



The Integration of Strategic Management and Intrapreneurship: Strategic Intrapreneurship from Theory to Practice¹

Bulent Guven^a

Abstract: *The concept of strategic intrapreneurship emerges through the combination of two potentials, namely intrapreneurship and strategic management. Strategic intrapreneurship help organizations seek to achieve strategic goals in order to discover innovations and take advantage of today's competitive advantages in the direction of its goals and objectives. Strategic intrapreneurs engage in strategic intrapreneurship in line with their core competencies to provide a sustainable competitive advantage for the enterprise. The main purpose of the study will be to present an approach to the strategic intrapreneurship model that emerges from the combination of entrepreneurship, strategic management and try to explain these concepts in a different approach with both qualitative and quantitative research methods. The quantitative study conducted in terms of strategic intrapreneurship, it is believed that the intrapreneurship and its dimensions show the behaviors of the intrapreneurship and dimensions of the workers are at a high level. The findings from SWOT analysis, which is qualitative research, show that the participants have high level of strategic intrapreneurship behaviors.*

Keywords: Strategic Intrapreneurship, Intrapreneurship, Strategy, Strategic Management

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1. Introduction

Organizations are set up in order to operate for a specific purpose. Every activity carried out in the course of time gives direction to the future of the organization. Developments in economic and communication technologies cause changes in the understanding of classical management systems. It is increasingly difficult to meet the newly emerged needs through the classical management concepts. Changes in social, economic, cultural and political environments in today's world also necessitate change in management systems. Today's current global market and economic demands cause profound and major innovations in organizations and sectors all around the world.

Many businesses are restructuring their activities in radical and meaningful ways in response to these rapid, radical and vital changes against these external and internal forces. The survival of today's companies in this intense global competitive environment is closely related to constant demand for new opportunities and possibilities and force a new understanding of these concepts and essential skills. Changes in environmental factors are fast as businesses are growing and selling their products on international markets while the diversification of customer demands has increased the importance of strategic intrapreneurship. These transformations also strive to take measures against threats while trying to exploit opportunities in

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^a PhD., Private Sector, Researcher-Author, guvenbul@gmail.com (ORCID ID: 0000-0003-0321-9414)

the environment for strategic intrapreneurs. An idea to be explored in an organization with strategic intrapreneurship provides the most effective use of an opportunity that is meant to be determined through this study.

Strategic intrapreneurship responds to the needs by proactively shaping the future direction of organizations. These developments primarily require organizations to carefully observe their goals and to reformulate and implement strategies that achieve these goals successfully. While companies are working on strategies, they need to pay attention to strategic intrapreneurs which will help both organizations' goals and objectives to meet new products and markets. Enterprises with a system of strategic intrapreneurship will be prepared for changes in the economy. If strategic internal intrapreneurship in the organization is effectively used, the enterprise will be able to utilize its resources efficiently and as a result, the business will grow in a balanced manner and will continue its effectiveness in a competitive environment.

Despite the fact that the strategic intrapreneurship is a new subject, its importance is increasing. The major reasons for this concept's growing significance are: the increasing number of competitors and international competition, the benefits of new and strategic product and service production methods, the inability to use effective and correct time and place of skilled workers, the risk of losing skilled employees.

There are several researches on strategic management and intrapreneurship. However, no serious research on strategic intrapreneurship has been conducted. The purpose of this study is to provide a better understanding of the topic by using a mixed research methodology of qualitative and quantitative research methods. Both methods are used in order to present a new definition on strategic intrapreneurship in organizations. Literature search and field research techniques were taken as basis in the study. First of all, strategic management and introductory issues will be addressed in their respective fields. Literature review will be conducted in the field of strategic intrapreneurship which is a fusion of both themes and will later be applied to the research section. As already mentioned, this work is a combination of qualitative and quantitative research. In research section, in terms of strategic management, the opportunities, threats, strengths and weaknesses of the organizations were identified through qualitative research. Strategic focus points and areas that the organization applies and continues to apply are identified. Then empirical research was carried out on the intrapreneurship of the business. Qualitative research findings were blended in explaining the dimensions of intrapreneurship so that the concept of strategic intrapreneurship can be better understood.

2. Theoretical Framework and Related Literature

2.1. Strategic Management

The strategy is a planned process in order to reach the determined goals in line with the capabilities of the organization by analyzing the internal situation and the external environment of the organization while taking into account the activities of the competitors. According to Eren (1990: 64); the strategy is the compilation of all the rules and policies that would provide the least possible damage and maximum benefit from the variability within the areas of the organization's activities. According to Ülgen and Mirze (2004: 33); the strategy is result – oriented compilation of long-term and dynamic decisions in order to sustain the life of the business, to create sustainable competitive advantage and to earn a return on the average while taking into account the activities of the competitors.

The strategy in business management includes the decisions and methods taken to achieve the most accurate result in the financial sense, which clarifies the confusion between the functions of the institutions and regulates the characteristics that determine the general objectives. These decisions determine the methods in which the organizations will follow in the course of its development. Organizational strategy is a process involving the whole actions and decisions that determine long-term performance in an organization's management (Koteen, 1997: 21).

Strategic management requires specific planning, budgeting, implementation, control, and supervision mechanisms. Strategic Management is a management technique that enables determination of

goals and targets for the future in all organizations operating in the public, private or non-profit sectors and the activities to be performed in order to reach these targets (Aktan, 1999: 6). According to Thompson and Strickland (1987: 18-19); strategic management is the process by which managers can form a long-range course, set performance goals, develop strategies to achieve these goals in all relevant domestic circumstances, and implement selected action plans. According to Ertuna (2008); strategic management is to define a mission that will lead to identifying goals and objectives in a realistic and clear way, to determine the direction of an enterprise, to follow and to identify the methods to be followed. Bryson (1988: 5) defines strategic management as an administrative technique that reveals what an organization is doing, the reasons for its existence and the goals it wants to achieve in the future. Strategic management is a broader term than the strategy, and is a process involving top management's environmental analysis with a prioritized strategy for business activities (Parnell, 2014: 28-29). Strategic management is the totality of decisions and activities to develop and implement effective strategies and to control those strategies by evaluating the outcomes of those strategies (Dinçer, 2007).

Strategic management requires decisions to be made based on the strengths and weaknesses of the organization and the sources regarded to be in possession. Along with these factors, decisions facilitate the systematic prediction of long - term changes in the future that will enable the organization to work in an open management of knowledge - based dynamics and development. It is unlikely that strategic management practices that are not considered as a continuous process within the context of a dynamic business world, where environmental factors, production, information and communication technologies have developed and changed in incredible dimensions; commercial boundaries and limitations have been abolished; changes and uncertainties are inevitable (Ülgen & Mirze, 2004: 31). According to Barca (2009: 35), the development of strategic management thought consists of three major periods:

1. Strategic Planning Understanding Period (1960-1980),
2. Competition strategy understanding period (1980-1990),
3. Understanding of strategy based on basic competencies period (1990 to present).

Strategic approach based on core competencies argues that the point of departure in developing strategy should be business-specific resources and capabilities rather than the sectoral forces proposed by the understanding of competition strategies. Strategic thinking based on core competencies does not refuse the impact of external environmental forces on the strategic success of an organization, but it also includes the main determinants such as human, financial, technological, etc., which are developed within the enterprise and therefore more operational; this is the main competence in the integration of resources (Barca, 2009: 47).

Stages of strategic management process can be listed as strategic consciousness, selection and assignment of strategists, strategic analysis, strategic orientation, strategy formation, application of strategy and strategic control (Ülgen & Mirze, 2004: 57). In the strategic management processes, the existing resources are sought for ways to increase the efficiency and quality of the services to be provided with the provision of service requests, changes taking place in the demand and the priorities of the services provided (Torlak & Uzkuurt, 1999: 249). The strategic management process is expressed as a whole of information gathering, analysis, selection, decision and implementation actions in order to protect the entity's long-term existence and to ensure sustainable competitive advantage (Ülgen & Mirze, 2004: 31). With this process, the success and growth of the strategic management and organization are planned and controlled without delay and influence of external factors (Barutçugil, 2004: 53-54).

2.2. Intrapreneurship

Contemporary world of competition has emphasized the necessity of ensuring the mobilization of intrapreneurship and the organizational intrapreneurship by noting that the sole action of intrapreneurs who act with the strong emotions of working, achieving and creating is not enough. In general, intrapreneurship

is defined as the presence of individuals in the workplace, who work within the organization in activities that result in production, service and process innovation.

At the core of intrapreneurship is the spread of intrapreneurial thinking into the organization. Pinchot (1985: 18), who has put great work in the emergence of the intrapreneurship, defines the term as the work of any imaginative person or persons, and emphasizes that these people assume responsibility for creating innovation. Intrapreneurship is the process of creating new business, new products and new processes within an organisation by improving organisational profitability and value giving the organization a competitive advantage (Carrier, 1996: 6). Intrapreneurship is the process creating a new organisation or innovation within an organisation by an individual or a group of individuals associated with an existing organisation (Sharma & Chrisman, 1999: 11).

Schumpeter (1934: 88-89) defines entrepreneur: "Although entrepreneurs may be inventors..., they are inventors not by nature of their function...". On the other hand, Intrapreneurs are those who have an intrapreneurial spirit within the organization, who see and capture the opportunity to innovate, but who can turn these ideas and models into real activities that increase the profitability and competitive power of the business they are in, not just bringing in innovation (Kirby, 2003: 300). Luchsinger and Bagby (1987: 11), underlined the most important elements of the intrapreneurs as competitiveness and being ambitious, always questioning status quo, frustrated by bureaucratic systems, focusing on results not activity, motivated by problem-solving, change and innovation.

Intrapreneurship is a type of entrepreneurship that has grown into a new concept and has proven itself in an organizational network or in an established business, and has begun to develop and communicate with other people, it knits and evaluates them with their own talents and values (Top, 2006: 9). Intrapreneurship is the process during which opportunities are monitored and the business takes risks voluntarily (İbrahimoğlu & Yaşar Uğurlu, 2013: 105). Intrapreneurship aims to mobilize and revitalize the existing organization through risk taking, innovation, competitive behavior and sales (Zahra & Covin, 1995: 44). In general, internal intrapreneurship, which reveals the sum of intrapreneurship and innovation activities within an organization, is that individuals within an already working organization are directed to act as intrapreneurs (Koçel, 1998: 17).

Internal intrapreneurship, which means entrepreneurship within the organizations is regarded as an important factor in organizational and economic development (Parker, 2009: 20). Intrapreneurship tries to renovate and transform the main idea of entrepreneurial activities leading to the creation of a new enterprise within the organization (Sharma & Chrisman, 1999: 12). Intrapreneurship can be seen as a system that enables the use of creative processes, introduces change through risk and proactive behavior that allows planning, designing and implementing the desired innovation activities (Echols & Neck, 1998: 38).

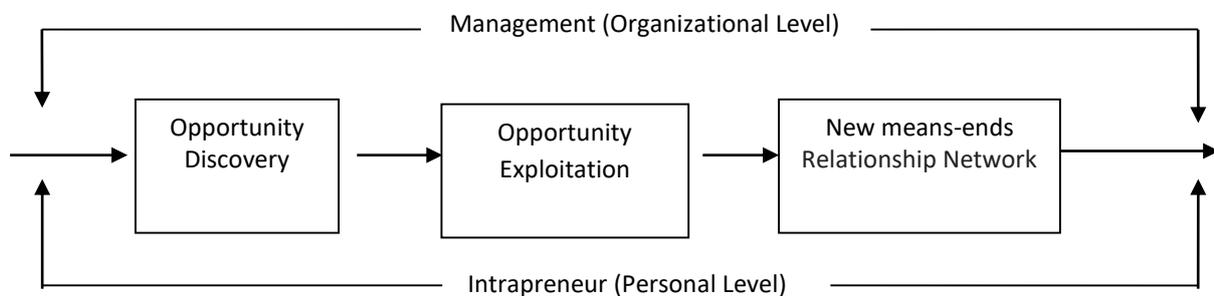
There is a stagnation and lack of innovation in an organization in which entrepreneurs fulfill only their functional roles with minimum risk. Intrapreneurship focuses on reinvigorating and increasing the qualities of an organization to acquire the skills and abilities that can drive innovation activities (Hornsby et al., 2002). The intrapreneurial approach that used to take advantage of external opportunities was a widespread and result driven approach; it seems to be a necessity to develop opportunities based on innovations that lead to competitive advantages instead (Barca, 2009: 48).

Intrapreneurship allows large organizations to observe their activities, to continuously innovate and to innovate systematically (Naktiyok, 2004: 38). Being a pioneer in identifying and chasing new opportunities and participating in emerging markets is closely related to the activities of intrapreneurship (Ağca & Kurt, 2007: 84). Intrapreneurship is a process that supports businesses in terms of developing new production methods and processes, renewing themselves and becoming the top in their market (Antoncic & Hisrich, 2001: 495-497).

As can be seen in Figure 1, at the core of the phenomenon of intrapreneurship is the strategy of creating new service products and processes creatively by recognizing opportunities in the business environment and creating opportunities within resources of an organization. For this reason, bringing

together opportunities, resources and organizational elements to create value is achieved by the intrapreneur who is the core of the process (Naktiyok & Kök, 2006: 81). The strategic management cycle is completed by applying the generated plan and measuring the achieved goals and providing feedback to the next planning process (David, 2007: 56).

Figure 1. Intrapreneurship Process



Source: Menzel, 2008: 24.

An important reason why intrapreneurship has attracted so much attention is that it offers opportunities that result in innovation that increases business performance (Zahra, 1991: 260). Intrapreneurship helps to strengthen and upgrade the basic skills of an existing business so that innovative skills can be achieved (Ağca & Kurt, 2007: 90). Intrapreneurship is helping enterprises to cope with problems such as lost flexibility and ability to innovate due to their large scale (Thornberry, 2001: 533). Intrapreneurship is often focused on activities outside of the principal activities of the business in order to provide more value and consolidate the competitive position of the organization (Nielsen et al., 1985: 184).

Intrapreneurship needs intrapreneurial climate within an organization. According to the Hisrich et al. (2017: 44) characteristics of an entrepreneurial environment are: organization operates on frontiers of technology, new ideas encouraged, trial and error encouraged, failures allowed, no opportunity parameters, resources available and accessible, multidiscipline teamwork approach, long time horizon, volunteer program, appropriate reward system, sponsors and champions available, support of top management.

2.2.1. Dimensions of Intrapreneurship

Intrapreneurship has been observed in different models and dimensions by those who study the subject because of its peculiar characteristics. In this research, intrapreneurship consists of seven dimensions:

Table 1. Classification of Intrapreneurship

Innovativeness/ Innovation	Process of creating new products, services, processes, technologies and methods	Covin and Slevin(1991); Lumpkin and Dess (1996); Knight (1997); Antoncicve Hisrich (2001); Morris and Kuratko (2002)
Risk Taking	Making investment decisions and taking strategic actions in an uncertain environment to evaluate new opportunities despite the possibility of failure	Miller and Friesen (1983); Covin and Slevin (1991); Lumpkin and Dess (1996-2001); Hornsby et al. (2002); Morris and Kuratko (2002); Antoncic and Hisrich (2003)
Proactiveness	The tendency of the organization to pioneer and initiate the first venture, especially among the top management staff	Miller and Friesen (1983); Covin and Slevin (1991); Lumpkin and Dess (1996-2001); Knight (1997); Morris and Kuratko (2002); Antoncic and Hisrich (2003)
Autonomy	The independence that an individual, group or organization exhibits and demonstrates an idea or vision	Zajac et al. (1991); Lumpking and Dess (1996); Culhane (2003)

Table 1. Classification of Intrapreneurship (Continued)

New Business Venturing	Creating new products, new jobs and new autonomous units or semi-autonomous firms in existing organizations	Zahra (1991, 1993a, 1995); Stopford and Baden-Fuller (1994); Zahra and Covin (1995); Antoncic (2000); Antoncic and Hisrich (2001)
Self-renewal/ Strategic Renewal	Reformulation of purpose and strategy, redefinition of business concept, reorganization and organizational change	Guth and Ginsberg (1990); Zahra (1991, 1993a); Stopford and Baden-Fuller (1994); Antoncic (2000); Antoncic and Hisrich (2001, 2003)
Competitive Aggressiveness	Attacking (aggressively) or challenging competitors and taking position directly and intensely	Covin and Covin(1990); Lumpkin and Dess (1996); Antoncic (2000); Antoncic and Hisrich (2003)

Source: Ağca & Kurt, 2007: 92.

2.3. Strategic Intrapreneurship

Strategic intrapreneurship is the process of promoting and encouraging innovation and creating policies according to competitive advantages and core competencies in order to turn discoveries and opportunities into advantages independent of or dependent on resources under the dominance of employees in an operational context. It is the process of discovering innovations that are based on strategic intrapreneurship and future competitive advantages, and ensuring that business people strive to benefit from today's competitive advantages.

Strategic intrapreneurship has focused on the factors that promote intrapreneurial actions of all type of different groups in an organization (Hornsby et al., 2009: 237). According to Guth and Ginsburg (1990: 50) the aims of intrapreneurship are strategic renewal and the creation of new venture opportunities.

Strategic intrapreneur is the person who looks for opportunities and possibilities in this process, shows the ability to use them, and turns the opportunities into organizational realities despite the risks of career and job hunting. Strategic intrapreneurs engage in strategic intrapreneurship in line with their core competencies to provide a sustainable competitive advantage for the enterprise. Among the qualities of strategic intrapreneurs are features such as rational action by taking emotions under control, pursuing constant innovations, bringing together business people to produce a strategic plan, constantly feeding managers with new ideas and opportunities, and working to keep calm in times of crisis and conflict.

Strategic intrapreneurship needs organization which require champions and teams, resources, a concept, and management of the process (Hornsby et al., 2009: 238; Kuratko et al., 2015: 10). This kind of organization's staff has unique entrepreneurial behavior and different style of entrepreneurial thinking. Thus, Strategic intrapreneurship emerges as a result of strategic thinking and intrapreneurship. Traditional management practices lead to new enterprise failure and should be replaced by management action that supports the intraprenor. (Sykes & Block, 1989: 161). It is important for the organizations need to acquire the staff who has the skill of strategic intent to reach strategic intrapreneurship.

Organizations use policymakers and strategists to determine policies that enhance their competitiveness and competence which are based on their core competencies after identifying new opportunities and priorities. In order to gain a competitive advantage for the organization and to improve the performance of the organization, a series of harmonious strategies must be selected and implemented immediately by the managers (Hill & Jones, 2012: 10). According to Liedtka (1998: 120), strategic thinking is about transforming everything about strategy into action which consists of five elements: a systematic unifying perspective, intention orientation, timely thinking, hypothetical versatility, and wise opportunities.

The organizational culture is an important requirement for strategic intrapreneurship. Organizational culture is a key determinant of entrepreneurial activity within an organization (Cornwall & Perlman, 1990: 66). The ability of an organization to develop and maintain strategic intrapreneurship depends on its culture (Covin & Slevin 1991: 16). In regards to the distinctive nature of strategic intrapreneurship, an assessment can be made in the sense that the strategic decisions taken from the organizational culture. Therefore,

organizational structure should be organized as flexible, responding quickly to developments on the periphery, open to teamwork, and has innovative resources (Efil, 1999: 294).

Steps that need to be taken in the creation of strategic intrapreneurship are development of vision, encouragement of innovation, creating appropriate climate for intrapreneurs, and forming of teams (Kuratko & Hodgetts, 1998: 64). Wolcott and Lippitz (2007: 76-79) have made important contribution in the field of intrapreneurship. They developed four models by observing famous companies that have benefited most from the intrapreneurship:

- **The Opportunist Model:** In this model, the approach of the intrapreneurship is not planned and directs the internal and external connections to the finding and the allocation of resources. Example, Zimmer.
- **The Enabler Model:** In this model, the enterprise allocates resources to intrapreneurship and senior management shows interest in prospective projects. Example, Google.
- **The Advocate Model:** In this model, the businesses provide a certain budget to support to their innovative staff in order to facilitate their intrapreneurship skills and create new jobs. Example, DuPont.
- **The Producer Model:** This model is aimed to reveal hidden intrapreneurs, develop cooperation between units, build potential for destructive management (continuously seeking better and targeting new) and creating new ways of working for managers to continue their careers outside their own units. Example, Cargill.

One of important factors in strategic intrapreneurship is the leader. The leader who has a strong influence on making the intrapreneurship an organizational concept, is also responsible on organizations employees. According to Antoniou and Ansoff (2004: 290), managers who are involved in direct strategy development in turbulent environments are more successful than strategists who prepare their company's future plans. In organizations that do not have strategic business intrapreneurs, managers try to apply their own ideas. The fact that managers or company owners have mistaken in perceiving environmental factors and their inability to use the resources of the company effectively and efficiently can jeopardize the company. According to Aktan (2008: 7), although strategic management is in fact related to top management, it is important to achieve a meaningful success, everyone in the position of expert, consultant, and manager taking part in the process must be correctly identified.

Strategic intrapreneurship is the most effective tool exploit of new discoveries and opportunities in the organization through creating new opportunities and finding new discoveries and opportunities in the direction of organizational goals and targets. Intrapreneurship is required as a method that enables more autonomy (autonomy), freedom and resource utilization among existing firms and enables them to innovate by using their creative energies (Ağca & Kurt, 2007: 84). Sustainable competitive advantage goes beyond innovating, and the catalyst of innovation is intrapreneurship (Naktiyok & Bayrak Kök, 2006: 94). Intrapreneurship can affect an economy, productivity gains, the emergence of best business practices, the creation of new industry areas, and the rise of international competition levels of businesses (Ağca & Yörük, 2006: 162-163).

In strategic intrapreneurship, organizations seek to achieve strategic goals in order to discover innovations and take advantage of today's competitive advantages in the direction of its goals and objectives. In general, on the basis of the phenomenon of intrapreneurship, which reveals the sum of enterprise and innovation activities within an existing organization, it is the transformation of intrapreneurial thinking into the organization (Zahra et al., 2000: 947). In an environment characterized by vigorous competition, uncertain and complex market conditions, the only way to achieve sustainable competitive advantage is through innovation. Intrapreneurship requires managerial skills such as increasing the capacity of organizational innovation, managing knowledge, activating intellectual capital, creating innovative institutional culture, and organizational structures and systems to support them all (Barca, 2009: 48). Intrapreneurship is the evaluation of new potential opportunities in an uncertain environment, the

harmonization of resources, and the promotion of innovation through the use and commercialization of such opportunities (McFadzean et al., 2005: 352).

Strategic intrapreneurship is an important tool to provide competitive advantage. It enables managers and employees to unlock intrapreneurial spirit to do something new, not to miss opportunities even in adverse conditions around them, and on this basis the business will become more effective in the competitive environment. Today, more organized and dynamic environments are being created for organizations and employees, together with regulations that allow for intrapreneurship within organizational structures (Feyzbakhsh et al., 2008: 172). Intrapreneurship basically depends on creating the environment that will allow the creation of innovations within organization itself (Morris & Kuratko, 2000: 31). Employers with intrapreneurs are in an effort to develop new ways of doing business by targeting a vision to reach creative products and processes to achieve organizational goals and objectives (Lawson & Samson, 2001: 389). Innovative organizations can develop a strong marketplace that can provide customer loyalty by adapting to market change (Naktiyok & Bayrak Kök, 2006: 81).

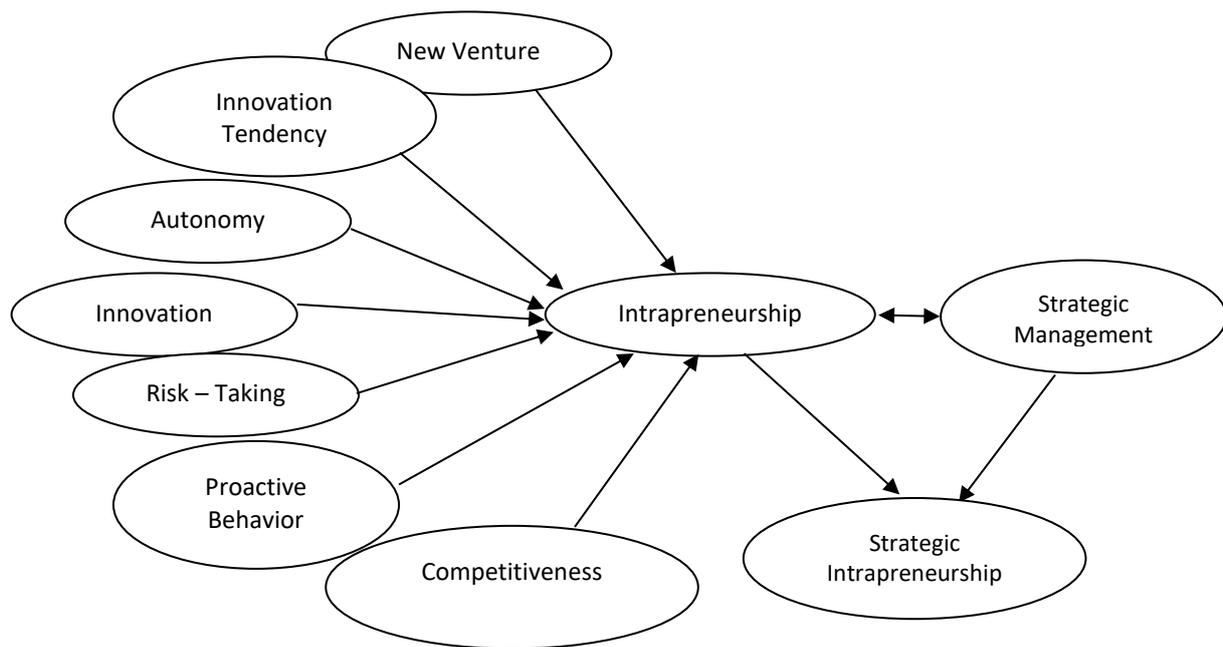
Strategic intrapreneurship requires effective information management and effective communication within the organization. Knowledge and knowledge management is the essence of strategic management which is based on core competencies (Barca, 2009: 48). Intrapreneurship emphasizes organizational profitability, strategic renewal, innovation, knowledge acquisition and international success (Naktiyok & Bayrak Kök, 2006: 81)

Effective support by the management within the organization, autonomy afforded to the employees, and providing proactive behavior will ensure strategic intrapreneurship's development and evolution. Therefore, strategic management is a very useful resource in order to create an institutional game plan by harmonizing the independent actions and decisions of the managers and employees (Gül & Çarıkçı, 2014: 24). Moreover, numerous research recommends strategic intrapreneurship as a method to enable staff to use more autonomy, freedom and resources and to innovate by using their creative energy (Gwendolyn, 2010: 144). Thus, the right to make decisions and taking responsibility in projects, intrapreneurship appears to be more evident (Onay & Çavuşoğlu, 2010: 58). In an organization where innovation is important, in order an important concept such as strategic intrapreneur to exist, teamwork, decentralized decision-making processes, flexibility and open communication at organizational boundaries, promotion of risk taking, and toleration of mistakes are significant (Naktiyok, 2007: 215-216).

Incentive or reward system is also significant in the emergence of strategic entrepreneurs. By guiding employees through a properly designed reward system, employees in the organization are guided to exhibit intrapreneurship behaviors such as creative, proactive and affordable risk taking (Gürbüz et al., 2010: 129). Thanks to the use of the proper awards and incentives, intrapreneurs will be more prepared and willing to take risks associated with entrepreneurial activities (Kaya & Arkan, 2005: 10).

3. The Qualitative And Quantitative Research on Strategic Intrapreneurship

The mixed research method (Baki & Gökçek, 2012: 2; Creswell, 2015: 2), which uses qualitative and quantitative methods in the research, is used in this study. The combined use of quantitative and qualitative research methods could lead to many benefits (Fielding & Fielding, 1986: 12). By using both methods together in terms of the reliability of the research, mixed research method eliminates the deficiencies of synthesis between the two methods and to achieve more reliable results (Butget Tunalı et al., 2016: 111). Rossman and Wilson has combined mixed research methods under three main titles: The two methods support and approve each other, allow for detailed and advanced analysis, and allow the emergence of new research topics as a result of contradictions that arise from the emergence of new insights.

Figure 2. The Model Followed in the Research

3.1. Qualitative Research: SWOT Analysis

Businesses make a variety of analysis to determine the benefits and disadvantages they might encounter in their immediate and distant surroundings. Strategic analysis consists of information gathering, appraisal and environmental analysis (Yılmaz, 2010: 111). Strategic analysis refers to the examination of the environmental elements and the evaluation of the elements within the organization.

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) model is still being studied at the core of the literature on strategic management (Mintzberg et al., 1998: 28). The main purpose of the SWOT analysis is to determine the appropriate strategies to introduce an institution or organization into a specific model status or to identify actions to respond to the environment by comparing assets and resources (Hill & Jones, 2012: 10). Thanks to this analysis, organizations can understand their market and competitors more clearly and determine their costs, objectives and strategies accordingly.

Strategic Entrepreneurs use this analysis to compare internal and external factors in order to get an idea about how businesses can be more successful. The Situational Analysis or the SWOT are analysis of the internal and external environment of organizations. In the analysis, the external environment is analyzed for internal environment, opportunities and threats for superiority and weaknesses. These elements are called strategic elements as they are the most important elements for the future of the business. The internal environment refers to the variables within the organization, but not in the short run, namely the advantages and weaknesses; whereas the external environment which are not controlled by the top management refers to variables outside the institution, namely opportunities and threats (Hunger & Wheelen, 2007: 5-6).

In order to understand strategic intrapreneurship concept better, a textile factory of jeans fabric production in Malatya province has been selected for the research. This factory depends on new products and designs by white-collar workers. The firm produces raw materials to world famous jeans companies in the sector. Managerial (white collar) employees were involved in the research. In our research, before SWOT analysis is conducted; the topics have been determined in order to make both the SWOT analysis more systematic and to form a frame for the purposes, objectives, strategies and implementation of tools. Seven dimensions of strategic intrapreneurship have been assigned according to their importance.

- New Venture
- Innovation
- Innovation Tendency
- Proactive Behavior
- Risk Taking
- Autonomy
- Competitiveness

The intrapreneurship and its dimensions have been explained in detail to employees participating in our research. For the each title employees were asked to write their thoughts on the issues related to strengths, weaknesses, opportunities, and threats on the questionnaire. The data frequencies obtained through SWOT analysis have been determined and the maximum specified data have been regarded as the analysis result. The results are presented in Table 2 in detail.

Table 2. Strategic Intrapreneurship SWOT Analysis Results

Dimensions	Strength	Weaknesses	Opportunities	Threats
New Venture	The firm's image known all over the world, the financial status of the company, instant production according to customer requests	Since some product trials are expensive and will take more time, the new venture has not been supported adequately	The firm's involvement with other well-known jeans manufacturers offers opportunities for new ventures	Developments in technology, changes in customer needs, a constantly changing product and technology variety; economic stagnation, rising cotton prices, new competitors
Innovation	Use of new technologies and methods for new production, production of new-comfortable and popular jeans fabric	Innovation is only on jeans fabric, and there are no innovation activities in other products or categories	New clothing trends and new product allow new market opportunities. Popular culture is useful for innovations in jeans	Risks of dissatisfaction with some new jeans fabrics, the late arrival of technology and raw materials for further production
Innovation Tendency	Immediate organizational change required for new product	In organizational change, the probability of some employees dropping level of productivity or leaving work,	Product-oriented organizational change or the formation of new organizational structure, opening up to new markets and growing market share, opportunity to reach new customers	Through the transformation in organizational structure, serious threats such as bankruptcy or loss of market
Autonomy	Strong ties between managers and other employees, full support for new product trials	Autonomy is limited and not in all production and distribution processes; promotion and salaries of the company are not at the desired level,	Employees (white collar workers) who are fully autonomous in the workplace and on the move are more likely to have access to new chances and opportunities	The possibility that talented employees who are fully autonomous in the business are transferred by the other competitor

Table 2. Strategic Intrapreneurship SWOT Analysis Results (Continued)

Competitiveness	The firm offers full support for workers in jeans fabric production in their efforts to access new methods and processes	The firm does not provide adequate support for the use of initiatives in other matters, such as financial advertising, while giving full initiative to employees on new methods and processes in the production of jeans' fabrics	With the new products and competitive agility, the firm can enter the market of other competing companies and reach new customers	With competitive aggressiveness, the firm may face threats to market competitiveness and forced to reduce price in this regard while entering competitors' market
Risk-Taking	White-collar workers are supported by the business on risk taking.	Risk taking is limited to products only (jeans fabric) and there is no risk taking initiatives on other issues such as employee incentives.	Employees with full incentives can take risks and access opportunities such as entering new markets and growing market share in certain production and process management	The possibility of loss of customers and market with the risk taken on the product (jeans fabric); economic stagnation, increase in cotton prices, emergence of new competitors
Proactive Behavior	Employees in the firm stated that prior to the competition, the new product development and production line consistently supported proactive behavior	Proactive behavior is generally limited to the product (jeans fabric), which is a disadvantage of not being in other areas	The opportunity to acquire new customers and capture new markets with products (jeans fabric) that will make customers feel different and precious	Loss of material, market and customer in case of introduction of a new production before the competitors

3.2. Empirical Research on Strategic Intrapreneurship

In order to understand strategic intrapreneurship concept better, a textile factory of jeans fabric production in Malatya province has been selected for empirical research. As mentioned before, this factory depends on new products and designs by white-collar workers. The firm produces raw materials to world famous jeans companies in the sector. Managerial (white collar) employees were involved in the research. The number of executives (white-collar) employee is 45. Questionnaires were used in the study. The questionnaire of intrapreneurship which was developed by Serinkan and Arat (2013: 161-163) was derived from the various earlier studies. The sample size to be selected was calculated as 41 (The Survey System, 2014), with an error margin of 5% within 95% accuracy limits of the research universe.

However, a total of randomly chosen 45 employees were given questionnaires for the fact that some participants would not respond properly or give incorrect answer. 41 of the questionnaires answered and returned. The return rate of the questionnaires is 91.1%. In this study, to achieve reliability 29 questions were asked in regards to intrapreneurship, and according to Likert scale 5, the reliability coefficient of Cronbach Alfa was calculated as 0.968. As a result, it was concluded that the scale is highly reliable.

Strategic entrepreneurs in business are generally young. It is also noteworthy that 31% of total employees are a female employees in the firm and in terms of strategic intrapreneurship is significant. Also,

all strategic entrepreneurs are college graduate and the importance of education in terms of strategic intrapreneurship is evident. In addition, the number of strategic intrapreneurs working in the company is around 7 years and over 70%, and the number of new employees is relatively low.

Table 3. Demographic Findings

Gender	N	%	Education Status	N	%
Male	29	69	Associate	7	16.7
Female	13	31	Undergraduate	28	66.7
			Graduate	6	14.3
			PhD	1	2.4
Age	N	%	Time worked in the Firm	N	%
18-25 ages	3	7.1	Less than a year	3	7.1
26-35 ages	14	33.3	1-3 years	7	16.7
36-45 ages	20	47.6	4-6 years	3	7.1
46-55 ages	5	11.9	7-9 years	3	7.1
			10 years and above	26	62.0

In the survey conducted, the arithmetical average of the intrapreneurship is \bar{X} : 3.90, and it turns out that the ratio of intrapreneurship in its current form is at a high level. The new venture averages \bar{X} : 3.97, which reveals that employees are involved in new venture activities. With the innovation average of \bar{X} : 3.77, it appears that employees actively contribute to revealing new opportunities and taking chances in innovation activities that form the basis for intrapreneurship. Innovation Tendency Average is at \bar{X} : 3.95. The result shows that employees are actively involved in organizational activities. Proactive Behavior averages \bar{X} : 4.03, which reveals that the problems that may arise in the future may arise before the action, such as in the cases of experimenting with new product or services before their competitors; experimenting with new markets or new methods, acting before their competitors. The risk taking average is \bar{X} : 3.90, and it turns out that the employees of the organization are willing to take risks in terms of their own careers, even the risk they will take, and the difficulty in operating the business to reach their business goals. Average autonomy dimension is \bar{X} : 3.90, shows that employees have independent mobility and decision making in terms of an opportunity, an idea in an implementation phase. Competitiveness dimension averages \bar{X} : with 3.68 results, it appears that employees are open to new methods and processes and at the same time have the desire to force their competitors in competition.

Table 4. Arithmetic Average and Standard Deviation of Intrapreneurship and its Dimensions

	Average	Standard Deviation
Intrapreneurship	3.8974	0.61001
New Venture	3.9694	0.69165
Innovation	3.7698	0.68861
Innovation Tendency	3.9464	0.70177
Proactive Behavior	4.0298	0.73709
Risk-taking	3.8968	0.69644
Autonomy	3.9048	0.61225
Competitiveness	3.6786	0.66094

3.3. Evaluation of Qualitative and Quantitative Findings in terms of Strategic Intrapreneurship

The main purpose of the study is to describe a new field of strategic intrapreneurship. The study has been shaped around this purpose. The research has been tested with mixed research methods; empirical research and qualitative research techniques. A research model was developed in the direction of the literature review as indicated in figure 2. According to the models developed by qualitative and quantitative research, the determination of risk taking, competitiveness, self-renewal, autonomy, proactive behavior, innovation, new enterprise dimensions have been observed. There seems to be a mutual relationship between the tendency of intrapreneurship and strategic management.

Information on the strengths and weaknesses of organizational intrapreneurs which can not be obtained through quantitative research is obtained through qualitative research. All the information obtained from the qualitative study is noteworthy and especially the emergence of weakness is important for strategic intrapreneurs. Therefore, the missing parts of the quantitative research can be complemented in more detail by qualitative research findings.

The strengths and weaknesses of the SWOT analysis are important and the firm should be careful in terms of strategic intrapreneurship because it informs the company about its internal environment and structure. Perceived environmental negativity or danger other than environmental dynamism, in other words, negative developments in the external environment, are among the factors considered to be very important for strategic intrapreneurship. The important thing is that in the direction of organizational goals, the internal factors and effectiveness can be used to minimize external threats, which basically defines strategic intrapreneurship.

In the quantitative study conducted in terms of strategic intrapreneurship, it is believed that the intrapreneurship and its dimensions show the behaviors of the intrapreneurship and dimensions of the workers are at a high level. The answers given by the SWOT analysis show that the results of the quantitative research reveals the results of the answers about the entrepreneurship dimensions. It appears that employees in the business are strategic entrepreneurs who are competent, forward-looking, constantly pursuing new products and new methods, chasing and evaluating opportunities with competitive personalities, in which they are strategic entrepreneurs in terms of their job and job descriptions.

Strategic intrapreneurs are employees who are self-confident, constantly in need of support in communication with top management and are constantly in need of support. Sometimes, they take strategic decisions and have the potential to show behavior that can create risks for themselves. Strategic intrapreneurs appear to have taken initiatives such as finding new products or developing products and driving the market before competitors, taking into account the future and objectives of businesses. Despite the fact that innovation tendency is one of the most troublesome areas in Turkish business, according to both quantitative and qualitative research results, strategic intrapreneurs are found not to be bothered about change and even shows their desire for change.

6. Conclusion

Strategic intrapreneurship is a meaningful and important term at the individual and organizational levels. Strategic intrapreneurship, which reveals the integration of entrepreneurship and strategy activities within an existing organization, leads individuals to believe that the individuals within an organization are important and necessary for the organization. Strategic intrapreneurship can be considered as guiding signs of success by contributing to the development of employees and hence organizational development by allowing institutions to survive. Strategic intrapreneurship organization has a positive influence on the productivity, effort and satisfaction of its employees.

The purpose of the paper is to explain a potential issue: strategic intrapreneurship, which is not subject to oversight and research with a different perspective on business and governmental management, and therefore, will provide important contributions to existing and newly opened businesses.

The fact that organizations have strategic intrapreneurship is a very important issue for organizations' growth and for the continuation of organizations. The reason for this is that companies have to produce continuous strategies to overcome dilemmas such as change and continuity. Companies also need to promote intrapreneurship as it helps to identify with the organization. Another important aspect that should be emphasized in strategic intrapreneurship is the discovery of competent and effective individuals who distinguish themselves from their competitors.

In an organization in which the desired strategic intrapreneurial behavior can be achieved, it is necessary to avoid practices that impede the development of strategic intrapreneurial thinking. When we look at the average of the organizational factors that are believed to affect the issue of strategic intrapreneurship, it seems that organizational and managerial support is the factor that can most support strategic intrapreneurship. Strategic plans for the future by organizational managers are important because they consider the effectiveness, and efficiency of strategic intrapreneurship. While the strategic plans are being prepared, the participation of all employees and even the other stakeholders in the organization and their participation will increase the effectiveness of strategic entrepreneurship.

Creating strategic intrapreneurship culture is very important for strategic entrepreneurship. Strategic entrepreneurship culture is a medium where the participation of all employees is provided by the organization and it is here that strategy preparation, implementation, evaluation and feedback are continuously provided. Strategic entrepreneurship culture provides an organizational framework for developing organizational skills and feeling the environmental changes. The role of managers in establishing a work environment where employees will be productive, satisfied and extra effort is important: strategic culture of intrapreneurship, and the emergence of intrapreneurial ideas for employees needs to be promoted within the organization.

End Notes

1. An earlier version of the paper was presented at the ICESSES'19 II. International Conference on Empirical Economics and Social Sciences (June 20-22, 2018, Bandırma, Balıkesir).

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