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1 Introduction

This first section presents the background that lies as the foundation stone for the entire thesis and the reason to why the authors chose to look into this specific area. The challenge will be specified with help of research questions, followed by the purpose of the thesis. In order to ease the understanding for the reader, perspective, delimitations, definitions and disposition are presented at the end of this chapter.

1.1 Background

Diverse external events shape our lives as we become adults, due to this generations differ and each generation has certain characteristics in common that helps create an understanding for their behaviour (Glass, 2007; Schewe, Meredith, & Noble, 2000). Now it is time for one of the biggest generations to retire (Baby Boomers) and there are not enough workers to fill the employment gap (Lindgren, Lüthi & Fürth, 2005). Therefore there is an increasing competition for companies to find *and* keep a knowledgeable workforce (Ahlrichs, 2007). Today there are four generations in the workplace, each with unique values, preferences and ways to work. The current generations active in the workplace are;

- **Traditionalists** (1922-1945)

The oldest group in the workforce, most of them have retired but some are part-time workers. This generation are reluctant to change, but are very loyal towards their company and sees work as an important part of their lives (Clare, 2009; Tulgan, 2009; Lindgren et al., 2005).

- **Baby Boomers** (1946-1964)

After WWII the economy was strong much due to a strong optimism about the future. As a response many children were born giving the generation its name (Tapscott, 2009). The Baby Boomers make up a great deal of the workforce and as they now are starting to retire there are many positions to be filled (Clare, 2009). The Baby boomers are optimistic, well educated, value personal growth, and are motivated by financial success (Clare, 2009; Sacks, 2006; Lindgren et al., 2005).

- **Generation X** (1965-1977)

Are independent and prefer informal decision making. They usually treat their manager as an equal, are knowledgeable about technology and put their personal life before the interests of their employer (Clare, 2009; Sacks, 2006).

- **Generation Y** (1978-1991)

A generation that has grown up with technology and an image that life should be fun. They expect rewards for participating in events and value working with knowledgeable people that they can use in their resume. They also value their social networks and are independent and confident. Generation Y (the Yers) like to do many things at once and enjoy working in teams where they can accomplish tasks more efficient and learn from others (Clare, 2009; Parment, 2008; Martin & Tulgan, 2001; Tulgan, 2009).

1.1.1 Changing values and demands - implications and opportunities

All generations have different values and ways to work which may give implications in form of conflicts, misunderstandings and communication problems (Sacks, 2006; Ahlrichs, 2007). Therefore demands and attitudes of Generation Y are very different from both latter and former generations. They are products of their time and will resist being moulded in similar shapes. What corporations must realise is that as this generation rapidly emerge into the work field and advance up the organisational ladders the way most are used to work will hastily change. Some corporations and branches have already undergone adjustments but more will come and to some, the upcoming years might prove overthrowing. As a consequence, companies are increasingly demanding their employees to manage environments with a higher level of challenge (Thornberry, 2002).

The new entrants in the workforce are looking for more in their work than a decent salary and a safe work environment that many within previous generations would have settled with. Actually, Generation Y regards work rather as a mean for self-realisation than a duty (Parment, 2008; Tulgan, 2009). This has resulted in increasing staff turnover due to work positions that are not considered creative and exciting enough. Some companies accept but do not adjust to the changes, others even less adaptive companies hesitate to hire Generation Y. However, it is necessary for companies who want to be a competitive performer in the future to attract and retain Generation Y (Parment, 2008) since they are the natural successors after the so called Baby Boom Generation. The shift has already started to occur in the Swedish labour market and in order to attract and retain Generation Y companies need to motivate their employees, foster and encourage creativity, and create an exciting work environment (Martin & Tulgan, 2001; Parment, 2008; Tulgan, 2009).

1.1.2 Corporate entrepreneurship and intrapreneurship

To do this, employees should be provided with a chance to follow their entrepreneurial drive within the safety of their company (Chennai, 2007). Companies, in turn, should focus on recruiting employees with innovative and creative capabilities. Furthermore, by incorporating a concept called corporate entrepreneurship *(from now on denoted CE)* into their overall strategy and letting it influence the structure, rules and culture of the firm, creativity and internal abilities to innovate are improved, which ensure corporate success (Pinchot, 1985; Kuratko & Montagno, 1989).

Incorporating CE is a demanding task described as "managing the conflict between the new and the old and overcoming the inevitable tensions that such conflicts produces for management" (Dess et al., 2003 cited in Elfring 2005 pg. 2) However, the creative process triggered by correctly executed CE lead to entrepreneurial activities within the organisation, in turn contributing to aquiring and sustaining a competitive advantage (Antoncic & Hisrich, 2003). A similar concept is that of intrapreneurship, which in short is "the process is whereby an individual or group of individuals, in the context of an existing firm, take initiative to create innovative resource combinations" (Elfring, 2005 pg. 5).

Even though the benefits of CE and intrapreneurship are still debated most academic research agrees on that the concept is beneficial when executed correctly and will play an even greater role in the future (Sathe, 2003). Many factors contribute to the growing interest in intrapreneur-

ship, higher competitiveness in the market due to internalisation, faster product and market obsolescence and technological breakthroughs. From an individual perspective, increased work place expectations, changing attitudes towards entrepreneurship and changing labour market security and mobility are affecting factors. This makes innovation creation capability extremely important to today's firms (D'Aveni, 1994; Kanter, 1989).

Many expert researchers have devoted themselves to exploratory studies on CE and intrapreneurship. Through the 80's and early 90's, a lot of advances were made through for example through Burgelman (1983), and the development of theoretical models from Pinchot (1985), Guth & Ginsberg (1990), Covin & Slevin (1991), Brazeal (1993), and Hornsby, Naffziger, Kuratko & Montagno (1993). Since then the progress has slightly stagnated with fewer additional findings.

Organisations can engage in CE and intrapreneurship to a higher or lesser degree. Their dedication to intrapreneurship can be viewed as a spectrum, (figure 1 pg. 3), that ranges from the highly dedicated firm that encourage creativity and free thinking to the non-dedicated firm where hierarchal structures and individual work tasks are common (Antoncic & Hisrich, 2003; Brazeal & Herbert, 1999; Covin & Slevin, 1989).

Highly dedicated firms   are those who welcomes change and risktaking,   promotes innovativeness and has high expectations on employees to create something new.

Low dedicated firms places themselves in safe distance from the uncertainty that surrounds intrapreneurship, they resists change and don't value innovative employees and traits as beneficial enough for the firm to invest time or money in aquiring/developing them.

Figure 1"The spectrum of intrapreneurship" developed by the authors with theory from Antoncic & Hisrich, 2003; Brazeal & Herbert, 1999; Covin & Slevin, 1989

According to a majority of the published research in the field, CE and intrapreneurship are beneficial for the organisation since it allows for the renewal of ideas and moves the organisation away from the ordinary (Antoncic & Hisrich, 2003). The employer will also find him or herself surrounded by motivated employees who strive to create something new (Chennai, 2007) within everything from new products, to entering new markets or even to create new businesses (Antoncic & Hisrich, 2003). Motivated employees will create a positive work climate that will lower the staff turnover and save the organisation a lot of money in human resource expenses (Chennai, 2007).

Previous research has defined (Antoncic & Hisrich, 2003) and focused on the importance of the individual intrapreneur to the organisation (Pinchot, 1985; Butler & Jones, 1992. However, the relationship between intrapreneurship and Generation Y has not been properly investigated. Perhaps the concept of intrapreneurship could be a way for Generation Y to find the purpose

in life that they are looking for as well as being an opportunity for organisations to adapt this organisational strategy to attract and retain staff?

1.2 Company information - Stretch

Stretch is a relatively young company founded in May 2002, current employing a work force of around 100. They are a SAP *(Systems Applications and Products in Data Processing)* consulting company developing tailor made software solutions to customers. The company is divided into geographical divisions based in three different Swedish cities: Gothenburg, Stockholm and Malmo. The offices are run separately but all divisions share the same vision and business idea. The organisation is focusing on a long term development of the solution for the customer through insertion and improvements (Stretch, 2009). The consults working for the organisation have a minimum of seven years experience of SAP solutions, mainly within process, technique, information, project management and architecture (personal communication with M. Åberg 11th Nov 2009). In 2009, Stretch was announced as the second best workplace in Sweden by Great Place to Work Institute, with the motivation "a place where the employees trust the people they are working for are proud of what they do and are satisfied with the people they are working together with". The interviews in this thesis were made at the Stretch office in Gothenburg, where 17 employees are working with an average age of 32 (personal communication with M. Åberg 11th Nov 2009). Besides being appointed a great place to work, Stretch has three years in a row won the prize *Sweden´s Gazelle*, meaning that they are one of the fastest growing companies in Sweden in terms of annual turnover (Stretch, 2009).

1.3 Company information - DGC

DGC was founded 1987 by a then 15 year old student named David Giertz. From the start and during the 1990's, DGC was one of the largest computer manufacturers in Sweden under their own labels, DGC and Euronote (DGC, 2009). However, even though the company was doing well they soon realised the need to diversify and decided upon a vision to phase out the manufacturing and focus on providing IT and telephone services instead, and so they did (personal communication with H. Karlsson 9th Nov 2009). Today DGC has developed into a network operator competing with large players such as Telia and Telenor in delivering computer communication and telephone solutions to the private and, quite recently, the public sector. The annual turnover is about 250 million Swedish crowns (DGC, 2009) and the number of employees will soon reach 100, with an average age of 32 years. They have reached several important milestones throughout the last five years, including *Company of the Year*, by government founded Almi in 2005, introduction on the Nasdaq OMX stock exchange in 2008, and ranked as number five on *The Best Workplaces in Sweden 2009: medium sized companies* by A Great Place to Work Institute in 2009.

1.4 Company information - Avanza Bank

Avanza Bank is the result of a number of different mergers of the companies Avanza, Aktiespar Fondkommission, HQ.SE Fondkommission and Inside. Operational development and structural change has shaped the company into its present form. In 2001 Avanza, at the time Sweden's largest on-line broker with almost 72 000 active private investors and a market share of about 50% of pure on-line brokers, was acquired. The growth has since been fast and steady, with many additional mergers contributing specialist skills to the increasingly diverse organisa-

tion. In 2005 they had except online broking also obtained a license to conduct banking and started launching insurance products. The name Avanza Bank was coined in late 2007. Today, it is the most used route for Swedish investors to make share transactions and change funds with over 261 000 investors together saving approximately SEK 55 billion. The company employs almost 200 people and has received many prestigious awards in recent years, for example *DI Gazelle*, *Bank of the Year*, *Best Workplace 2009*, and *Most Satisfied Customers* (Avanza Bank, 2009).

1.5   Challenge

When competition among companies increase, organisational changes are necessary in order to attract and retain high-quality talent. There is a need to create an attractive workplace, and one way of doing so may be for companies to implement CE and foster intrapreneurship.

Another question that arises is if Generation Y, bringing their unique characteristics to the workplace, is attracted by the concepts of CE and intrapreneurship and consequently if it can make them work for companies for a longer time and imagine a future within the same organisation.

Attracting high-quality talent and retaining staff would save organisations a considerable amount of time and money, enable them to acquire and sustain a competitive advantage as well as positively affecting the overall work environment.

The above challenge discussion evolved into the following research questions;

- Do CE and/or intrapreneurship contribute in creating an attractive workplace?
- How are the individuals within Generation Y viewing the concept corporate CE and/or intrapreneurship?

We find these question formulations very interesting since we, the authors, all belong within and identify with Generation Y, and will in the forthcoming future seek ourselves to an attractive workplace.

1.6   Purpose

This thesis uses a case study approach. The purpose is to *conduct a critical review of the potentiality of intrapreneurship/corporate entrepreneurship to create an attractive workplace that 1) draws Generation Y as potential employees, and 2) retains them by satisfying their demands, unlocking their full potential through motivation.*

1.6.1   Fulfilment of Purpose

To fulfil our purpose and deal with these challenges case studies will be performed by interviewing key personnel at two medium sized companies, and a confirmation study will be performed with a third company, and all has been selected among the top ten best workplaces in Sweden by a Great Place to Work Institute 2009. The objective will be to identify if and how the companies apply the concepts of corporate entrepreneurship (CE) and intrapreneurship and if so, if it helps them to attract and retain Generation Y as employees. Simultaneously as the case studies are carried out, a questionnaire will be conducted of students from Generation Y to see if they find intrapreneurship attractive. By critical review the authors refer to a questioning

mindset and the use of three individual case interpretation later compared and reflected over in collaboration.

1.7   Perspective

Since the authors themselves are within the Generation Y span, the case study interpretation will be made from the aspect of Generation Y. As authors we therefore have double roles, both as researchers and as spokespersons for our generation. Due to this there is a need for us to confront our interpretation of the case studies, and the reason for us doing three different interpretations.

The thesis is intended to be both from a Generation Y-based view and from the selected companies' point of view in order to provide other companies in Sweden with information for how to satisfy the needs of our generation as we enter the marketplace.

1.8   Delimitations

Because of time limitations this study will entail the view on CE/intrapreneurship from two medium sized companies in Sweden. Much due to heavy work load the selected companies, their viewpoint is given by a selection of two key personnel at each company, pre-identified by the authors.

Furthermore this study is also limited to the view of Swedish Generation Y; therefore the respondents consisted of a strategic sample of 140 students from Jönköping International Business School. Since Generation Y share the same main characteristics the authors will make no distinction between male or female respondents.

The aim with the study is not to create universal guidelines and come to one truth, but instead to put some light on how Generation Y values CE and intrapreneurship, and examine to which extent it is being used in practise at Stretch and DGC.

1.9   Definitions

Baby Boom Generation: The segment of the population born between 1946 and 1964 (Tapscott, 2009; Clare, 2009; Sacks, 2006; Lindgren et al., 2005).

Corporate Entrepreneurship: defined as the entrepreneurial behaviour shown by existing organisations. This process may appear as the development of a new venture creation (internal venturing) or as organisational revitalisation (strategic renewal), these processes can encompass innovation (Sciascia 2004).

Entrepreneur: An entrepreneur is a person who sees opportunities in the market and act upon those (Drucker, 1985 cited in McKelvie, 2006) they are the ones moving the market forward through innovations or by new combinations, e.g. combining service with a product (Schumpeter, 1934 cited in McKelvie, 2006).

Generation X: The generation born between 1965- 1977. This Generation has been on the workplace for a long time and has in many cases advanced into manager and are now the ones faced with employing the next generation (Parment, 2008)
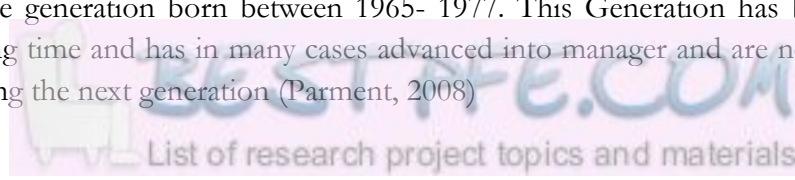
Generation Y / Yers: The segment of the population born between 1978 and 1991. They are currently entering the labour market with values that differ very much from earlier generations. This creates unique opportunities and challenges for organisations. Those that successfully attract and retain Generation Y by appealing to their demands will most likely benefit enormously while those that for some reason do not will face difficulties (Parment, 2008).

Intrapreneurship: Employee initiatives in organisations to undertake something new, without being asked to do so (De Jong & Wenneker, 2008).

Intrapreneur: "Those who take hands-on responsibility for creating innovation of any kind within an organisation. The intrapreneur may be the creator or inventor but is always the dreamer who figures out how to turn an idea into a profitable reality" (Pinchot, 1985 pg ix).

Techno-savvy: an expression for a young individual who possesses technological skills, are interested in new technology and find it easy to adapt to technological changes (Martin, 2005; Tulgan, 2009).

1.10 Methodology

The way the development of knowledge is considered depends on the research philosophy adopted. The worldview is the general orientation about the world and the nature of research that a researcher holds (Creswell 2009). It is of importance to convey the authors' philosophical view on science, when writing a thesis with scientific grounds. In this part we will explain our perspective on science that is most suitably. There exist different views of the research process: post positivism, constructivism, advocacy/participatory and pragmatism, all of which are used to explain individual's relation to themselves, to other individuals and the world that encircles them (Creswell 2009). The aspects differ in their views on how knowledge is being developed and judged to become acceptable (Saunders et al., 2003).

The authors believe to be in line with the pragmatic worldview, which arises out of actions and situations, where emphasize is on the research challenge and use several approaches available in order to understand the problem. Pragmatism applies to mixed methods research, where both qualitative and quantitative data are used.

1.11 Disposition

Frame of Reference
- Relevant theories will be assembled to be used for our empirical study. The theories presented will be in the field of CE/intrapreneurship and within the studies of generation Y. The goal of this section is to communicate knowledge to our readers as well as later be used to design our empirical investigation and make sense of the collected material.

Method
- Here we will present the reader to the method, which we have chosen in order to fulfill our purpose and answer our research questions. Presentations will also be given for how the empirical work has been carried out, this includes a detailed description of data collection as well as data analysis and a presentation of the reliability, validity and generalisability of the data.

Results
- In the result section the authors will present the empirical findings that are of relevance to our purpose and stated research questions.

Analysis
- The previously presented concept and models from the frame of reference are used to make sense of the empirical findings in a systematic and descriptive approach.

Conclusion
- The results from the analysis section are summarised in a concise way and answers to the research questions will be presented.

Discussion
- Ideas for future studies will be presented, concerning interesting aspects that has risen during the process. The authors will also present strengths and weaknesses with their own investigation in order to show awareness with our process.

2   Frame of Reference

In these sections theories within intrapreneurship, corporate entrepreneurship, intrapreneurs, motivation, and studies of Generation Y are presented. First, organisational prerequisites for creating and advantages of using intrapreneurship and corporate entrepreneurship are explained. Thereafter the characteristics and organisational implications for intrapreneurs are looked into as well as motivation theory for what drives and motivates employees. Lastly, information, values and managerial strategies for attracting and retaining Generation Y are presented together with a theory testing model, developed by the authors with the help of the theory.

2.1   Sustaining a competitive advantage, a key to endure

Obtaining and maintaining a competitive advantage have become extremely difficult, especially the latter. (Singh, 2004) The direct result of the fierce competition of sustaining a competitive advantage is a decreasing organisational life-span. Most companies eventually decline and disappear, due to everything from poor management and market insight to lack of innovation. However, some have consistently managed to stay ahead and outlive many competitors. A few examples of such organisations are 3M, General Electrics (GE), and Philips.

What companies like these have learned over the years is that as customers increasingly request custom-made solutions and expect more creative responses to their particular requirements, an entrepreneurial focus from top to bottom is necessary. Without it, it is easy to stick to what you do and have trouble adjusting to market changes. GE for example, started out as a light bulb producer in 1878 but has over the years diversified into other markets such as engines, healthcare and finance. Their broad portfolio and entrepreneurial focus (Drucker, 2007) makes them highly adaptive and thus far less vulnerable to market changes (Coulson-Thomas, 1999).

2.2   Corporate entrepreneurship and intrapreneurship

Successful and enduring companies like these have adopted and refined methods for incremental renewal through innovation. Two methods that both refer to a process where employees through innovative ideas incrementally renew the organisation is *intrapreneurship* and *corporate entrepreneurship (CE)* (Floyd & Wooldrigde, 1999; Pinchot & Pellman, 1999). Intrapreneurship was first coined by Macrae (1976) and later adopted by Pinchot (1985). Together with CE, it is considered important aspects for organisations to **1)** obtain and sustain a competitive advantage and **2)** endure. To simplify CE and intrapreneurship and consequently in what way they both affect the workplace, the model (figure 2) by Åmo & Kolvereid (2005) is useful.
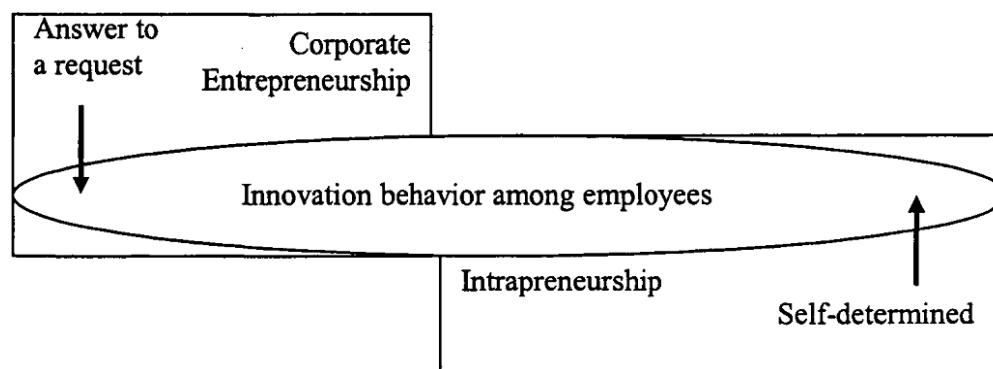

Figure 2 The relationship between CE and intrapreneurship (Åmo & Kolvereid, 2005).

2.2.1 Corporate entrepreneurship

As shown by the model, CE stem from *'an answer to a request'*. This request refer to tasks stemmed from the strategy set by the organisation, that calls for corporate entrepreneurs within the firm to engage in, or as stated in the model, answer. Hence, CE is driven by a strong strategic focus on entrepreneurial activities that leverage core competencies into creating innovation. It deals with how organisations influence internal innovation and creativity (Åmo & Kolvereid, 2005). CE is a deliberate corporate strategy aimed to develop and implement novel ideas (Homsby, Kuratko, Zahra, 2002). Its main purpose is to incrementally transform the organisation to sustain and gain competitive advantage (Dess et al., 2003). In practice, CE very much revolves around **1)** in what ways the organisation stimulate, facilitate and take advantage of entrepreneurial activities and initiatives from employees, and **2)** how the result of these later contribute to the success of the company (Kanter, 1984). Sharma & Chrisman (1999) suggest that three types of phenomena form the focus for understanding CE: venturing, innovation, and renewal.

Corporations actively using CE have made it clear to their employees that innovation is vital to them through a clear strategic intent, and to a certain degree encourage them to be entrepreneurs within the firm. However, through CE, and this is arguably the most noticeable discrepancy between it and intrapreneurship, the corporation to a larger degree serve as the innovation initiator through creating plans, rules and guidelines for the individual corporate entrepreneur (Kanter, 1984). Compared to intrapreneurship, classic CE is more of a top-bottom approach where the corporate entrepreneur usually innovates within a quite narrow field defined by the corporation beforehand. However, CE may also give the employees a larger freedom to innovate; it much depends on the nature of the innovation, competencies of the corporate entrepreneur(s), the organisational strategies, funds devoted, managers and culture of the company. This is presented in a model (figure 3) by Sathe (2003) where the relationship between corporate entrepreneur (ship), management culture, business environment and managers is explicitly displayed and the importance of strategy is highlighted through the influence all the way from corporate executives to the individual entrepreneur.

Figure 3 CE: top managers and new business creation (Sathe, 2003).
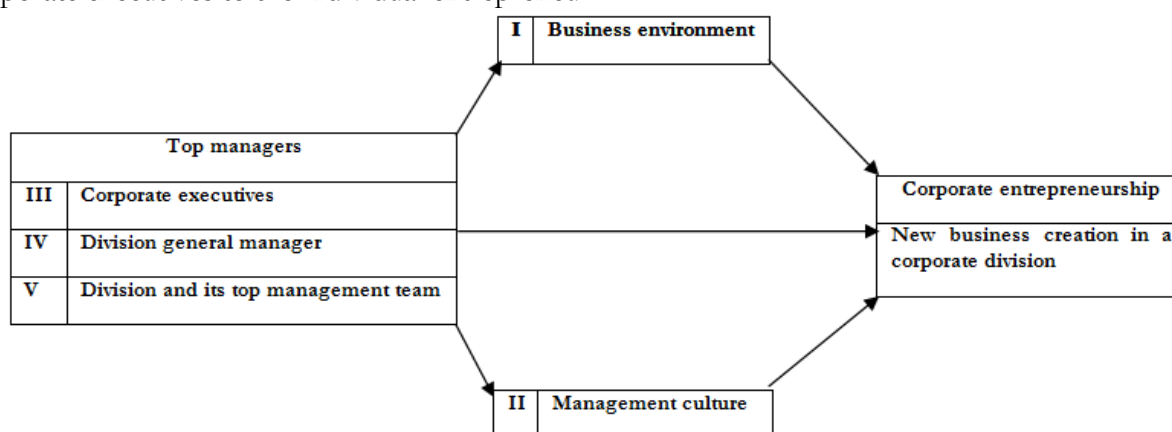
Within organisations using CE, top managers should actively communicate the strategic direction the organisation is heading (Kanter, 1984). They do so by imposing a strategy to which employees (including middle managers) respond with a flow of innovative ideas. This creates a controlled creativity that leads to the best of the firm (Block and MacMillian, 1993).

Just as energy is the basis of life itself and ideas the source of innovation, so is innovation the vital spark of all human change, improvement and progress (Theodore Levitt, cited from Sarkar 2007 pg. 1).

To enable this innovativeness, a company must incorporate CE into their overall strategic plan (Burgelman 1983a, 1983b, 1984), but also create the organisational culture and structure for employees to facilitate innovation. The purpose of a CE strategy is obtaining success through recognising, maintaining and continuously creating competitive advantages. In order to make it applicable, sustainable and implementable it is made up of a set of commitments and actions (Dess et al., 2003). It signals (both internally and externally) that the organisation see entrepreneurial behaviour as a cornerstone to stay competitive in the market (Russell, 1999).

CE is usually a group process that relies on the dynamic relations between employees within the firm and is carried out in project teams, specialist departments and so forth. However, research show that the groups within the entrepreneurial process of CE oftentimes gain from having an individual leading and pinpointing the direction (Morris, Davis & Allen, 1994). But CE is far from always a group process. Ideas to incremental changes possible of transforming the company could come from all parts of the firm, and as long as the instruments for identifying and taking advantage of the innovation exists, the company may benefit from them.

Creating an environment for CE is brought together by a way of leading and managing that puts internal entrepreneurship in the centre. The optimal CE organisations empower each employee and make them feel and act as they were owners of the firm, thus putting in extra effort to ensure sustainable organisational success. This created a win-win situation for company and its employees. The company gets devoted staff which very well might mean that extra competitive effort, while employees get an increase sense of freedom, purpose, and job security, and oftentimes also incentives such as bonuses, promotions and ownership in successful new venture spinoffs (Wolcott, R & Lippitz, M, 2009).

A company that has been tremendously successful through consistently using a strategy-lead CE approach is the Japanese producer Honda. They clearly arranged their organisational culture, rules and management to stimulate CE and utilise their core expertise within engines as a basis of innovation to enter a range of new markets and thus within short became world leaders within several areas of expertise (Kumar & Haran, 2006).

2.2.2 Intrapreneurship

Intrapreneurship, also referred to as sustained regeneration (Covin & Miles, 1999), has the capability to generate and sustain innovation through the organisational crafting of a hotbed for creativity (Hitt, 2002). By solving organisational problems and needs with inventive and unusual resolutions, the firm accomplishes innovativeness that later may result in new processes, technologies, products and services for the firm (Yeoh & Jeong, 1995). Intrapreneurship help corporations succeed under compound and highly demanding circumstances through leveraging corporation performance (Åmo & Kolvereid, 2005).

The intrapreneur, the individual employee practicing intrapreneurship, is an abbreviation for *intra corporate entrepreneur* (Pinchot and Pellman, 1999). As the name implies, intrapreneurship is in many aspects quite similar to CE. In short, it is entrepreneurship within a corporate envi-

ronment (Antoncic, 2001; Davis, 1999), but instead of *an answer to a reques'*, which CE is denoted as in the previous model by Åmo & Kolvereid (2005) (figure 2 pg. 9) intrapreneurship is referred to as *self-determined*. When comparing, intrapreneurship is more of a bottom-up approach stemming rather from self-initiated individual initiatives to implement innovation aimed at influencing the organisation rather than an organisational strategic intent (Block & MacMillan, 1993). Through their innovativeness intrapreneurs aid their respective organisations in incrementally renovating structures and strategies, thereby strengthening its position on the market (Davis, 1999; Antoncic & Hisrich, 2001).

Even though the concepts of entrepreneurship and intrapreneurship are closely related, there are some discrepancies between them (Davis, 1999; Honig, 2001; Antoncic, 2001; Åmo & Kolvereid, 2005). Although intrapreneurs take risk, they do not make decisions with their own resources as entrepreneurs usually do (Antoncic & Hisrich, 2001; Luchsinger & Bagby 1987; Morris et al., 2008), however both could prove difficult if reluctant to make uncertain choices. Other differences include that intrapreneurship is internal while entrepreneurship is external, and that entrepreneurs make up their own rules, routines and organisational culture where as the intrapreneur has them set within the parent organisation. However, even though the entrepreneur and the intrapreneur have slightly different concerns such as risk to take into consideration, both consistently look for new business opportunities (Honig, 2001).

Creativity and innovation is two cornerstones of intrapreneurship. According to Amabile (1995), a keenness to deal with risk spurs creativity. Nevertheless, mere creativity is not sufficient to create intrapreneurial activities; it must in turn render innovation that hopingly results in a positive outcome for the organisation. Thus, the intrapreneur *(or the intrapreneurial team)* has to possess not only the creative skills but also the knowhow and decisiveness required to put it into practice (Åmo & Kolvereid, 2005).

Intrapreneurship usually originated from an idea found by one employee, which thereafter tests the idea either alone or in a team with others. There is usually an advantage for the intrapreneur to develop an idea together with an intrapreneurial team, as more knowledge and creativity oftentimes leverage the innovation. When creating the team, members are selected according to their commitment and supplementing knowledge base. To get the full innovative power such a team may create, it should be lead by a member within the team, and guided by a strong dedication to a shared vision (Molina & Callahan, 2009).

Pixar – a real life example

A company associated with well working intrapreneurship is the animation studio Pixar that has successfully created an atmosphere to foster creativity and innovation. It helps them attract and retain intrapreneurs and consequently generate intrapreneurship (Catmull, 2008). One difficulty is getting highly creative and talented employees to cooperate. The key to success for Pixar has been to "construct an environment that nurtures trusting and respectful relationships that unleashes everyone's creativity" (Catmull, 2008 pg. 66). They have done so by highlighting certain values, such as trust and mutual respect. The result is described as:

A vibrant community where talented people are loyal to one another and their collective work, everyone feels that they are part of something extraordinary, and their passion and accomplishments make the community a magnet for talented people coming out of schools or working at other places (Catmull, 2008 pg. 66).

Through continuous learning, there are today three operating principles that Pixar studios has come to work by, they are:

1. Everyone must have the freedom to communicate with anyone.
2. It must be safe for everyone to offer ideas.
3. It is important to stay close to innovations happening in the academic community.

The freedom to communicate **(principle 1)** refers to a decisive difference between the communication structure and decision-making hierarchy. Anyone is able to approach any other employee without going through "proper" channels. A tight top-bottom control is unsuitable, as most problems are novel and unexpected and thus best dealt with as they occur Catmull (2008).

The most efficient way to deal with numerous problems is to trust people
to work out the difficulties directly with each other without having to
*check for permission (*Catmull, 2008 pg. 68).

When it comes to offering ideas **(principle 2)**, Pixar have developed concepts to increase innovativeness and reduce unnecessary work. They help the management and the employees respectively, as more input are given to every detail, vastly enhancing the amount of knowledge, creativity and innovation Pixar is very keen on having all employees constantly challenging and questioning. Especially important is seen to give newly recruits confidence right away and be sure to point out mistakes that have been done, and what has been learned (Catmull, 2008).

We do not want people to assume that because we are successful,
everything we do is right (Catmull, 2008 pg. 72).

To constantly stay ahead of the competition, Pixar has an enunciated principle of interacting with the academic community **(principle 3)**. It enables them both to stay ahead of the curve, but also find and attract the best intrapreneurs. The importance of having the right people with exceptional skills is more crucial than the right ideas (Catmull, 2008).

If you give a good idea to a mediocre team, they will screw it up; if you give a
mediocre idea to a great team, they will either fix it or throw it away and come
up with something that works (Catmull, 2008 pg. 66).

2.2.3 CE contra intrapreneurship

The sought outcome of a CE strategy is that employees take intrapreneurial initiatives. CE is when the innovative initiatives are **1)** aligned with the organisational strategy, and **2)** answers to requests from the company. Within intrapreneurship on the other hand, the initiatives does **1)** not stem from the organisational strategy but from within the intrapreneur and **2)** the activities need not to be aligned with it. According to CE literature, a corporate strategy must be in place to make use of employees possessing intrapreneurial personalities. Without it, they cannot make use of their skills and could even become counterproductive due to lack of response and creativity. Theory in intrapreneurship, on the other hand, point to the fact that without intrapreneurial personalities an organisation can never become creative and innovative, even though it has an organisational strategy that promotes CE. Hence, it could be argued that both approaches are more or less important and complement each other, which is the theoretical viewpoint this thesis will use.

2.3   Intrapreneurs – how to spot them

An organisation can never successfully implement the concept of intrapreneurship if they do not have the right people employed who can come up with innovative ideas and carry them from the idea stage until the finished project (Foley, 2007). The important qualities of an intrapreneur are high vision and high action as can be seen from the model *The Intrapreneurial Grid* by Pinchot (1985). Their vision guides them to discover improvements and they are driven by a need to make it happen (Pinchot & Pellman, 1999)

The Intrapreneurial Grid
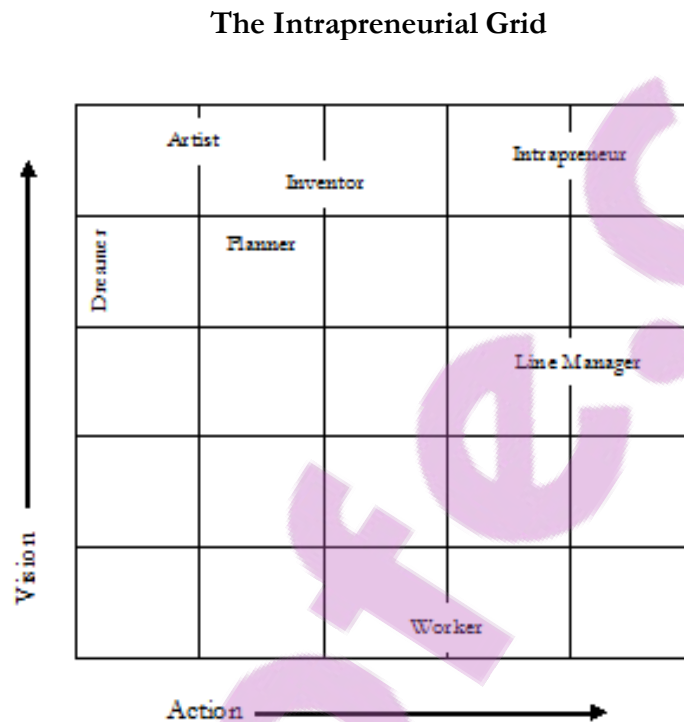
Figure 4 The Intrapreneurial Grid (Pinchot, 1985 pg. 44).

They oftentimes imagine their ideas outside work to try to overcome obstacles and improve the concept (Pinchot & Pellman, 1999). Intrapreneurs have high expectations on both themselves and on others in their surrounding (Pinchot, 1985). They are good and highly dedicated team workers, with faith in their leaders. Through having the skills necessary to deal with the high complexity and uncertainty involved in new innovative ideas, and the self-confidence to do the things necessary to support their ideas, intrapreneurs are both visionary and action driven (Foley, 2007; Pinchot, 1985; Pinchot & Pellman, 1999).

Corporate entrepreneurs are individuals that thrive in an environment of change. They have a thirst for knowledge and aggressively seek out opportunities that enable them to grow (Foley, 2007 pg. 27).

Intrapreneurs study projects in order to avoid any unnecessary risk, but voluntarily take on a certain degree of it in order to move their projects forward (Pinchot, 1985). According to Pinchot & Pellman, (1999) intrapreneurs "… come to work every day willing to be fired" (pg. 23). This attitude provides them with the courage needed to succeed. Intrapreneurs usually do not fear their managers or rules since for them there are new opportunities to be found in other companies and they also possess the right skills to start their own business (Pinchot & Pellman, 1999).

Autonomy is desired and they want the organisation to provide them with access to their resources (Pinchot, 1985) they also need the organisations help to create the well sought after work-life balance (Pinchot & Pellman, 1999).

Failure will never be accepted, and hinders are viewed as a learning experience that needs to be dealt with in order to move forward. Since they have high expectations on themselves they take responsibility for their failures and do not put blame on others. By doing this they learn what went wrong and what they should have done differently (Pinchot, 1985). Intrapreneurs do not try to hide failure or withhold information, instead they are open and honest towards their colleagues and manager in order to learn from their opinions and improve their skills (Pinchot & Pellman, 1999).

The learning process is essential when it comes to intrapreneurship, as intrapreneurs both have a different approach to learning and learn from different situations than non-intrapreneurial colleagues. When comparing, it is evident that intrapreneurs have a more optimistic mind-set towards new knowledge and changes in the workplace which result in a fostered learning where individuals learn first and share with other employees subsequently, thus maintaining and rapidly increasing the organisational knowledge (Hisrich, 1990), thus contributing to generating differentiation and competitive advantage (Molina & Callahan, 2009). Also, due to the pioneering and uncertain nature of intrapreneurial behaviour, unique chances of learning occur (Ortenblad, 2002). True intrapreneurs are good at recognising and taking advantage of through so called *synthetic thinking*, where innovation stem from incidental learning opportunities (Silva and Callahan, 2009).

The main characteristics of intrapreneurs are summarised in table 1 below.

Qualities	Demands	At work
•Entreprenurial •High expectations on themselves and others •Self- confident •Enjoy change •Brave •Responsible •Positive view on failure •Can deal with ambiguity •High action and high vision	•Thirst for knowledge •Desire autonomy •Require work-life balance •Demand acess to resources •Opportunites •See bigger picture	•Dedicated team member •Believe in their leaders •Seek out opportunities •Honest •Persistent •Teamworking skills •Innovative

Table 1 Key points of intrapreneurs developed by the authors using key points from the theory above

2.4 The dynamic relationship between intrapreneur and organisation

On a personal level, intrapreneurship is a constant challenge. To become a successful intrapreneur, employees must not only possess or acquire certain skills; they must also take a lot of risk and oftentimes devote themselves to work to a greater extent than their non-intrapreneurial colleagues. However, it is and should also be, very rewarding. Dedication is a must for the in-

trapreneur and it appears when all aspects of the project are in the hands of the intrapreneurial team (Pinchot, 1985). There will be no motivation if the intrapreneurs are not able to see the whole picture of their work, only placing bolts in the right place in an assembly line will never create the same passion for the workers as creating their own car from scratch and follow it through the entire process (Pinchot & Pellman, 1999).

Figure 5 Elements necessary for the intrapreneur to experience total dedication model developed by authors with theory from Pinchot, 1985

Traditionally, firms have made the mistakes of not valuing, rewarding and motivating the intrapreneurs high enough which led to that many of them tended to move on to other companies or start their own ventures (Pinchot, 1985). In order to retain these creative, driven individuals, the organisation and its management must reconsider some key aspects:

1) They should have a clear understanding of the internal value intrapreneurs have in terms of revenue by cutting costs and/or creating new processes, products and services. Intrapreneurial teams should be thought of as profit-centres instead of cost-centres. Help the intrapreneurs find courage, motivate and stimulate them. Also give them feedback and try to observe and improve the team-dynamics (Pinchot, 1999).

2) Incorporate reward systems that match the level of risk and the organisational benefit a project entails. Traditional schemes such as promotions and monetary incentives have proved insufficient over the years (Pinchot, 1985; Stopford & Baden-Fuller, 1994).

3) Understand the underlying motives of the intrapreneurs. Money and titles are not always the source of motivation, instead values such as freedom, time-management, and self-realisation, being able to think freely and realising your own ideas oftentimes have greater importance (Pinchot, 1985, 1999).

2.5 Organisational implications

Entrepreneurial projects within an organisation are driven by these independent people who desire to make their own decisions regarding their project. Often these individuals want to have complete control and decide for themselves how much and with which resources the idea needs to succeed. Managers are often reluctant to provide intrapreneurs with the freedom they need in order to succeed with their projects; they try to control them at the same time as it is so important to retain their autonomy (Carter & Jones-Evans, 2000).

Intrapreneurs need to receive help from the entire organisation in order to succeed with their idea, this implies that they need to work over boundaries, for instance they will need assistance from R&D and marketing, from different business units and from different levels of managers. The more vertical hierarchal structure an organisation has, the more difficult it will **1)** be for the intrapreneur to work with their idea (Eesley & Longenecker, 2006) and **2)** be for the organisation to manage intrapreneurial teams as they tend to prefer working in a lateral way (Pantry & Griffiths, 1998).
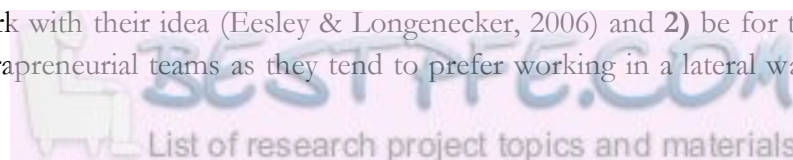
Ingelstedt, Jönsson, & Sundman

Figure 6 Traditional view of a hierarchical organisational structure (Mintzberg, 2009) developed by the authors

At the top of the pyramid it is almost impossible for the managers to discover the ideas that employees come up with, it is also evident that there are many layers for the ideas to go through before reaching the top level. In this type of structure, strategies are created at the top to be implemented in the bottom layer (Mintzberg, 2009). The problem for larger organisations is that they need to be structured otherwise they will become hard to control and vertical coordination provides the organisation with this structure which makes it easy to control thanks to its "…authority, rules and policies, and planning and control systems" (Bolman & Deal, 2008).

It is often the case that bigger organisation prefers to gather extensive information before going ahead with an innovative idea, this means that decisions entailing risk will be decided as late as possible, this discourages intrapreneurs who seek excitement and will turn away from the big firm in benefit for the smaller, entrepreneurial firm (Carter & Jones–Evans, 2000).

As seen from the model (see appendix III) created by Foley (2007) CE should be present in all areas of the organisation. According to Foley (2007) CE "… is a complex process that crosses organisational boundaries" (pg. 25). This complex process creates problems in many areas of the organisation; from her model Foley (2007) identified the following six problem areas;

1. CE – is still a new concept which has not been implemented by many organisations. This is also evident when it comes to the intrapreneurs; there are not many role models to learn from.

2. Building blocks - the three building blocks in Foley (2007) model all create problems;
   - Creativity - is an important building block for CE, however this involves coming up with new ways of thinking and working in order to think creatively which causes problems since this is not a common way to perform business.
   - Innovation – also here the organisation will face new ways of working and thinking.
   - Change – the ability for organisations and managers to change in order for CE to work and for intrapreneurs to prosper is one of the biggest obstacles.

3. Policies and procedure – since CE touches the entire organisation, the way the organisation has been working will have to change in order to make intrapreneurship possible.

4. Culture – the culture of an organisation is a hard thing to change, culture is often hard to define but it is the organisations sense of itself (Bolman & Deal, 2008).

5. People – accepting changes in the organisation and adjusting to new ways of work will not be viewed positively by everyone and this is a hard obstacle to overcome.

6. Customers – many organisations suffer from having the appropriate processes in place to understand their customers' attitudes and behaviours.

Foley (2007) identified culture as one of the biggest barriers; this was also discovered by Eesley & Longenecker (2006) who performed a study of 179 managers in the United States. The study revealed that the ten biggest barriers to intrapreneurship were all cultural bound.

Top 10 barriers to intrapreneurship	
Barriers	**Percentage responding**
Punishing risk taking, new ideas, and mistakes	57%
Ideas with nowhere to go for follow-up or action	44%
Failing to sanction, promote, and encourage intrapreneurship	38%
Unhealthy policies; infighting and lack of cooperation	35%
Poor communications and organisational silos	31%
Unclear organisational mission, priorities, and objectives	26%
Lack of real management support	23%
Improvement and risk taking activities not rewarded	21%
Inadequate time and resources	18%

Table 2 "The biggest barriers to intrapreneurship are not resources, they are cultural constraints." (Eeasly & Longenecker, 2006 pg. 20)

An organisations culture develops over time; it contains the beliefs and values of the organisation and defines who the organisation is (Bolman & Deal, 2008). An organisational culture is hard to change, therefore implementing CE requires a lot from the organisation. They will need to be prepared and have the proper resources in place in order to deal with these barriers. A long term focus is necessary in order to see the benefits of this new way of working (Eeasly & Longenecker, 2006).

2.6 Overcome the barriers

To accomplish successful and sustainable intrapreneurship, the organisation must not only be able to be creative when forced, but create an organisational culture that continuously attracts, retains and encourages individuals that have capacity for both entrepreneurial and managerial behaviour. By doing so, intrapreneurial activities can take place in multiple parts of the organisation, also known as dispersed CE (Birkinshaw, 1997) in firms with an organisational culture and structure favourable for entrepreneurial ideas (Stopford & Baden-Fuller, 1994), otherwise it may often prove unsuccessful (Burgelman, 1983; Sharma & Chrisman, 1999).

Without the proper conditions, both from the company in terms of the strategic formulation, rules, management style and organisational structure, but also from the skill, motivation and deployment of employees, no or little intrapreneurship will take place, and hence the results will be meagre.

We need to create conditions, even inside large organisations, that
make it possible for individuals to get the power to experiment, to create,
*to develop, to test – to innovate (*King & Anderson, 1995 pg. 1).

2.6.1 The right organisational structure

In order for an organisation to be able to apply intrapreneurship and thus be innovative, they must allow a certain amount of risk taking which implies that considerable funds must be devoted to projects with a higher than normal degree of uncertainty. Therefore, it is vital that the risk willingness of the management and project leaders is adequate to support entrepreneurial tasks (Covin & Slevin, 1991). The organisation must be able to accept losses and welcome failure as a learning experience rather than something bad that should be prevented at any cost (Eesley & Longenecker, 2006). Smaller organisation handle risk better than larger ones (Sathe, 1989 cited in Carter & Jones–Evans, 2000) however large organisations need to create an environment that welcomes failures and risks otherwise the organisation risk losing their innovativeness and ability to create new ventures (Carter & Jones–Evans, 2000; Eesley & Longenecker 2006).

In order to apply the concept of intrapreneurship managers need to consider having a horizontal organisational structure, implying that there is no boundaries between the departments and there is a lesser level of managers which means that the intrapreneur do not have to fight their way through the red tape which is a common phenomena in many large organisations today (Carter & Jones–Evans, 2000; Eesley & Longenecker, 2006). According to Foley (2007) a more flexible structure has the advantage of speeding up decisions.

For an innovative organisation to be possible Mintzberg (1980) suggest that organisations adapt the adhocracy model (see appendix I) which is an organic organisational form, where the barriers for intrapreneurship are reduced. This is as horizontal structure with decentralised decision making, a structure which was also recommended by Carter & Jones–Evans (2000) and Eesley & Longenecker (2006). In the adhocracy we will find the project teams who are coordinated by professional specialists. This organisational form takes places within a matrix structure, where there exist different projects within the organisation that make use of company resources.

As stated, the overall organisational structure affects the innovation process. When implementing intrapreneurship, a company should strive to reduce administrative control systems and an over-hierarchical construction in terms of decision making, influence, and power (Hitt & Ireland, 2000) as it reduce creative efforts. In its design, a hierarchical organisation is best suited to exploit existing activities (Burns & Stalker, 1961), thus in order to support exploration rather than exploitation; a network structure (Hedlund, 1994) is highly preferable as intrapreneurs are given greater freedom which is a prerequisite for them to create new innovative solutions.

In reality, military style hierarchical organisations as well as completely flat network structures are rare, instead companies try to find a healthy balance between the two (Volberda, 1998). The difference is that the future most likely will demand a higher degree of openness, with less con-

trol, to foster creativity and intrapreneurship. Large firms have traditionally had internal research and development divisions that led the innovation process. Today, and in the future, innovation also take place in other parts of the so called ambidextrous organisation such as project teams, that work as small units oftentimes very autonomous from the larger corporation in terms of decision making and innovation, but still with the resources and capabilities of a large firm (Tushman & O'Reilly, 1996). Another way to stimulate innovation is through internal employee programs where organisational knowledge is exchanged (Kanter & Richardson, 1991).

2.6.2   Strategy enhance internal creativity

However, the right organisational structure, as mentioned in 2.6.1, is far from sufficient to foster intrapreneurship. According to King and Andersson (1995) there are four major strategies companies may use to enhance internal creativity, which together with a supporting organisational structure is a must.

1. Encourage the generation of new ideas. This may be accomplished by introducing procedures such as brainstorming (Osborn, 1953), open meetings, case solving and so forth.

2. Train the staff to obtain the necessary skills to think creatively. It seldom comes naturally to all to think outside the box.

3. Put a lot of effort into the recruitment process, to see to it that the newly employed have the required skills (or at least the potential to learn them) for the task ahead. There are many ways to accomplish this, for example through tests and assessment processes. The goal is seldom to solely employ creative people in the whole organisation, but to assign employees with the right amount of creativity for the position. This is a major task for the recruitment responsible at the company. Filion (1999) also came to the same conclusion in his extensive study where nearly all interviewed managers that were dissatisfied with the intrapreneurial behaviour worked at companies that did not use intrapreneurial criterion in the recruitment process.

4. The company can undergo a deliberate strategy to change itself in terms of culture and organisational structure, in order to spur creativity (King & Andersson, 1995).

2.7   Job satisfaction; motivation and creativity

In order for employees to look forward to work, performing their best and remaining in the organisation they must be driven by motivation. Motivation enables one to think creatively and produce more high quality work (Amabile, 1993). According to Amabile, Barsade, Mueller & Staw (2005) being creative, coming up with new ideas or solving difficult problems create joy. It is important that the organisation is willing to listen to the employee, and welcome creativity by giving positive feedback and encouragement. When done, happiness evokes in the employee. A virtuous cycle is created in an organisation that encourages creative thoughts and provides positive feedback, where the organisation benefits from new ideas and the employee feel enjoyment with work. However if ideas are not appreciated, and there is a lack of feedback, the employee feel fury or frustration leading to a decreasing level of creativity (Amabile et al., 2005).

Just as creativity leads to joy, so does passion in work lead to increased creativity (Isens, 1999a, 1999b cited in Amabile et al., 2005). Work satisfaction is according to Amabile (1988, 1996) dependent on intrinsic and extrinsic motivation. When one is intrinsic motivated work is a passion that is positive challenging and interesting, and this is also here when one is most creative and motivation is likely to occur (Amabile, 1988, 1996).

Intrinsic motivation is what comes from within the individual, the drive to do something because of interest; enjoyment and challenging work, also autonomy and team work increase the intrinsic motivation. Employees can also be extrinsic motivated to perform work in forms of bonuses, payment and deadlines. Intrinsic motivation is the stronger one of the two, but it is often combined with extrinsic motivation (Amabile, 1993 & Amabile et al., 2005).

Besides intrinsic and extrinsic motivation Herzberg (1966) suggests that work motivation is affected by hygiene factors and motivators. Work should be filled with motivators, since that is when the employee feels most satisfied and achieve highest motivation; however hygiene factors should also be present since if they are not sufficient they work as de-motivators. Hygiene factors are also external motivators such as payment, security and general working conditions. According to Amabile et al., (2005) there is evidence that employees are no longer as motivated by salary increases, therefore focus should be on motivators. Motivators are employees' feelings towards work and the work itself. According to Herzberg (1966) one experience job satisfaction when one has responsibility, autonomy and feels pleasure from completing complex tasks.

With the help of Herzberg´s theories another model on how to increase employees' motivation called the job characteristics model by Hackman & Oldman (1976) (see appendix II) was developed. According to Hackman & Oldman an organisation should increase the following core job dimensions in order to motivate the employees;

1. *Skill variety;* employees should be able to use a variety of skills and talents in the workplace

2. *Task identity;* the need for employees to see the bigger picture of the work they perform

3. *Task significance;* the work performed should be of importance to the organisation or society

4. *Autonomy;* employees should have freedom and independence in how and when to perform work tasks

5. *Job Feedback;* it should be possible to know how one is performing at work, preferably from the job itself.

These five job characteristics lead to three different psychological states; meaningfulness, responsibility and knowledge of result, the outcome of these are work motivation, growth satisfaction, general satisfaction and work effectiveness (Hackman & Oldham, 1976; Amabile, 1993; McShane & Travaglione, 2007). From the job characteristics model one can see how these elements interact, and what the expected outcome is.

All people are different and designing work after this model will not be suitable for all employees, however employees who want to develop and be challenged are motivated by this job design (Hackman & Oldman, 1976; Amabile, 1993). That means that the motivators should always match the individual employee in order for them to work, which is also when intrinsic motivation is possible and work satisfaction is a fact (Amabile, 1993).

That the employees should have autonomy in work has already been stated, this view is also supported by Johnson (2009) who argues that work places who do not practices flexibility will lose employees and not be viewed as an attractive company. Flexibility should be offered in many parts of the workplace in order to be beneficial for the employee. Johnson (2009) identified four aspects of flexibility as most critical for a company to consider. They are, giving employees flexibility **1)** in their lifestyle, **2)** in time, **3)** in work, and **4)** in rewards.

The reason for the need for flexibility is that people no longer identify themselves as what they work as, but rather by their lifestyle. And the workplace must be able to support this lifestyle, since the employer will choose a workplace depending on how they want to build their lives.

> *Employees will leave as soon as they can find a better place to work* (Johnson, 2009 pg. 36).

No matter how flexible the workplace is, it will always be times when the employees need to work hard. However, it is important that they are able to relax afterwards and recover. Since all employees are different and work better depending on where they are, companies should offer employees the choice to work from home a couple of days every week. But if an organisation has managed to create a great family-friendly atmosphere at work, employees might prefer to go to work since there they have a part of their social life. Another way to please the employees is to take their mind of daily activities such as laundry and grocery shopping by offering these services at work. The location of the workplace is also important for work satisfaction, a location that is easy to get to and where there is access to food enables the employees to come and go as they please and even work late (Johnson, 2009).

2.8 Generation Y

There are different opinions to the actual time span of Generation Y; some say it ranges from 1978-2000, while others consider this span as being too wide. Tulgan (2009) divided 1978-2000 into two cohorts, the Yers as those born between 1978 to the 1991 and the Generation Z as those born 1992-2000. The authors consider this being an accurate estimate and will use the time span 1978-1991 in the thesis when referring to Generation Y. Subsequently Generation Y will be those who grew up during the 90s and are now, as we the authors, entering the workforce. Since the newest enters to the workplace is Generation Y (Clare, 2009) it is important for organisations to attract this generation otherwise they risk losing a future competitive advantage (Parment, 2008). These young individuals are the ones shaping the future (Lindgren et al., 2005), and the Yers born between 1978-1985 has in most cases already entered the workforce and are starting to contribute to changes in their workplaces.

Workplace 2009

Figure 7 Illustration of the four generations in the workplace today made by the authors

2.9 Y did they become this way?

Generation Y grew up with technology and are able to handle Internet and gain from the immense source of knowledge that can be found there (Martin, 2005; Tulgan, 2009). This overabundance of information has led this generation to face many decisions and they have a need to always be up to date. Thanks to the internet and other new communication channels (e.g. Mobile phones, text messaging and internet communities) the Yers have a huge social network which they manage to stay in touch with. However it is worth noticing that these huge networks are not all close friends to Generation Y but mostly acquaintances, contacts that might be useful someday in order to gain information, help to find jobs and so forth (Parment, 2008). They are a generation who enjoy travelling to learn more about the world (Lindgren et al., 2005), therefore they are used to a multicultural and international society and they understand that individuals have different belief systems and opinions (Parment, 2008; Allen, 2004). This made the Yers question things, both in the personal life and in the workplace. They never settle for the first solution since they question why that should be the right way, instead they try to explore other options. Their constant "why reasoning" have provided them with their name - Generation Y (Martin &Tulgan, 2001).

Generation Y is used to constant change and knows that "yesterday news is already old news" therefore immediate response is appropriate and they desire decisions to be made quickly. It can be seen as impatiens but this is only because for them, right now is the only time to act – tomorrow might be too late (Tulgan, 2009).

Change is often a positive thing for the Yers which implies that they welcome flexibility in work tasks and are willing to take on something new. They grew up as independent individuals searching for exhilarating opportunities with faith in their own ability to make decisions (Lindgren et al., 2005); this combined with their willingness to take on responsibility has led many Yers to become natural entrepreneurs (Tulgan, 2009; Parment, 2008).

The Yers do not see long term employment as security, but instead they believe in themselves and trust that new work opportunities will be discovered through contacts in their social networks (Parment, 2008; Lindgren et al., 2005).

2.10 There is more in life than work – Generation Y brings new values to the stage

Generation Y wants to accomplish more in life than having a decent career, a good salary and a nice house. However they are not searching for a life without work, but for work to give them more than money (Lindgren et al., 2005). For them success is to make a difference, accomplishing personal goals and do something meaningful that brings them value in life (Allen, 2004; Lindgren et al., 2005). These strong individuals make their own luck and the organisation they work for is seen as an opportunity to accomplish their objectives in life (Parment, 2008).

Within the organisation they seek personal development and need to be challenged intellectually (Tulgan, 2009), for them life is constant learning where the goal is to have fun and create a work-life balance (Allen, 2004). They demand a stimulating job, with good colleagues, where they can take on responsibility, be challenged, receive appreciation for what they do and learn new ways to work (Parment, 2008; Lindgren et al., 2005). Since they are raised with new technology Generation Y will demand their organisation to offer them this as well as sharing resources amongst the company (Tulgan, 2009; Lindgren et al., 2005). Work should be filled with a multitude of options, opportunities and possibilities. It should be a place to realise yourself and still entail enough freedom to have time for one self and to spend time with friends and family (Lindgren et al., 2005).

2.11 Employing Generation Y – time for organisational change

Yers have high faith in themselves and will work hard to reach their goals and the workplace is a tool to accomplish these goals (Parment, 2008). Generation Y has not only high expectations on themselves (Parment, 2008) but also on their workplace (Tulgan, 2009). This new generation of employees are not interested in working 9-5, five days a week in an office. They prefer smaller firms with an open work environment and an open hierarchal structure where the employees are treated as individuals towards big organisations with their bureaucracy and one management style that is used for all employees (Ahlrichs, 2007; Lindgren et al., 2005).

The Yers need for questioning have made them an innovative generation (Tulgan, 2009), they enjoy working in collaborative teams where they can learn from their colleagues and solve problems more efficiently (Martin, 2005; Tulgan, 2009). Their probing has also led this generation to question authority figures; however they are welcoming towards having a coaching manager who listen and respects their ideas and allows flexibility in the workplace (Sujansky, 2002 cited in Eisner 2005). Generation Y works hard and strives to accomplish the tasks given to them but they want to decide when, where and how to work (Tulgan, 2009; Parment, 2008).

Work must be fulfilling for this generation and if they feel there is nothing more to learn, no chance for self development and that their work is not meaningful, they will find a job somewhere else (Tulgan, 2009; Lindgren et al., 2005) or start up their own business (Parment, 2008). One year is a long time for this generation and five years is almost impossible to imagine, this can be seen as a disloyal trait but the Yers do not want to work somewhere unfulfilling when

the world is full of possibilities (Parment, 2008). This impatiens is also evident in other areas, they require work to be as efficient as possible and they demand fast and frequently occurring feedback from managers (Francis-Smith, 2004 cited in Eisner 2005).

Generation Y needs change (Lindgren et al., 2005) and responds well to teamwork and flexibility, which shows in their willingness to move between projects in an organisation in order to work with new people and learn more (Martin, 2005) therefore working in projects is recommended to keep generation Y at the workplace (Allen, 2004).

2.12 Make them stay and listen – a new managerial approach

This generation are different from the ones before and hence they need to be managed differently (Parment, 2008; Tulgan, 2009). They need an authority figure that for them is considered as meaningful and authentic, otherwise they will not respect them (Parment, 2008; Lindgren et al., 2005). The organisation should put focus on the result and not on the process for how the results were achieved. It must be possible for the Yers to work from different locations and do their tasks when and how they desire (Rothberg, 2006).

The social networks are of importance to this generation as it generates ideas and keep them up to date, as is working in collaborative teams in the workplace and work over boundaries, allowing generation Y to collaborate with different apartments within the organisation will foster their innovativeness and provide them with the intellectual challenges they so desperately desire (Parment, 2008; Tulgan, 2009; Lindgren et al., 2005).

They do not respond well to hierarchal structures as their initiatives and ideas will most likely not be implemented or acknowledged. The organisation must offer opportunities for continues development and show Generation Y that their work is meaningful for them. Feedback is important since this high maintenance group want to make an impact in the organisation as soon as possible (Parment, 2008; Tulgan, 2009).

It is important for the organisation to understand that the Yers do not imagine themselves staying in the same company for a long time; therefore they are not motivated by long term incentives. Recruiting and retaining the Yers will be a challenge, if the employer do not answer to their expectations of work and is too rigid the Yers will leave (Parment, 2008; Ahlrichs, 2007) the organisation need to convince Generation Y that there is a chance for development and gain new experience in a fun work environment (Lindgren et al., 2005). Since they are looking for self-realisation they are never sure they are in the right place, have they made the right decision to work for this organisation (Lindgren et al., 2005)? It is up to the organisation to reassure Generation Y that they are valuable and that they make a contribution.

According to Mintzberg (2009) organisations need to change in order for them to answer to the needs of the workforce. He states that organisations should become communities, in communities employees will get their social needs fulfilled, they will feel a meaning with their work and care about the organisation. Having a good team is important for Generation Y, who wants to work in a company with good values and where the team members complement each other and there is a strong sense of community (Lindgren et al., 2005). In this new way of viewing organisations the manager would be in the centre of the structure. From the centre the manager can reach out to the employees rather than reach down (see figure 8 below). This foster an innova-

tive climate and an example of this can be found in Pixar, who in their strong sense of community has created an innovative workplace where people stay because they understand their contribution to the company and are passionate for what they do (Catmull, 2008). According to Mintzberg (2009) and Catmull (2008) the effective organisation with satisfied employees is the one who works in teams, it is also then collective creativity arises.
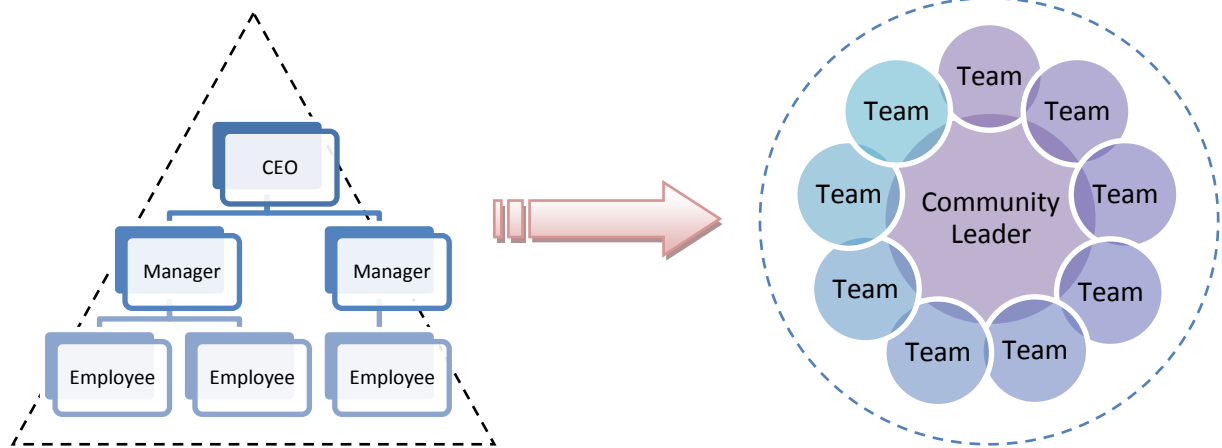
Figure 8 The move from the vertical structure to the innovative organisation with a community leader, developed by the authors with theory from Mintzberg (2009) and Catmull (2008)

2.13 Generation Y – a summary

Characteristics	Demands	In workplace	How to manage them
•Techno-savvy •Independent •Favour Flexibility •Innovative •Responsible •Entrepreneurs •Confident	•Opportunities •Accomplish personal goals •Meaningful work •Intellectual challenge •Stimulating job •New Technology •Share of resources •Work-life balance	•Self confident •Innovative •Flexible •Short term focused •Efficient •Need Feedback •Enjoy teamwork and projects	•Meaningful authority •Focus on result not process •Allow contact with social networks •Encourage teamwork and work across the organisation •Flat hierarchal structures •Offer development •Provide Feedback

Table 3 Summarising review of Generation Y, developed by the authors with key points drawn from listed theory

Ingelstedt, Jönsson, & Sundman

2.14 Theory Testing Model
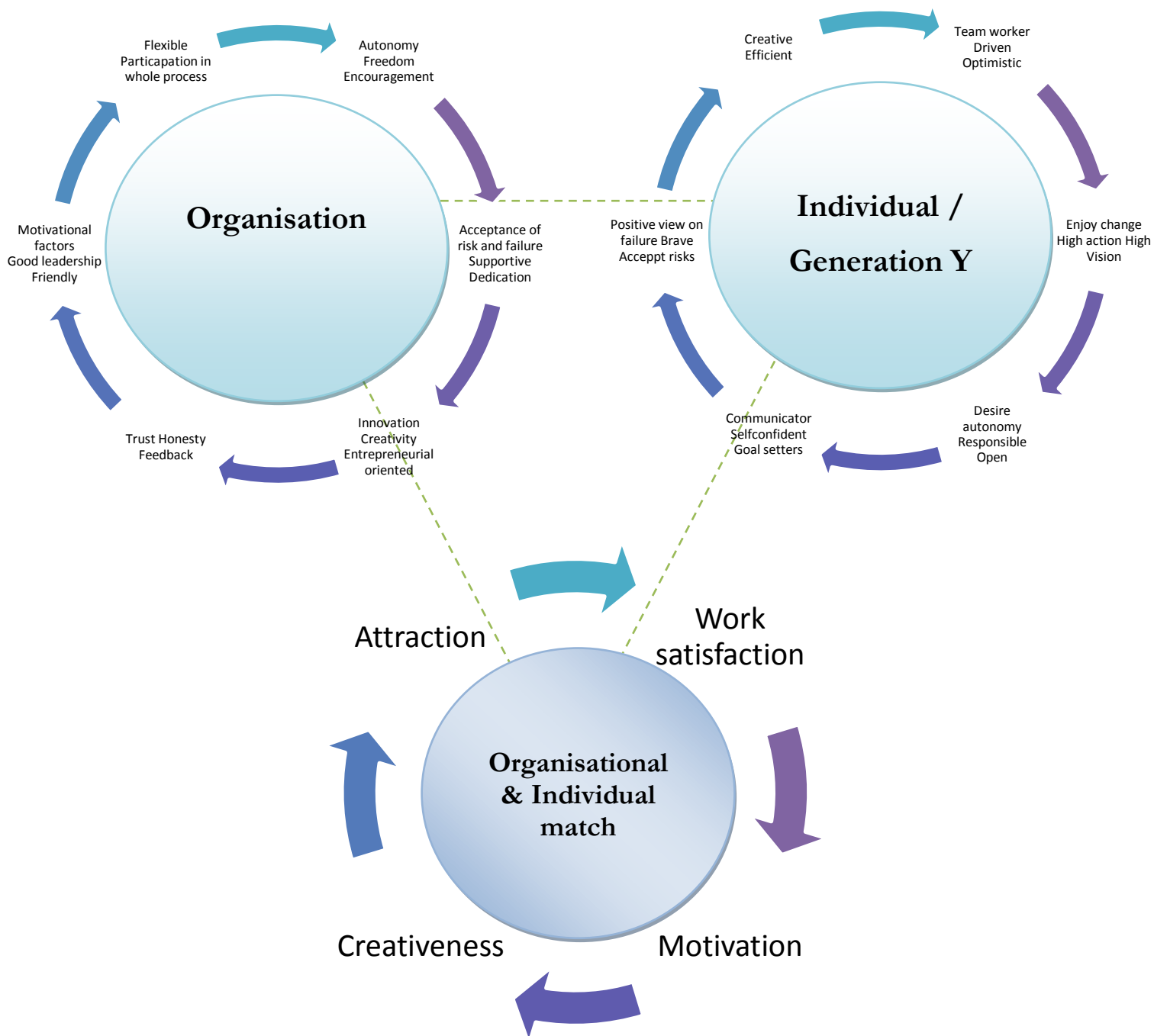
Figure 8 Theory testing model developed by the authors

This model is a summary of our view of the relationship between the organisation and the individual, in accordance to this model; if these two matches the employee will find job satisfaction, become motivated and willing to stay in the company. The organisation will in turn benefit from motivated employees, highly creative and passionate about their work.

The model will be tested in the case studies, and later adopted to Generation Y. The characteristics of an intrapreneurial organisation *(organisational circle)* should match the characteristics and traits of the individual *(individual/Generation Y circle)*. A clear connection between the characteristics of the individual and the organisation creates the *Organisational & Individual match*. The au-

thors are aware that certain characteristics can differ as organisations or individuals may not possess all listed characteristics. The authors' opinion is that the best match will occur when all characteristics are present, however merely matching a few of the characteristics are also sufficient to experience the expected outcomes, however maybe not to the highest possible degree.

3 Method

This section will explain the method and strategy we, the authors, have chosen for carrying out this study. First, the research approach will be presented, followed by the data collection and the selection of companies, then moving on to the design, execution and collection of the research methods. Then a description of how the collected data received was analysed. Finally, the trustworthiness of the study; validity, reliability and generalisability is taken into consideration.

3.1 Research approach

Research can take two different directions, one way is the deductive approach and the other one is the inductive approach. Saunders, Lewis & Thornhill (2003) explain the deductive research as developing existing theories and hypotheses to design a research strategy to see if the theory is valid or not. The inductive approach is collecting data that hopefully will bring new information to the research and by that forming a general conclusion (Saunders et al., 2003). Abduction may be the method that in reality is used when conducting case studies, proposed by Sköldberg (1991a) in Alvesson & Sköldberg (2008). It means that one case interprets from a hypothetical pattern that explains that specific case. To verify the interpretation one shall make additional cases. The abduction approach has draw from both the deductive and inductive approach, thus it is very important to be aware of that abduction is nor a mix of these two or can dwindle to them; abduction is a concept that contribute to new or own moments of the research process. The main difference from the other two approaches is that abduction comprehends understanding (Alvesson & Sköldberg 2008), and the authors chose to use this approach.

This study aims to find if CE and intrapreneurship attracts Generation Y to a workplace, by testing existing theories with help from empirical data in the form of surveys and interviews. Subsequently will the empirical material provide the study with new information, and the theories will take new pattern throughout the research process.

In order to suit the research questions and purpose, the authors have chosen to do a multiple case study as research strategy. A case study is a strategy that will be of interest if the researcher wishes to gain a rich understanding of the context of the research and the processes being enacted (Morris & Wood, 1991). Saunders et al. (2003) argue that conducting a case study can be very worthwhile when exploring existing theories and provide a source of new hypotheses.

3.1.1 Quantitative vs. Qualitative research

When doing an investigation, the researcher can choose to make a quantitative or qualitative research. The difference between these two is that a quantitative approach is systematic, using a large sample size to find an answer, whereas the later is based on an understanding of the *why* and *how* (Saunders et al., 2003). Thus in order to reach the best probability as possible of this study, it will take the advantages of using both quantitative and qualitative methods. The quantitative data is very useful when drawing a general conclusion from the sampled population. We were interested in analysing an amount of data that could give a result that is applicable on the Generation Y in general. But it is also essential to take a qualitative approach hence the study aims to find an understanding of how and why intrapreneurship might attract the Yers to a work place. Gustavsson (2004) means that it is almost possible to mix all different types of collection methods, though the crucial point is how good access the method gives to relevant in-

formation. The data can be more powerful when mixing the two approaches, since it give a more comprehensive view to the study (Creswell 2008). We decided to conduct a questionnaire which gives results that are easy to interpret in a systematic manner, subsequently the qualitative research is taking place in order to understand and clarify the results of the quantitative data. In this study the best suited method was semi-structured interviews (read more under 3.2.4).

3.1.2 Cross-sectional

This study aims at depicting a phenomenon during a certain time; this can be seen as a snapshot approach also called a cross-sectional study. This method was chosen since this study is a bachelor thesis and constrained due to limitations of time, it would therefore not have been possible to follow this phenomenon during a longer period (Saunders et al., 2003). This study seeks to identify a certain relationship between specific factors through qualitative and quantitative methods.

3.1.3 Exploratory, explanatory, and descriptive studies

When categorising research one can divide it into three main types: exploratory, explanatory and descriptive. This thesis is using a combination of these three different methods; this is beneficial since different methods are needed during different phases of the study (Saunders et al., 2003). The way we have chosen to position ourselves is outlined below.

Exploratory studies aim to find out what is happening, and to clarify ones understanding of a problem. Adam & Schvaneveldt (1991) cited in Saunders et al., (2003) explain the concept by: "the focus is initially broad and becomes progressively narrower as the research progress" (pg. 140). This thesis was using exploratory research both for the first phase of the research – the pre-study and during the semi-structured interviews with the companies. The purpose with the pre-study was to gain new insights and to understand the correlation between an organisation voted as one of the best workplaces and the presence of CE/intrapreneurship, the intent was to understand how the companies worked in order to later see if this contributed in creating an attractive workplace that could draw Generation Y. During the semi-structured interviews, (phase two of the research process), we asked questions in order to gain new insight to the possible relationship between the characteristics of CE/intrapreneurship and an attractive workplace as well as the connection between the needs and wants of Generation Y and CE/intrapreneurship.

This bachelor thesis also takes a descriptive approach since it aims at depicting how intrapreneurship is used at our chosen companies as well as present a profile of the needs and expectations Generation Y have on their workplace. A descriptive approach was also necessary in order to have a clear picture of intrapreneurship as well as Generation Y before collection of the data; therefore a review of relevant literature was suitable (Robson, 2002:59 cited in Saunders et al., 2003).

Explanatory studies intend to establish fundamental relationships between variables, i.e. studying a problem to explain the relationships between variables. In our case it is the relationship between the variables CE/intrapreneurship and Generation Y. In order to fulfil our purpose we will challenge the propositions given to us by the explanatory research. This will be done through a critical review of the authors three different views on the relationship between intrapreneurship and Generation Y. Since the purpose with this bachelor thesis is to conduct a criti-

cal review on a relationship a focus on explanatory research is appropriate (Saunders et al., 2003).

3.1.4 Mixed method strategy

The thesis is based on a combination of both primary and secondary data. Secondary data is defined as information that already has been composed for some other purpose or earlier research, while primary data is a matter of collecting new data for a specific purpose (Saunders et al., 2003).

The primary data used in this thesis was collected in three different phases. In order to answer our purpose question the research design chosen was one of the mixed method approaches, called *concurrent triangulation strategy*. Phase one was the explorative pre-study, here primary data was gathered through surveys sent out to the three companies chosen to participate in this study. In phase two qualitative and quantitative data was collected concurrently. This was since our two collection methods were given equal priority hence conducting them at the same time was beneficial since this thesis were restricted by time. The mixed method concurrent triangulation strategy is preferred to the sequential when working under time limitations (Creswell, 2003).

The collection of the qualitative and quantitative data was gathered and then analysed in order to be tested in the last phase against a third company: Avanza Bank. In the analysis section we combined the qualitative and quantitative data in order to discover a possible convergence or divergence of the findings (Creswell, 2003). Hence the different data collected was treated the same way in the analysis in order to see if the most attractive companies possessed the attributes demanded by Generation Y.

In order to ensure accuracy of our data, phase one occurred before phase two, and the result from phase two was tested against a third company in an end phase as a confirmation study. Hence this study was built up in sequences and one can argue that the authors made use of both sequential exploratory design and concurrent triangulation. The positive aspects of a sequential design are that it is very straightforward, easy to follow and useful when one wants to explore a phenomenon (Creswell, 2003). However, it is more time consuming, therefore the authors decided to conduct a short explorative pre-study distributed merely to the three companies as well as test findings on Avanza Bank in the end phase of the research to see if the findings were accurate.
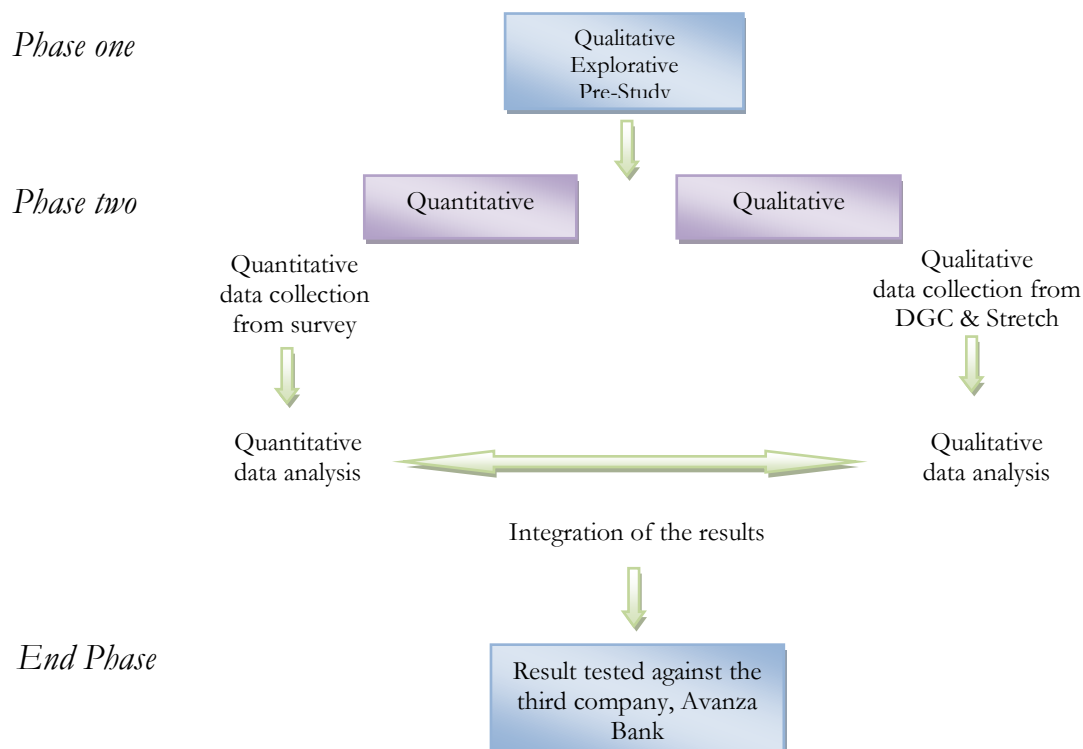
Figure 10 Concurrent triangulation strategy within a sequential exploratory design, developed by the authors with theory from Creswell et al. (2003)

We, the authors choose to adopt the mixed method approach to benefit from the concept of methodological triangulation (Flick, 2009). Triangulation will enable the research to be more reliable and valid as well as increase our understanding of the phenomena since we look at it from different perspectives and different research methods. It is important to understand how to make use of mixed methods since used inappropriately it could damage the entire research (LoBiondo-Wood & Haber, 2006). Another problem with mixed methods is that it can create problems in the analysis due to divergence in the results. Creswell (2003) states that this method creates problem when it comes to compare the data gathered from the different collection methods, since this requires the researchers to have a clear understanding of how to use two separate methods to study a phenomenon. Therefore the authors have taken precaution and carefully designed the research with the objectives in mind in order to understand which research method to be used and where it would be best suited.

The reason for us to use triangulation was to check from different perspectives what Generation Y was attracted to. The benefit would be to gain a better understanding from both the perspective of the workplace as well as Generation Y. It would not have been possible for us to answer our purpose without using mixed method approach.

During the collection and the analysis of the qualitative data, the authors made use of investigator triangulation, meaning that the authors took turn conducting the interviews while the others took notes, this enabled us to "balance out the subjective influences" hence the possibility for bias was decreased (Flick, von Kardoff & Steinke, 2009, pg. 178). With the help of our tutor, the authors decided in the analysis to make a systematic comparison of the authors' three different viewpoints on the interviews, and then compare and analyse the different viewpoints in

order to decrease the possibility of one researcher influencing the results, by doing this the results from the analysis are more credible (Denzin, 1978 cited in Flick, 2009).
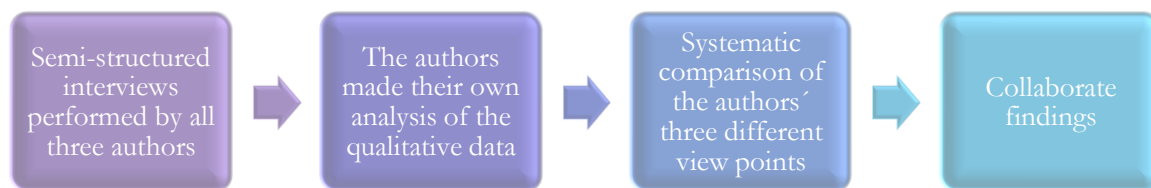

Figure 11 Illustration of the line of action the authors adopted to interpret the case studies

3.2   Data collection

3.2.1   Primary data

Collecting relevant primary data is the most important part for this study, since it aims to critically review a question that does not have been fully investigated before. Research methods are techniques for collecting and then analysing empirical data, for example interviewing, collecting documents and observational techniques (Neergaard & Ulhoi 2007). The primary data was collected through one open-ended questionnaire, one on-line survey and four semi-structured interviews. The compilation of the primary data took place during fall 2009, whereas the first part, the pre-study of chosen companies through a survey, was made in the middle of October. The main collection of primary data was done in November, where the authors send out an on-line questionnaire to 140 students at Jönköping International Business School. Meanwhile, interviews with two persons at each company were performed.

3.2.2   Secondary data

It is essential to be critical when searching for information, thus when a researcher finds relevant secondary data it can be a powerful source to use since it is cheap, time saving, and easy accessible because the material has already been published (Saunders et al., 2003). The secondary data is working as a foundation for the surveys and interviews, and will in addition ease the process of analysing the collected primary data. We believe the topic to be a current issue; hence the literature about Generation Y will be from new sources (year 2000 and forward). According to the purpose and research questions the scientific theories and models used will be within the field Generation Y in the workplace and CE/intrapreneurship. The theories will present what Generation Y demands from their workplaces, future workplace, their attitudes, how to manage them, what motivates them and how to benefit from them. There exist many theories and models about CE and intrapreneurship, we have focused on literature that is both from early research within the subject and up to date theories from the last years.

The search engines used were Google Scholar and Google, and the databases of most usefulness were Business Source Premier, ABI/Inform, Emerald, and DIVA. Search words used are following: Avanza Bank, Baby Boomers, cohorts, communities, community leaders, corporate entrepreneurship, creativity, DGC, extrinsic motivation, flexibility, generations, Generation X, Generation Y, Generation Y in the workplace, hygiene factors, innovativeness, innovation, intrapreneurship, intrinsic motivation, job characteristics model, manage Generation Y, motiva-

tors, motivate Generation Y, organisational structure, strategic planning, Stretch, Traditionalists, and work-life balance.

3.2.3 Selection of companies – an explorative pre-study

In order to select two companies that were highly dedicated in accordance with the spectrum (figure 1, pg. 3) which was presented in the background section of the thesis, we needed to conduct an explorative pre-study. When the purpose was clear, the search among potential companies started. The authors found the top-ten list of best workplaces in Sweden made by *Great Place to Work Institute Sweden*. Initially we called all of the ten companies to see which of them were interested in participating in the study. To those who were, we send out a short questionnaire that handled questions about characteristics of a corporate entrepreneurship. This would give information about where each company put themselves in the light of intrapreneurship and we were able to categorise them at the spectrum of high/low dedicated companies. At that time we could decide which two companies we wanted to analyse. To achieve the purpose with our study, a multiple case study of the companies were performed. This was an important part of our research since it provided us with facts that could be applied to create new material regarding this topic "attracting Generation Y with CE/intrapreneurship".

3.2.4 Interviews

To gain understanding from both the students and the companies' perspectives of CE/intrapreneurship, the authors decided to perform qualitative interviews with key personnel at the chosen companies. As a researcher one can choose from different interview methods when conducting one; structured, semi-structured and unstructured with in-depth character (Saunders et al., 2003). A valuable source for the researcher is that he/she gets an understanding from the interviewees' point of view (Daymon & Holloway, 2002). The structured interview is based on predetermined questions, often with a choice of answers. Semi-structured interviews are less constructed but have a set of questions as a base, and the interviewer is able to ask further questions if needed. The last method, unstructured interview is informal and has the character of conversation more than a strict meeting (Saunders et al., 2003). The authors considered the semi-structured method to be the most suited one for this study because of the explanatory nature of the research and also the possibility to combine open-ended questions with closed-ended questions. Daymon & Holloway (2002) further argue that unstructured and semi-structured interviews are the most common methods since it provides flexibility for both parts, which is of importance for this kind of research.

Each interview lasted around 45-60 minutes; we wanted them to be similar in time and in information gathering. The spoken language was Swedish, because we sought having a relaxed atmosphere where the interviewees would feel confident in their answers. However, in the study the empirical material is translated into English. One-to-one interviews are when the meeting consist of one interviewer and one respondent, and can be made in three ways: either face-to-face, via telephone or through Internet (Daymon & Holloway 2002). In this study we had just face-to-face with the employees at the first two companies: DGC and Stretch. The end phase interview at Avanza Bank was conducted via telephone due to the fact that the answers were more of a confirmative nature developed from the earlier cases. Before conducting the interviews we conducted a pilot interview on a person from the Generation Y span to test the questions, structure and practise our skills. We chose to interview one person from respective com-

pany that were included in the Generation Y span i.e. born during 1978 – 1991 because it was of interest to see if there exist any differences in attitude to CE/intrapreneurship comparing to the Generation Y-students that not yet have entered the labour market fully. Also, the motive for interviewing two persons from Generation X was because it was interesting to see how they viewed the organisation they worked for and to answer this study's first research question: *Do CE and/or intrapreneurship contribute in creating an attractive workplace*? When the interviewees were asked to place themselves in the Intrapreneurial Grid (see pg. 15) the characteristics on the different squares were hidden, e.g. entrepreneur, dreamer. The reason to this was to avoid the risk that the interviewee placed herself/himself were they desired to be instead of where they were in reality. Below come two examples of questions and explanations to why we asked them:

- *How do you think it is to implement an idea on this company?* Question aimed at finding out employee authority, the decision making process, whether the company encourage and effectively implement ideas, and also to barriers for innovation.

- *Do you think your company is willing to accept risks to start for example new projects?* Question aimed at finding out the risk tolerance and relative trust the company gives the employees. Higher risk tolerance will spur creativity leading to increased entrepreneurial activity.

3.2.5 Survey - design and execution

A survey is a valuable tool when one wants to analyse quantitative data, since it usually involves a large sample size. The questions are not of in-depth character, rather direct structured and easy to interpret, where closed-ended questions are the most frequently used (Saunders et al., 2003) since it gives higher reliability. An on-line survey provides this thesis with essential information from people within the Generation Y sector and their opinions of attractive workplaces in Sweden. The hardest part when constructing a survey is to ask the questions that actually give relevance to the research, otherwise the trustworthiness decrease. Positive aspects of using a survey is the reliability from a statistic point of view; focus on a small amount of questions and ask them to a large amount of a population (Saunders et al., 2003). In addition, closed-ended questions make the information and responds easy to interpret and analyse.

To make the study in an efficient manner the survey was Internet based, and was sent out to bachelor graduate students at Jönköping International Business School via their school e-mail account. In order to make a professional appearance the survey was classic designed and easy to follow for the respondents. The choices landed on the website surveymonkey.com, because the authors have used the site before and Creswell (2009) recommends it as a useful tool when conducting online surveys. The questionnaire was built of 25 statements that required *one* answer, from a numeric rating scale 1 to 5, where 1 is do not agree at all, 3 is agree to some part, and 5 is totally agree. The reason for this is the probability of getting a higher response rate when the respondents know that the questionnaire will be quick to fill in. Before it was send out, the questionnaire was pilot tested. The reason for doing a pilot testing is to refine the survey so the respondents will not have any problem in answering the questions (Saunders et al., 2003). Fink (1995b) states that for student questionnaires, the minimum number of pilots is 10, the authors received response from a total of 11 testing pilots, this is helpful to get an idea of the reliability and suitability of the questions. Four days after the initial e-mail with the ques-

tionnaire a follow-up e-mail was send out in order to thank early respondents and remind the non-respondents to answer.

The language of the survey was in Swedish in order to avoid misunderstanding for the respondents, although it is translated to English in this thesis (see appendix IV). Three control questions were included in the survey in order to check if the respondents fit in the template of Yers, this also ensures the validity and reliability of the study. Two examples of questions and explanations of the questions are presented here below (see appendix V for complete survey results).

- *I work well in teams.* Proposition designed to find out what characteristics the respondents have the when it comes to teamwork, as good teamwork abilities are significant for Generation Y and intrapreneurs.

- *I am good at coming up with new ideas.* Proposition designed to find out what characteristics the respondents have the when it comes to innovation and creativity. These are traits significant for Generation Y and intrapreneurs.

3.2.6 Complementary study – a qualitative study

As already described above in 3.2.3 Selection of companies – an explorative study, we found it interesting to have a third company as a *confirmation and qualifying case study* where we used the results from the primary research; the two companies and the quantitative data from the questionnaire. When the findings and the analyses are finished, one interview with the third company took place, as an end phase study. This increased the reliability of the study, and furthermore follows the triangulation strategy.

3.3 Analysis method

When the collection of data is completed, the next step is to make sense of all the information collected and find significant patterns which can produce the analyse of the research. Quantitative data can be measured in a range of different techniques; from simple tables to complex statistical modelling. The answers from the online survey was charted into diagrams, categorical and ranked, with help from the program surveymonkey. From that there was an easy overview of the outcome from the questionnaire. The most understandable method to show the result is by using bar charts and an explanation with words to each figure. The bar charts will provide the study with comparison of different variables and which of those are independent and which relate to each other.

There are many strategies to handle collected qualitative data, but no standardised approach. Tesch (1990) suggests to grouping these strategies into four categories:

- Understanding the characteristics of language
- Discovering regularities
- Comprehending the meaning of text or action
- Reflection

The authors had the above categories in mind when analysing the outcome from the semi-structured interviews. We searched after a pattern from the interviewees' responds that could

explain the questions of why and how in our research questions. The interviews were face-to-face meetings except the one made in *end phase* (see figure 15, pg 32) of the triangulation strategy and all authors were present in order to recall the information and ease the process for us to identify the characteristics of the language/communication. After every interview we reflected the outcome on our own and upon what patterns one noticed in order to produce a reliable analyse. Initially we analysed and interpreted the findings by our selves, and then a comparison of them was made to see where the authors' thought and interpretations differed. We also searched to find consistencies from the different interviewees' answers.

We have made use of existing theories and models in order to formulate the research questions and purpose, therefore Yin (2003) propose that one also can use the theory as a framework to organise and direct the data analysis. Though the best suited approach for the study is to use the explanation building, where one build an explanation while collecting data (Yin 2003). Further on, Yin (2003) states that this approach is linked to explanatory case studies, which this study partly aims to be.

3.4 Credibility of the research

3.4.1 Reliability

When conducting a study one must place a lot of effort in designing the research, without a good design the possibility for errors within the research increases (Saunders et al., 2003). Reducing the likelihood for errors indicates that the research is more likely to come up with trustworthy results. The research reliability indicates if the results are stable and consistent, (Creswell, 2009) meaning that the research should be so well designed that it would yield the same results when performing it again (Saunders et al., 2003). Yin (2003) claims that biases and errors should be at a minimum when conducting a case study to have reliable results.

According to Easterby-Smith et al. (2002) one should have three questions in mind when testing for reliability.

1. Will the measures yield the same result on other occasions?
2. Will similar observations be reached by other observers?
3. Is there transparency in how sense was made from the raw data?

With this in mind the authors, as mentioned, decided to perform a pilot study to test for reliability before collecting the data. The pilot study was carried out both in terms of testing the survey and for the semi-structured interviews. This was also done to avoid certain biases that could have an effect on the results. Since the authors decided to adopt the concept of investigator triangulation the differences and similarities in how we interpreted the qualitative data was discussed and analysed which added reliability to the results since it was not merely one viewpoint affecting the results (Creswell, 2003 & Easterby-Smith, 2002).

There are different threats to reliability and these will be discussed in the below subheadings; *survey implications* and *reliability in semi- structured interviews*.

3.4.2 Survey implications

When conducting a survey one can convene different threats to reliability of the data. One of these threats is the chosen sample and the response rate. In this case the authors strategically chose a sample size of 140 students from Jönköping International Business School, the students selected to participate in the survey were, as the authors, on their fourth year of study. The reason was that they were on their way out in the work life and it would be interesting to see what was attractive to them. Conducting the survey within one field of study (this being business) could be seen as a weakness since the viewpoints might differ between e.g. business students and technology students. However, the characteristics of Generation Y are not cultural bound, but goes a cross boundaries, and since the authors were not allowed to send out surveys to other students than in their own class, and with the limited timeframe in mind, this sample size was decided suitable and we believe that our sample serve as a representative *"template"* for Generation Y students.

The choice of conducting an email survey was carefully considered and found suitable since Generation Y are very knowledgeable within technology, the online survey tool used was as mentioned surveymonkey.com, which was also proposed in Creswell (2009) and hence adopted as a reliable tool. In order to ensure reliability of the study, a pilot study were carried out, where the 11 test persons were asked several questions regarding the outline of the survey, the time it took to complete, the use of words, difficulties in understanding, and what could be improved. The pilot testing enabled the authors to improve the questions, the outline and the scales.

Since this study was under time constrictions it was not possible for us to have the survey open during a long period of time. But in order to achieve as high response rate as possible following steps were undertaken:

1. Sending out survey via email, entailing in the presentation letter the length of the survey and why the respondents should answer.
2. A second mail out, containing a thank you notice to the respondents that had participated and a reminder to the ones who had not yet answered. This second mail out was distributed four days after the initial inquire in accordance with Salant & Dillman (2004) (cited in Creswell, 2009).

Salant & Dillman (2004) propose four phases in order to achieve the highest response rate as possible, however this was not possible for this study since a four –phased process would be too time consuming. The response rate of the survey was 56 out of 140, where two people decided not to complete the survey, this can be seen as a low response rate but the authors are satisfied with this result, since according to the central limit theorem a sample of 30 is sufficient (Aczel & Sounderpandian, 2006). Also when viewing the answers the authors realised that there were no uncertainties regarding these. The majority of the respondents had answered in a similar way (as will be presented in the empirical findings) indicating once more that the traits of Generation Y can be considered as general for this generation span. Out of the 56 respondents, 22 were male and 34 female, but since the authors had made the delimitation of not paying interest to the sexes since Generation Y share the same characteristics despite being female or male (Parment, 2008) the inequality of the respondents have not had a negative effect on the survey.

The bias that was a threat to the reliability of the survey, besides not understanding the questions, was the participant error. Depending on the time the survey was distributed to the students this can have an affect both on their willingness to answer as well as on the way they answer. In order to avoid this bias the authors chose a neutral time to send out the questionnaires, in the middle of the week. The questionnaire was send out the same day and time to the sample, but despite us choosing a neutral time, the authors cannot guarantee which time and under which conditions the respondents answered at the survey, under pressure or during relaxing circumstances. But we believe that this does not affect the study as a whole, because often when one receiving an e-mail one usually answers to it when there is time for it.

3.4.3   Reliability in semi-structured interviews

The purpose of choosing semi-structured interviews was to give the interview a certain amount of freedom that enabled us to explore new issues during the stage of the interview as well as adding and removing questions. Hence the semi-structured interview will change form depending on who is interviewing as well as who is conducting the interview. In order for us to ensure the reliability of the study also here a pilot was study performed before constructing the interview. It served the same purpose as in the surveys as well as being a practice moment for the authors. The pilot study was conducted with the help of a Generation Y. Even though a pilot study was conducted prior to the collection of the data there are certain there are different threats to the reliability when conducting interviews, biases to consider in our case where:

1. *Observer error*, since we are three authors there will be three different approaches of eliciting the answers during the interview. This bias can be lessened by having a fully structured interview since the questions will be asked in the same order and be identical. However, for our purpose a semi-structured interview proved to be the most suitable, since it is not as restricted as a structured interview, and hence allowed us to gain a better understanding and to explore areas of interest (Saunders et al. 2003). In an effort to try lessening the observer error the interviews took place at the companies with the presence of all three authors. Even though we took turn conducting the interviews this structure allowed for interaction with all of the authors, who could add questions or ask to clarify some aspects.

2. *Observer bias* can occur when persons interpret the same information but in different ways (Saunders et al., 2003). This problem was resolved through investigator triangulation, where the authors own viewpoints where compared, contrasted and analysed. This provided the study with more reliability since it gave room for an open discussion on aspects of disagreements/ agreements. Furthermore, the semi-structured interview questions were constructed to be asked in an objective tone to avoid unreliability, and the authors created them so they not were leading questions.

3. *Participant errors*; as in the surveys the interviews are also a subject of participant error, also here the authors choose to conduct the interviews on a neutral time, in the middle of the week and when the interviewee choose the time was most suitable for them (Saunders et al. 2003).

4. *Subject to participant errors* occur when the person one interviews is saying what he or she thinks his manager wants him to say, but since the interviews were conducted in companies where there where almost no hierarchal structure and the employees were encouraged to speak their

mind, this problem was not evident. But still the authors assured the interviewees that there answers could be anonymous and that they did not have to answer a question if they did not want to.

3.4.4 Validity

The relationship that is between several variables can be either true or false; this is called validity (Saunders et al., 2003). Or to explain validity clearer one can ask: have the researcher been able to measure what was intended to be measured? (Zikmund, 2000). Validity is divided into three characteristics: internal validity, generalisability and relevance (Daymon and Holloway, 2002), generalisability is also called external validity, read more under 3.4.5. Internal validity focuses on the trustfulness of the findings and results of a study. Simple explained is relevance of interest the study gives to both researcher and reader.

In quantitative research the validity stands for to what degree the researchers can take meaningful conclusions from the results to the population while the qualitative validity see if the results can be trusted (Creswell & Plano Clark, 2007). This study takes both a quantitative and a qualitative approach in gathering empirical material. During the entire research process it is important to check for validity (Creswell, 2009). Therefore the authors have chosen to document as many steps of the process as possible, this is especially important when conducting multiple case studies (Yin, 2003).

The method of multiple research strategies that have been selected by the authors have also contributed to increase the validity of the study. This enabled us to measure how accurate our findings were and also to prove to the reader that this study has been conducted in a valid way. Triangulation adds validity to the survey by justifying the data to each other, this allows the study to take in many perspectives and build a logical justification (Creswell, 2009).

To increase the validity of the findings the authors decided to take statements from the empirical findings back to the companies giving them a change to determine if our interpretation of the interview was accurate (Creswell, 2009). When presenting the qualitative data in the empirical material we did our best to describe the settings, answers and situations to the reader in an attempt to create a shared understanding between the reader and the authors. Detailed descriptions make the qualitative data more realistic (Creswell, 2009).

When searching for secondary data, the different sources were compared to each other to keep high validity of the study. We also discussed the references with our mentor to decide which were most appropriate.

3.4.5 Generalisability

As mentioned above generalisability is also known as external validity, whether the results of one study can be applicable to other situations, people or samples (Saunders et al., 2003). The results from the surveys combined with the theory and the case studies will cause a reflection with the reader. Since this study is partly built on case studies these are too small samples to be considered applicable to other companies, however the authors decided in the end phase of the study to test the results from the two case studies on a third company. This quality testing of results can indicate that the results from our two case studies can be applicable on similar companies.

4 Empirical Findings

In this chapter the empirical findings are presented. First come a presentation of the individuals interviewed from respective company, then the findings from the explorative pre-study followed by the empirical findings from the interviews. After the qualitative data has been presented the quantitative data retrieved from the survey will be brought up.

4.1 Case studies

4.1.1 Persons interviewed at Stretch

Magnus Åberg is Chief Executive for Stretch in Gothenburg, and his responsibility is to pursue the company through its vision and mission and to keep the economy, customer satisfaction and the criterions of the employees at a high and stable level. He means that the corporations have diverse setup to drive the entrepreneurship forward, thus the essential for the whole company is to be close to the clients and to be flexible. Magnus belongs to Generation X, i.e. persons born between 1964 and 1977. The company has core values the employees are striving after – attention, curious and result, which Magnus finds crucial for the company's success. He has been working at Stretch for two years, and entered the company as Chief Executive immediately. When asked why he believes Stretch was chosen to one of the best workplaces in Sweden he responds that closeness and participation are the key words. Closeness to decision makers, to the board of directors, to the owners and to the final decisions, participation in the sense of being included *on the journey,* the feeling of join in the decision made in the company.

Hannes Broström has been working for Stretch for one year and is employed as an application consultant. His work tasks vary with the demands of the customers and therefore he often find himself doing something different. Hannes is born in 1979 and is of the Y Generation. He believes Stretch was named as a great place to work simply because "it is one of the best workplaces in Sweden" (personal communication with H. Broström 17th Nov 2009). More specifically he believed it was both thanks to the sociable and open work climate, the managers, the co-workers and that it is a small friendly company where there are many opportunities. Hannes believes Stretch is popular among the employees because the company show that they appreciate their employees; as for instance with the salary system where the employees are motivated to perform well since they receive a part of the profit.

4.1.2 Persons interviewed at DGC

Helen Karlsson is the Human Resource Manager at DGC. She holds a key position within the organisation and her office is next to the CEO's. Born in 1969 Helen belongs to the Generation X. She refers to herself as one of the oldest at the company, which she has strong ties to after being there for the last 14 years. As the Human Resource Manager, she sees to that all high-set policies are met, aids the top management, deals with recruiting, and arranging everything from customer oriented events to convention trips. She feels appreciated at the company and talks warmly about it, the employees and the sense of community they have shaped together. She is confident that DGC got the best workplace 2009 award from A Great Place to Work Institute due to the strong comradeship and pride that the employees feel.

Fredrik Lundberg currently works as a Key Account Manager at DGC. He was recruited in August 2008 mainly to focus on public procurement as DGC has started to target municipalities and county councils in the public sector, this due to the signing of a framework agreement in May 2009 by the Legal, Financial and Administrative Services Agency (Kammarkollegiet). He is currently 27 years old, and graduated in Business Administration from International University of Monaco in 2007. Besides studying in Monaco, Fredrik also went to China for one semester. He thinks that DGC got the award from A Great Place to Work Institute because of their young, dedicated and friendly atmosphere in combination with the company´s continuous growth and potential.

4.2 Empirical findings from explorative pre-study

4.2.1 Presence of corporate entrepreneurship and/or intrapreneurship

The premises of Stretch and DGC both feel spacious even though DGC will likely have to find a larger locale if they continue to grow in the current pace. At Stretch, much thought have been put into creating a building tailored to enhance the brand, plus the well-being and effectiveness of the workforce. The outside is deliberately made to look business, in choice of colour and finish while the inside is softer, and designed to spur social activities. To create a feeling of communion, there are no closed offices, just an open-plan office that seats everybody. This simplifies communication between co-workers, both within and outside departments, and between different hierarchical levels by removing hinders and the usual "they and us" feeling. DGC have partly followed the same idea with mostly open-plan environment and many areas designed to serve as natural meeting points. A large opening with a stair connects the two floors, and top management is situated just a few meters from everyone else, with their doors open. The organisations have intentionally tried to build a physical and psychical atmosphere that breaks down official hierarchies. Besides the fact that everyone are welcome to contribute with ideas, both ordinary employees and middle managers have a large decision power to influence their daily working life without having to ask for permission. This gives them a greater sense of freedom, autonomy and speeds up decision making, which sometimes is necessary and enables upper management to focus on other tasks.

Employees at both companies are encouraged to air and share their own ideas by talking directly to their manager. Entrepreneurship is a vital part of DGC & Stretch´s strategies to implement their vision, and the policy is that everybody does mistakes and ideas are valuable. They also share the view on projects, where smaller ones may be carried out directly without a formal agreement while larger projects need a business plan and a budget to be accepted. Also, both companies have implemented models to regularly give employees a chance to bring forward their ideas during regular meetings, where two-way communication is promoted. Stretch has an enunciated focus on entrepreneurship, where employees constantly talks and encourages each other to bring about ideas and invention. Stretch also work actively with hiring lecturers to broaden their thinking and spur creativity. When coming up with great ideas, employees at both Stretch and DGC are usually rewarded. However, both are reluctant to over-reward as it may create injustice at the workplace, the reward should match the achievement. The incentive could be everything from a dinner or a bottle of champagne to money or ownership if for example taking a large individual initiative and/or starting a new venture within the organisation, the latter is something that several within Stretch has done with good results.

Both companies encourage starting new projects, and the employees oftentimes get to choose if they wish to maintain in charge of the idea throughout the process. This gives them the possibility to develop their ideas without risking their own finances. DGC invest heavily in trying to retain their good staff, both through extra services such as dry cleaning, healthcare, massage, mentors and therapists, but also through regular activities such as dinners, events and conference trips. Stretch has chosen a different approach and focuses more on having higher salaries than competitors and thus attracting and retaining employees. Another vital part of retaining employees is to constantly see to that everyone is happy with their current position and level of challenge within the firm, otherwise it is likely that they move on, especially in young driven companies such as Stretch and DGC. Therefore, both have developed strategies of how to educate, promote and recruit within the company. Stretch has a clear vision of educating their staff into excellence, this is shared by DGC who also focus much on encouraging employees to move around to different departments within the organisation, thus gaining a better understanding of the whole process and broadening their knowledge. Before an official recruitment process is initiated in DGC, existing employees gets to apply for the position. Within both organisations, it is evident that each employee has a great freedom under responsibility to influence the daily work at a position through a flex schedule and constantly working against deadlines. It is demanding but given each employee a feeling of enhanced control. Work is done either in teams or individually, depending on the nature of the task. At DGC everyone is responsible to reach their own goals, e.g. the sales department should reach their budget goals and the technicians their goals. Eventual project groups are normally put together by the initiator and could involve employees from several departments.

When it comes to attracting recruits, both Helen (DGC) and Magnus (Stretch) feel that many are searching for a more demanding alternating occupation. Magnus point out that the competition in the workplace is toughening and many companies want the best employees. If you want to attract them, it is in the interest of your company to constantly strive forward, for profitability and growth, to thus be able to maintain a challenging and alternating workplace attractive to the new generation.

4.3   Empirical findings from interviews

4.3.1   Reasons for applying and working at current company

Helen Karlsson

Helen has worked at DGC for 14 years and she will stay for many more years. She applied for the position as wage responsible through the local employment office and still remembers that she immediately wanted the job as soon as she entered the premises of the company. Throughout the years DGC have successfully kept and enhanced many good values, such as the great sense of community. This has helped keep staff turnover at a healthy level.

Helen definitely believes DGC is an attractive employer today, and as accountable for recruiting, she even has statistical evidence to support her claim. Besides factors such as the work environment the main reasons for the attractiveness are according to Helen the solid performance the organisation has achieved over time and its large, well-known customers.

Fredrik Lundberg

After his studies ended, Fredrik first started out in the financial sector but soon realised that he did not enjoy the environment and started searching for alternative positions. Even though he knew that there could be technical barriers for an economist to work at DGC he was directly interested in the company due to its success story and Nasdaq Exchange listing. As he went to his first interview, he immediately felt a connection with everything from the people he met, the general organisational feeling, and his own proposed occupation.

Fredrik has no intentions of moving to another workplace. Before applying, he had the mindset of staying at least 3 years. This has not changed too much; the main difference is that he may want to stay longer at DGC. The factors that motivate him except from money are also the possibility to make own decisions, take responsibility, and be in charge of his own projects and the opportunities at DGC. He is content with his current wage and says that if another company were to offer him a job, he would most likely demand a much higher salary for it to be worth it.

Fredrik believes DGC to be an attractive workplace with a lot of things happening and with varying, exciting, challenging tasks and interesting future as DGC continues to grow. It is an extremely flat organisation where everyone talks, cares and looks after each other. There is no such thing as Monday morning anxiety, only a good feeling of meeting people you like and doing tasks you enjoy.

Magnus Åberg

The interviewers asked Magnus why he chose this workplace, and he told us that he has been working with SAP procurement earlier in his career, and when he was offered this post at Stretch is was too exiting to say no. And that was also the attractiveness of the workplace, when he saw the opportunity to do something new. He believes that the reason for him to stay at Stretch is the distinct and clear entrepreneurial characteristics and economic growth the company possess.

He definitely believes Stretch to be an attractive workplace in today's market, because the company distinguish itself from other since it is such a small organisation. The opportunities for the employees to affect decisions are big, one expects as a co-worker to be in the process and strength the company. It is the sense of participation which drives them forward, the Chief Executive argued. Magnus means that the high competence level within the company also keeps the attractiveness of the workplace high.

Hannes Broström

After university Hannes Broström worked at a big consulting firm in Sweden and after having spent a couple of years in such a large organisation he was looking for something new. He was searching for a smaller company with an open and flat structure where he could decide more freely over his own work. He found these criteria in Stretch where he has been enjoying working since the start. Hannes also finds it positive that the organisation also shows their appreciation for the employees with a high salary level.

Even though the consulting business has been negatively affected by the financial crisis Hannes is remaining at Stretch since he is feeling very good there and he knows it is a strong company

that will soon have plenty of work again. Hannes definitely thinks Stretch is an attractive company in the workplace today, since one is in control over ones work and have great co-workers thanks to good recruiting from Stretch. "Stretch is simply a great place to work", he says (personal communication with H. Broström 17th Nov 2009).

4.3.2 Motivation at workplace

When discussing motivation at work, all of the respondents felt that the main reason for stimulus was the constant challenges in their work, with a steady flow of new assignments and missions. Especially the feeling of personal growth derived from overcoming obstacles, coming up with solutions and succeeding with a project was said to spur their motivation. Also, the interviewees felt personal motivation when they knew they were involved within a specific task or had helped someone. Another factor they agreed to fostered motivation was the environment and atmosphere at the respective workplaces.

We, the authors wonder how the respondents thought their workplace performed to make them motivated. The interviewees consider that both DGC and Stretch placed a lot of effort into arranging activities and give attention to employees that put in an extra effort above what was expected from them and to keep their motivation level high. Helen meant that an employee's rewards for great work are often implemented by positive feedback at DGC. Also employees are part owners of the company as they get certain bonuses in company specific obligations and stocks. Thus, everyone gain in good times and loose in bad times. Therefore, DGC hopes that everyone is motivated to contribute a bit extra. Furthermore, no-one at DGC have an entirely fixed salary, it is always partly dependent on how specific individual key ratios are met. Stretch uses the same wage model, a fixed part and a variable part, and the employees receive the variable salary depending on how you perform and also after how well the company as a whole performs. Magnus believes that motivation among the employees triggers partly because of the wage model and Hannes agrees since that was partly because he chose to work at Stretch.

Also, both companies arrange annual kickoffs, where internal awards are handed out and discussion between all employees is encouraged. For example, the DGC-employee that the board feel have done the largest contribution each quarter is given the prestigious prize of being *the employee of the quarter*, the same competition is held every month at Stretch. Furthermore, DGC celebrate each employee's birthday. Regularly arranging competitions or activities that the employees value is according to Helen a deliberate strategy from DGC, aimed at enhancing motivation. Fredrik (DGC) feel that all these small things that the company do, for example access to dry cleaning, massage, mentors, further education and so forth is a contribution to a highly motivational work environment. What Magnus and Hannes (Stretch) found motivating was the open and welcoming work environment where everyone felt welcome and the quick feedback thanks to the small size of the company.

4.3.3 Teamwork

All interviewees preferred teamwork, even though some of their tasks required them to work alone. Hannes (Stretch) even wished to work more often in teams. The reason for preferring and encouraging team work was well explained by Magnus (Stretch) who said that "the individual is never as strong as the team… a diverse group will enable the team to come up with better

ideas than they ever would have alone" (personal communication with M. Åberg 11th Nov 2009). They also agreed on that the company benefit from teamwork as it simplifies sharing of knowledge and resources.

When it came to how they behave or saw themselves in the group, Magnus (Stretch) and Fredrik (DGC) often took the leadership role, where they tried to lead the team and let them know the requirements and goals of the projects. Hannes (Stretch) also prefer to take the leading role within a group when it concerns his assignments. While Helen (DGC) took a more supportive role, with a desire to be a role model for other people within the team, she also claimed to share her knowledge in the group and work to make everyone get along. Even though there were slight differences in how they viewed themselves in the group they all agreed on that flexibility is the key, meaning that you have to adapt and take on different roles within the group depending on the nature of the task and the behaviour of the group. Honesty was seen as very important in the teams, the ability to speak up for ideas, coaching and giving feedback, as well as working hard to make the team function. They all believed they had respect in the teams they worked in and that people listened to them. Constructive critique was according to Magnus (Stretch) one of the most important things to give the employees. According to Fredrik (DGC) one must trust the members in the team since one cannot do everything themselves and according to Helen (DGC) it is important that no one overruns the group, because the team is stronger than the individual.

4.3.4 Work-life balance

The viewpoint on the work-life balance was shared among the persons interviewed as very important but if work is both enjoyable and flexible the balance is oftentimes fairly easy to find. All interviewees were passionate about their work and felt their balance between work and life functioned very well. According to Fredrik (DGC) and Magnus (Stretch) there were times when work felt tiring and motivation was low, but as long as they felt passionate about work the feelings soon surpassed. Besides feeling passionate about work another reason for their positive view on work-life balance was the flexibility and freedom on the workplace. DGC generally does not allow its employees to work from home but a discussion can be taken in close cooperation with its manager, (other than working extra) they still benefited from freedom that enabled them to start work at different times, sometimes go for longer lunches, surf the internet, chat with colleagues and so on, as long as the job was done and delivered. Both Helen and Fredrik agreed on that DGC practiced the principle *freedom under responsibility*. And for Fredrik certain freedom is necessary since he does not want to work a regular 9am-5pm job.

Magnus shared the same view point as DGC, which it is; "the result is more important than how one achieves it" (personal communication with M. Åberg 11th Nov 2009). At Stretch the employees had very flexible work hours and could even work from home, however sometimes it was required by their customers that they were at the office from 9am-5pm, at Stretch they worked with the principle ***total*** *freedom under responsibility*. Since Hannes find working at Stretch so enjoyable he prefers working at the office instead of from home, even though he has that option.

For Fredrik and Helen going to work every day was not a problem thanks to the friendly work environment and interesting tasks that makes the distinction between free time and work blur
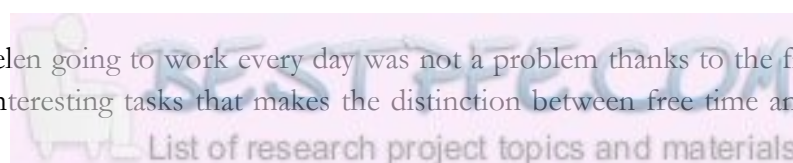
out. Both Helen and Fredrik agreed on that their freedom at work was sufficient enough and that they did desire to have more free time.

As the manager of Stretch Gothenburg, it was important for Magnus that his employees were feeling alright. This means that he did not want the employees to work too much, when work is done for the day it should be done and the employee should be able to relax at home. To achieve this Stretch rather employ more consultants on a project than having the consultants working too hard. Also Hannes felt Stretch had enough resources and even though the consulting business could be hectic at times he knew he had the support of the company.

4.3.5   Work behaviour

The Stretch office in Gothenburg with 17 employees is small compared to DGC with nearly 100 employees. Due to the difference in size internal communication is somewhat different. At Stretch, communication between employees can be made direct with fast responses and quick accesses to necessary resources. The Stretch office in Gothenburg also works actively with the other two offices in Stockholm and Malmo, through for example different forums where they exchange knowledge and expertise. DGC are also keen to encourage communication within all parts of the organisation. They want constant interaction between departments to create a sense of community and make efficient use of organisational resources and knowledge. They give a technician an opportunity to work with sale and the seller the opportunity to work with technology, in order to widen the competence within the company. Also, cross-departmental meetings are frequently held. However, since the office is larger in terms of both people and size, communication can be somewhat slower than at Stretch.

Stretch work actively with direct feedback as they find it important for employees to receive ongoing response, both to understand work progress and get feedback on ideas. Magnus says that honesty is important, "…one should be able to say when an idea is good or bad, but always give constructive feedback"(personal communication with M. Åberg 11th Nov 2009). In DGC the employees feel they receive good and sufficient feedback. In both companies they appoint *the best employee* based on a set of predetermined criterion; this is done every quarter in DGC and every month in Stretch, which according to the interviewees is a good way to appreciate someone who has done a great job. Helen (DGC) says that feedback is important to her and she wants to receive it from as many as possible so she can improve her work.

When it comes to sharing and communicating new ideas Magnus (Stretch) argues that one must first get the flow of ideas going. An organisation must make the employees see both solutions and opportunities. In order to inspire the employees they have now started an *innovation forum*. It works as a meeting point for the most creative souls in Stretch, which there get the chance to discuss ideas and share information. Some of these may eventually be deemed feasible enough to present to managers ad continue and develop in a project. When presenting a new idea in Stretch the managers are keen to listen and engage. Employees are encouraged to create new ideas since they get measured on how many ideas they come up with (KPI measure). In DGC the response for new ideas are good, since the organisation is very open and the managers are close by, it is easy to present ideas and to get quick feedback. Helen says that DGC is a simple organisation, no red tape where there is both "a lot of talk and a lot of action" (personal communication with H. Karlsson 9th Nov 2009). The freedom and the managers' trust in the employees at both workplaces have enabled them to start their own ideas and projects with the

strength of their self confidence and the support of the organisation. In both companies employees feel confident enough to approach managers directly with ideas. Helen (DGC) says that if it is something she really believes in she will work very hard to get her projects through, this viewpoint is shared with Magnus and Fredrik who instead of dropping the idea, tries to communicate it differently in order for the company to see the opportunities.

When it comes to following the projects from start to finish, at Stretch, Magnus says that it is important to give the employees freedom to complete their own projects. He gives them full responsibility and expects that they keep him updated about the work progress and problems they run into. For Hannes it is of importance to follow a process from the beginning to the end phase, when the project is within his competence area. At DGC, Fredrik says that it is important to be able to choose whether or not to follow a project from start to finish and he has the freedom to do so and that he often can decide how much responsibility he wants to take on. Helen agrees and adds that in DGC all the employees are able to understand their contribution in the process and move between departments.

When being offered to work on a new project both Helen and Fredrik agrees on that it is always fun to take on new challenges as long as they are in line with their level of expertise and interest. Helen says she wants to receive responsibility from her manager; she needs to know that the manager believes in her but of course she wants to have continues discussions with her manager to receive his/her feedback and viewpoints. Fredrik´s view on receiving new challenges is that he rather works too much than too little. He enjoys working with many projects at the same time since he enjoys doing different tasks as long as the work he is doing is stimulating.

4.3.6 Personal attributes

All interviewees were asked to tick themselves in the intrapreneurial grid model designed by Pinchot (1985) based on their personal traits. The result is the following, where green colour symbolizes Fredrik at DGC; the purple represents Helen at DGC; the blue Magnus at Stretch; and the Orange is Hannes at Stretch.
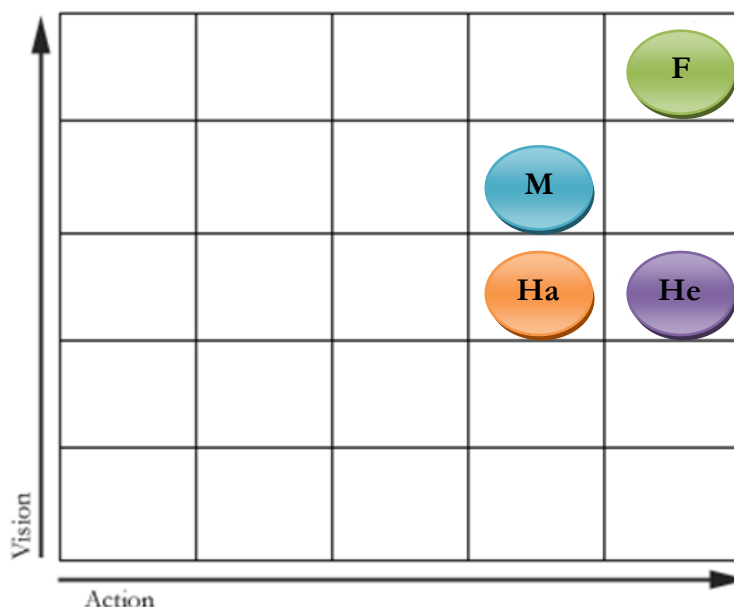

Figure 12 Intrapreneurial Grid with respondents answers

Starting with DGC, Fredrik put himself in the top right corner, indicating that according to him is a true intrapreneur. He commented that even though his choice might appear overconfident he felt it was as close to the truth as possible as he both have a lot of ideas he does not hesitate to put into action.

Helen placed herself furthest to the right and in the middle, she explained that she is extremely action driven however she does not think of herself as being a big visionary. This she says, is something positive in her line of work since she needs to make things happen and enjoy to see positive changes.

At Stretch, Magnus chose to place himself as slightly less action oriented but more visionary than Helen. According to him a manager at Stretch need to be visionary and driven, he describes himself as a "restless soul who discovers opportunities and problems on everything he lays his eyes on" (personal communication with M. Åberg 11th Nov 2009).

Hannes explained that at Stretch he viewed himself as more action oriented than visionary, and hence, he placed himself where he did, as action driven as Magnus but slightly less visionary. However, he mentions that at his old job, he would have placed himself in the upper right corner. He explains that the reason for not placing himself there now was that there are many employees at Stretch who are pure visionaries and compared to them he should be lower down.

4.3.7   View on innovativeness and creativeness

The interviewer asked if the respondents believe that their workplace is innovative. Both Fredrik and Helen consider DGC to be highly innovative because new things happen all the time, it is a need to force changes forward in order to be one of the best workplaces and have satisfied customers. The company contains important key individuals which are very creative and believe that new thinking is welcoming at the company. The constant questioning of how to improve and get better is important. Magnus at Stretch mentions their *innovation forum*, which, he thinks shows that the company believes innovativeness is of big importance and encourages it. Magnus continues and says Stretch does not have any limitations of what they can do and are allowed to do. Hannes means that when you are an IT-consult you have to come up with new ideas, it is not good enough to present solutions for the customers who were up-to-date a couple of years ago. According to all of the interviewees creativity is also a concept that is of great importance. Similar to innovativeness, creativity is necessary to constantly improve the work. Fredrik at DGC consider that his creativity has helped him to come up with new work methods which he thinks are better and more efficient than earlier. Magnus (Stretch) means that the innovation forum is created to encourage the creative individuals at Stretch, so they can get outflow for their ideas.

4.3.8   Risk taking and mistakes

When the respondents meet opposition with an idea, all of them tries to work around the problem and re-do it if he/she believes in the idea. Fredrik (DGC) believes the best solution is to see it from another perspective, while Magnus (Stretch) has a similar view as he prefers to ransack the idea and present it once more. When the discussion handled the willingness of risk taking at the company, the respondents at DGC were rather unanimous that their workplace is relatively risk taking, meaning that there exist many companies in Sweden that are far more risk taking than what they are. However, as Helen said: "if we had not had taken risks, we would not exist

today" (personal communication with H. Karlsson 9th Nov 2009). Her co-worker Fredrik says that the company is willing to change standardised models in order to grow. According to Magnus the risk tendency in Stretch is quite high, since they are a growing company. Subsequently, if they believe in a project they invest, but do not invest everything from the beginning.

Both the organisational and personal view on mistakes was also discussed, which all respondents and their respective companies shared the same view on. Everyone can make mistakes and it is fully understandable. According to Magnus (Stretch) innovativeness must give permission to fail in order to develop. Hannes (Stretch) explained that Stretch trust their employees and encourage them to do what feels right. Helen (DGC) considers that you are allowed to make mistakes, thus not the same mistakes over and over. She believes it is crucial for the Chief Executive to catch up the employees that are doing something wrong and help them out. Helen's personal view is that an employee has not the right to make recurring mistakes that are draining for the work team or the customer. Fredrik agrees on that, but also think that if one does not fail one cannot develop, "you must dare to venture in order to win" (personal communication with F. Lundberg 9th Nov 2009).

4.3.9   The arrival of Generation Y

The authors asked if the interviewed believed that the organisation have changed since the entrance of Generation Y in the labour market. Both companies have a relatively low average age at 30-35 years. Therefore, to a large extent many of the current employees are included in the Generation Y concept, which makes it harder to spot a difference. For example, at Stretch's office in Gothenburg 75 % of the employees are born between 1975 and 1980. Magnus believes the young employees to have higher demand than other generations, and they are expected to be treated serious and also require fast and the latest technique. Helen (DGC) considers that the generation is often focusing on the fun aspects of work. This is for example evident during the recruitment process where Generation Y are interested in what benefits they receive and Helen also believe they are very determined and straightforward, they know what they want to do and what they can accomplish.

After the award from Great Place to Work Institute in 2009, the authors were interested to know if they interviewees have noticed any increase of people within Generation Y applying for job at the specific company. Both Fredrik and Helen thought that there has been an increase in applications for work at DGC after their placement among the top ten companies, especially from many universities. Helen says that Generation Y thinks salary is an important factor in combination with, fun at work and stimulating work assignments. Magnus (Stretch) explains that it took a while before the nomination from Great Place to Work was spread out, though he has noticed an increase in job applications but he is not sure if the award serve as a major factor influencing the decision to apply for work at Stretch or not.

4.4   Empirical material from surveys

In total there were 56 respondents within Generation Y, whereof 54 completed the survey. The first part of the questionnaire consisted of statements which concerned intrapreneurship qualities and attributes, and also a control question about Generation Y. The first statement was about high action and high vision; 72, 8 % placed themselves on number 4 and 5 on the scale agreeing with the statement that they are driven by visions and wants to realise them.
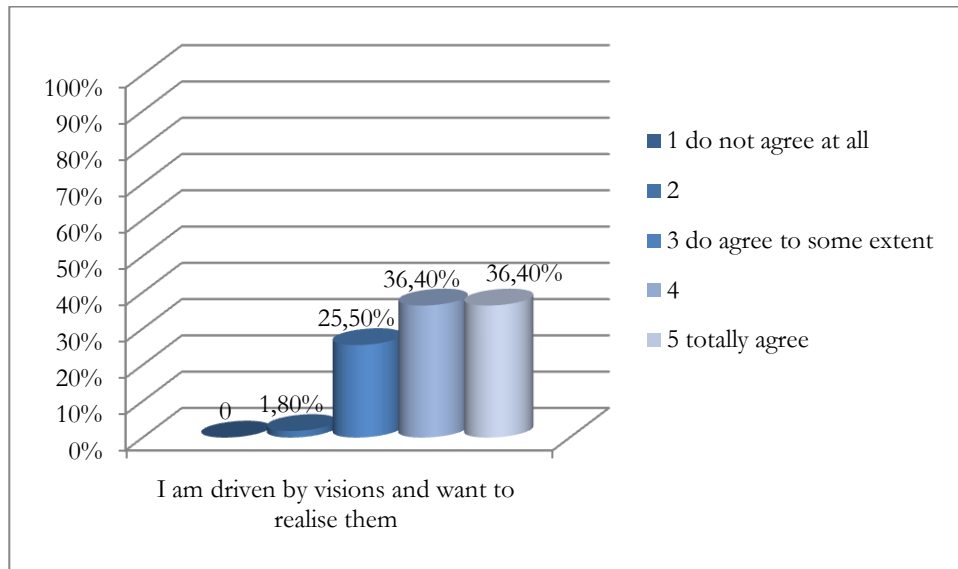
Figure 13 The result of questionnaire proposition *I am driven by visions and want to realise them.*

When it came to learning from mistakes the majority of the respondents agreed that one learn from mistakes with an average rating of 4.16. The next statement handled the enjoyment of change, and was asked in following manner: *I like changes at my workplace / university*, here the average rating was 3.93, a similar response was found under the question *uncertainty frightens me*, which were asked in a negative manner, here the respondents answers were spread out with an average rating of 3.05. The fifth proposition was constructed as a negative claim, in order to increase the validity in the questionnaire, hence it was questioned: *I have low expectations for myself*, where 70, 9 % answered 1, do not agree at all. Next statement aimed to understand the respondents view on braveness, therefore it was asked: *You got to dare in order to succeed*, whereas 52 persons ranked themselves at 4 and 5 at the scale.

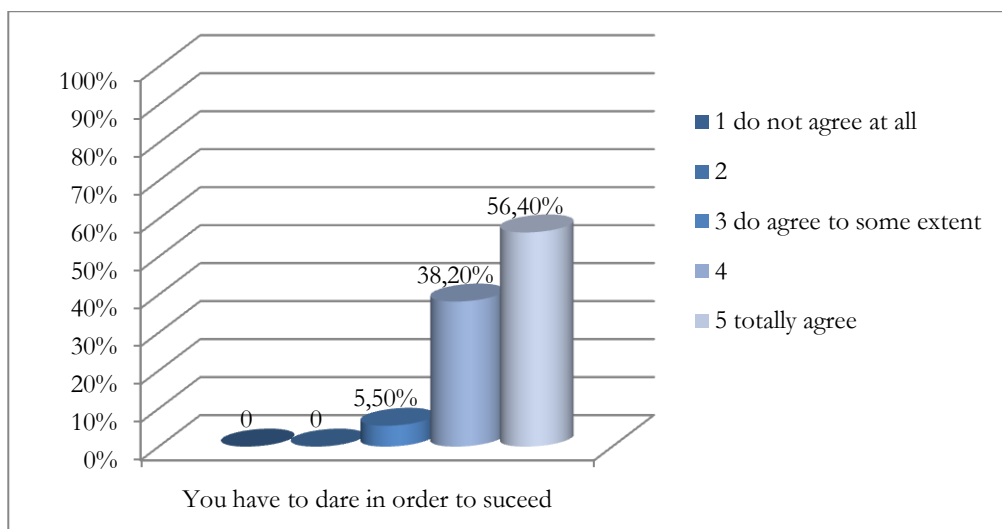**Figure 14** The result of questionnaire proposition *You have to dare in order to succeed.*

On the question *I have very high expectations on others in my environment (college / workplace)* the average rating was 3.49, indicating that the majority of the respondents placed themselves in the middle. After that a negative statement concerning responsibility was asked like this: *I find it hard to take*

responsibility for my actions here the average rating was 1.65 indicating that the majority did not agree with the proposition. The final statement about intrapreneurship qualities was about self-confident, and formulated *I believe in myself*. The most of the respondents, 49,1% replied with a 4, and 40% ranked themselves with a 5.

The Generation Y control statement which was asked in following way: *I am free to decide over my life*. 20 respondents ranked themselves at 4, and 31 persons agreed to fully that they are free to decide over their own lives.

4.4.1   Generation Y's demands at work

In accordance with our purpose the authors needed to see if Generation Y demands the same things as intrapreneurs, and can therefore become attracted to the concept of intrapreneurship. The underlying reason to including this section and these propositions is to find out if the respondents who belong to Generation Y, have the same mindset and characteristics related to work as those theory states an intrapreneurs possess.

When it came to the question of autonomy, most of the respondents answered that they desired freedom in the workplace and that it is important for them. The average rating was 3.8 indicating that freedom to choose when, how and where to perform work was seen as important however not crucial (see figure 15 below).
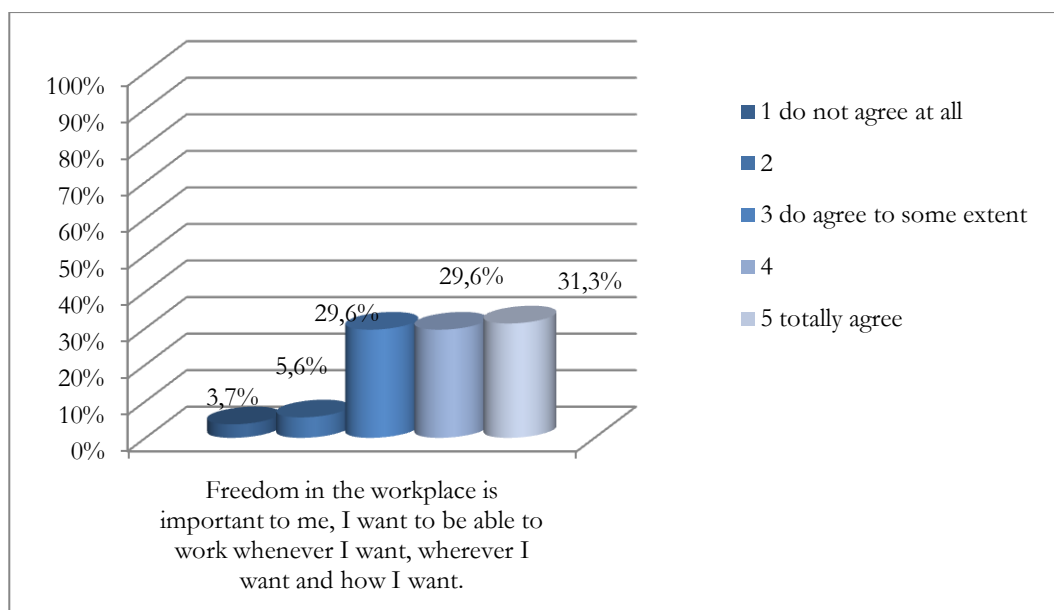
Figure 15 The result of questionnaire proposition *Freedom in the workplace is important to me, I want to be able to work whenever I want, wherever I want and how I want.*

The survey also revealed that the respondents are very keen to learn new things, that they possessed a great thirst for knowledge. This survey question was written in a negative way; *I do not like learning new things* in order for the respondents to really read through the questions. Seven out of the 54 respondents answered that they did not have a thirst for knowledge, which may indicate they did not read the question properly or they already felt they have learned enough. The first of the two is more likely since on the question *There must be opportunities for me to develop at work* the average response where 4.72, meaning that the majority of the respondents saw it as very important that there must be opportunities on the workplace that enables them to develop (see figure 16 below).

Figure 16 The result of questionnaire proposition *There must be opportunities for me to develop at work.*

Almost every respondent (44.4%) agreed fully to that it is important to have access to resources on the workplace and the others answers where all on the right side of the scale. From 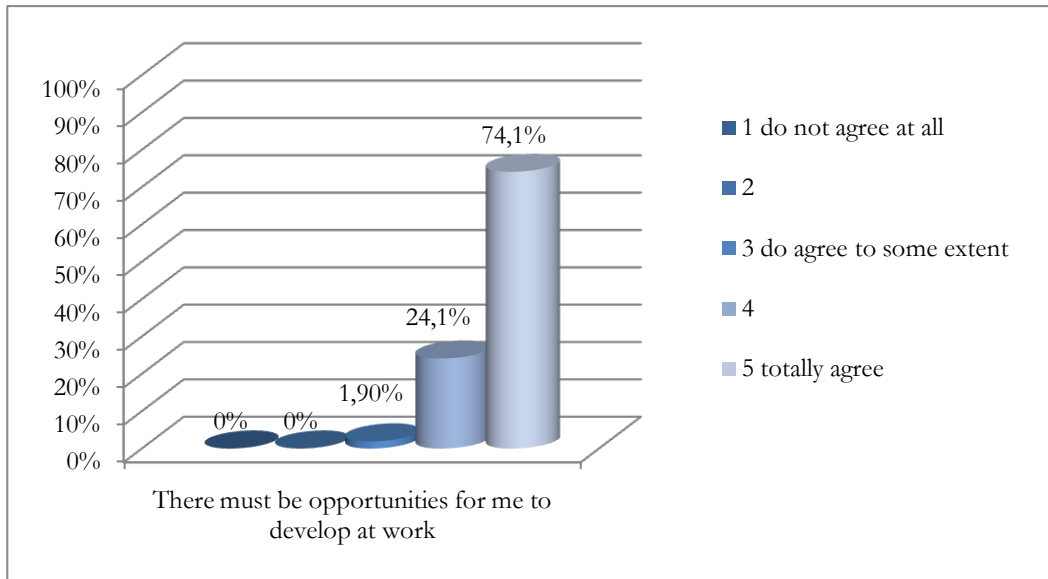the survey one could easily see that the respondents agreed on that work-life balance is something they want in life. 70.4% of the respondents thought it was really important to have a balance between work and life. This was also a negative question and the average with 1.61 therefore indicates that most of the respondents did not agree with the proposed question that work-life balance was unimportant. Generation Y respondents believed that it was important for them to follow a project from start to finish and hence be able to see the bigger picture of the work they perform (average rating 4.00). The authors also had a control question to see how well the respondents agreed with the opinions of Generation Y, this was also a negative question and read *Facebook and other social networks should be prohibited in the workplace* here the average was 2.59, that is on the left side, disagreeing with the proposition that social networks should be forbidden. The next proposition was *I work well in teams.* Out of 54 respondents, 50 answered 4 or 5, which mean that they strongly agreed and see themselves as good at working in teams. The average response was 4.33.
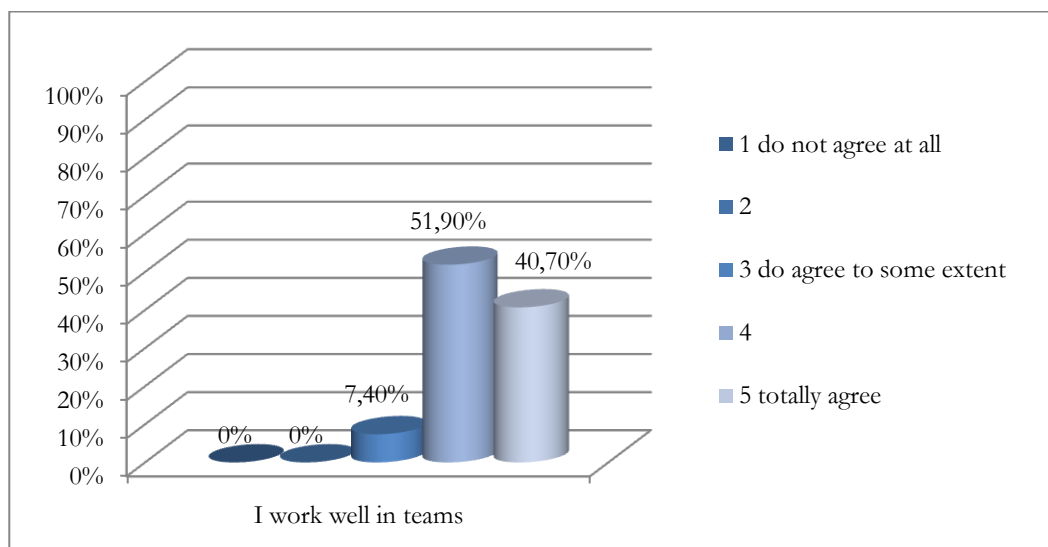
Figure 17 The result of questionnaire proposition *I work well in teams.*

Furthermore, 85.6% listed that they do not agree to the statement *I think working in a team at my workplace is boring* signalling that the respondents prefer a suitable work environment where group work is common. In another statement they were asked to rank the importance of believing in their leader, where 74% placed themselves at 5 at the scale (see figure 23).
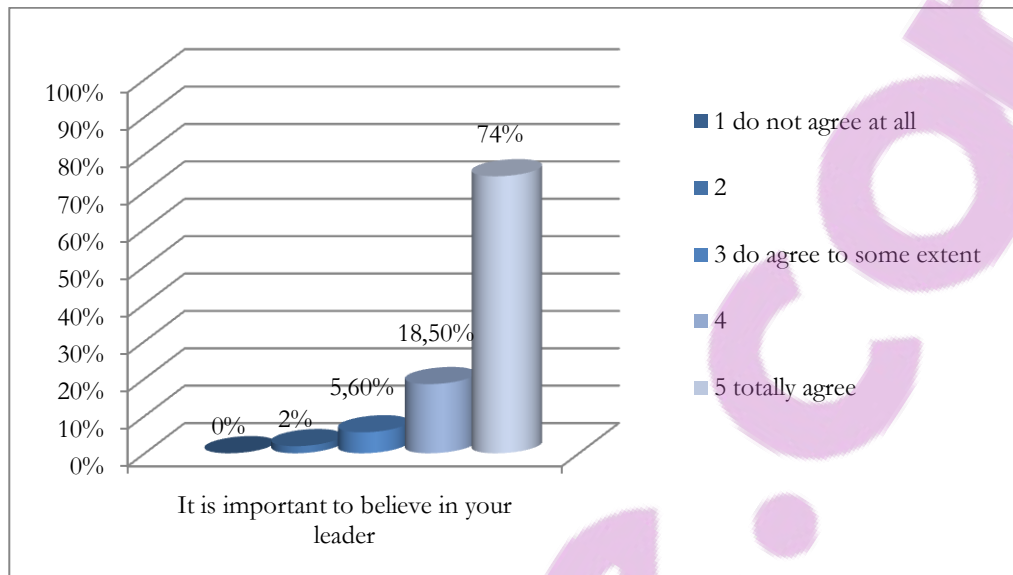
Figure 18 The result of questionnaire proposition *It is important to believe in your leader.*

The proposition *I'm constantly looking for new opportunities to improve both myself and my workplace* got an average score of 4.04. Furthermore, 35 out of 54 considered themselves to be 4 to 5 on the scale when it comes to being good at coming up with new ideas and inventions. The authors wanted to know how their view on personal improvement looks like. This is underlined by the proposition stating that *I do not give up until I have reached my goal* that received an average of 4.07. When asked *If I encounter any problems at my workplace, I ask for help,* 81.5% of the respondents chose 4 or 5. The last proposition on this section was whether or not *A meaningful job is more important than a high salary* where 2 out of 54 respondents answered that they fully or partly disagreed.

5   Analysis

In this section the theories and empirical framework comes together in order to answer our purpose and research questions. At first the authors' different viewpoints from the interviews will be analysed and correlations will be discovered, then the second part of the study will be presented – the primary data from the surveys and together these two parts will present a vivid picture of the phenomena.

5.1   The presence of Intrapreneurship / CE

In order to analyse the empirical findings in the light of our research questions, the presence of intrapreneurship at the companies had to be determined using our intrapreneurial spectrum and the explorative studies. A firm highly dedicated to promoting intrapreneurship is said to welcome change, take risks and encourage innovativeness (Antoncic et al. 2003; Brazeal & Herbert, 1999; Covin & Slevin, 1989). Also, it was vital to find out whether or not the companies have and actively promote a strategy supporting corporate entrepreneurship.

The indications given by the exploratory study was that both companies have a way of working, and an atmosphere that promotes intrapreneurship and CE. They were obtained through a series of questions and showed us that both companies:

- Operate within markets of constant change
- Seem to take an adequate amount of risk
- Have a strategic alignment towards entrepreneurship
- Encourage their employees to air their ideas and put them into practice

Therefore, before interviewing the employees at respective companies, all authors believed both DGC and Stretch to use both intrapreneurship and CE. However, there was disagreement about whether or not Stretch focus more on innovation through strategy and hence more actively use corporate entrepreneurship than DGC. The main reasons to our disagreement were that two of the authors felt that Stretch seem to more actively encourage and give incentives for employees to take entrepreneurial initiatives, something the third author did not believe as she considered DGC to have a far stronger strategic vision promoting innovation. One sign of CE was that both clearly communicated that innovation is vital (Kanter, 1984). Two of the authors thought Stretch was better at this since innovation was one of their lead words, the presence of their innovation forum, and the level of innovativeness was measured and salary based. The other author believed DGC communicated this through open meetings and encouragement of new thinking from the managers.

The interviews gave further insight into how the workplaces encourage, use and reward intrapreneurship and corporate entrepreneurship. One of the obvious factors was the open work environment present at both companies, as well as the focus on horisontal structures which according to Eesley & Longenecker (2006), Pantry & Griffiths (1998) and Mintzberg, (1980, 2009) enables companies to succeed with intrapreneurship. However, all of the authors were concerned that the increasing size of DGC might force them into a vertical hierarchal structure and hence move away from the innovativeness of a small firm (Eesley & Longenecker, 2006 & Mintzberg, 2009).A definite factor that improves intrapreneurship at DGC is the fact that they immediately let newly employed take on huge responsibilities if willing, something Fredrik mentioned as inspiring. Also, their ideas are valued which right from the start signals that intrapre-

neurial initiatives are welcome. Just one example of this is the initiative Fredrik took that changed the whole processes and work structure of the sales department. Quite similar to what Pixar is doing, DGC is hence right from the start empowering recruits (Catmull, 2008). Evidence pointing to a high degree of CE is the acquisitions and diversification that have made it possible for DGC to survive, much like how GM has operated throughout the years (Drucker, 2007). From being a computer manufacturer they realized the need to get into other markets and thus managed to survive the IT crash in early 2000 by focusing on providing services rather than physical products. There is a constant change to their offering, something underlined by Helen that says that she sometimes almost forget what they are currently bringing to the market. "If we had not had taken risks, we would not exist today", (personal communication with H. Karlsson 9th of November 2009)

Stretch is an extremely good example of a young organisation that is doing exceptionally well through having a small flat organisation where everyone is treated equally. Magnus believes Stretch to have a strong entrepreneurial focus, where employees can expect to be a part of building the company. There is much done to spur idea creation, and the problem they face is rather picking the ideas that render profit. That is where the innovation forum comes in as a vital part of the process as all ideas are gathered and evaluated. Thus the common problem of not being able to recognizing ideas mentioned by Kanter (1984) is avoided. Those that are deemed feasible are presented to the board. The forum can be compared to brainstorming, something Osborn (1953) found as a good way of encouraging idea generation and as a way to train employees to think creatively, which were presented by King & Andersson (1995) as two of the main strategies to enhance internal creativity. Anyone within the company may take initiative to join the forum, which implies that the participating employees have entrepreneurial traits and aspirations. However, they are also encouraged and rewarded to do so as they are measured on amount of new ideas generated. Thus, the organisational strategy signals that innovation is important which may encourage joining the forum, in some cases making it an answer to a request rather than a self-initiated process. It is evident that the forum is a good source of innovation to Stretch, but whether or not it is intrapreneurship or corporate entrepreneurship is hard to distinguish. We, the authors, find it an optimal mix between the two since dedicated employees enjoy a greater sense of freedom while at the same time fulfilling the corporate strategy of idea generation in a controlled way. The corporate entrepreneurship is not mandatory but optional for all, and rewarded if initiatives are taken to produce profitable ideas. This is in line with the findings of Kanter (1984), which suggest that there is a correlation between the level of dedication and innovativeness from employees and how a corporation encourage and reward it. At Stretch employees are also faced with constant change since Stretch is growing quickly which shows through their prizes *one of Sweden's Gazelles* which they have received three years in a row.

With new ideas and change comes risk, which makes it a central concept within both intrapreneurship and corporate entrepreneurship. The authors agree that both DGC and Stretch have a willingness to accept a certain degree of risk but take precautions to minimise it. Both see risk taking as a necessity to stay ahead of the competition, and therefore avoid the risk barrier mentioned by Carter & Jones–Evans (2000). One of the authors argue that Stretch, being a smaller company, handle risk better than larger companies such as DGC. But the other authors believe DGC are still flexible enough to respond well to risks since they have shown an ability to well

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adapt to changes and challenges in the past (Foley, 2007), and there are many indications that DGC is open to new ideas and opportunities as discussed above.

The single most important factor to obtain creativity and innovation leading to competitive advantages for the organisation is having employees with the right set of traits and desire to influence (Foley, 2007; Filion, 1999). Without it, motivation, incentives nor corporate strategies will produce optimal results. Individual traits and group dynamics are key factors, something also recognized by Pixar, that work after the lemma that a great team with a poor idea always will outperform a mediocre team with a good idea (Catmull, 2008). This makes the recruitment process extremely important in an organisation that desires to foster an atmosphere triggering intrapreneurship and promoting corporate entrepreneurship.

All the authors view the fact that Stretch staff size grows quite slowly as a positive sign since it shows that they put a lot of effort in finding the right people which is of great importance to an innovative organisation in accordance to Foley (2007) and Filion (1999). Stretch find their employees mostly through headhunting from competitors after they have completed training and acquired at least eight years relevant work experience and score a satisfying result on EQ plus IQ tests. Such tests have been proved very useful to increase likelihood of success when recruiting (Filion, 1999). It is evident that Stretch have a deliberate strategy to build community as they do everything in their power to ensure that each recruit is fit for the task right away (Catmull, 2008), thus preserving the organisational culture which according to Longenecker (2006) is a must for an intrapreneurial organisation. This is also enunciated by Magnus. One of the author´s believed this to be a very risky strategy since the workforce becomes very homogenous and therefore might hinder new ideas to surface since everyone thinks fairly identical. The other authors argue that Stretch has avoided this by clearly promoting innovativeness among their employees, thus strengthening the sense of team spirit enhancing creativity and innovativeness.

All authors acknowledge that DGC use a very different recruitment strategy. The fact that DGC put less focus on formal education and more on personality show that they have an ambition to have a healthy mix of new, old, educated and non-educated employees that all contribute with different viewpoints, knowledge and experience. We believe his ambition enables DGC to benefit from a diverse workforce and diversity is a source of innovativeness. The fact that DGC does in-house training of new recruits and encourage everyone to try out different positions within the company shows that they want the employee to see the bigger picture and enable them to widen their network (Pinchot & Pellman, 1999). This process also simplifies access to company resources and retains organisational knowledge (Eesley & Longenecker, 2006).

It is our belief that both recruitment methods contribute in finding the right people to work for an intrapreneurial organisation. Another interesting factor was the low median age at both Stretch and DGC, 32 years. This show that young employees are attracted to these companies and that they manage to retain the younger workers, which is a positive proof of that Generation Y enjoys working there.

All of the authors believe that both Stretch and DGC have an atmosphere reminding of Pixar's when it comes to "nurturing trust and respectful relationships that unleashes everyone's creativity" (Catmull, 2008, pg. 66). This has lead to a stream of never ending incremental changes that will be of great value in the long run, and that the organisations, through CE has achieved in creating a competitive advantage since they, through the way they work and positive view on

entrepreneurial behaviour, has managed to recognise new opportunities and act upon those before their competitors (Russell, 1999; Ireland et al., 2003). The authors share the belief that both DGC and Stretch has managed to empower their employees through CE and now benefit from a devoted staff that are willing to bring that little extra to the organisation, which is shown by their willingness to take on extra work (Wolcott, R & Lippitz, M, 2009).

Both organisations have done everything right to overcome all of the cultural barriers mentioned by Eesley & Longenecker (2006) and the authors believe they early incorporated CE and that the strategy is present in their organisational culture (Bolman & Deal, 2008) and they have not faced the problem areas Foley's (2007) model present (see appendix III). Evidence to support the claim has been found in not only the exploratory pre-study and the interviews´, but also from the fact that both Stretch and DGC have been chosen as one of the best workplaces by the *Great Place to Work Institute (2009).*

5.2 Are the interviewees' intrapreneurs?

In accordance with our purpose we needed to see if the interviewees´ possessed the characteristics of an intrapreneur in order to later *(section 5.3)* discover if they enjoyed working in the organisations as that could indicate that the organisations were able to attract and retain intrapreneurs.

As mentioned by Foley (2007), the employees of a company are the building blocks that enable an organisation to become innovative. When meeting the interviewees all of the authors found them to be mirages of the organisations, referring to their very friendly, positive, energetic and passionate atmosphere; the same impression we got of the overall organisations´. When it came to discovering if the interviewees possessed the qualities of an intrapreneur, which according to Pinchot (1985) meant they should have placed themselves in the up right corner, indication high vision and high action, the authors' viewpoints differed due to the different ways they viewed the respondents' answers.

Magnus, who is manager as Stretch, placed himself almost at the intrapreneurship corner (see figure 20, pg. 59). According to one of the researchers this showed that he tried hard to be a role model to the other employees, while another researcher believed he really was an intrapreneur but had to tone down his traits in order to run the business properly. However the authors all agreed on that Magnus should possess those qualities in order for the employees to identify with him and have faith in him which are needed for intrapreneurs (Foley, 2007; Pinchot, 1985; Pinchot & Pellman, 1999). And the authors all agreed on that he had placed himself in the correct square.

Hannes, who had worked in Stretch for one year, compared himself to other more *innovative souls* at the company. This led him to place himself lower on the innovativeness scale, even though he claimed to have placed himself as an intrapreneur at his previous company. The authors' different view regarding this was that he either believed to be an intrapreneur but did not come up with as many ideas as his colleagues, or that he had yet to prove himself as an intrapreneur at Stretch and probably would improve his innovative talents later on. However, quite interestingly all three authors placed Hannes at the intrapreneurship corner, indicating that they believed he possessed the traits of an intrapreneur. The authors agreed on that Hannes belief

that there were more innovative and driven people than him on Stretch was positive since it indicated that there is a strong entrepreneurial spirit at Stretch (Pinchot, 1985).

Fredrik at DGC undoubtedly possesses high self confidence and high vision/high action true for an intrapreneur (Pinchot, 1985). Just as Pinchot & Pellman (1999) stated about an intrapreneur, Fredrik found things that could be improved and made them happen. Having a thirst for knowledge was something else the authors identified in Fredrik, starting at DGC with taking on new work task that were not within his area of expertise is in accordance with Foley´s (2007), the view of an intrapreneur.

It was evident for all the authors that Helen at DGC did not have the same drive to innovate within the organisation, instead she, as said by herself, enjoyed having a more supportive role to make the workplace better for all employees. Not considering herself as a dreamer who often thought of improvements made all the authors agree on that she also chose the right square in the intrapreneurial grid.
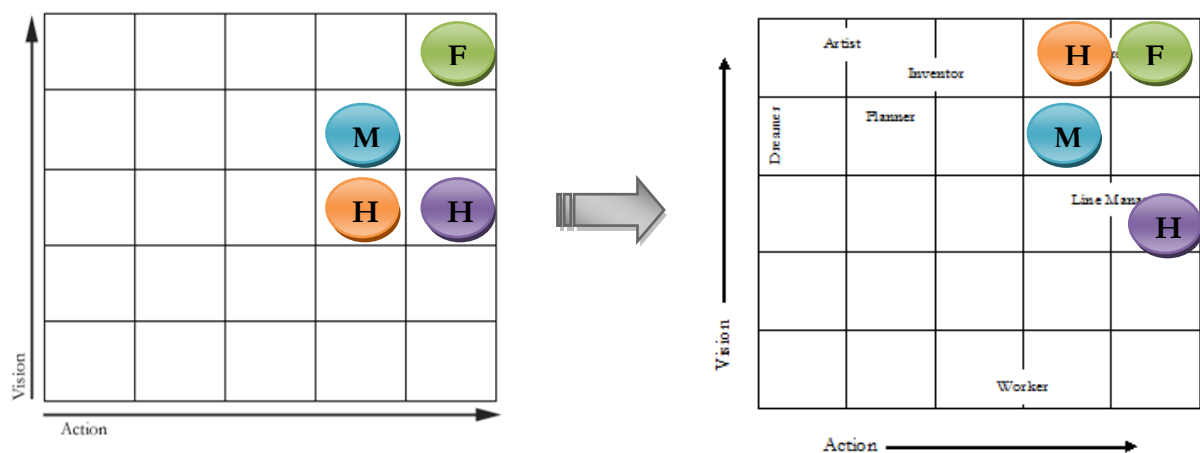

Figure 20 Where the interviewees´ placed them on the intrapreneurial grid compared to where the authors placed them.

Even though the authors agreed on that not all interviewees´ were intrapreneurs we all identified certain individual traits with all the respondents that were in accordance with those of an intrapreneur. The authors all noticed that the respondents engaged freely in teams, wanted to work more in teams or promoted team work. When working in teams they all took on different roles depending on the team structure but were always active and positive that when working in teams one accomplish more than one ever could alone. The authors therefore viewed the interviewees as being dedicated team workers who had high expectations on themselves and also on their team, a criterion mentioned by Pinchot (1985) as necessary. Another area of agreement was the passion all respondents felt for their work. It often resulted in the, freely taking work with them home; also a characteristic of an intrapreneur explained by Pinchot & Pellman (1999). According to the authors all respondents shared a view of failure as a learning experience and they were all very confident to stand up for their ideas and not giving up at the first confrontation. At the same time they were honest and shared their concerns with colleagues and managers (Pinchot & Pellman, 1999).

One area the authors found particularly interesting was the characteristic mentioned by Foley (2007); *the need for change and challenges*. This was true with all interviewees; who had been attracted to their workplace much due to the high challenges found. They also felt that if the level

of challenges and change decreased, it might mean that they search for alternative options. According to one author this showed that they were able to deal with complexity and uncertainty, also important when being an intrapreneur (Foley, 2007; Pinchot, 1985; Pinchot & Pellman, 1999). Another aspect was autonomy, which they all desired and enjoyed from their respective organisations (Pinchot, 1985). From the authors point of view this showed that the interviewees thrive in an environment which welcomes intrapreneurial qualities, and even though not all of them were intrapreneurs the agreement between the authors were that an organisation can never purely be built out of intrapreneurs; managers and supportive roles are always necessary. Another interesting viewpoint was that one authors believed Fredrik and Hannes (identified as intrapreneurs) were unsuitable to become entrepreneurs, the belief was that they thrived from being employed since they still had enough responsibility and autonomy as well as having close access to company resources and enjoying the sociable aspect of going to work.

5.3   The relationship between the intrapreneur and the organisation

We needed to identify a possible match between the intrapreneurs and the organisation and if, in accordance with our theory testing model (figure 8, pg. 27), this match proved to contribute in creating a creative organisation where employees feel work satisfaction, motivation and consequently are retained.

There was clear evidence that the respondents understood their contribution to the workplace (Pinchot & Pellman, 2009) and that there was enough flexibility both in work, time, lifestyles and rewards that enabled the employees to choose to what extent they wanted to participate in a project (Johnsons, 2009). All the authors agreed on that the interviewees had all the elements presented by Pinchot (1985) that are needed to create dedication and hence motivation.

The authors found it interesting to interview Magnus since he in many ways supported intrapreneurs through his actions. The authors agreed on that the he motivated the employees to discover improvements and to always improve their work which is in accordance with Pinchot & Pellman (1999). However the area of risk acceptance where brought up for discussion, since an intrapreneurial organisation should dare to take on risks but some of the authors considered Magnus to be too careful with taking on risks, and it seemed as it could take a long time for a project to become adopted. While another opinion was that he surely must be risk acceptant since he so clearly promotes innovativeness, the concluding thought was that as an intrapreneur does, he took calculated risks together with his employees on which projects they should take on (Pinchot, 1985). Another way Magnus supported intrapreneurs was through his view on work-life balance and flexibility. The authors believed Magnus knew how valuable intrapreneurial qualities are for Stretch and we agreed on that he had a good understanding on how to support, motivate and encourage the employees which one must according to presented theory by Pinchot (1985, 1999) & Baden-Fuller & Stopford, (1994).

At DGC there was also evidence that they supported intrapreneurs, the difference here is the size of the company. The view of two of the authors was that since DGC is a larger entrepreneurial organisation than Stretch; they must work harder in order to motivate and empower employees. However after having spoken to Fredrik and Helen all of the authors felt that they enjoyed work so much that they surely must feel appreciated. This is especially interesting when

it comes to Fredrik who, according to the authors, is a perfect example of an intrapreneur. All respondents were satisfied or more with the level of feedback and their current reward system. When comparing the organisations to the individuals all of the authors could see that there was an evident match between the two. This, in accordance with our theory testing model would provide the outcome of work satisfaction, motivation, creativeness and attraction. This match allows the organisation to motivate the employees in the right way (Hackman & Oldham, 1976), which make intrinsic motivation possible (Amabile, 1993). Being motivated in the right way provides the individual with a passion in their work, which were shown in all the interviewees. This passion leads creativity and a willingness to perform that little extra for the organisation, for example through taking intrapreneurial initiatives. Intrinsic motivation enables the employees to become more creative and hence motivated (Amabile, 1988, 1996). The authors all agreed on that the intrinsic motivation were the strongest one, but the employees at both Stretch and DGC benefited from sufficient extrinsic motivation as well (Amabile, 1993). And in accordance to Herzberg (1966) both DGC and Stretch were filled with motivators and sufficient hygiene factors, all contributing to the satisfaction the interviewees experienced. The authors agreed on that Stretch and DGC had created a workplace where they had increased the five core job dimensions presented by Hackman & Oldham (1976);

1. *Skill variety;* all employees worked with many different tasks and took on new challenges on a regular basis.
2. *Task identity;* it was evident that the employees knew their contribution to the work place, since they considered themselves valuable.
3. *Task significance;* the authors got the feeling that the interviewees would never take on a task that either did not mean anything for them or was unimportant for the organisation.
4. *Autonomy;* This was offered by both of the workplaces and the authors found it fascinating that even though there were so much freedom the employees worked really hard, for us this showed a proof for dedication and that it is more important for the employees to know they have freedom than to actually practice it.
5. *Job feedback;* the authors agreed that the interviewees received ongoing feedback from the organisation and the work they performed so often that they did not reflect over it. It also appeared that the interviewees would never wait for feedback, but demand it. Indicating that the interviewees always were aware of how they performed at work.

And in accordance with the Job Characteristics Model (Hackman & Oldham, 1976) (see appendix II) this brings satisfaction in growth and motivation, and after having spoken to the interviewees this view is shared by the authors. Having established that the interviewees were motivated by work and also that the respondents were creative creates this virtues cycle mentioned by Amabile et al. (2005) which is made possible merely because both Stretch and DGC welcomes creativity by giving the employees positive feedback and encouragement.

The location of the offices with its closeness to food, shops and public transportation, the benefits offered such as serving as a meeting point for families and friends at Stretch and DGC offering dry cleaning and massage supports the lifestyle of the employees which in accordance to Johnson (2009) attract employees to the workplace. The authors all agreed that the interviewees felt work satisfaction, were motivated at work, think creatively and as long as this continues they will arguably remain within the organisation (Amabile, 1993 & Johnson, 2009).

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5.4 Great place to work for Generation Y?

We wanted to identify if CE and intrapreneurship are attractive concepts for individuals within Generation Y. Fredrik and Hannes are both Y'ers and the authors find them very satisfied with their workplace and work assignments. They are passionate about their work, and this is in accordance to Catmull (2008) beliefs of passionate workers that create an innovative workplace. The authors saw many reasons for both the interviewees to appreciate their workplace; we were all agreeing on that the main reason was the challenges they faced and the feeling of personal development, this is in accordance with the demands of Generation Y (Parment 2008).

Before they begun at their current workplace, they were both searching for new challenges, and the reasons for choosing DGC/Stretch were to a large extent these mentioned challenges plus the large responsibility each of them were given. Hannes and Fredrik like to take on responsibility, make their own decisions and seek challenges, which are the characteristics of Generation Y and make them natural entrepreneurs (Tulgan 2009, Parment 2008) and to be an intrapreneur, one needs to have entrepreneurial skills (Honig, 2001).

Further on, the friendly and social environment together with the flexibility in working hours the companies offer was reasons for the two Yers to find their workplace attractive. According to Allen (2004) this means that Generation Y demands balance between work and life, because for them life is constant learning where the goal is to have fun. Fredrik was satisfied with his work life balance, even though the authors thought he seemed to be very busy and almost workaholic. Hannes claimed that the work load differs heavily and he was fine with the changes, even though he prefers a busy schedule. This shows that when Generation Y feels motivated, they are willing to work more than needed because they have high demands on themselves. Fredrik discussed his eager to personally change things, e.g. work methods, in order to developing himself, and this is accordance with Allen's (2004) opinion about Generation Y's demands in accomplishing personal goals and do something meaningful that brings them value in life.

Both companies practise the concept of freedom under responsibility, which means that working hours are flexible and based on individual judgment. Generation Y works best when the focus is on the result and not on the process (Rothberg, 2006), hence the authors believe the chosen way to work is very suited for the interviewed Yers. They also appreciate the autonomy in their work assignments which is also a characteristic of an intrapreneur (Pinchot, 1985). This is also a proof of flexibility: the employees are offered flexible work hours and can choose where to work, at the office or home, the important is the final result. One author considers that it is psychologically beneficial to have flexibility, even though it is seldom used. Even if given opportunity to have a large freedom, the strong work passion makes Generation Y focus on what is best for the organisation.

Generation Y prefer teams and groups over working as individuals (Martin, 2005) and this can be verified by Hannes who stated that he wishes to work even more in teams than what he does today and by Fredrik who also enjoy teamwork. An intrapreneurial skill is also to be a dedicated team member. Two of the authors felt the organisations with their open work environment and team work indeed were communities where Generation Y could get their social needs fulfilled, find a meaning with their work and care about the organisation, which was what Mintzberg (2009) suggest organisations needed to accomplish. One of the authors believed that the sense

of community can be even better by focusing on more teamwork in order to satisfy the needs of Generation Y.

We, the authors believe that both Hannes and Fredrik are perfect examples of that Generation Y sees themselves as extremely driven visionaries and self born entrepreneurs, fit to be intrapreneurs within a creative organisation. Also, they looked up to the manager and saw him as a colleague to communicate thoughts and ideas with; this is characteristics with the view of Generation Y. Therefore we believe that intrapreneurial characteristics are going hand in hand with Generation Y in general, so if a company encourage intrapreneurship it is more likely that the employees within Generation Y will be motivated and stay at their workplace.

5.5 Analysis of survey

5.5.1 Generation Y responds to intrapreneurial skills

The reason for the questionnaire was to see how persons within Generation Y respond to intrapreneurial characteristics and intrapreneurship at work. The first ten statements concern intrapreneurial qualities, followed by 15 statements about Generation Y's demands at work. An intrapreneur is according to Pinchot (1985) driven by high action and high vision, and 40 of the respondents agreed with a 4 or 5 to the first proposition *I am driven by visions and want to realise them* was, as one can see in figure 13. Pinchot (1985) also states that an intrapreneur view failure as something positive and most of the respondents agreed to the following two statements, 1) *you learn from mistakes* and 2) *you have to dare in order to succeed*. Most of the respondents like changes at their workplace and/or university, which can be referred to the flexible generation (Tulgan 2009) and the enjoyment in change intrapreneurs perceive (Hisrich 1990). It is interesting to note the results from the two statements, 1) *I have low expectations for myself* and 2) *I have very high expectations on other in my environment/university*, whereas the most of the respondents do not agree at all to the first affirmation, they have not low expectations on themselves, but they are partly agreeing to the latter statement. Pinchot (1985) states that an intrapreneur has high expectations on herself but also on others in her environment, further on, almost all of the respondents answered that they are free to decide over their lives and believe in themselves, which Foley (2007) thinks is vital in order to be an intrapreneur at a company. There was a wide spread of the answers from the proposition *uncertainty frightens me*, which can be seen as a surprising result, thus most of the respondents agreed to some extent, which can be an indication of the generation to like both uncertainty and certainty, depending on the circumstances. Intrapreneurs take responsibility for their actions and do not blame others, Pinchot (1985) means by doing this they learn what went wrong and what they should have done differently. Subsequently the respondents did not agree to the *statement I find it hard to take responsibility for my actions.*

5.5.2 What do Generation Y demands at the workplace?

When it comes to the demands Generation Y has at work, the result from analyse was very rewarding. Many of the respondents agreed to the demands of an intrapreneur, for example the statement *it is important to have access to all resources available in the workplace (people, technology and knowledge)* where the rating average was 4, 17; this is a demand of an intrapreneur according to Pinchot (1985) who also means that an intrapreneurial person desires autonomy at workplace. Therefore the survey had the proposition *freedom in the workplace is important to me, I want to be able to work whenever I want, wherever I want and how I want.* The average rating here was 3. 80, therefore

many of the respondents feel it is quite important to very important, which can be seen as a positive view on flexibility at workplace. 70,4% of the respondents require work-life balance and see it as something important, and this correspond to the opinion of both Generation Y (Lindgren et al 2005) and an intrapreneur (Pinchot & Pellman 1999). All of the respondents agreed to some extent or totally agreed to the proposition *I work well in teams* and they did not agreed to this affirmation *I think working in a team at my workplace is boring*. Teamwork is a tremendously important attribute in an intrapreneurial organisation (Foley 2007) and also a characteristic of Generation Y (Martin 2005). This was also clearly reflected in the results presented in figure 17 above, which strengthen the correlation between intrapreneurship and Generation Y. This might be a sign that the respondents will try to find a suitable work environment where group work is common. 77,8% did *not* agree at all to the statement *I do not like learning new things*, and all of the Generation Y'ers that answered the survey agreed to following: *there must be opportunities for me to develop at work*. The authors believe this can be corresponding to the characteristics of an intrapreneur, who thirst for knowledge and seek out opportunities that enable them to develop (Foley, 2007). The average rating for the statement *it is important for me to be involved in a project from start to finish* was 4,0, hence almost all who did questionnaire find it important to see the "whole picture" when working with a project. According to Pinchot & Pellman (1999) an intrapreneur needs to see the bigger picture of his work in order to be motivated. The result from the statement it is important to believe in your leader gives another strong indication that the Generation Y and intrapreneurship theories are applicable on our subjects with 92.6% answering 4 or 5. The proposition *I'm constantly looking for new opportunities to improve both myself and my workplace* got an rating average of 4.04, which indicates that the respondents are opportunity seekers and clearly have intrapreneurial capacities when it comes to actively seeking change and new ideas at the workplace (Pinchot & Pellman 1999). Furthermore, 35 out of 54 considered themselves to be 4 to 5 on the scale when it comes to being good at coming up with new ideas and inventions. This indicates that not only do Generation Y and intrapreneurs constantly search for opportunities; they also find themselves good at coming up with solutions, and will thus be something they will try to find possibilities to do at a prospective workplace (Amabile 1995). When it comes to personal improvement, they clearly have high set standards for themselves. This is also underlined by the proposition stating that *I do not give up until I have reached my goal* that received an average of 4.07, demonstrating that the respondents strive for excellence and will put in extra effort to see to that the outcome of their work is the best possible even if that means sacrificing something else. However, even though they have high set goals, Generation Y are generally not egoistic in terms of doing everything themselves and covering up eventual mistakes. Instead, they use the given set of resources in a very efficient way and are honest if problems occur. In line with this was the obtained result, as 81.5% chose 4 or 5 when asked *if I encounter any problems at my workplace, I ask for help*. The last proposition on this was whether or not *a meaningful job is more important than a high salary* where only two out of 54 respondents answered that they fully or partly disagreed. This indicates that they except for extrinsic factors such as salary, titles and benefits are driven by intrinsic motivational aspects (Amabile 1988, 1996) stemming from internal values and that an employer have to consider fulfilling both set of parameters in order to attract and foremost retain Generation Y and thus also intrapreneurs.

6 Conclusions and beyond

Here we present the conclusions first from the analyse of the case studies and survey, then the third company Avanza Bank as confirmatory study will be presented. Finally, an end conclusion will sum up this section.

Even though it is hard to position Stretch and DGC on the intrapreneurial scale, the concluding thought was that both of the organisations promote CE and intrapreneurship since both firms welcome change, take risks and encourage innovativeness. And that this has contributed to the success of both companies. The difference in size and organisational structure aggravated a comparison of which organisation that promoted intrapreneurship the most. However, the authors witnessed many examples of how this was done at both companies. Both organisations were identified as acceptant of taking calculative risks which is necessary in order to accept innovative ideas and also when working in changing environments. The organisational structures were flat which promoted open communication and enabled a fast flow of ideas. Two different recruitment processes were presented which both worked well to attract suitable staff to the organisations and evidence pointed to the fact that both organisations were well aware that the right employees are crucial for organisational success. The resulting work environments were very positive, as the organisation cared for the employees and there was an atmosphere of trust that enabled employees to air their ideas and innovate. It was evident that both organisations had avoided barriers to CE/intrapreneurship and was now prospering from an innovative and satisfied workforce much belonging to Generation Y.

We have also found proof suggesting that the interviewees possessed many qualities of intrapreneurs. The need for challenges and change were evident with all the interviewees indicating that an organisation need to constantly improve and develop in order to keep these individuals satisfied which is necessary to retain them. Many facts pointed to that only two of the respondents, Fredrik and Hannes were true intrapreneurs, and that it was arguably more important for them to work in an organisation that encourage intrapreneurship. The concluding thought was that the interviewees thrive in an environment which welcomes intrapreneurial qualities even though not all of them were identified as intrapreneurs.

There was also evidence that there was a match between the interviewees´ and the organisation and that this match explains why they enjoy working there so much, as well as contributing in explaining the reason for these organisations to be appointed great place to work. It proved to be important that the organisations offer the right job tasks and work environment to support intrapreneurs, continuous feedback and open communication were also important building blocks to ensure that the interviewees enjoyed work. The final point is that there needs to be a match between the individual and the organisation in order for the employee to feel work satisfaction, creativeness, motivation and attraction.

It was an overwhelming result from the survey that Generation Y both posses the characteristics of an intrapreneur and responds well to CE/intrapreneurship. As Generation Y has been concluded to be intrapreneurs, both in regards to the survey and the persons interviewed it is important that today's organisations know their way of working in order to attract and retain this new generation. They need to feel personal development and challenges in their work. An organisation shall provide the employees within Generation Y autonomy since they prefer flexible working hours and focus on the final result of a work task, not the process that leads up to it. Organisations should constantly encourage team work and have an open work environment

which will increase the satisfaction of social needs of both Generation Y and other generations at the workplace. There is evidence that both the examined companies satisfy the needs from Generation Y since they have a rather young personnel and small turnover of staff, which is a proof that they match the unique demands of the new generation.

6.1 Qualifying case study

See appendix X and XI for full text from explorative pre-study and interview with the end phase company Avanza Bank.

The authors wanted to spot eventual similarities, but also what separate Avanza Bank from DGC and Stretch when it comes to the view of CE/intrapreneurship and how they attract and retain Generation Y. From the explorative pre-study we concluded that Avanza Bank, similarly to DGC and Stretch, has an open work environment, a flat organisation, and provide the employees with freedom under responsibility and have a clear CE strategy. Avanza Bank believes innovativeness to be essential for the whole organisation, and encourage the employees to be innovative and constantly strive for improvements in work tasks, to promote innovativeness it is especially important in a larger organisation since they are faced with the disadvantage of having a more vertical structure and therefore have more difficulties in becoming an intrapreneurial organisation. Just as at DGC and Stretch, the company growth is intense which requires employees who enjoy change. One indication of where Avanza Bank is found on the *spectrum of intrapreneurship* is their view on risks; since the company do not take more risks than necessary it can be argued that they are not as much an intrapreneurial organisation as the two critically reviewed. But this can be due to their size, since it was concluded that larger companies have difficulties to be flexible and hence are not as welcoming towards risks. We, the authors, think it is hard to compare them since the companies operate within different industries, but as an overall interpretation we find all three companies incorporate CE in their strategy and are very good at empowering and motivating employees to take own initiatives. The median age is 32 at Avanza Bank too, indicating that most of the employees are Yers. Since the three organisations implementing the concept of CE and intrapreneurship, have young employees that stay and are motivated, and are some of the best workplaces in Sweden the authors conclude that CE/intrapreneurship is indeed an attractive concept for Generation Y.

6.2 End conclusions

This study was performed during a short period, and it is unwisely to conclude that everyone within Generation Y would fit in an organisation who is highly dedicated to the strategies of CE. However, this study shows three companies that have succeeded in attracting and retaining Generation Y. The companies' attractiveness on the market is not only thanks to their intrapreneurial activities, but to a great extent. Therefore we can conclude that CE and intrapreneurship contribute in creating an attractive workplace, as shown from the case studies. Though, it is important to remember that generalising the results on other companies might not yield the same conclusion. But, this performed qualifying case study strengths the statement that CE and intrapreneurship are contributing factors in creating a desirable workplace. Generation Y possess many intrapreneurial traits and will consequently search for a workplace which encourage intrapreneurial thinking.

7   Discussion

Under this final chapter a discussion area we wish to share with the reader are presented. Strengths and weaknesses with the study are taken into consideration. In the end, suggestions for future studies will be shortly examined.

During the research process we discovered certain interesting areas that we would like to share with the reader under this discussion section.

The first area of discussion is the two different recruitment processes at Stretch and DGC. Even though the authors agreed that both companies' methods were successful in finding the right employees it is interesting to question about which one of them is best when it comes to creating a sustainable competitive advantage.

The safety precautions taken by Stretch when hiring new staff is aimed to minimise risk but may be contra-productive over time. The reason is that diverse backgrounds and mindsets increase the organisational knowledge and may contribute with valuable inputs needed to succeed and stay ahead of the competition. Thus, being as specific when recruiting as Stretch are may be profitable in the short run but might prove more costly in the long run than hiring a diverse range of people and doing in house education. The recruitment process of DGC is unquestionable more risky in the short run, but most likely less in the long run due to enhanced group dynamics stemming from a larger variety of competencies due to education, age and backgrounds. However, a source of risk for DGC is that since recruiting is much based on subjective judgments of characteristics instead of clear predetermined requirements and tests, not only is the outcome less predictable, the company also becomes dependent on those responsible for recruitment.

Another interesting area is the competitive aspects for the future; the authors considered what would happen to Stretch if there was a major change in technology. With an extremely specialised organisation the risks are high even though smaller organisations are said to handle risk better than larger ones, we believe that DGC are better armoured to spot and hurdle major changes that inevitably will occur in the marketplace. This due to that their way of diversifying renders a broader competence with more viewpoints, innovation, and creativity, all vital to sustain a competitive advantage.

Perhaps equally important as sustaining a competitive advantage with market offerings is the fact that the increased entrepreneurial activity stemming from having a diverse range of competencies and venturing within a range of different areas simultaneously is a good mean to attract and retain employees. Potential recruits belonging to Generation Y, possessing intrapreneurial traits, or both, are attracted to the organisation due to its variety and ever-changing and challenging nature. Also, both current employees interviewed explicitly stated that rapid expansion of the company through mergers would retain them for several years longer.

7.1   Strengths and weaknesses with study

During the course of the research certain strengths and weaknesses has been identified. The authors option to conduct case studies has limited this study to not be applicable to other organisations, however the authors choice to conduct a concurrent triangulation strategy where in addition to the case studies, also a survey was carried out, enables the conclusion of the research

to work as a guideline to other organisations. Since the concluding thought was that Generation Y responds well to the concept of CE/ intrapreneurship.

Another consideration is the authors' choice of interviewing two persons from each of the two case studies, one of Generation Y and the other one identified as having a key position within the company. Afterwards one might consider to have interviewed more persons from Generation Y or merely Generation Y. But the authors' view of this is that having a semi-structured interview for approximately forty minutes with two from Generation Y was sufficient since this primary data was complemented and strengthened by the surveys. The strength in choosing to interview key personal at the both companies was to receive their opinions of Generation Y and how they, as being within Generation X, experienced the way they worked. For the authors it was interesting to see that even though they were not identified as intrapreneurs they possessed certain characteristics that made them respond well to the concept of CE/ intrapreneurship indicating that structuring the workplace in this way also benefits other individuals than intrapreneurs.

One can also comment on the companies subject to the case studies since these were very different from each other, both in size, work tasks and their operation in different industries. This can cause difficulties for the authors in the analyse section due to incompatibility of the primary data, but the authors considered the difference in the companies to be interesting since it can prove that CE/ intrapreneurship is possible for companies within different fields and sizes.

Unfortunately the authors experienced some problems with sending out the online based survey since it was not allowed to send mass emails; therefore the sample was not random but instead a strategic sample focused on fourth year business students. This can be seen as a weakness since a non-random sample cannot be applicable to the whole population of interest (Generation Y). However since individuals within generations share many characteristics and values one can therefore consider our survey as reliable proof of the likes and dislikes of Generation Y when it comes to the concept of CE/ intrapreneurship. The survey also had more female respondents than male (34 female and 22 male) however the authors do not consider this affecting the reliability of the survey since the characteristics of Generation Y does not differ considerably between the sexes (Parment, 2008).

Another aspect worth mentioning is the origin of the sources used in the theoretical framework of Generation Y, even though many sources where from Sweden the authors also made use of reliable sources outside Sweden. One may therefore consider that these sources are not applicable to Generation Y in Sweden, however what is interesting with generations is that they go across boundaries, more specifically, happenings such as major technology breakthroughs or political events affect everyone within these generation, no matter if they are raised in Sweden or in America. Therefore Generation Y share the same major characteristics and the use of these sources can therefore be considered as reliable and even adds more validity to the study since more research of Generation Y has been done in countries outside Sweden

7.2   Suggestions for future research

Since this thesis was a cross sectional case study conducted with the focus on Generation Y and on how organisations through CE/ intrapreneurship could attract and retain this new work

force, the authors have found a need to investigate the connection between CE/ intrapreneurship and Generation Y further.

The authors would recommend longitude studies to be carried out to further find connections within this phenomenon over a period of time. More in-depth interviews with Generation Y would be recommended as it can provide a more vivid picture of the likes and dislikes of this generation. The authors would also propose that the research should be carried out with the help of a focus group within Generation Y spectrum, there the researcher could present certain characteristics of CE/ intrapreneurship and directly see how Generation Y responds to this. We also suggest that different experiments with Generation Y could be carried out where two different groups get to experience different ways to work, e.g. group 1 are appointed individual work tasks where one is told what to do and then execute it, while group 2 work in a team based environment where the element of creativity is present and where the team is supposed to brainstorm with each other and come up with innovative solutions. After the experiment an evaluation is carried out where the researcher can see which group was most motivated and which group would consider work in the same environment the longest.

Another interesting aspect is to focus on the next generation – the Millennials, those born between 1992 – 2000 (Parment, 2008). To discover how this generation will behave in the workplace and how Generation X and Y should behave to attract and retain these individuals. The authors would propose the study to be carried out by focusing on the Millennials, by conducting standardised surveys and in-depth interviews in order to gain an understanding of this generation. It is important to mention that the concept of CE/ intrapreneurship might not at all attract this generation. Therefore the authors find it very interesting to discover how the workplace of the future will appear.

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Appendices

Appendix I - The five basic parts of the organisation and the Adhocracy
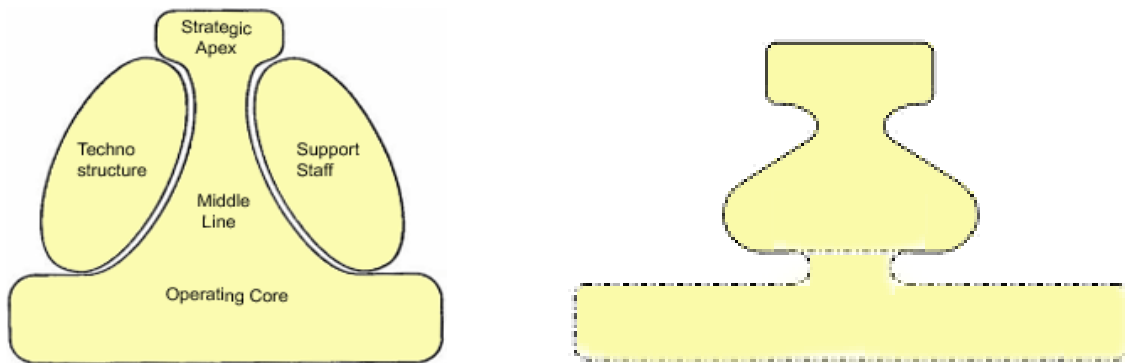
The five basic parts of the Organisation and the Adhocracy (Mintzberg, 1980 pg. 324 and 336)

Two models from Mintzberg (1980), the model to the left represents the five basic parts of the organisation and the right model is the Adhocracy, the organisational structure Mintzberg suggests in order to have an innovative organisation.

Ingelstedt, Jönsson, & Sundman

Appendix II – The Job Characteristics Model
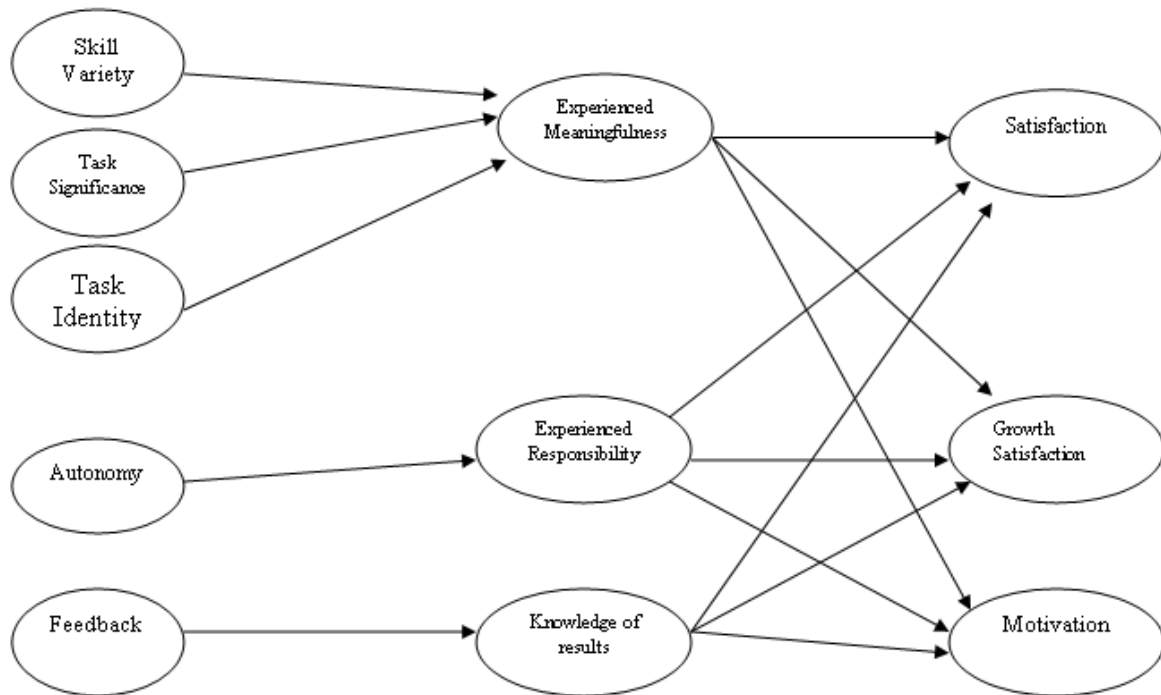
The Job Characteristics Model (Hackman & Oldham, 1976) retrieved from Bolman & Deal (2008).

From this figure one can clearly see the five elements needed to achieve experienced meaning-fulness, experienced responsibility and knowledge of result and how these three leads to the three important states of satisfaction, growth satisfaction and motivation.

Appendix III – Major Challenges
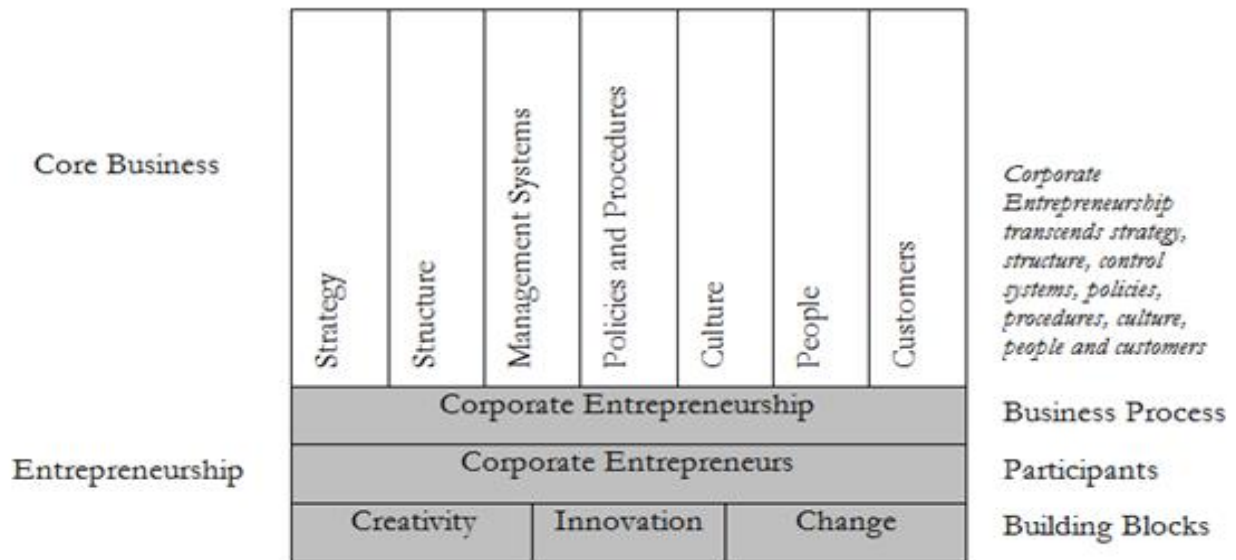
Major Challenges (Foley, 2007 pg. 29)

As seen from the model created by Foley (2007) CE should be present in all areas of the organisation. According to Foley (2007) CE "… is a complex process that crosses organisational boundaries" (pg. 25). This complex process creates problems in many areas of the organisation.

Appendix IV - Survey outline

1. **Year of birth**

2. **Sex**

3. **Rank the following statements from 1-5, where 1 equals completely disagree and 5 is totally agree**.
   1. I am driven by visions and want to realize them.
   2. You learn from mistakes.
   3. I like changes at my workplace / university.
   4. I have low expectations for myself.
   5. You got to dare in order to succeed.
   6. I have very high expectations on others in my environment (college / workplace).
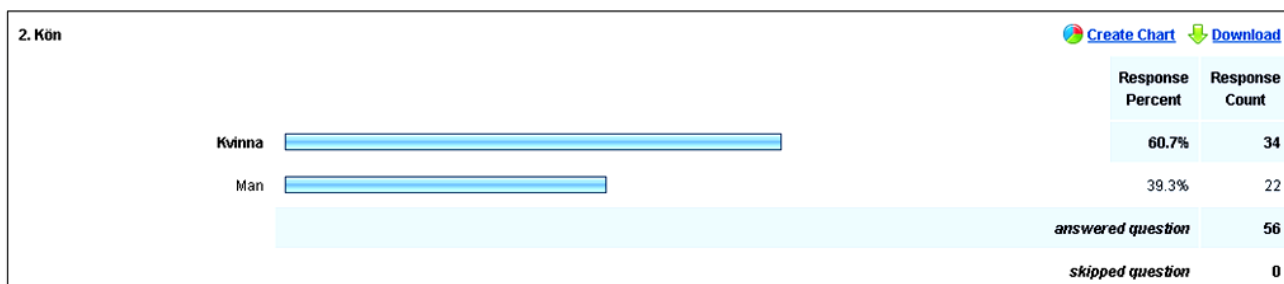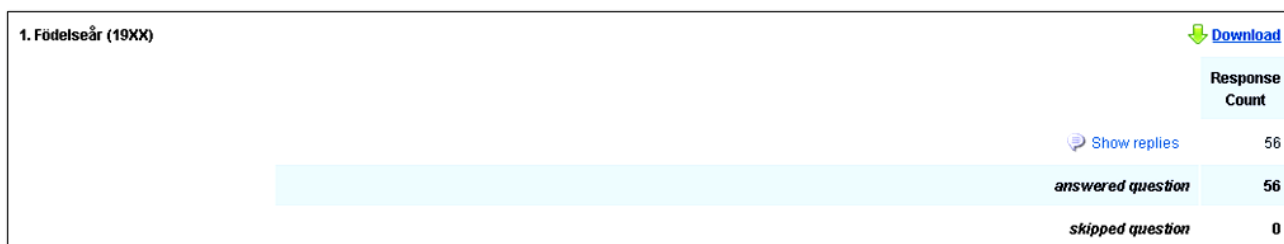   7. I find it hard to take responsibility for my actions.
   8. I'm free to decide over my life.
   9. Uncertainty frightens me.
   10. I believe in myself.

4. **Rank from 1-5 how the following statements apply to your current or future job, where 1 equals completely disagree and 5 is totally agree.**
   1. Freedom in the workplace is important to me, I want to be able to work whenever I want, wherever I want and how I want.
   2. I do not like learning new things.
   3. It is important to have access to all resources available in the workplace (people, technology and knowledge)
   4. Facebook and other social networks should be prohibited in the workplace.
   5. A balance between work and leisure is unimportant.
   6. There must be opportunities for me to develop at work.
   7. It is important for me to be involved in a project from start to finish.
   8. I work well in teams.

5. **Continuation from the previous page: Rank the following statements of your current or future job from 1-5, where 1 equals disagree, and 5 is totally agree**
   9. It is important to believe in your leader.
   10. I'm constantly looking for new opportunities to improve both myself and my workplace.
   11. I do not give up until I have reached my goal.
   12. I think working in a team at my workplace is boring.
   13. I'm good at coming up with new ideas.
   14. If I encounter any problems at my workplace, I ask for help.
   15. A meaningful job is more important than a high salary.

Appendix V – Survey results

1. Födelseår (19XX)			⬇ Download
			Response Count
		💬 Show replies	56
		answered question	56
		skipped question	0

2. Kön		🔵 Create Chart ⬇ Download	
		Response Percent	**Response Count**
Kvinna		**60.7%**	34
Man		39.3%	22
		answered question	56
		skipped question	0

1. Följande påståenden gäller för din nuvarande eller framtida arbetsplats, ranka från 1-5, där 1 instämmer inte alls och 5 instämmer helt	1 Instämmer inte alls	2	3 Instämmer delvis	4	5 Instämmer helt	Rating Average	Response Count
1. Frihet på arbetsplatsen är viktigt för mig, jag vill kunna jobba när jag vill, vart jag vill och hur jag vill	3.7% (2)	5.6% (3)	29.6% (16)	29.6% (16)	**31.5% (17)**	3.80	54
2. Jag gillar inte att lära mig nya saker	**77.8% (42)**	9.3% (5)	0.0% (0)	3.7% (2)	9.3% (5)	1.57	54
3. Det är viktigt att kunna ha tillgång till alla resurser som finns på en arbetsplats (människor, teknik och kunskap)	0.0% (0)	1.9% (1)	24.1% (13)	29.6% (16)	**44.4% (24)**	4.17	54
4. Facebook och andra sociala nätverk ska vara förbjudna på arbetsplatsen	16.7% (9)	**35.2% (19)**	29.6% (16)	9.3% (5)	9.3% (5)	2.59	54
5. Balans mellan jobb och fritid är oviktigt	**70.4% (38)**	14.8% (8)	5.6% (3)	1.9% (1)	7.4% (4)	1.61	54
6. Det måste finnas möjligheter för mig att utvecklas på mitt arbete	0.0% (0)	0.0% (0)	1.9% (1)	24.1% (13)	**74.1% (40)**	4.72	54
7. Det är viktigt för mig att vara delaktig i ett projekt från början till slut	0.0% (0)	3.7% (2)	22.2% (12)	**44.4% (24)**	29.6% (16)	4.00	54
8. Jag jobbar bra i team	0.0% (0)	0.0% (0)	7.4% (4)	**51.9% (28)**	40.7% (22)	4.33	54
					answered question		54
					skipped question		2

1. Ranka följande påståenden från 1-5, där 1 instämmer inte alls och 5 instämmer helt

	1 Instämmer inte alls	2	3 Instämmer delvis	4	5 Instämmer helt	Rating Average	Response Count
1. Jag drivs av visioner och vill förverkliga dem	0.0% (0)	1.8% (1)	25.5% (14)	36.4% (20)	36.4% (20)	4.07	55
2. Att begå misstag är lärorikt	0.0% (0)	0.0% (0)	25.5% (14)	32.7% (18)	41.8% (23)	4.16	55
3. Jag gillar förändringar på min arbetsplats/högskola	0.0% (0)	1.8% (1)	27.3% (15)	47.3% (26)	23.6% (13)	3.93	55
4. Jag har låga förväntningar på mig själv	70.9% (39)	16.4% (9)	10.9% (6)	0.0% (0)	1.8% (1)	1.45	55
5. Man måste våga för att lyckas	0.0% (0)	0.0% (0)	5.5% (3)	38.2% (21)	56.4% (31)	4.51	55
6. Jag har mycket höga förväntningar på andra i min omgivning (högskola/arbetsplats)	1.8% (1)	12.7% (7)	40.0% (22)	25.5% (14)	20.0% (11)	3.49	55
7. Jag har svårt att ta ansvar för mina handlingar	52.7% (29)	30.9% (17)	14.5% (8)	1.8% (1)	0.0% (0)	1.65	55
8. Jag är fri att själv bestämma över mitt liv	0.0% (0)	1.8% (1)	5.5% (3)	36.4% (20)	56.4% (31)	4.47	55
9. Ovisshet skrämmer mig	7.3% (4)	18.2% (10)	45.5% (25)	20.0% (11)	9.1% (5)	3.05	55
10. Jag tror på mig själv	0.0% (0)	0.0% (0)	10.9% (6)	49.1% (27)	40.0% (22)	4.29	55
						answered question	55
						skipped question	1

1. Fortsättning från föregående sida: ranka följande påståenden för din nuvarande eller framtida arbetsplats 1-5, där 1 instämmer inte alls, 5 instämmer helt

	1 Instämmer inte alls	2	3 Instämmer delvis	4	5 Instämmer helt	Rating Average	Response Count
9. Det är viktigt att kunna tro på sin ledare	0.0% (0)	1.9% (1)	5.6% (3)	18.5% (10)	74.1% (40)	4.65	54
10. Jag letar efter nya möjligheter för att förbättra både mig själv och min arbetsplats	1.9% (1)	0.0% (0)	22.2% (12)	44.4% (24)	31.5% (17)	4.04	54
11. Jag ger mig inte förrän jag har nått mitt mål	0.0% (0)	1.9% (1)	13.0% (7)	61.1% (33)	24.1% (13)	4.07	54
12. Jag tycker det är tråkigt att jobba i team på min arbetsplats	57.4% (31)	27.8% (15)	13.0% (7)	1.9% (1)	0.0% (0)	1.59	54
13. Jag är bra på att komma på nya idéer	0.0% (0)	9.3% (5)	25.9% (14)	37.0% (20)	27.8% (15)	3.83	54
14. Om jag stöter på problem på min arbetsplats frågar jag om hjälp	0.0% (0)	1.9% (1)	16.7% (9)	46.3% (25)	35.2% (19)	4.15	54
15. Ett meningsfullt jobb är viktigare än hög lön	3.7% (2)	0.0% (0)	37.0% (20)	35.2% (19)	24.1% (13)	3.76	54
						answered question	54
						skipped question	2

Appendix VI - Interview guide

Background questions

1. What is your position (title)?
2. What are your responsibilities?
3. How long have you worked in the company?
4. Are you born after 1978?
5. Why did you choose this job?
6. What attracted you enough to apply for the job? What was it that you thought were attractive when you applied?
7. What keeps you here today?
8. Do you think this is an attractive workplace in the market today?
   Develop your thoughts

Intrapreneurial characteristics

9. *Please draw yourself in this box (intrapreneurial grid: high action, high-vision).*
   Develop your thoughts
10. How do you think it is to implement an idea on this company?
11. Do you work across borders / interdepartmental within the organisation
12. How is access to the various resources available on the company? (technology, experts)
13. How is existing organisational knowledge used? (Does it contribute to improvements?)
14. How involved are you in the process? For example during the development of a project.
15. How important is it for you to follow the whole process?
16. How do you react if your boss comes in and tells you to start a new project?
    The first reaction
    Develop your thoughts

Mistakes and risks

17. What happens if you encounter resistance to a proposal / idea?
18. Do you think your company is willing to accept risks to start for example new projects?
19. How does your business handle and view mistakes?
20. How do you personally regard mistakes?
    Develop your thoughts

Teams/groups

21. How often are you working in teams / groups at this workplace?
22. How does it work out?
23. What is your role within a group?
    Develop your thoughts
    Honest (sharing information, says your opinions, asking for help if you need it)
    Courageous (dares to say no, stand up for yourself)
    Does not give up / stubborn (what happens if the group is experiencing problems?)

The balance between work and leisure

24. How do you think it is for you today?

25. What would be optimal?
26. How is the freedom in your workplace, how do you see it? Do you want it increased / decreased?
    Develop your thoughts
    Can you determine yourself?
    Do what you want, whenever you want?

Motivation at work

27. When do you feel motivated at work?
28. In what way does your workplace make you motivated?
    Develop your thoughts
    A new mission
    Competitions
    Greater accountability
    and so forth
29. In what different ways can you get rewarded for good work?
    Develop your thoughts
    Promotion
    Increased responsibility
    Part of the profits
30. Do you feel that you are motivated by those kinds of rewards? Or are other forms more appropriate to you?
    Develop your thoughts

In what ways this have contributed to the organisation

31. Do you think this is an innovative workplace?
32. Is creativity important at work?
33. For you as a person?
34. How does your company view creativity?
35. Does your company give you feedback? How?
    Develop your thoughts

To generation Y

36. How long can you see yourself working here?
37. What are the factors that influence and determine that decision?
    Develop your thoughts

Closing questions

38. After this company won the *'top 10 best workplace'* award, do you believe that more young people has/will apply for a job here?
39. Finally, what do you think were the main reasons to the election of this company as one of Sweden's ten best workplaces 2009?
    Develop your thoughts

Appendix VII - Interview guide in Swedish

Bakgrundsfrågor

1. Vad arbetar du som här?
2. Vad är dina ansvarsområden?
3. Hur länge har du arbetat i företaget?
4. Är du född efter 1978?
5. Varför valde du denna arbetsplats?
6. Vad var det som du tyckte var attraktivt när du sökte?
7. Varför stannar du kvar här idag?
8. Tycker du att det här är en attraktiv arbetsplats på marknaden idag?
   Utveckla

Intraprenörs-karaktärsdragen

9. Kryssa in dig själv på den här rutan *(intraprenurial grid: high action, high vision)*

10. Hur anser du det är att genomföra en idé på det här företaget?

11. Kan ni arbeta över gränserna/ mellan avdelningarna?

12. Hur är tillgången till de olika resurser som finns på företaget? (teknik, experter, tillgång till hjälp)

13. Hur används kunskapen inom företaget? (bidrar till förbättringar?)

14. Hur delaktig är man i processen, t.ex. under ett projekts utveckling.

15. Hur viktigt är det för dig att följa hela processen?

16. Hur reagerar du om din chef kommer in och ber dig dra igång ett nytt projekt?
   Första reaktion
   Utveckla

Misstag och risker

17. Vad händer om du stöter på motstånd med ett förslag/ idé?

18. Tycker du att ditt företag är villigt att acceptera risker för att starta nya projekt m.m.

19. Hur ser ditt företag på misstag?

20. Hur ser du på misstag?
   Utveckla

Team/grupper

21. Hur ofta jobbar ni i team/grupper?

22. Hur tycker du det är att jobba i grupp?

23. Hur uppfattar du dig själv i gruppen?
   Ärlig (delar med dig av information, säger dina åsikter, ber om hjälp om du behöver det)
   Modig (säger ifrån, står upp för dig själv)
   Ge inte upp/ envis (vad händer om gruppen stöter på problem?)

Balansen mellan arbete och fritid

24. Hur tycker du den är idag för dig?

25. Vad vore det optimala?

26. Berätta om friheten på din arbetsplats, hur ser du på den? Önskas större/mindre?

Får du bestämma fritt
Göra vad du vill, när du vill?

Motivation på jobbet

27. När känner du dig motiverad på arbetsplatsen?
28. Hur gör din arbetsplats för att göra dig motiverad?
29. Hur får ni belöning för bra arbete? (Traditionell befordring, mer ansvar eller del av vinsten osv.)
30. Känner du att du blir motiverad av den sortens belöning eller skulle någon annan form vara lämpligare för dig?
    Utveckla

Vad har det här bidragit till i er organisation

31. Tycker du att det här är en innovativ arbetsplats?
32. Är kreativitet viktigt på jobbet?
33. Hur ser ditt företag på kreativitet?
34. Hur gör ditt företag för att ge dig feedback?
    Utveckla

Till Generation Y

35. Hur länge kan du tänka dig att jobba kvar här?
36. Vilka faktorer är det som avgör det?
    Utveckla

Avslutande

37. Har organisationen ändrats sen generation Y kom hit?
38. Märker du någon skillnad i hur de motiveras och hur de arbetar
39. Efter att ert företag blev utsett till en av de bästa arbetsplatserna i Sverige, har de sökt sig fler yngre till er då?
40. Slutligen; vad var tror du var viktigaste skälet till att ni blev valda till en av Sveriges tio bästa arbetsplatser?
    Utveckla

Appendix VIII - Interview guide to Avanza Bank

• What is your position in the company?
• What are your responsibilities?
• How long have you worked in the company?
• Are you born after 1978?

1. How involved are employees in the overall process, such as during a project's development?
2. Do the employees have a good balance between work and leisure?
3. Is the staff encouraged to be driven visionaries?
4. Does Avanza Bank encourages innovative ideas?
5. What is most common? That employees take initiatives to new innovations / ideas that the company through its strategy "asks" employees to be innovative?
6. Do you think there are enough opportunities / challenges in your workplace in order to satisfy the employees?
7. Do you feel that young people dedicate themselves more to the task than older colleagues if they become motivated?
8. Has the organisation changed since Generation Y entering the labour market?
9. After that Avanza Bank was elected as one of the best workplaces in Sweden, have more young prospective recruits applied to you?
10. Who are looking for a job at Avanza Bank?
11. What are your criterions?
12. How important is it that the individual you hire matches the organisation?
13. What long and short term strategy do you have for recruitment and expansion?
14. Do you think your young employees stay longer if Avanza Bank is expanding rapidly and differentiate?
15. What advantages does an innovative company possess?
16. Do you think Intrapreneurship / Corporate entrepreneurship (that is, innovation where the initiative comes either directly from employees or from the company's strategy) is a good way for companies to attract and retain Generation Y?

Appendix IX – Interview guide to Avanza Bank in Swedish

- Vad är din position i företaget?
- Vilka är dina ansvarsområden?
- Hur länge har du arbetat i företaget?
- Är du född efter 1978?

1. Hur delaktig är man i processen, t.ex. under ett projekts utveckling?
2. Har de anställda en bra balans mellan arbete och fritid/privatliv?
3. Uppmuntras de anställda till att vara visionärer och drivande?
4. Uppmuntrar Avanza Bank innovativa idéer?
5. Vad är vanligast? Att anställda själva tar initiativ till nya innovationer/ideer eller att företaget genom sin strategi "ber" anställda att vara innovativa?
6. Anser du att det finns tillräckligt med möjligheter/ utmaningar på er arbetsplats för att tillfredställa de anställda?
7. Upplever du att yngre medarbetare dedikerar sig mer till arbetsuppgiften än äldre kollegor om de blir motiverade?
8. Har organisationen ändrats sen Generation Y inträdde på arbetsmarknaden?
9. Efter att ert företag blev utsett till en av de bästa arbetsplatserna i Sverige, har de sökt sig fler yngre till er då?
10. Vilka söker arbete hos er på Avanza Bank?
11. Vad har ni för kriterier?
12. Hur viktigt är det att individen ni anställer matchar organisationen?
13. Vilken långsiktig och kortsiktig strategi har ni för rekrytering samt expansion?
14. Tror du era yngre anställda stannar längre om ni expanderar snabbt och differentierar er?
15. Vilka fördelar har ett innovativt företag?
16. Tycker du Intraprenörskap/Corporate entrepreneurship (dvs innovation där initiativet kommer antingen direkt från medarbetare eller från företaget strategi) är bra sätt för företag att attrahera och behålla generation Y?

Appendix X - Presence of corporate entrepreneurship and/or intrapreneurship at Avanza Bank

Avanza Bank is a larger company than both DGC and Stretch, which has implications for factors such as the decision making process and the closeness between employees. However, they are aware of that many things are tough to preserve when growing and work proactive to improve. The work environment consists of around 90% open plan office, where most employees are seated. Special functions such as HR and economy have their own rooms with varying size from 1 to 8 persons in each depending on the amount of persons working within the field. However, everyone is seated in the same level so distances are never great.

During the last year, a lot has changed when it comes to innovation at Avanza. It has become a highly prioritized area. The company relies on 20-40 different products, and in their current system, each of these have their product owner responsible for maintaining, developing and improving the product. If employees have suggestions or ideas related to a specific product, there is no need to use official decision making, instead the product owner should be contacted directly. The owner, in turn, chooses whether an idea should be rejected or not. If it is found feasible and profitable, the owner usually puts together a project group and realizes the idea. However before doing so, pros and cons are thoroughly examined and a budget is calculated.

All employees at Avanza work after four guiding stars, which they also have helped to develop. The guiding stars serve as a base for evaluating how each individual employee live up to the organisational culture at the company. Every employee has a certain percentage of the salary that is commission based. Thus, everyone has the possibility to influence their wage depending on the effort they put into their daily work.

Also, in the employment contracts Avanza has written a special clause stating that extra rewards will be given out when accomplishing something beneficial to the company outside the ordinary work description. Also, they actively use other methods to promote dedicated employees, for example through electing employee of the quarter and continuously mentioning those that overachieve at the monthly meetings where everyone is present.

Some internal critique has been raised when it comes to possibilities for internal capacity building, which has made the area a top priority for Avanza as they value their employees and wish to retain them. The problem they have had is that the company yet is too small to have formalized career ladders or trainee programs as their larger competitors. Also, it is hard to tailor roles as need to do so must exist. However, as a part of promoting capacity building, diversifying and spreading competence, all open positions are advertised internally first. This has been very successful and in 2008 as much as 20% of the newly appointed came from other parts of the company. This is an enunciated strategy from the human resource responsible at Avanza as it enhances cooperation and interaction between departments, gives new challenges to employees and ultimately retains and keeps the staff motivated. The ambition is for everyone to regard the company rather as one whole than five separate departments.

All employees are encouraged to come up with new ideas and hand them on to the responsible product owners, but especially those at certain positions within the company. For most employees there is no work time dedicated to innovating ideas, but is instead derived from their own initiatives. However, some work exclusively with innovation. The whole existence depends on

being innovative enough to find new things and new ways of doing that the larger banks not yet has discovered. In retrospect, Avanza has been a very flat organisation. However, since they quite fast have gone from 120 to 200 employees, a more hierarchical official structure has been implemented. When comparing to other companies, it is still very flat according to Örjan.

Work is usually carried out in groups, and the trend is definitely going towards it even more. Individual efforts lay the foundation for progress but in groups individual skills are leveraged.

Most employees at Avanza have large possibilities to influence their work-life. There are no written guidelines, rules or control system for working hours. The only factor controlling when to turn up at work and when to go home is common sense. The fact that they operate in close relation to the stock exchange which opens at 9am and closes at 5pm has made it quite natural that most employees work those hours. However, some of those employed within helpdesk or IT got to have set working hours due to the nature of their tasks.

The recruitment responsible has noticed several differences in the general mindset of both prospective and current employees. Trends in the generations are very visible; there are for example a large difference between those born in the 1960's and 1980's. Also, expectations on prospective employees vary much due to if they have working life experience or not.

Appendix XI – End phase Avanza Bank

We, the authors, asked questions/statements that have arisen from the analysis of Stretch and DGC to Örjan Johnsson who is Human Resource-responsible at Avanza Bank. He has been working at the company for approximately three years and he belongs to Generation X since he is born in 1973. He means that the employees feel that they have a good work-life balance, even though he considers it to be very individual; some persons are always stressed while other never feel stress. The company had a study among the co-workers previously this year where the grade for work-life balance was very high. On the question if Avanza Bank encourages innovative ideas, Örjan means the company to be based on innovation and referring to their four guiding stars where new thinking is one of the words. In order to develop and grow Avanza Bank needs to offer the customer things that do not already exist on the market, he continues. It is the ground for the whole organisation, thus it is harder to keep being new thinkers while the company constantly is growing. Bigger ideas come from the directorate and the smaller ideas are often presented from the employees.

The authors wanted to know if Örjan believes it to be enough with opportunities to developing and challenges at the workplace in order to satisfy the employees. Almost all of the employees are young, with median of 32 years old and 7% of the employees are above 40 years old. He considers that often younger require higher demand on personal development than the employees who are older. He explains that sometimes it is hard to advance in a small company, thus Avanza Bank has a steady growth and by that the possibilities to advance increases. He believes that when the company is growing bigger both on the market and in number of employees, persons are more motivated to stay at the company during a longer period since it provides potentiality in advancing. During recruitment process innovativeness and positive view on changes is criteria to be employed since Avanza Bank, Örjan emphasises once more, is built of new thinking. By having employees that are innovative work, projects, and process can be better and better. He also thinks that one needs to like changes in order to be innovative. The advantages an innovative company have are competitive advantage, publications and attention in mass media, and positive changes. When discussing risk taking, Örjan means that the company is the opposite of a risk taking company; Avanza Bank does not take any at all. It can sound a bit contradictive though the safe play is what has helped the company to be where they are today, he concludes.