer the entrepreneurial processes (Haid, 2004). For the interviewees the current mission statement of the case company refers to being responsible and delivering high quality products as well as having engineering innovative spirit. Furthermore the mission and vision statement is interpreted and understood by the interviewees in the sense of creating an innovative entrepreneurial culture where the empowerment of the employee and the ownership culture is important.

These are interpretations of the general mission statement ingenuity for life from the case company. The interviewees were not able to depict the vision statement in detail but rather describe how they personally interpret it. One interviewee said that there are many slides about the mission and vision statement but preferred to explain it from the practical side. Another said that the vision statement is rather abstract and wide so each division, unit and department can break it down for their own need. The goal of the entrepreneurial vision statement is to provide the employees with guidance towards actions which are meaningful and motivating towards entrepreneurial thinking and entrepreneurial actions (Müller-Stewens & Lechner, 2001).

Most of the interviewees described me what they associated with the mission statement but nobody was able to explain me in detail what the mission statements means, what goals it has or what it is useful for. This shows that the entrepreneurial mission statement is somewhere present and the interviewees have heard of it but it has not found its' way and probably neither its' application in every employees daily life.

"There exists a huge overall mission statement, you can read it definitely somewhere, a big header is the entrepreneurial culture.... Well there are many facets in the mission statement such as human resources, employees, leading principles, entrepreneurship and entrepreneurial culture. The mission statement is for the whole case company, and then it is broken down for the departements. It is on a level and formulated in a way that adaptations are easily possible. The value mediation is graspable and therefore it is good that it is not so specific." (Interviewee 8)

"The mission statement is first of all connected to innovation and responsibility but additionally staying curios and open this is part of the mission statement which the case company gave itself. The theme of the slogan is ingenuity for life which has been given out officially last year. The second topic is the art of engineering which addresses the engineering mindset and the inventive genius but as well the responsibility towards our society to improve life with the developed innovations. This is the main slogan which shapes the case company" (Interviewee 6)

With the responses from the interviewees it becomes clear that the mission statement has an entrepreneurial orientation and the entrepreneurial thinking is part of the mission statement of the MNC.

6.2.2 3i – Employee suggestion scheme

The incentive system which is present in the case company invites every employee to submit their ideas in every business field. The system was born in the production shop floors but is applicable to all environments. The ideas submitted to the system are evaluated and depending on how much benefit the MNC can get with the idea, either through savings or through e.g. a new market opportunity, the employee becomes a monetary reward. An incentive system is supposed to help with the implementation of entrepreneurial behavior. In the literature exists the hypothesis that the extent to which the employees are willing to commit themselves to entrepreneurial actions depends on the achievement they can make with their commitment (Haid, 2004). These achievements can either be of intrinsic or extrinsic nature (Kuhn, 2000). The employees see this fact a bit more critical, just because ideas are generated and submitted doesn't mean these are necessarily good or successful ideas it neither doesn't mean they are implemented. A couple of years ago the incentive program was more in the focus and fixed in the annual target agreements. In this time more ideas have been handed in but not more ideas have been implemented successfully. Therefore the management can lead the focus of the employees depending on whether they implement the incentive systems as an annual target or not. Additionally one interviewee argued that a monetary reward is not a real motivator and that people who are innovative do it because they have fun with it and that is more motivating than a little bit more money on the bank account in the end of the year.

“Every firm has an incentive program where you get a reward for your submitted ideas. The amount of the reward depends on how much money the company gains or saves due to that innovative idea” (Interviewee 2)

“Every employee can submit their ideas, thoughts and, improvement propositions into the incentive program system” (Interviewee 6)

Therefore it can be argued whether such a monetary driven suggestion scheme fulfills its purpose or not. On the one hand it does give the employees a platform where they are able to hand in ideas. On the other hand until an idea reaches the status to be able to hand it in, plus the paperwork included in the process hinders some employees. Additionally if it is forced such as implemented in the annual targets ideas can be submitted just to reach the goal and not because they have a certain benefit. Another aspect is that the employees need to see that their ideas have arrived and that something is happening with them. If they all just end up been put in a box, a suggestion scheme is not needed. So the success of such an suggestions scheme depends on what is actually happening after the submission of the ideas with them.

6.2.3 Personal Freedom

Another element mentioned in particular by the employees is the personal freedom which can result in an innovative behavior. Innovativeness is referred to a company's tendency to engage in and support new ideas, novelty, experimentation, and creative processes which may result in a new product, services or technologies (Lumpkin & Dess, 1996). New resource combination or resource recombination is a form of innovation and linked to some definitions of CE (see e.g. Burgelman, 1983; Covin & Slevin, 1991; Saly, 2001).

Freedom for the interviewees results in motivation for the job. In general the interviewees have a lot of freedom within in their specified tasks. The usual procedure is that they get a task with a budget and have to decide on their own how they distribute the task, what exactly they will do or how they spend the money. This personal freedom is highly appreciated by the interviewees but it also has its clear borders. According to one interviewee the process after crossing these borders becomes rather complex and a lot of management sections have to be included in the process of decision making.

“Well in general the entrepreneurial freedom consists of letting” (Interviewee 1)

“For example I have a budget of half a million € where I can do whatever I want with it. And then I take a look and think I could do this but also that with the money I just have to coordinate my actions with the region, so we do have a high degree of freedom. That means the degree of freedom which I am allowed to live goes can be seen as entrepreneurship.” (Interviewee 1)

I know from sales colleagues that they have like every other sales field employee a certain freedom. They can decide on their own when they visit a customer, how often they visit the customer as well as what exactly I show to the customer. That means I would personally say that in a MNC these employees are the ones which can live entrepreneurship the most. (Interviewee 3)

I mean most of the people who work here, have a personality where freedom is motivating them. (Interviewee 7)

Due to this personal freedom innovations can grow. As mentioned before innovations can be either a new combination/recombination of resource or a new approach towards a product or service. Both types of innovation are connected to the theory of CE. From the sales units perspective the cross selling approach is a new form of combining their portfolio and their resources. This increases the chances to make a deal with the customer and sell more products and services from the huge portfolio of the case company. In the sales units of the case company cross selling was practiced in two ways, either to change the application field of the product e.g. from the medical field towards the industry sector, and the other way was to look and analyze the whole product of the customer. By that it is possible to recommend and establish contacts to different departments selling other components of the whole machine or assembly line.

“What we are also always trying to find are topics where we can use our classical medicine technology components in a foreign environment” (Interviewee 2)

“We want to go further and further in the direction where we say dear customers if you have bought this then please have a look at this, or it is a way to get to know the customer better because of online tracking.” (Interviewee 3)

The second approach is the value based selling. This means the case company tries to sell additional values for the customer such as counseling, or service offers. The interviewee 3 described that this results in the approach to sell products indirectly by providing the customers with a good consultancy how they can overall improve their assembly line and reduce costs. These trainings are shown by the products of the case company and therefore a relationship is established between the potential customer and the case company. This relationship then helps the customers when taking the decision where to order the products. Therefore the focus lies to create a strong relationship with the customer which is described in the theory as relational customer orientation (Miao & Wang, 2016). Additionally the case company also offers a service to take care e.g. for licensing of products to be able to export them to USA or other countries which need special licenses.

“This is a tryout from our side to not only sell small individual products but through an overall consulting to sell products indirect similar to a value based selling.” (Interviewee 3)

This can be regarded as an innovation in the sense of a mindset change on with respect to how we are selling. And this has been taken quite a long time and is still taking a long time because it needs a mindset change. The people who used to visit the customer were technicians and they were only speaking about technology. Now they have to change their way of thinking because now they need to speak about certificates and become an overall consultant.” (Interviewee 3)

“We started a change from absolute product sales to selling value benefits with the products.” (Interviewee 8)

6.2.4 Knowledge Management

Knowledge is an attribute which can be helpful to separate the own company from the competitors. Therefore it is a strategic resource which can result in a competitive advantage and organizational advantage (Li & Lee, 2015). The different subsidiaries and regions share their unique local knowledge with the headquarter. The headquarter is acting as a knowledge hub (Li & Lee, 2015). The knowledge is then

generalized and shared with other divisions regions, or even implemented in the headquarter itself, this process is called best practice share.

For the case company best practice sharing is a well known and commonly used strategy to distribute the knowledge. Therefore the regions can profit from each other and gain a competitive advantage due to best practice sharing. They also have to present in regular meetings their tops and flops and give reasons why things turned out good or why they did not turn out well. This again is a base from where the top processes and practices are shared between each other and where flops are discussed and conclusions are drawn why things did not turn out well. Best practice sharing helps to stay innovative and open towards new practices and also open to try out something and learn from each other.

“Innovations are developed in the country regions and sometimes even that well that we adopt the innovation either for other countries or for the headquarter and this is then called best practice sharing” Interviewee 5

“Every time we have a new topic we try to form an interdisciplinary team, where my employee is responsible for a certain topic, for new portfolio which is developed, I tell him/her you can ask everybody, everything is allowed you can invite everyone ... Thus gives the employee the possibility to access a huge knowledge pool and profit from it” (Interviewee 8)

6.2.5 Change Management

Through the interviews it became clear that a change management is taking place at the case company. Furthermore the interviewees see and realize the need of a change management to increase and implement CE within the whole case company. The change the company goes through is a change of first order, so called planned change and incremental change (Mohr, 1997). The decision to focus on increasing the entrepreneurial culture has been made by the managing board and different actions are now becoming visible in different strength in the sales unit.

“There is a lot of movement in the big case company, and not only on the lowest level, or in one division or segment no in the entire firm” (Interviewee5)

But changes in a MNC such as the case company come slowly and need time. The interviewee compared the process of change to a big steamboat trying to make a 90° turn. As we have all seen by the example of the Titanic this is not possible. A steamboat needs time and space to perform a direction change. This image can be applied to the MNC. The MNC has been successful the way it has been dealing with the business and this is the reason why the MNC is a big corporation present in different countries but this also holds the threat. Being successful with one strategy leading to the point where the MNC is now doesn't mean it is also a successful strategy for the future. And this is where the importance of continuous change comes in which makes employees not yet used to a certain status quo.

“We are, you can imagine, like a big steamboat on the ocean, where a lot of wheels, pipes the hydraulics, electrics and mechanics have to work together, and the ship is going straight in one direction, a 90° turn is not possible with such a heavy ship or at least not without immense effort” (Interviewee 8)

The steps the case company takes refer to a change in the attitude, with different trainings which are held to transport the entrepreneurial mission and vision to every employee. Different projects have started which address the issue to increase entrepreneurial thinking. Additionally the interviewees said that it strongly depends on the individual person, since the case company is a german company they have certain human resource guidelines and don't follow a hire and fire politic. This makes the mindset change slower because the company is not just interchanging employees but has to take actions to change the mind of the existing employees.

“It is necessary to have employees who know how to use their entrepreneurial freedom. Therefore to get the right employees is the most important” (Interviewee 1)

Another change in the mindset is necessary when it comes to failure and risks. Taking risks is necessary to enter new potetial business areas but holds the possibility

of failing. Therefore failure can be seen as part of the entrepreneurial process, but is not accepted at the case company.

“When I do something new and fail it is never regarded as something positive it is always negative. Maybe the idea that failure happens and is ok and part of the process has not yet reached everybody. And maybe it is not possible to enforce it with a champagne, it has to be lived by the managers own hands and they have to see it lived by their managers own hand” (Interviewee 3)

Another action to increase CE is to encourage and support the employees in general and especially when they hand in new ideas. There the struggle comes with finding someone on the higher management who supports the idea. When a supporter is found an idea and the necessary actions can be taken through the company. To make this easier hierarchy levels are removed so that the whole organization becomes flatter. This has already been done but will continue to make the case company more flexible and faster in its reactions. Support is also given by providing different trainings and workshops for the employees. Due to one interview repetition of the central points is the best way to support and encourage CE.

“... so when you have an idea, it is the case that everyone has an open ear for you, meaning the person one management level higher” (Interviewee 3)

Not only support is necessary but also actions to implement CE. One action that has been tried is that e.g. the engineer gets 10% of their time to do whatever they want. This is a good idea but does not work in practice because the daily business is too time consuming and the employees have difficulties with drawing the line and saying no. The only opportunity the interviewees see is to create spin outs where the only tasks these employees in the spinout have is to take care of the innovation and work on innovative ideas.

Furthermore the case company uses up to date technology and office organization methods. First this makes a customer tracking possible and shows the customer that the case company is not behind. One thing they especially implemented in the sales environment is a so called sales pad, which is a tablet with all the relevant

information of the product and services offered by the case company. Therefore the sales person does not have to take so much material and a catalog with them instead they have all information on one device and can include new information into a customer tracking software after the customer meetings. This changes the daily work of a sales person because the information they get about the customer can be used to provide the best possible solution. But since there are not only young professionals working at the case company the interviewed departments have not changed their behavior radically yet this again is an incremental change because they still offer a catalogue where all products are described to the customer and some sales person prefer to use catalogue because that is what they are used to. So at the moment the sales department offers both to make a slow adoption of the new technology possible.

“... the sales unit innovates itself, meaning I have an Ipad now, everyone became an Ipad, this means we use new media now. ... Before the field sales had product catalogues in their cars now they have the Ipad.” (Interviewee 1)

„Innovative is also the way how we work together, I mean ten years ago each sales person had their own desk, they had their firm office and their fixed workstation where they started and ended their day most of the time. When I look now through the office we have an open office environment. This means everyone decides every morning individually on a workstation uses the desk for the day and leaves it again in the afternoon clean so someone else could use it the next day.” (Interviewee 6)

All these actions taken show that the case company follows an incremental, planned, approach of change management. The case company introduces slowly new ways of thinking and reduces the hierarchy levels which should increase the flexibility and fasten the decision making process. Following a planned incremental change needs time and the case company has to be careful to not use too much time and miss out on trends or misjudge the competition. Nevertheless the issues related to change management expand in the direction of what is necessary to increase CE which will be analyzed within the next chapter.

6.3 Increasing Corporate Entrepreneurship

Change Management forms the linkage between the second and the third research question. A successful change management is needed for being able to live CE in the sales unit and it is also helping to increase corporate entrepreneurship. Therefore in the next paragraph the focus lies on how to increase CE from the interviewees' point of view and related to the theory. Fig 5 gives an overview of the elements which are connected to increase CE at the case company.

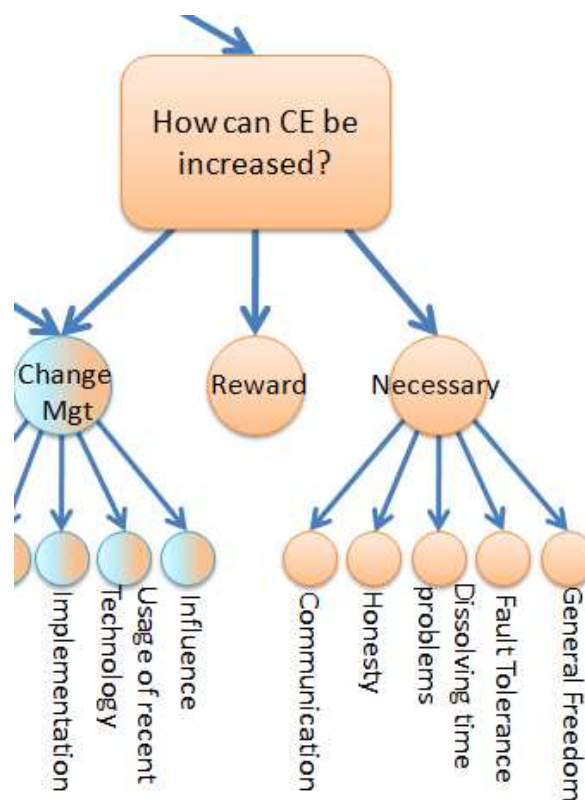


Fig. 5 Ways to increase CE

According to the theory to implement CE successfully it is necessary that the corporation is always on top of the technological standards, employees can live out their creativity without overcoming obstacles within the corporation, the formation of interdisciplinary teams encourages out of the box thinking and everyone in the corporation has to be aware of the time a successful development and realization of an idea needs (Hisrich & Peters, 2002).

6.3.1 Reward System

With rewards a positive behavior can be supported. As mentioned earlier the incentive system is also part of implementing CE. In the case company they have the incentive system where ideas can be handed in and depending on their benefit for the case company a reward is given. When the theory says that rewards and the incentive system is important for CE the interviewees have a bit a different perspective on it. They don't see how rewards can increase innovation, and that money does not function as main motivation. The motivation towards innovation has to come from somewhere else. And in the sales unit rewards depending on reaching the KPIs is part of the daily business. Therefore an additional reward for ideas or commitment is not a strong motivator.

“I am not sure if people are only acting that way due to the reward. I mean the people who enjoy being innovative just do it because it brings fun to them. I don't believe the reward is a main driver” (Interviewee 2)

“I believe there are greater motivators, such as delegating a task with all its responsibilities. I think this motivates much more than having 3% more salary at the end of the year” (Interviewee 7)

Besides the company wide suggestion scheme also so called sales awards exists where employees can apply. But the interviewee said that the effort and paperwork for handing in the idea or some new sales strategy exceeds the attractiveness of a reward. Additionally since the sales person salary is depended on their achievement of the key performance indicators they are used to a variable income. This could be a

reason why a monetary rewards is not that attractive and motivating for the sales unit as it might be in other departments.

6.3.2 Necessary for a rich entrepreneurial culture

The interviewees have a quite clear understanding of what is missing for a successful implementation of CE and ideas on how to improve it. The main categories where they see potential for improvements but are highly necessary for CE are good communication, dissolving the time problem, fault tolerance, honesty and general freedom. Where in the biggest issue for the interviewees was to dissolve the time problem.

According to the interviewees a good communication is necessary to develop successful ideas and to realize them. Through communication a feeling partnership and trust can be established in the corporation which helps in changing the mindset. With communication the ability to listen has be addressed by two interviewees. According to them only a view managers are really able to listen properly. Another interviewee points out the fact that it is important to ask questions when it comes to the communication process; this can be increased by creating interdisciplinary teams. With interdisciplinary teams an exchange happens automatically and therefore according to interviewee 8 the most important when it comes to the implementation of CE is exchange, because exchange and interdisciplinary teams refer to natural learning. With communication comes honesty and trust, trust in the management that they listen, honesty in addressing the issues and carry them through until the realization phase.

“Sadly there exist only view managers in the world who are actually able and willing to listen properly” (Interviewee 5)

“...listening and saying oh this might be a good idea maybe we can try it. This is important and of course not to miss out on trends” (Interviewee 5)

“... the whole big cooperation, entrepreneurial thinking only works when I am able to move my organization. And cooperation means I need communication, and I need people who are able to listen and are willing to understand” (Interviewee 8)

“Honesty from the management to address the issues for real and carry them through the corporation” (Interviewee 6)

“I will stay with the issue trust, I think or I experience at the moment that the bond of trust is decreasing the higher you go up on the hierarchy levels” (Interviewee 7)

When it comes to time management most of the interviewees said that they don't have the time within in the daily business to be creative. They don't have time for innovative ideas. One interviewee said that if you would ask the coworkers everyone has ideas how to improve processes or how to improve the daily work but there is not time to actually think about the idea properly and develop a concept to present the idea to the next management level. Therefore by dissolving the time problems CE can be increased massively.

“Time for sure, when the customer calls he/she is more important, when the region calls they are more important, or you have the things on your desk which are part of your daily work. ... And this leaves little space to actually think openly and free and even if you think of something you will have even less time to realize it in any kind of way to be able to speak about it. In the end it is the time that lacks or is not given consciously” (Interviewee 3)

“And to be able to induce change time is necessary and freedom. We have at the moment too many topics that we are able to handle every single one reasonable, and thus the result of the topics are suffering quality. I am convinced that this can also have a negative effect when topics are handled half hearted and it is discouraging” (Interviewee 8)

“The time, the time. This is the main obstacle, that you don't have the time to just engage in some topic” (Interviewee 2)

Another fact is that when new things are tried and new paths are chosen there exists the risk that things can also go wrong. For the interviewees one topic where the firm can work on was the tolerance of failure. One employee described it as the “Silicon Valley thinking” where failure is allowed and seen as a source for learning and improvement. Tolerance towards failure can also decrease risk aversion. When it is allowed to fail it is possible that risks are taken more comfortably and behind every risks lies an opportunity which then could result into a new market opportunity, customer opportunity or product / service opportunity and therefore the possibility for growth of the company.

„Well this sounds so banal because this is the Silicon Valley thinking, but i think that it is important that failure is not seen so negative instead it is an experience and should also be regarded as valuable for the future.” (Interviewee 3)

“Tolerance of failure is important. You have to give people the feeling that they can make a mistake, the world is not going to collapse because of it” (Interviewee 5)

For the other interviewees tolerance towards failure was not an issue but freedom in general was.

Freedom has appeared already in the phase where current entrepreneurial approaches were presented according to the interviewees’ point of view. When the interviewees were directly asked what is necessary for a prosper CE culture. Freedom was mentioned by half of the interviewees as key point. This underlines the importance of freedom because since the interviewees already hold certain freedom they still ask for more to be able to increase their entrepreneurial behavior.

“You need the freedom to act entrepreneurial. ... But then of course the question is how much entrepreneurial freedom do I give my employees to take decisions. And this decision will also depend on the person and the experience of the person” (Interviewee 1)

“The freedom to think and act entrepreneurial is what is often missing” (Interviewee 2)

“Freedom for the employees is necessary and some guidelines. But with the freedom employees should be able to slip into the role of the entrepreneur on site. That would be the optimal state which we could reach” (Interviewee 6)

“I enjoy having a strong partner for exchanging ideas and communication to adopt, and develop ideas and then we configure our freedom with content. So the most important things for a rich CE culture are communication, freedom, a partner” (Interviewee 8)

6.4 Summary of the empirical findings

The interviews held a lot of rich data and provide answers to the research question as well as the sub research questions. All interviewees displayed a general understanding of CE and found situations where CE is present in their work area. The following table summarizes the empirical findings with respect to the sub-research questions.

What is CE?	Having a budget responsibility
	Based on entrepreneurship but transferred to the corporation
	Out of the box thinking, proactive
	Fast decision making
	Most entrepreneurial is the field sales person due to the direct contact to the customer and his role in representing the company
How is CE lived within the case company's sales unit?	Entrepreneurial mission statement
	Employee suggestion scheme
	Knowledge transfer and best practice share
	Freedom which leads to innovation
	Recombination of resources
	New selling approaches
How can CE be increased?	Change Management taking place through: Encouragement and support Actions of implementation such as trainings Different ways to influence the business life Change in attitude Using up to date technology
	Successful Change Management System
	Rewards
	Facts which are necessary: Good honest communication Dissolving the time problem Fault tolerance
	Increasing freedom

These answers contributed to understand the main research questions and providing an answer towards how CE is realized within a sales unit of a MNC. To answer the overall research question of this thesis the focus lies on the second sub question. Here the actions and elements the case company has realized and associated with CE can be found.

7 CONCLUSION

This final chapter of the thesis aims to summarize the research and presents the general findings of the study. Furthermore it gives an answer to the research questions. In the end the limitations of the research as ideas for future research are described.

7.1 General findings of the study

The purpose of this study was to understand and explore the connection of CE and the sales unit using an example of a MNC. Therefore first the literature of CE was revised extensively and afterwards the MNC with the sales unit and entrepreneurial aspects of the sales unit were described. This lead to a overall understanding of the relations between the MNC the sales unit and CE as a management strategy. In the empirical phase the focus was on the actual situation in a MNC. Similarities to the goals of CE, meaning establishing an innovative, risk taking, proactive environment are present in the case company to a certain point. Employees are already given some entrepreneurial freedom within their job description and their tasks, but all within guidelines. This freedom can result in innovative entrepreneurial behavior but the biggest inhibiting factor is the time. It becomes clear that the analyzed MNC is in the transition phase from a entrepreneurial oriented firm to a entrepreneurial firm.

7.2 Answer to the research question

This chapter will provide answers to the research questions. The main research question of this research is how is CE realized within a sales unit of a MNC. To understand and guide the research three sub research questions were created.

- What is Corporate Entrepreneurship?
- How is Corporate Entrepreneurship lived within a sales unit of a MNC?
- How can Corporate Entrepreneurship be increased?

These questions helped to structure the thesis and to create questions for the semi structured interviews. Additionally the research questions facilitated to form clusters and eased with the data analyzes.

With respect to the first research question CE was identified as an integrated theoretical management concept which builds on the theory of entrepreneurship. CE is therefore entrepreneurship within a large corporation. The integrated theoretical concept consist of organizational, strategically, personal and cultural components. Entrepreneurship is defined by its innovations, risk taking and proactive behavior. Due to that the goal of CE is to encourage entrepreneurial actions (such as innovation, risk taking and being proactive) of the employee and make them come true (Dumont, 2010). To this theoretical perspective which was partly shared by the empirical analyzes I want to add that entrepreneurship is also defined by having a budget responsibility. This makes employees develop a responsibility towards the company and increases the ability to act as if it were their own company.

Looking into the second research question this is a company specific question, which was only able to answer with respect to the cluster analyzes of the answers given in the semi structured interviews. CE is lived in the case company through an entrepreneurial oriented mission statement, with the help of an employee suggestion scheme, through knowledge management, by giving certain freedoms to the employee and a change management.

The third research questions relates to a successful implementation of CE and how the corporate entrepreneurial activities can be increased. The answer to this research question is also based on the answers given by the interviewees. Different steps and hints exist with respect to the implementation of CE and some of these were also reflected up on in the answers of the interviewees. To increase CE the change management is essential. Change management is the linking element of the present situation and the future possibilities. Additionally the reward system meaning rewarding innovative ideas has been discussed and the needs the employees have. For them for a rich entrepreneurial culture it is necessary to be honest with each other and have a good communication, dissolve the time problem, to have more general

freedom in their daily actions, and to establish a culture with a certain tolerance towards failure.

These three sub research questions guided the overall research and made it possible to answer the overall research questions. The following Fig. 6 presents the connection of the empirical findings as well as the theoretical findings and provides an overview of how CE is realized within a sales unit of a MNC.

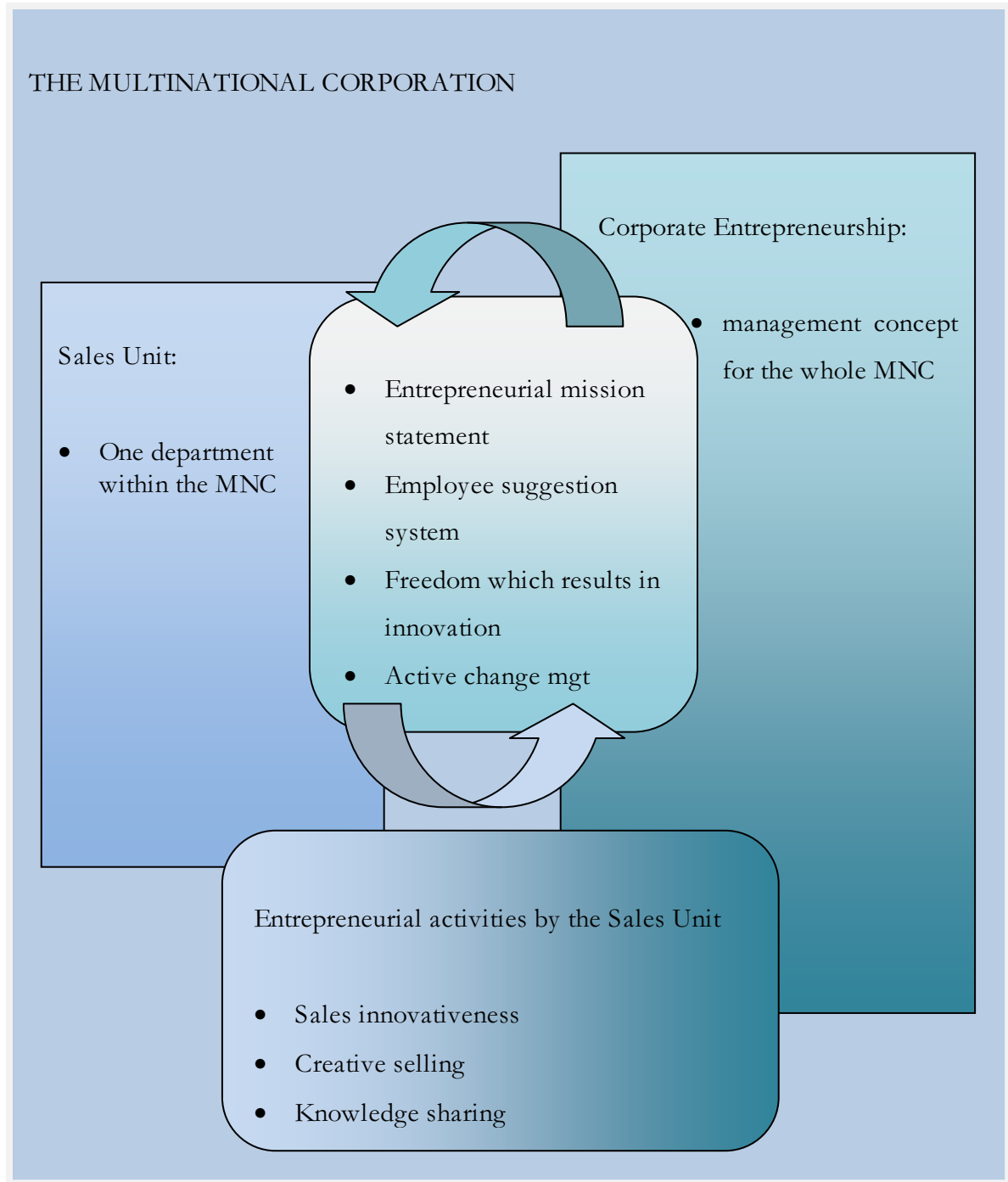


Fig.6 Expanded Model of CE within a Sales unit of a MNC

7.3 Generalization of the results

In this section first the elements from the data set which support the elements found in the literature with respect to the realization of CE within the sales unit are presented. Then in the second part the elements which hold strong reference to the data set are described. The focus lies on the elements which are data driven and form a strong connection between the sales unit and the management concept of CE. These elements are listed in Fig. 7

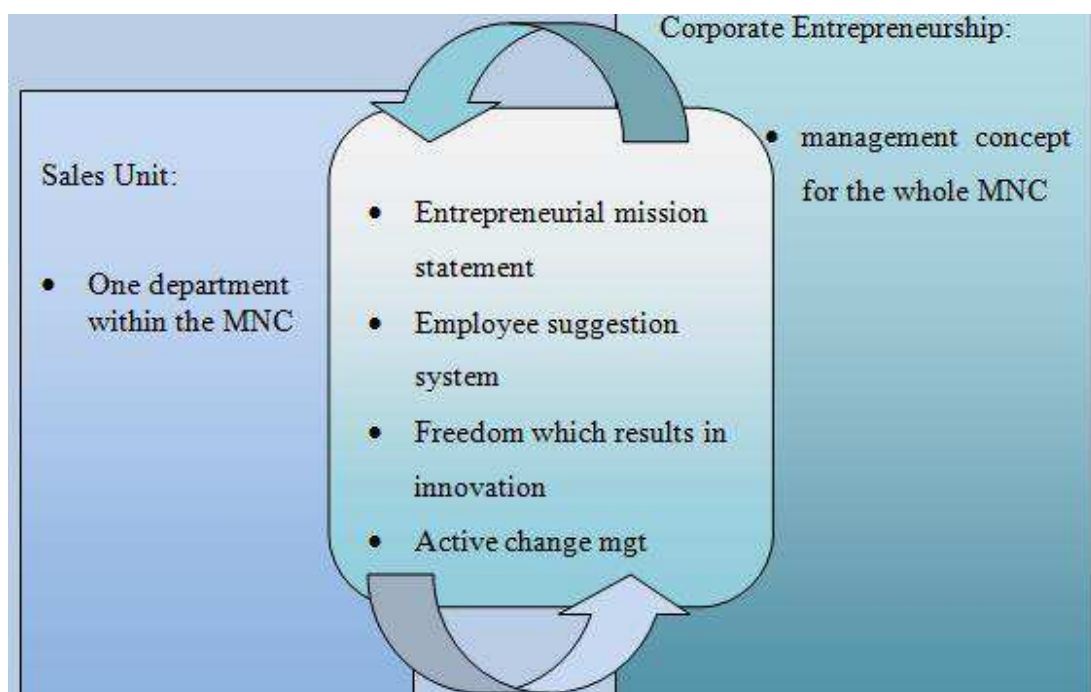


Fig. 7 Connecting Elements of the Sales Unit and Corporate Entrepreneurship

Since the theoretical elements have already been discussed in detail in the theoretical sections only the key points and their support from the data set are described here. The first element refers to sales innovativeness and creative selling. Sales innovativeness is the willingness and flexibility to find and accept new ways of problem solving (Matsuo, 2009). Creative selling refers to the amount of new ideas which are generated and novel behaviors exhibited by the salesperson (Wang & Netemeyer, 2004).

In the data set sales innovativeness and creative selling is highlighted by the cross selling approach. Cross selling means to not only sell one's own specific product but also refer to products from other departments of the case company. It also means to transfer one product to a different industry where it can also bring benefits. This is a new innovative approach for the case company and has not been done in the past. Another step of sales innovativeness which is taken by the case company is that they are changing their overall selling concept from a product based view to a system based view. This can lead to providing additional products or services to the customer. Additionally the case company provides a consulting service and establishes a partnership with the customer. These practical examples underline the theoretical knowledge of creative selling and sales innovativeness as entrepreneurial approaches.

The next element which finds strong support from the data set is the element of knowledge transfer. According to the literature exchange of knowledge should constantly be done by the sales people (Wang & Netemeyer, 2004). Knowledge transfer helps in the process of creative selling, exchanging creative ideas and best practices leads to learning and increases the skills of the sales people which make it possible to copy and apply successful strategies.

This process of best practices share was mentioned by the interviewees and the importance of it was pointed out. It makes it possible to implement successful approaches from one region to another or even implement it in the headquarter. Furthermore in the case company it is normal that best practices as well as worst, so called tops and flops, are presented regularly. This approach results in learning and a constant improvement of one's own tactics, and therefore is part of a CE activity of the sales unit.

In addition to the theoretical entrepreneurial actions which are supported by the data set the next elements are more important as a whole and show the realization of CE within the sales unit clearly. First there is the entrepreneurial mission statement which has been described in general as necessary and part of entrepreneurship as well as CE but the linkage towards the sales unit was missing. The data set provided this link and it forms one of the core elements to realize CE within the sales unit as

well as the whole organisation. The data set provided a general mission statement for the entire company but interviewees positively pointed out that it is so general that every unit can break it down for their needs and apply it accordingly. Therefore the data set highlights the importance of an entrepreneurial mission statement which is transferable to each department. Entrepreneurship is associated in the case company with ownership culture, meaning to act as if it were your company, it is present in the mission statement, and sets goals for the individual employee. The interviewees agreed on the presents of the entrepreneurial mission statement but criticized the implementation of it. The data set clearly described the entrepreneurial mission statement but also includes that the implementation to daily work life has room for improvements.

The second element of CE which is realized in the sales unit is the employee suggestion system or incentive scheme. In the case company this suggestion system is called 3i. Here again the theory only gives a general advice that an employee suggestion system is helpful for implementing CE but not the transfer to a certain department of a MNC was given. The interviewees all knew the 3i suggestion system. This provides a platform to hand in ideas for improvement. These ideas lead to a continuous collection, evaluation and implementation of new ideas, which focuses on the renewal of the company. This tool is supposed to increase innovative ideas and CE activity realized in the sales unit by giving a basic monetary reward to each submitted idea and depending on the implementation and then the benefit for the company an even higher rewards. What was really interesting is that the interviewees were not so much interested about the reward but rather interested in how the ideas are used and implemented. The focus of the suggestion system clearly lies on providing a platform where innovative ideas are collected.

General or personal freedom has not been mentioned at all by the reviewed literature. But freedom was one of the biggest issues according to the set of data. Therefore CE activities are rooted in freedom of the employees. To be able to act in an entrepreneurial way it is necessary to give freedom to the employees. In the case company a certain level of freedom is given to the employees to be able to make own individual decisions within their field of responsibilities. These responsibilities and the amount of freedom is strongly linked to the job the employee does. Therefore the

CEO of the case company has to act entrepreneurial but in a different way than for example the field sales employee. Therefore freedom is linked to the job the individual is having. Freedom motivates the employees and making own decisions and holding the responsibility for them increases entrepreneurial thinking and behavior. This makes the employees act as if it were their own company. According to the interviewees freedom leads to being able to consider and take new unknown roads, which results in innovation. Freedom holds the starting point of entrepreneurial behavior. Since freedom is already given to the employees in the sales unit this element strongly connects the management concept of CE to the sales unit.

The last element identified as an element realizing CE in the sales unit is the change management which is present in the case company. Change management is essential for increasing as well as for living CE. It drives the mindset change and supports the employees who already have the entrepreneurial mindset. According to the literature change management is an own management concept but since it was developed in this thesis as part of CE management concept it is here listed as an element realizing CE within the sales unit.

In the case company change management is characterized by encouragement and support of new ideas. It includes actions taken towards implementing CE as management concept and giving employees' the possibility to influence and drive ideas. Furthermore change management addresses the mindset change through which the employees have to go. These activities are supported by providing up to date technology. All these actions have the goal in common to increase and support CE within the sales unit. To transform a MNC such a change management is necessary to organize the different activities.

Since this block takes up big parts of the data set and builds the connection between the research questions which cover the actual CE state of the case company and the ideas for improvement. Therefore I want to stress the importance of change management in the process of turning a conservative firm into an entrepreneurial corporation.

The entrepreneurial mission statement, employee suggestion system, general freedom and the active change management form the core of elements realizing CE within the sales unit. These elements increase innovative, proactive and risk taking behavior and therefore are of great importance to the sales unit.

7.4 Limitations and validity of the study

Limitations in the study lie in the fact that this study is focused on understanding and exploring the field of CE and therefore the data gathering has been taken place mostly in one business unit. The interviewees were from different management levels, which is a good thing on the one side, but on the other side to generalize the findings I assume more semi structured interviewees with people on the same management level would have been better. Therefore the data produced for the analysis has been limited and covers only certain positions. This could result in the fact that important facts/data could have been excluded.

The external validity is measuring whether the researched object is the object the thesis was aiming at in the first place. Three sub research questions structured the thesis and supported the thesis process to stay on track to be able to follow the overall research question. The thesis is able to answer these sub research questions in detail and provides an answer to the overall research question. Therefore the aim of the research and the outcome of the data analysis, with respect to the research questions, is full filled. This means the study has external validity. Furthermore the study is based on an extensive literature review which covers a broad selection of relevant research which respect to entrepreneurship, CE, a MNC and the sales unit to increase the understanding of these issues.

7.5 Perspective for future research

In the beginning of the thesis the research gap of CE in combination with a specific department within the MNC has been identified. The thesis highlights one department view, the sales unit, on CE: Since CE is supposed to function as an overall management concept the realization of this management concept within

different departments, such as the sales unit, holds still a lot of research potential for future studies.

Future research could compare different departments such as CE within a sales unit and CE within an R&D department. Not only departments of a MNC can be compared but also CE in subsidiaries vs. the headquarter organization. This topic was only addressed to a certain degree by one interviewee therefore I excluded this aspect from the thesis. But the differences between headquarter and subsidiary or regional organization can be strong and hold research potential. The most abstract form of future research would be to compare two or more MNC and their entrepreneurial orientation as well as their application of CE.

Additionally the way how a department changes from conservative department to entrepreneurial department is an area of research interest. The concept of change management can therefore be used to analyze how the concept of CE is applied to corporations and departments. This could lead into giving advice to managers on how to transform their corporation.

REFERENCES

Adam, D. (1997). *Produktions-Management*. Wiesbaden.

Adenfelt, M.;& Lagerström, K. (2006). Knowledge development and sharing in multinational corporations: the case of a centre of excellence and a transnational team. *International Business Review* 15 , ss. 381-400.

Afuah, A. (1998). *Innovation management: Strategies, implementation and profits*. New York: Oxford University Press.

Aggarwal, R.;Berrill, J.;Hutson, E.;& Kearney, C. (2011). What is a multinational corporation? Classifying the degree of firm-level multinationality. *International Business Review* 20 , ss. 557-577.

Aparna, R. (2013). *Structural Design of MNC*. Haettu 08. May 2017 osoitteesta Authorstream: <http://www.authorstream.com/Presentation/siyarajj84-1567894-structural-design-mnc/>

Asare, A. K.;Yang, J.;& Brashear Alejandro, T. G. (2012). The state of research methods in personal selling and sales management literature. *Journal of Personal Selling & Sales management, vol. XXXII, no.4* , ss. 473-489.

Baldauf, N.;& Lee, A. (2011). International Selling and Sales Management: Sales Force Research Beyond Geographic Boundaries. *Journal of Personal Selling & Sales Management vol. XXXI, no.3* , ss. 211-217.

Barringer, B.;& Bluedorn, A. (May 1999). The Relationship Between Corporate Entrepreneurship and Strategic Management. *Strategic Management Journal* , ss. 421-444.

Bitzer, M. (1991). *Intrapreneuring: Unternehmertum in der Unternehmung*. Stuttgart.

Bleicher, K. (1989). *Chancen für Europas Zukunft*. Frankfurt and Wiesbaden.

Bonney, F. L.;& Williams, B. C. (2009). From products to solutions: the role of salesperson opportunity recognition. *European Journal of Marketing Vol. 43 No7/8* , ss. 1032-1052.

Burgelman, R. A. (December 1983). Corporate Entrepreneurship and Strategic Management - Insights from a Process Study. *Management Science* , ss. 1349-1364.

Burgelman, R. A. (1984). Designs for Corporate Entrepreneurship in Established Firms. *California Management Review Vol. XXVI, No. 3* .

Campbell, A.;Devine, M.;& Young, D. (1992). *Vision, Mission, Strategie: Die Energien des Unternehmens aktivieren*. Frankfurt a. M.

Coelho, F.;Augusto, M.;& Lages, L. F. (2011). Contextual Factors and the Creativity of Frontline Employees: The Mediating Effects of Role Stress and Intrinsic Motivation. *Journal of Retailing* , ss. 31-45.

Colletti, J. A.;& Chonko, L. B. (1997). Change Management Initiatives: Moving sales Organizations from Obsolescence to High Performance. *Journal of Personal Selling & Sales Management vol. XVII, no.2* , ss. 1-30.

Cooper, R. G.;& Kleinschmidt, E. (1995). New Product Performance: Keys to Success, Profitability and Cycle Time Reduction. *Journal of Marketing Management* , ss. 315-337.

Covin, J. P.;& Miles, M. P. (1999). Corporate Entrepreneurship and the Pursuit of Competitive Advantage. *Entrepreneurship the Theory and Practice Baylor University* , ss. 47-65.

Covin, J.;& Slevin, D. (1991). A Conceptual Model of Entrepreneurship as Firm Behavior. *Entrepreneurship Theory and Practice* , ss. 7-25.

Coyne, J. P.;& Subramanian, S. (1996). Bringing Discipline to Strategy. *The McKinsey Quartely* , ss. 14-25.

Cui, A. S.;Griffith, D. A.;& Cavusgil, S. T. (2005). The Influence of Competitive Intesity and Market Dynamism on Knowledge Management Capabilities of Multinational Corporation Subsidiaries. *Journal of International Marketing Vol. 13, No.3* , ss. 32-53.

Day, G.;& Schoemaker, P. (2000). Avoiding the Pitfalls of Emerging Technologies. *California Management Review* , ss. 8-33.

De Clercq, D.;Castaner, X.;& Belausteguigoitia. (2007). The Secrets of Intrapreneurship. *Indepth* , ss. 40-45.

De Clercq, D.;Castaner, X.;& Belausteguigoitia, I. (September 2011). Entrepreneurial Initiative Selling within Organizations: Towards a more Comprehensive Motivaional Framework. *Journal of Management Studies* 48 .

Devinney, T. M.;Midgley, D. F.;& Venaik, S. (November-December 2000). The Optimal Performance of the Global Firm: Formalizing and Extending the Integration Responsiveness Framework. *Organization Science* , ss. 674-695.

Downs, A. (1967). *Inside Bureaucracy*. Boston.

Draeger-Ernst, A. (2003). *Viralisierendes Intrapreneurship: Gestaltungskonzept und Fallstudie*. Rainer Hampp Verlag.

Drucker, P. (2002). *Innovation and Entrepreneurship: Practice Principles*. Oxford: Butterworth-Heinemann.

Dubois, A.;& Gadde, L.-E. (2002). Systematic combining: an abductive approach to case research. *Journal of business research*, 55(7) , ss. 553-560.

- Dul, J.;& Hak, T. (2008). *Case Study Methodology in Business Research*. Elsevier Ltd.
- Dumont, P. C. (2010). *Corporate Entrepreneurship - Wissen und Innovation unternehmerisch gestalten*. München.
- Eriksson, P.;& Kovalainen, A. (2011). *Qualitative Methods in Business Research*. (S. P. Ltd., Toim.)
- Evans, K. R.;McFarland, R. G.;Diets, B.;& Jaramillo, F. (2012). Advancing Sales Performance Research: A Focus on Five Underresearched Topic Areas. *Journal of Personal Selling & Sales Management* , ss. 89-105.
- Foss, N. J.;& Pedersen, T. (2002). Transferring knowledge in MNCs: The role of sources of subsidiary knowledge and organizational context. *Journal of International Management* 8 , ss. 49-67.
- Frank, H. (2006). *Corporate Entrepreneurship*. Wien: Facultas Verlags- und Buchhandles AG.
- Fry, A. (Summer 1987). An Intrapreneurial Success. *SAM Advanced Management Journal* , ss. 4-9.
- Gemünden, H. G.;& Högl, M. (2001). Teamarbeit in innovativen Projekten: Eine kritische Bestandsaufnahme der empirischen Forschung. Teoksessa H. Gemünden;& M. Högl, *Management von Teams: Theoretische Konzepte und empirische Befunde* (ss. 1-30). Wiesbaden.
- Ghuri, P. (2004). Designing and conducting case studies in international business research. Teoksessa M.-P. R.;& C. Welch, *Handbook of qualitative research methods for international business* (ss. 109-124). Cheltenham: Edward Elgar.
- Ghoshal, S.;& Nohria, N. (1993). Horses for Courses: Organizational Forms for Multinational Corporations. *Sloan Management Review* , ss. 23-35.

Groza, M. D.; Locander, D. A.; & Howlett, C. (2016). Linking thinking styles to sales performance: The importance of creativity and subjective knowledge. *Journal of Business Research*, ss. 4185-4193.

Gumbert, D. (1986). Stalking the Entrepreneur. *Harvard Business Review*, ss. 32-36.

Guth, W.; & Ginsberg, A. (1990). Guest Editors' Introduction: Corporate Entrepreneurship. *Strategic Management Journal*, ss. 5-15.

Haid, D. (2004). *Corporate Entrepreneurship im strategischen Management*. Bayreuth: Deutscher Universitäts-Verlag.

Hamel, G.; & Prahalad, C. (1995). *Wettlauf um die Zukunft: Wie Sie mit bahnbrechenden Strategien die Kontrolle über Ihre Branche gewinnen und die Märkte von morgen schaffen*. Wien: Ueberreuter.

Hammer, M.; & Champy, J. (1994). *Business Reengineering: die Radikalkur für das Unternehmen*. Frankfurt a.M.

Hasenzagl, R. (2006). Corporate Entrepreneurship und Veränderungsmethoden. Teoksessa H. Frank, *Corporate Entrepreneurship* (ss. 290-319). Wien: Facultas Verlags- und Buchhandels AG.

Hauschildt, J. (1997). *Innovationsmanagement*. München.

Heber, T.; & Brazeal, D. (1999). Entrepreneurializing the Organization: Archetypes of Commitment to Corporate Entrepreneurship and Implications for Strategic Entrepreneurship. Teoksessa M. Raffa, *Innovation and Economic Development: 44th ICSB World Conference Proceedings* (ss. 003-1-18). Naples.

Hisrich, R.; & Peters, M. (2002). *Entrepreneurship*. Boston: McGraw-Hill Irwin.

Hisrich, R.; & Peters, M. (1989). *Entrepreneurship: Starting, Developing and Managing a New Enterprise*. Homewood.

Hofer, C. W.;& Schendel, D. (1984). *Strategy Formulation: Analytical Concepts*. St. Paul.

Homburg, C.;Müller, M.;& Klarmann, M. (March 2011). When Should the Customer Really Be King? On the Optimum Level of Salesperson Customer Orientation in Sales Encounters. *Journal of Marketing* , ss. 55-74.

Hornsby, J. S.;Kuratko, D. F.;& Zahra, S. A. (2002). Middle managers' perception of the internal environment for corporate entrepreneurship: assesing a measurement scale. *Journal of Business Venturing* , ss. 253-273.

Hunger, J.;& Wheelen, T. (2000). *Strategic Management*. Upper Saddle River.

Investopedia. (ei pvm). *Organizational Structure*. Haettu 08. 05 2017 osoitteesta Investopedia: <http://www.investopedia.com/terms/o/organizational-structure.asp>

Javalgi, R. G.;Granot, E.;& Brashear Alejandro, T. G. (2011). Qualitative Methods in international Sales Research: Cross-Cultural Considerations. *Journal of Personal Selling & Sales Management* , ss. 157-170.

Javalgi, R. G.;Hall, K. D.;& Cavusgil, S. (2004). Corporate entrepreneurship, customer-oriented selling, absorptive capacity, and international sales performance in the international B2B setting: conceptual framework and research propositions. *International Business Review* 23 , ss. 1193-1202.

Javalgi, R.;Hall, K. D.;& Cavusgil, T. (December 2014). Corporate entrepreneurship, customer-oriented selling, absorptive capacity, and international sales performance in the international B2B setting: Conceptual framework and research propositions. *International Business Review* , ss. 1193-1202.

Jennings, D. F. (1994). *Multiple Perspectives of Entrepreneurship: Text, Readings, and Cases*. Cincinnati .

Jennings, D.;& Lumpkin, J. (1989). Functioning Modelling Corporate Entrepreneurship: An Empirical Integrative Analysis. *Journal of Management* , ss. 485-502.

Jobber, D.;& Lancaster, G. (2012). *Selling ans Sales Management* (9 p.). Pearson Education Limited.

Jones, E.;Roberts, J. A.;& Chonko, L. (2000). Motivating sales entrepreneurs to change: a conceptual framework of factors leading to successful change management initiatives in sales organizations. *Journal of Marketing Theory and Practice* , ss. 37-49.

Kanter, R. M. (1988). When a Thousand Florwers Bloom:Structural, Collective, and SOcial COnditions for Innoation in Organization. *Research in Organizational Behavior* , ss. 169-211.

Kanter, R. M.;Ingols, C.;Morgan, E.;& Seggerman, T. K. (April 1987). Driving Corporate Entrepreneurship. *Kanter on Management* .

Kaplan, R.;& Norton, D. (2001). Wie Sie die GESchäftsstrategie den Mitarbeitern verständlich machen. *Harvard Business Manager* , ss. 60-70.

Kierulff, H. (February 1979). Finding and Keeping: Coorporate Entrepreneurs. *Business Horizons* , ss. 6-15.

Kirzner, I. (1999). Creativity and / or alertness: a reconsideration of the Schumpeterian Entrepreneur. *Review of Austrian Economics* , ss. 5-17.

Knight, G. (1997). Cross-Cultural reliability and validity of a scale to measure firm Entrepreneurial Orientation. *Journal of Business Venturing* , ss. 213-225.

Kotler, P. (1996). *Marketig Managemet: Aalysis, Plannig, Implenentation and Control*. New Jearsy.

Krüger, W. (1997). Transformations-Management: Grundlagen, Strategien, Anforderungen. Teoksessa P. Gomez; D. Hahn; G. Müller-Stewens; & R. Wunderer, *Unternehmerischer Wandel. Konzepte zur organisatorischen Erneuerung* (ss. 199-228). Wiesbaden.

Kuhn, T. (2000). *Internes Unternehmertum: Begründung und Bedingung einer kollektiven Kertwendung*. München.

Künzel, H. (2002). *Mit interner Kundenzufriedenheit zur externen Kundenbindung - Kompromisslose Kundenorientierung als Erfolgsfaktor*. München.

Kuratko, D. F.; Hornsby, J. S.; & Covin, J. G. (2014). Diagnosing a firm's internal environment for corporate entrepreneurship. *Business Horizons* 57, ss. 37-47.

Kuratko, D.; & Hodgetts, R. (1995). *Entrepreneurship: A Contemporary Approach*. Orlando.

Le, U.-M.; & Liao, T.-S. (ei pvm). A Dynamic View of Global Integration and Local Responsiveness Framework. *College of Management, Yuan Ze University*.

Levy, A.; & Merry, U. (1986). *Organizational transformation – approaches, strategies, and theories*. New York: Greenwood Publishing Group.

Li, J.; & Lee, R. P. (2015). Can knowledge transfer within MNCs hurt subsidiary performance? The role of subsidiary entrepreneurial culture and capabilities. *Journal of World Business* 50, ss. 663-673.

Lindsay, V. (2004). Computer-assisted qualitative data analysis: application in an export study. Teoksessa M.-P. R. C, *Handbook of qualitative research methods for international business* (ss. 486–506). Cheltenham: Edward Elgar.

Lotich, P. (24. Jyly 2013). *Types of Business Organizational Structures*. Haettu 08. May 2017 osoitteesta pingboard: <https://pingboard.com/blog/types-business-organizational-structures/>

Low, M.;& Macmillan, I. (June 1988). Entrepreneurship: Past Research and Future Challenges. *Journal of Management* , ss. 139-161.

Lumpkin, G. T.;& Dess, G. G. (January 1996). Clarifying the Entrepreneurial Orientation Construct and Linking it to Performance . *Academy of Management Review* , ss. 135-172.

Marin, A.;& Bell, M. (2010). The local/global intergration of MNC subsidiaries and their technological behaviour: Argentina in the late 1990s. *Research Policy* 39 , ss. 919-931.

Marin, A.;& Costa, I. (2013). Innovativeness of MNC subsidiaries in Brazil: The effects of global and local integration. *International Journal of Technology Management & Sustainable Development* , ss. 43-70.

Matsuo, M. (2009). The Influence of Sales Management control of Innovativeness of Sales Departements. *Journal of Personal Selling & Sales Management* , ss. 321-331.

Miao, C. F.;& Wang, G. (2016). The differential effects of funtional vis-à-vis relational customer orientation on salesperson creativity. *Journal of Business Research* , ss. 6021-2030.

Michael, S.;Storey, D.;& Thomas, H. (2002). Discovery and Coordination in Strategic Management and Entrepreneurship. Teoksessa M. Hitt;R. Ireland;S. Camp;& D. Sexton, *Strategic Entrepreneurship - Creating a New Mindset* (ss. 45-65). Oxford: Malden: Blackwell Publishers.

Michalski, T. (2002). Corporate Entrepreneurship: Innovation bei global tätigen Industrieunternehmen unter hyperkompetitiven Wettberwerbsbedingungen. Teoksessa *Contributions to Management*. Potzdam: GMIP, NI. 4.

Miles, M.;& Huberman, A. (1994). *Qualitative data analysis: an expanded sourcebook*. Thousand Oaks: Sage.

Miller, D. (1983). The Correlates of Entrepreneurship in three types of firms. *Management Science* , ss. 770-791.

Miller, D.;& Friesen, P. (1982). Innovation in Conservative and Entrepreneurial Firms: Two Modesl of Strategic Momentum. *Strategic Management Journal* , ss. 1-25.

Minbaeva, D.;Pedersen, T.;Björkman, I.;Fey, C. F.;& Park, H. J. (2003). MNC knolwdge transfer, subsidiary absorptive capacity, and HRM. *Journal of International Business Studies* , ss. 586-599.

Mohr, N. (1997). *Kommunikation und organisatorischer Wandel. Ein Ansatz für ein effizientes Kommunikationsmanagement im Veränderungsprozeß*. Wiesbaden.

Morris, H. M.;Avila, R.;& Teeple, E. (1990). Sales Management as an Entrepreneurial Activity. *Journal o Personal Selling & Sales mnagement, Vol. X* , ss. 1-15.

Morris, M. (1998). *Entrepreneurial Intensity: Sustainable Advanzages for Individuals, Organizations, and Societies*. Westport.

Morris, M.;& Trotter, J. (1990). Institutionalizing Entrepreneurship in a Large Company: A Case Study at AT&T . *Industrial Marketing Management* , ss. 131-139.

Müller-Stewens, G.;& Bretz, H. (1991). Stimulierung unternehmerischer Tugenden durch New Venture Management. Teoksessa G. Schanz, *Handbuch Anreizsysteme* (ss. 547-566). Stuttgart.

Müller-Stewens, G.;& Lechner, C. (2001). *Strategisches Management: Wie strategische Initiatien zum Wandel führen: Der St.-Galler-General-Management-Navigator*. Stuttgart.

Nadler, D.;& Tushman, M. (Winer 1990). Beyond the Charismatic Leader: Leadership and Organizational Change. *California Management Review* , ss. 77-97.

Naman, J. L.; & Slevin, D. P. (1993). Entrepreneurship and the concept of fit: a model and empirical tests. *Strategic Management Journal, Vol.14* , ss. 137-153.

Nguyen, Q. T.; & Rugman, A. M. (2015). Multinational subsidiary sales and performance in South East Asia. *International Business Review* , ss. 115-123.

Nielson, R.; Peters, M.-P.; & Hisrich, R. (April-Juni 1985). Intrapreneurship Strategy for Internal Markets: Corporate, Non-profit, and Government Institution Cases. *Strategic Management Journal* , ss. 181-189.

Oliver, R. L.; & Anderson, E. (October 1994). An Empirical Test of the Consequences of Behavior- and Outcome-Based Sales Control Systems. *Journal of Marketing* , ss. 53-67.

Panagopolous, N. G.; Lee, N.; Bolman Pullins, E.; Avlontitis, G. A.; Vrassier, P.; Guenzi, P.; ym. (2011). Internationalizing Sales Research: Current status opportunitie2s and challenges. *Journal of Personal Selling & Sales Management vol. XXXI, no. 3* , ss. 219-242.

Phan, P. H.; Wright, M.; Ucbasaran, T.; & Tan, W. (2009). Corporate Entrepreneurship: Current research and future directions. *Journal of Business Venruting 24* , ss. 197-205.

Pinchot, G. (1985). *Intrapreneuring - Why You Don't Have to Leave the Corporation to Become An Entrepreneur*. New York.

Probst, G.; Raub, S.; & Romhardt, K. (1999). *Wissen managen: Wie Unternehmern ihre wervollste Ressource optimal nutzen*. Frankfurt a.M.

Ragaswamy, A.; Sinha, P.; & Zoltners, A. (1990). An Integrated Model-Based Approach for Sales Force structuring. *Marketing Science* , ss. 279-298.

- Riekhof, H.-C. (1995). Personalentwicklung als Führungsaufgabe. Teoksessa A. Kieser;G. Reber;& R. Wunderer, *Handwörterbuch der Führung* (ss. 1704-1716). Stuttgart.
- Ripsas, S. (1997). *Entrepreneurship als ökonomischer Prozeß: Perspektiven zur Förderung unternehmerischen Handelns*. Wiesbaden.
- Rocha, T.;& Terra, J. C. (2009). MNC knowledge transfer, global integration, and local responsiveness in Brazilian subsidiaries. *Internext - Revista Eletrônica de Negócios Internacionais* , ss. 20-39.
- Saly, A. (2001). *Corporate Entrepreneurship: Antecedents and Consequences of Entrepreneurship in Large Established Firms*. Amsterdam.
- Saxe, R.;& Weitz, B. A. (August 1982). The SOCO Scale: A Measure of the Customer Orientation of Salespeople. *Journal of Marketing Research* , ss. 343-351.
- Schon, D. (March-April 1963). Champions for Radical New Inventions. *Harvard Business Review* , ss. 77-86.
- Spillecke, S. B.;& Brettel, M. (2013). The impact of sales management controls on the entrepreneurial orientation of the sales department. *European Management Journal* 31 , ss. 410-422.
- Stachle, W. (1999). *Management: eine verhaltenswissenschaftliche Perspektive*. München.
- Steinle, C.;& Draeger, A. (2002). Intrapreneurship: Begriff, Ansätze und Ausblick. *Wirtschaftswissenschaftliches Studium* , ss. 264-271.
- Stevenson, H.;& Jarillo, J. (1990). A Paradigm of Entrepreneurship: Entrepreneurial Management. *Strategic Management Journal* , ss. 17-27.

Teece, D. (2000). *Managing Intellectual Capital: Organizational, Strategic and Policy Dimension*. Oxford.

Terho, H.;Eggert, A.;Haas, A.;& Ulaga, W. (2015). How sales strategy translates into performance: The role of Salesperson customer orientation and value-based selling. *Industrial Marketing Management* , ss. 12-21.

Terho, H.;Haas, A.;& Ulaga, W. (2012). 'It's almost like taking the sales out of selling' - Towards a conceptualization of value-based selling in business markets. *Industrial Marketing Management* , ss. 174-185.

Thom, N. (1980). *Grundlagen ds betrieblichen Innovationsmanagements*. Königstein.

Varadan, S. (ei pvm). *The Organization Structure or a Multinational Company*.
Haettu 08. May 2017 osoitteesta eHow:
http://www.ehow.com/about_6362469_organization-structure-multinational-company.html

Venaik, S.;Midgley, D. F.;& Devinney, T. M. (2004). A new Perspective on the Integration-Responsiveness Pressures Confronting Multinational Firms. *Management Internatioanl review Special issue* , ss. 15-48.

Venaik, S.;Midgley, D. F.;& Devinney, T. M. (2005). Dual paths to performance: the impact of global presures on MNC subsidiary conduct and performance. *Journal of International Business Studies* , ss. 655-675.

Wang, G.;& Netemeyer, R. G. (2004). Salesperson creative performance: conceptualization, measurement, and nomological validity. *Journal of Business Reseach* , ss. 805-812.

Yin, R. K. (2014). *Case Study Research Design and Methods* (5 p.). (S. P. Ltd., Toim.)

Zahra, S. (1993). A Conceptual Model of Entrepreneurship as Firm Behavior: A Critique and Extension. *Entrepreneurship - Theory and Practice* , ss. 5-21.

Zahra, S. A.;& Covin, J. (1995). Contextual Influences on the Corporate Entrepreneurship Performance Relationship: A Longitudinal Analysis. *Journal of Business Venturing* 10 , ss. 43-58.

Zahra, S. A.;& Garvis, D. M. (2000). International Corporate Entrepreneurship and Firm Performance: The moderating effect of international environmental hostility. *Journal of Business Venturing* 15 , ss. 469-492.

Zahra, S. A.;Filatotchev, I.;& Wright, M. (2009). How do threshold firms sustain corporate entrepreneurship? The role of boards and absorptive capacity. *Journal of Business Venturing* 24 , ss. 248-260.

Zahra, S. A.;Nielsen, A. P.;& Bogner, W. C. (1999). Corporate Entrepreneurship, Knowledge, and Competence Development. *Entrepreneurship Theory and Practice* , ss. 169-189.

Zahra, S. (1996). Governance, Ownership, and Corporate Entrepreneurship: The moderating impact of Industry Technological Opportunities. *Academy of Management Journal Vol. 39, No. 6* , ss. 1713-1735.

Zahra, S. (1991). Predictors and Financial Outcomes of Corporate Entrepreneurship: An Exploratory Study. *Journal of Business Venturing* , ss. 259-285.

Zahra, S. (1999). The changing rules of global competitiveness in the 21st century. *Academy of Management Executive Vol 13* .

APPENDICES

Appendix 1 Outline of the Interview guide

General /Introduction:

What is your professional background?

What is your current position?

What type of customers do you deal with

MNC:

How do you characterize the firm culture at the case company?

Sales Unit general questions:

How are international sales realized?

When you think about the selling process which element do you consider innovative? This will be the main focus of my interview

Corporate Entrepreneurship

Through which elements is an entrepreneurial culture at the case company visible?

What do you personally associate with corporate entrepreneurship? Is this phenomena present in the sales unit? What means CE for the case company/the division/department

How is CE supported in the sales unit?

Planning

Is there a mission statement from the corporate management towards CE?

What does it contain of? How is it realized in the sales unit?

What are/were innovation goals in the sales unit?

Creativity

How is creativity supported by the corporation/division/department? Does the support help you personally in being more creative and innovative?

What options exist to influence new approaches/actions in the corporation/division/department? Experiences?

Implementation

What is in your opinion important for a rich entrepreneurial culture

What activities help you to behave more entrepreneurial?

Appendix 2 List of NVivo Codes

Node Name	Description	Nr. of Quotes
3i employee suggestion scheme	Descriptions of the 3i suggestion scheme	13
Change Management:	Description how a mindset change and change in general can be realized but as well what is necessary to do for a change	16
Change in Attitude	Describes the attitude towards change, and how change is addressed as well as how to deal with resistance	21
Encouragement/Support	Description of how employees/Entrepreneurship/new ideas are supported summary: CE is supported through incentives (money, bonus), trainings, use of up to date technology, financing, clear set goals, concepts, open ear, repetition, workshops, discussions, trust, to exemplify sth. to the employees through one's own life	21
Implementation	describes how entrepreneurship is realized, how new approaches, ideas are implemented concretely	30
The influence towards change from the Employees perspective	How employees can influence change in the corporation	13
Using most recent Technology	Innovation which is based on the usage of technology which is at the ravages of time	26
Entrepreneurship	everything which is related to entrepreneurship	75
Definition	the interviewees understanding of entrepreneurship	10
Knowledge Management	Knowledge sharing, description of how knowledge is transferred, best practice sharing, centre of competence	6
Mission Statement	Answers and descriptions of how the mission statement of Siemens looks like as well as how it is with respect to CE in a sales unit	22

Concretely	clear description of the structure and the content of the mission statement and what is important for a corporate culture	17
Necessary	Description of things/causes which can enrich the entrepreneurial culture in a corporation	20
Communication	communication and the openness towards new	7
Dissolving Time problems	Examples and description where time is named as the main obstacle	11
Fault tolerance	description of the need of a tolerance towards faults and errors	3
general Freedom	the necessity to have and to live a certain freedom	8
Honesty	The importance of honesty	1
personal Freedom	Description of personal freedom, freedom in making decisions in the position of the employee, and freedom of using their time	24
Innovation	The interviewees understanding of innovation	32
New Approach	new approaches in the sales/selling process, such as cross selling, value based selling, engineering	15
Recombination of resources	description of how existing resources are recombined and used in a different way	8
Reward	Reward of ideas, functioning of the rewarding system	13
Node Name	Description	Nr. of Quotes
Background	Background information which are interesting but not directly connected to a RQ	0
Customers	Description of the main customer	20
Position in the corporation of the interviewee	Background information of the interviewee	19
Structure in the sales department	Explanations towards the structure of the sales unit/departement	28
Difficulties	Difficulties with the realization of new ideas, difficulties with respect to entrepreneurship, general difficulties within a sales unit	65
Driving forces	Driving forces and supporting groups in the area of innovation, change management	0
Driving forces Change Management	Allocation of the driving forces with respect to change management	7
Driving forces Innovation	Driving forces with respect to innovation	10
Foreign Country	comparison from German perspective to foreign countries, everything which is related to foreign countries (not Germany)	7