



# **Corporate Entrepreneurship - What do Companies require from Entrepreneurs?**

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*“If you can dream it, you can do it.”*

- Walt Disney

## **ABSTRACT**

Within a world of emerging global markets and rapid technological development, there is a strong demand for entrepreneurship within established companies in order to stay competitive. According to different studies, there is a positive linkage between Corporate Entrepreneurship (CE) and companies' performance, which leads to a strong demand from organizations to foster their entrepreneurial culture. The recruitment and selection function within Human Resource Management (HRM) is an essential driver to attract, develop, and retain entrepreneurial people within corporations. The literature proposes that companies should match their selection criteria to the identified dimensions of Entrepreneurial Orientation (EO).

However, there is a lack of research if companies have specific HRM practices to select and retain entrepreneurial people. By investigating the recruitment requirements and development possibilities of Swedish-based companies, this study contributes empirical knowledge to the topic of how companies deal with HRM and CE. This information improves the understanding in the Corporate Entrepreneurship literature.

Key words: Entrepreneurship Education, Entrepreneurship Orientation, Corporate Entrepreneurship, Human Resource Management, Innovation

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## LIST OF ABBREVIATIONS

CE	Corporate Entrepreneurship
EE	Entrepreneurship Education
EO	Entrepreneurship Orientation
HR	Human Resource
HRM	Human Resource Management
h	hours
No	Number
Q	Question



## 1.0 INTRODUCTION

*“As the 21st century unfolds, entrepreneurial actions are viewed as critical pathways to competitive advantage and improved performance”* (Kuratko, Ireland & Hornsby, 2001, p. 60).

The phenomenon of entrepreneurship has lately experienced significant growth within different areas, reaching from Entrepreneurship Education to entrepreneurship within established companies (Carrier, 1996; Kuratko, 2005; Wakkee, Elfring & Monaghan, 2010; Valerio, Parton & Robb, 2014). Entrepreneurship has been described as a multifaceted endeavor, affected by a variety of social, cultural, environmental, demographic and economic factors (Stamboulis & Barlas, 2014). This involves the recognition of market opportunities within a process, by which individuals pursue possibilities without regarding resources they currently control, either outside or inside organizations (Guth & Ginsberg, 1990; Stevenson & Jarillo, 1990).

Within the broader phenomenon of entrepreneurship, Corporate Entrepreneurship (CE) refers to the development of new businesses within established firms and the transformation of companies through the implementation of new ideas (Guth & Ginsberg, 1990). It has been suggested by several studies that CE allows companies to improve organizational learning, creates new competencies and enhances financial performance (Zahra & Covin, 1995; Lumpkin & Dess, 1996; Zahra, Nielsen & Bogner, 1999). Consequently, CE is considered as a critical factor for a firms' competitiveness (Carrier, 1996). An important driver of CE is the creation of a corporate entrepreneurial culture in order to accelerate growth and foster competitive effectiveness within organizations (Salama, 2012). Therefore, firms are looking for ways to enhance the entrepreneurial behavior of their employees (Kuratko et al., 2001).

Hereby, Human Resource Management (HRM) practices are an important driver of entrepreneurship within organizations (Kuratko et al., 2001; Hayton, 2003). Especially the recruitment and selection function of HRM is considered as essential to attract, develop, and retain entrepreneurial spirit within the company and consequently increase performance (Barney & Wright, 1998; Kaya, 2006). It becomes clear that HRM plays an important role, however, little is known about how HRM practices can actually be used to enhance CE.

Research indicates that the selection criteria for employees should match the dimensions of Entrepreneurial Orientation (EO) (Roberts, 1977; Kaya, 2006; Schmelter, Mauer, Börsch & Brettel, 2010). EO, as a core model within entrepreneurship, refers to different methods and practices that provide organizations with the basis for entrepreneurial actions (Lumpkin & Dess,

1996; Wiklund & Shepherd, 2003). Specifically, Miller (1983) identified the dimensions of 1) *Innovativeness*, 2) *Risk-taking*, and 3) *Proactiveness*, which have through the review of other literature in the course of this research been extended to 4) *Communication Skills* and 5) *Management Skills*.

However, little is known about the actual practices of how companies recruit and develop corporate entrepreneurs (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003). Through the investigation of the actual procedures the specific aim is to enhance the field of EO and to contribute to the research of Corporate Entrepreneurship.

### **1.1 Problem Statement**

Based on the findings in the literature, it is vital for companies to implement appropriate HRM practices to enhance CE and as a result improve their performance. However, there is currently a lack of research what companies require from entrepreneurial people and if Human Resource (HR) managers are matching their selection criteria to the dimensions of EO. Hence, the question arises to what extent companies have developed special HRM practices to attract, retain, and develop entrepreneurial people.

It therefore seems inevitable to investigate companies' practices and requirements when engaging in entrepreneurial activities and their will to improve performance through entrepreneurial drive.

### **1.2 Purpose and Research Question**

To the best of our knowledge, this research is a first step to increase the understanding of the practical implementation of HRM practices to contribute to the topic of how companies deal with CE. The thesis seeks to answer the following research question:

- *Which HRM recruitment and development practices do Swedish-based companies use to enhance Corporate Entrepreneurship?*

The major purpose of this research is the identification of characteristics companies require when recruiting and developing entrepreneurial people.

### 1.3 Outline of the Thesis

The first section of the study includes the problem statement, the purpose and the research question (section 1). It is followed by a literature review about the general concept of CE (section 2). Different scholars are critically analyzed and discussed in order to understand the importance of CE. Hereby, companies' HRM recruitment requirements are evaluated in particular. Drawing upon existing theory and further contributing to the development of the EO-model, different aspects of CE selection criteria are identified and explored in great detail. This includes the process of recruiting entrepreneurial people into different jobs and departments as well as developing and fostering an entrepreneurial culture.

Further, methodological considerations and the design of the research are examined in the methods section (section 3). Moreover, the empirical data gathered through in depth interviews is presented (section 4) and critically discussed (section 5). In order to improve the understanding of current HRM recruitment practices in terms of CE and additionally propose fields of action for universities, in-depth interviews evaluate several criteria. Hereby, the focus lies on different requirements of companies towards CE and explores the extent to which they entail entrepreneurial people within their organizations.

Finally, the concluding section highlights the main results of this study along with different contributions, limitations, and suggestions for future research (section 6).

Particular emphasis is placed on the identification of characteristics companies are looking for when recruiting entrepreneurial people. Additionally, the implications for universities, aspiring to best adapt their Entrepreneurship Education programs according to companies' requirements, are taken into consideration. The following figure outlines the structure of this research:



Figure 1: Outline of the Thesis

## **2.0 THE IMPORTANCE OF ENTREPRENEURSHIP**

Emerging global markets and rapid technological development have strong demands on a firm's ability to be innovative in order to compete effectively (Huse, Neubaum & Gabrielsson, 2005). Hence, new ideas, which challenge the current situation, are crucial drivers for an organizations' change and improvement (Simon, 2009). Entrepreneurship has gained increased research attention within different areas, including the importance of enhancing entrepreneurial spirit within companies to improve their performance (Carrier, 1996; Valerio et al., 2014).

### **2.1 Corporate Entrepreneurship**

As a stimulus of innovation, CE is a critical factor for firms to be successful in today's business environment (Carrier, 1996; Zahra et al., 1999). Sharma and Chrisman (1999, p. 18) define CE as "the process whereby an individual or a group of individuals, in association with an existing organization, create new organization or instigate renewal or innovation within that organization". Additionally to the two dimensions of new business venturing and innovativeness, CE also offers a strategic option to renew a firms' business concept (Guth & Ginsberg, 1990). Therefore, CE is seen as a "set of company-wide activities that centers on the discovering and pursuing new opportunities through innovation, creating new business, or introducing new business models" (Schmelter et al., 2010, p. 717).

According to empirical studies, CE has positive impacts on the organizational performance (Zahra, 1991, 1993, Zahra & Covin, 1995; Lumpkin & Dess, 1996; Zahra et al., 1999; Özdemirci, 2011). For instance, Zahra and Covin (1995) state, that in order to enhance a company's financial performance, managers should consider CE activities seriously. As these activities may take years to fully pay off, it is crucial that managers adopt a long-term perspective in developing, managing, and evaluating CE (Zahra & Covin, 1995). Another example of the positive impact on companies' performance is that CE activities improve the overall organizational learning and drive the wide range of knowledge creation, which sets the foundation of new organizational competencies (Zahra et al., 1999).

Hence, CE demands that an organization constantly acquires and develops resources, which can be a source of sustainable competitive advantage when they are rare, have value, and provide barriers to duplication (Schmelter et al., 2010; Castrogiovanni, Urbano & Loras, 2011; Paauwe, Guest & Wright, 2013). These resources include physical, organizational, and human dimensions (Castrogiovanni et al., 2011). One major source of a sustained competitive advantage is a firms' human capital (Wright, McMahan & McWilliams, 1994). The

management of these resources refers to the organizational practices that are aimed at managing a companies' employees and guaranteeing that these resources are employed towards the accomplishment of the organizational goals (Wright et al., 1994). Therefore, it is clear that the role of Human Resource Management is of critical importance in the process of establishing CE.

## **2.2 The Role of Human Resource Management in Corporate Entrepreneurship**

HRM can build competitive advantages through creating and sustaining superior human resource contributions for firms by developing employees who are skilled and motivated to deliver high quality products and services (Lado & Wilson, 1994; Wright et al., 1994; Barney & Wright, 1998). Regarding HRM practices, most studies in the literature distinguish between four areas: 1) *Recruitment and Selection*, 2) *Training and Development*, 3) *Compensation*, and 4) *Appraisal* (Formbrun, Tichy & Devanna, 1984; Sanz-Valle, Sabater-Sánchez & Arragón-Sánchez, 1999; Van De Voorde & Paauwe, 2012).

HRM policies and the design of HRM practices also impact the level of entrepreneurship within an organization (Morris & Jones, 1993). According to Hayton (2003), HRM practices enhance knowledge creation and exchange, which promotes organizational learning and risk-taking. A vital role in the HRM system is dedicated to selective hiring, which should provide firms with skillful and talented employees, who can enhance entrepreneurial insights (Kaya, 2006). Companies that employ people, who can initiate and take appropriate decisions, can react quickly against unexpected opportunities and change (Kaya, 2006). Thus, several studies illustrate that the selection criteria should match the dimensions of Entrepreneurship Orientation (EO), namely 1) *Innovativeness*, 2) *Risk-taking*, and 3) *Proactiveness* (Roberts, 1977; Kaya, 2006; Schmelter et al., 2010).

In order to apply HRM practices in an effective and efficient way to foster CE, it is of high importance to understand the roots of Entrepreneurship and apply a systematic framework for identifying, recruiting, and retaining entrepreneurial employees. One fundamental model that has come to assume a central position in the field of entrepreneurial studies is the Entrepreneurship Orientation model (EO-model). This model provides a relevant framework to connect entrepreneurial characteristics and HRM practices.

## 2.3 Entrepreneurship Orientation

As HRM practices are important for organizational competitiveness, the following question arises: What are the characteristics HR-managers are looking for when recruiting entrepreneurial people?

One of the central concepts in this respect refers to EO, whereby a significant amount of both theoretical and empirical research developed this model into a core framework within entrepreneurship. The concept of EO reflects the methods, practices and decision-making activities that provide an organization with a basis for entrepreneurial actions (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003; Rauch, Wiklund, Lumpkin & Frese, 2009; Vij & Bedi, 2012). According to Wiklund & Shepherd (2003, p. 74), EO illustrates “how a firm operates rather than what it does” (Lumpkin & Dess, 1996; Covin, Green & Slevin, 2006).

The character of an entrepreneurial firm is summarized by Miller (1983, p. 771) as “one that engages in product-market innovation, undertakes somewhat risky ventures, and is first to come up with "proactive" innovations, beating competitors to the punch”. It has therefore been agreed by several researchers that EO focuses on three key dimensions, namely 1) *Innovativeness*, 2) *Proactiveness*, and 3) *Risk-taking*. Thus, EO implicates the motivation and willingness of an organization to innovate, the courage to take risks and test uncertain services, products and, markets as well as the behavior to act proactively. This enables a company to outperform competitors and obtain a competitive advantage (Miller, 1983; Covin & Slevin, 1989; Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003; Vij & Bedi, 2012).

While research on EO has highlighted the three key parameters, there is also a body of literature that includes aspects of further important skills as being relevant for entrepreneurial people such as communicating, networking or the ability to execute new ideas (Baron & Tang, 2009; Barringer & Ireland 2012; Mortan, et al., 2014). In order to take those characteristics into consideration, this research has extended the EO-model to the dimensions of 4) *Soft skills* and 5) *Management skills* (Figure 2).

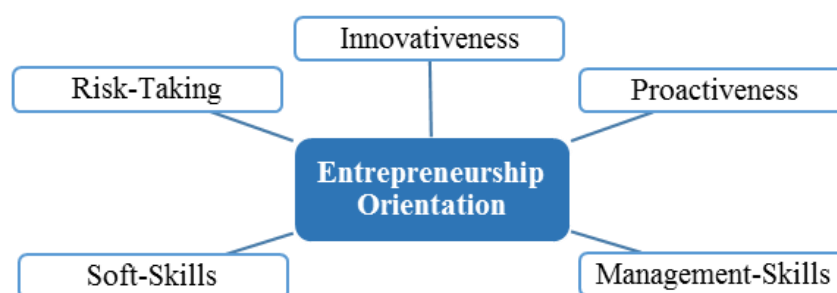


Figure 2: The Five Dimensions of Entrepreneurship Orientation  
Source: Based on Wiklund & Shepherd, 2003

A company that represents these highlighted characteristics within its practices is considered as having a high degree of EO, while organizations engaging in a relatively low level of EO present a rather conservative orientation. Thus, EO is a crucial indicator of the way a firm is organized in entrepreneurial terms (Covin & Slevin, 1991; Vij & Bedi, 2012).

According to Covin and Slevin (1991), EO can therefore be considered as a strategic dimension, “which can be observed from the firms’ strategic posture running along a continuum from a fully conservative orientation to a completely entrepreneurial one” (Vij & Bedi, 2012, p. 18). As “entrepreneurial activity represents one of the major engines of economic growth” and “an essential feature of high-performing firms“ (Lumpkin & Dess, 1996, p. 1), it can be summarized that “EO is a key ingredient for organizational success” (Vij & Bedi, 2012, p. 19). In the following, each of the five dimensions will be examined in further detail.

### **2.3.1 Innovativeness**

The role of innovation within the entrepreneurial process derived from Schumpeter (1934), who first emphasized the importance of the so called ‘creative destruction’ (**Innovativeness**). Hereby, wealth is created by disrupting existing market structures through the introduction of new products, services, or technological solutions. This predisposition to engage in creativity and experimentation through introducing new processes is referred to as innovativeness (**Creativity**) (Lumpkin & Dess, 1996; Rauch et al., 2009).

Moreover, according to Kimberly (1981), innovativeness requires a certain degree of being visionary in order to move the latest processes and technologies beyond the current state of art (**Visionary**) (Lumpkin & Dess, 1996). Discarding old beliefs and replacing them through actively exploring new alternatives is therefore of high importance. One approach in order to discover these potential opportunities is to identify the problem and find ways to solve it accordingly (**Problem-solving**) (Karagozoglu & Brown, 1988; Barringer & Ireland 2012). Hereby, critical thinking has been identified as a prerequisite with regards to investigating the frequency of changes in service or product lines as well as critically evaluating how to best adapt, explore and pursue new opportunities within the organization (**Critical-thinking**) (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2005). The following five aspects have been identified as the most important ones regarding innovativeness.

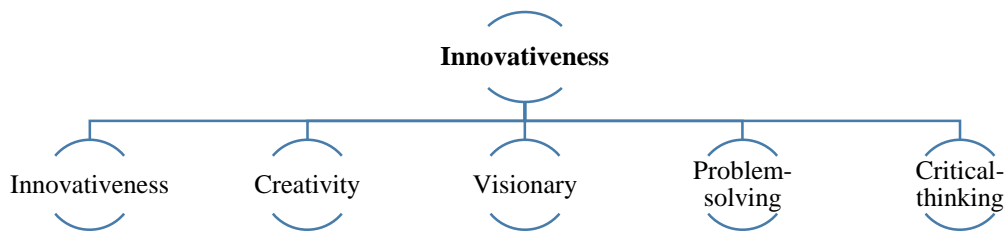


Figure 3: The Dimension of Innovativeness in EO  
Source: Based on Lumpkin & Dess, 1996

### 2.3.2 Risk-taking

Cantillon (1734), who first used the term entrepreneurship in the early 18<sup>th</sup> century, argued that the main difference between entrepreneurs and hired employees is based on the uncertainty and riskiness of self-employment. The concept of risk-taking is therefore frequently used to illustrate entrepreneurship (Lumpkin & Dess, 1996).

Risk-taking in this context refers to making investment decisions and strategic actions, while faced with uncertainty as well as taking bold actions by pursuing opportunities and committing significant resources in uncertain environments (**Risk-taking**) (Miller, 1983; Covin & Slevin, 1991; Lumpkin & Dess, 1996). Miller (1983) framed the most accepted approach of risk-taking to EO, which measures the tendency to engage in risky projects to achieve the firms' objectives. It can be summarized that organizations with "an entrepreneurial orientation are often typified by risk-taking behavior [...] in the interest of obtaining high returns by seizing opportunities in the marketplace" (Lumpkin & Dess, 1996, p. 144).

With regards to strategy, Lumpkin & Dess (1996, p. 144), determine the risk of "committing a relatively large portion of assets", and the risk of "borrowing heavily". Additionally, Baird and Thomas (1985, p. 231-232) identified the risk of "venturing into the unknown". This commitment to venture into the unknown requires not only an open mind to explore the situation in the first place but the active decision to agree to a risk (**Open Mind**). As risk-taking is therefore associated with a willingness to devote resources to various projects with an uncertain outcome and potential high costs of failure, the right amount of courage seems inevitable (**Courage**) (Miller & Friesen, 1982). According to Wiklund & Shepherd (2005, p. 75), taking a risk reflects the willingness to "break away from the tried-and-true", which clearly reflects the need to adapt to new situations (**Adaptability**). As upcoming unexpected challenges are common, it is, beyond staying flexible, crucial to constantly stay persistent in order to succeed (Barringer & Ireland 2012). The following figure outlines the most important dimensions regarding risk-taking within entrepreneurship.





Figure 4: The Dimension of Risk-taking in EO  
Source: Based on Lumpkin & Dess, 1996

### 2.3.3 Proactiveness

Different scholars have emphasized the importance of acting proactively within entrepreneurship. Hereby, entrepreneurial managers play an important role to engage in opportunistic expansion through providing the necessary guidance, imagination and vision (Penrose, 1959; Lumpkin & Dess, 1996).

According to Rauch et al. (2009, p. 7), “proactiveness is an opportunity-seeking, forward-looking perspective characterized by the introduction of new products and services ahead of the competition and acting in anticipation of future demand” (**Opportunity-seeking**). This includes the ability to recognize these various opportunities and forecast trends within both the internal and external environment. Taking initiatives by pursuing upcoming chances and participating in emerging markets is also associated with the proactive dimension of entrepreneurship (**Ability to take Initiatives**) (Miller, 1983; Covin & Slevin, 1991; Lumpkin & Dess, 1996). Acting on future wants and needs in the marketplace requires a strong willingness to learn in the first place in order to create a first-mover advantage vis-à-vis the competition (**Strong Willingness to Learn**). Besides, as proactive firms have the desire to act as pioneers, the aspect of self-motivation has to be highlighted (**Self-motivation**) (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2005). According to Lumpkin and Dess (1996, p. 146), “a proactive firm is a leader rather than a follower, because it has the will and foresight to seize new opportunities, even if it is not always the first to do so”. The overall prerequisite to lead the market and “shape the environment, that is, to influence trends and, perhaps, even create demand” has been identified as passion for the business (**Passion for the Business**) (Lumpkin & Dess, 1996, p. 147). As “building an entrepreneurial organization is fraught with challenges”, it is this passion, which “provides an entrepreneur the motivation to get through tough times” and serves as a driver to act proactively (Barringer & Ireland, 2012, p. 10). The following five characteristics have therefore been identified to best describe the dimension of proactiveness within entrepreneurship.

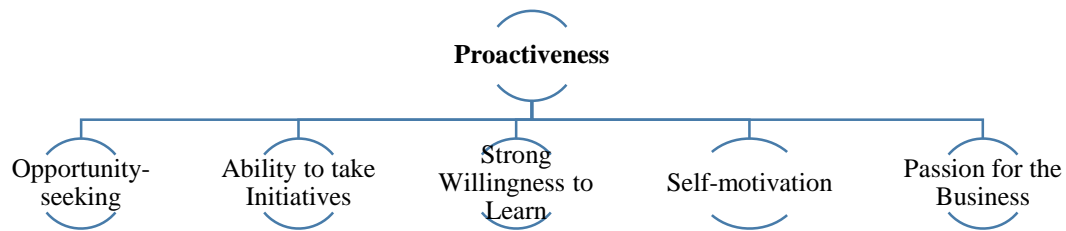


Figure 5: The Dimension of Proactiveness in EO  
Source: Based on Lumpkin & Dess, 1996

### 2.3.4 Soft Skills

In addition to the three key parameters of 1) *Innovativeness*, 2) *Risk-taking*, and 3) *Proactiveness* (Miller, 1983), the following two dimensions 4) *Soft skills* and 5) *Management skills* take additional significant entrepreneurial characteristics into consideration. The first dimensions, which was added elaborates specifically on the dimensions of 4) *Soft Skills*.

According to Kamin (2013, p. 12) soft skills “are interpersonal skills that demonstrate a person’s ability to communicate (**Communication**) effectively and build relationships with others in one-on-one interaction as well as in groups and teams”. Soft skills are very important for entrepreneurial people as they affect significant outcomes in both – new ventures and established organizations (Baron & Tang, 2009). This is due to the reason that entrepreneurs’ soft skills have an impact on their effectiveness in obtaining crucial resources, which in turn, influence new venture performance (Baron & Tang, 2009).

Besides the obvious factors of communication, networking (**Networking**) and team collaboration skills (**Team Collaboration**), also negotiation skills and emotional intelligence have been identified to cover the dimension of soft skills within entrepreneurship. Negotiation skills (**Negotiation**) are crucial for entrepreneurs as it helps them to increase social support by recruiting new network members, to facilitate access to resources, and enlist the help of new actors to solve a problem (Lamine, Mian & Fayolle, 2014).

Emotional intelligence (**Emotional Intelligence**) is defined by Goleman (1998) as having personal competence in the following areas: self-awareness, self-regulation, motivation, empathy, and social skills. In the literature emotional intelligence is identified as a key factor for success in the workplace (Cross & Travaglione, 2003). Furthermore in the field of entrepreneurship the study of Mortan, Ripoll, Carvalho, and Bernal (2014) indicate that entrepreneurs with the capacity to regulate and use emotions effectively are more prone to believe that they can be successful. The skill to appraise, manage, and use emotions in

challenging situations can be a key success factor (Mortan, et al., 2014). The following graph provides an overview of the five identified characteristics within the soft skills dimension.

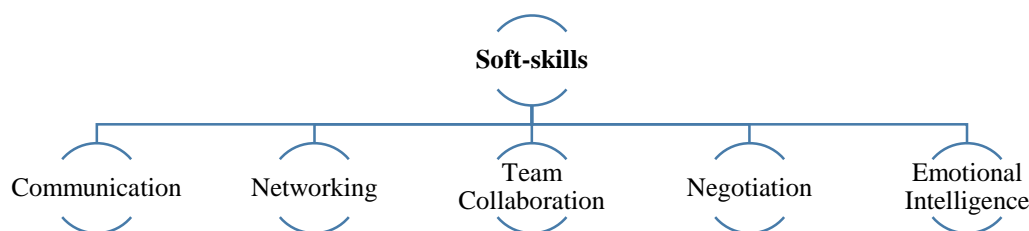


Figure 6: The Dimension of Soft Skills in EO

### 2.3.5 Management Skills

The second dimensions, which was added to the additional three key parameters of the EO-model elaborates on the dimensions of 5) *Management Skills*.

Based on Rao & Kumar's (2010, p. 3) review of several management definitions, management is described as “designing, providing and maintaining a conducive internal environment in tune with the opportunities and challenges of the external environment through planning, organizing, directing and controlling all resources and operations in order to achieve effective organizational strategies efficiently”.

Execution intelligence as one important management skill of successful entrepreneurs is the ability to transfer a solid idea into a viable business (**Execution Intelligence**) (Barringer & Ireland 2012). This entails a lot of other characteristics as executing an idea needs the abilities of developing a business model, putting together a new venture team, raising money, establishing partnerships, managing finance, and leading and motivating employees (Barringer & Ireland 2012). Hence, a lot of other management skills such as planning (**Planning**), decision-making (**Decision-making**), and financial knowledge (**Financial Knowledge**) are necessary for entrepreneurial people. This multifaceted skillset that is needed in order to run a business successfully is also highlighted by the theoretical model of Lazear (2005). According to Lazear (2005) entrepreneurs should be competent in many skills but do not need to excel in any one.

Another important characteristic of successful entrepreneurs is a product and customer focus (**Product and Customer Focus**) (Barringer & Ireland 2012). Functions such as management, marketing, and finance, will make no difference without having products and services that satisfy customers (Barringer & Ireland 2012). Based on these considerations, the following characteristics are significant within the dimensions of management skills.

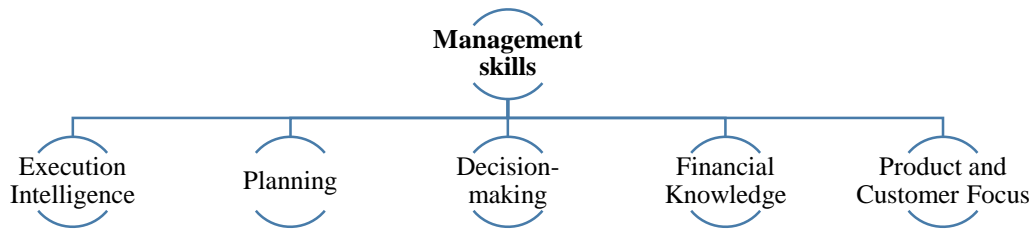


Figure 7: The Dimension of Management Skills in EO

## 2.4 Summary

The concept of entrepreneurship is gaining profound interest of companies to enhance their internal entrepreneurial spirit (Kuratko, 2005; Wakkee et al., 2010; Valerio et al., 2014). CE is especially important for companies as it positively influences the organizational performance and therefore has a direct impact on its bottom line (Zahra & Covin, 1995; Carrier, 1996; Zahra et al., 1999).

The review of various research and different theories demonstrates the positive effect of HRM practices on CE, whereby the recruitment and selection function is considered as an important issue to foster entrepreneurship within organizations. For this reason, the HR selection criteria should match the identified five dimensions of the extended EO-model (Entrepreneurship Orientation): 1) *Innovativeness*, 2) *Risk-taking* 3) *Proactiveness*, 4) *Soft Skills*, and 5) *Management Skills* (Roberts, 1977; Morris & Jones, 1993; Wright, McMahan & McWilliams, 1994; Kuratko et al., 2001; Hayton, 2003; Kaya, 2006; Schmelter et al., 2010).

However, there is currently no research about how and if companies apply EO and attract the right employees to improve their performance. Therefore, a clear empirical gap can be recognized. Thus, the aim of this research is to provide insights into this unexplored area by examining companies' HRM recruitment requirements and processes according to EO.

### **3.0 RESEARCH METHODOLOGY**

With the purpose to increase the understanding of how HRM deals with CE, an exploratory study was conducted. Hereby, the literature review served as a record of accumulated evidence and material and played an essential role in devising research questions (Brewerton & Millward, 2001; Hesse-Biber, 2010).

#### **3.1 Literature Review**

Based on the pre-understanding of the research topic, the literature on CE, HRM, and EE was critically analyzed and evaluated in order to develop an understanding of the field of CE and its link to performance. Various sources included libraries, databases, and online search engines such as Google Scholar, Summon, Emerald Insight, JSTOR, and Business Source Premier, among others. The detailed and critical literature review confirmed a gap about studies that investigate companies' actual practices and requirements when engaging in entrepreneurial activities. The motivation of this research was to shed light on this field of research.

Several studies that proved the importance of CE for performance and identified HRM practices as an important driver of CE, which served as a starting point for the investigation. Hereby, researchers suggest that HRM managers should match their selection criteria to the dimensions of EO. The literature review identified the EO-model as a well-established concept to determine the degree of EO within a company. As further literature review outlined, the original three dimensions of the EO-model 1) *Innovativeness*, 2) *Risk-taking*, and 3) *Proactiveness* by Miller (1983), were extended to 4) *Soft Skills* and 5) *Management Skills*. The main reason for the extension of the EO-model was to emphasize that the literature also highlighted further important aspects, which should be taken into consideration for an entrepreneurial orientation.

Even if the extended EO-model is just taken into consideration five main dimensions within this study and therefore can be seen as a simplification, it needs to be stated that this model highlights a central concept within the literature. Therefore, the extended EO-model together with other relevant literature served as the foundation for the analysis and provided a profound basis for the research question (Miller, 1983; Covin & Slevin, 1989; Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003; Vij & Bedi, 2012).

### **3.2 Research Design**

Given the research questions to further gain insights about companies' current recruitment and development practices for entrepreneurial people, an exploratory research was chosen as the most suitable approach. This design was used to clarify the uncertainty around the research field of HRM requirements within CE (Zikmund et al., 2010; Yin, 2009).

This study is based on a concurrent mixed-method research design, which means that both qualitative and quantitative data are collected simultaneously (Hesse-Biber, 2010). Hereby, one methodology can be embedded within the other during a single means of collecting data, specifically by including quantitative questions in an interview schedule (Saunders, Lewis & Thornhill, 2012). This mixed-method research design allows both sets of results to be interpreted together and therefore provides a richer and more comprehensive understanding in comparison to the use of a mono-method design (Saunders et al., 2012). Additionally, this approach also ensures that the study findings are valid by making it possible to compare and corroborate the aim of the study (Hesse-Biber, 2010).

For the purpose of data collection in this study, the form of semi-structured interviews was chosen, to incorporate elements of both quantifiable responding and the facility to explore certain areas of interest in more depth (Brewerton & Millward, 2001; Glenn, 2010; Krishnaswami & Satyaprasad, 2010; Saunders et al., 2012). Semi-structured interviews carry the advantages of being generally easy to analyze, quantify, and compare, but also allowing interviewees to elaborate on their responses by providing more in-depth information where necessary (Brewerton & Millward, 2001). The purpose of using semi-structured interviews was to increase the understanding of HRM practices and the way companies deal with CE.

### **3.3 Sample**

For this research, a total number of 26 Swedish-based companies were identified, whereby a pilot study with four companies was conducted first to develop the interview schedule (Table 1). The identified companies were selected according to the criteria of operating in Sweden, being of different size and representing a broad range of various industries.

No.	Date	Company	Size	Industry	Type of Interview	Length in h
1	2015-10-16	ZEB	Large	Consulting	Face-to-Face	01:00
2	2015-10-20	Totalcom	SME	Electronics	Face-to-Face	01:10
3	2015-10-20	Bragus Invest AB	Start-up	Consulting	Face-to-Face	00:50
4	2015-10-20	Drivhuset	SME	Consulting	Face-to-Face	00:45

Table 1: Overview of Pilot Interviews

The main sample consisted of 22 different sized companies (*15 Large Companies, 5 SMEs, 2 Start-ups*), which operated in a wide range of various industries in Sweden. The respondents were HR managers with the responsibility of recruitment and selection as well as training and development. The interview forms of face-to-face, telephone or Skype, and E-mail were used, according to the preferences of the respondents (Table 2):

No.	Date	Company	Size	Industry	Type of Interview	Length in h
1	2015-10-21	Peepoo	SME	Healthcare	Skype	00:40
2	2015-10-22	Educations	SME	Digital	Face-to-Face	00:50
3	2015-10-22	Laget	SME	Digital	Telephone	00:30
4	2015-10-22	David	Start-up	Consulting	Face-to-Face	00:35
5	2015-10-23	Philips	Large	Health & Wellbeing	Face-to-Face	00:35
6	2015-10-23	Klarna	Large	Digital	Face-to-Face	00:45
7	2015-10-23	Web Tech Media Group	SME	Digital	Face-to-Face	00:40
8	2015-10-23	Combitech	Large	Consulting	Telephone	01:10
9	2015-10-23	Appdelight	Start-up	Digital	Face-to-Face	00:45
10	2015-10-26	Capgemini	Large	Consulting	Telephone	00:40
11	2015-10-26	Stratsys	SME	Consulting	Telephone	00:40
12	2015-10-30	Thermo Fisher Scientific	Large	Healthcare	Telephone	00:40
13	2015-10-30	Nordea	Large	Banking	Telephone	00:55
14	2015-11-03	Ericsson	Large	Electronics	Face-to-Face	00:40
15	2015-11-03	Uppsalahem	Large	Real Estate	Telephone	00:40
16	2015-11-04	Censored a	Large	Industrial Manufacturing	Telephone	00:50
17	2015-11-04	IKEA Uppsala	Large	Retail	E-mail	/
18	2015-11-05	Holmen	Large	Paper	E-mail	/
19	2015-11-06	Censored b	Large	FMCG	Telephone	00:35
20	2015-11-09	Marc O Polo	Large	Clothing	E-mail	/
22	2015-11-13	Siemens	Large	Electronics	Telephone	00:40
22	2015-11-13	Clas Ohlson	Large	Retail	Telephone	00:30

Table 2: Overview of Main Study Interviews<sup>1</sup>

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<sup>1</sup> *Large companies* are defined as having more than 250 employees, are operating in its industry for more than five years and have proven themselves as an established company. *SMEs* are defined as companies which are operating in its industry for more than three years and have up to 250 employees (European Commission, 2015). *Start-ups* are also defined as having up to 250 employees, however they are still in the first stage of their establishment for a time period between one and three years.

### **3.4 Data Collection**

The collection of data was conducted through various methods, including the collection of primary data through the usage of interviews as well as secondary data through the review of different literature. The main data collection process can be separated in three main steps:

#### *3.4.1 Pilot Study*

#### *3.4.2 Development of the Interview Schedule*

#### *3.4.3 Primary Data*

This combination served as a suitable approach to collect a significant and meaningful body of information in order to explore the complexity of this research.

#### **3.4.1 Pilot Study**

The pilot study included an initial selection of a limited number of companies and respondents. The main purpose of the pilot study was to develop the final interview schedule. Hereby, the accumulated data of the pilot study was not included in the results of the main study.

##### ▪ *Firm and Respondent Selection*

In order to create a great variety of information in the pilot study, the four chosen companies had to: *1) operate in Sweden, 2) be of different size and 3) represent a broad range of various industries*. Moreover, it was crucial, that the selected persons for the interviews were responsible for the HR department of the organization and therefore had suitable insights into the entire HR practices. The four selected companies applied to all of the criteria and consisted of a Start-up (*Bragus Invest AB*), two SMEs (*Totalcom* and *Drivhuset*) and one Large company (*ZEB*) (Table 1).

Bragus Invest AB is a Start-up that buys invoices and consults financial companies with regards to their product and business development. Drivhuset is a SME with 55 employees that supports student entrepreneurs to start and run a business. Also operating as a SME, Totalcom is established since six years and provides business class communication, working B2B. And with nearly 1000 employees, ZEB represents one of the leading consulting companies in the financial service sector.

The diversity of the firms in the pilot study allowed the researchers to get a first-hand understanding of HRM and CE and to test the interview schedule with respondents. Those had



different point of views and hence provided a fruitful feedback to clarify the questions and fit the interview schedule in the best way to answer the research question.

- *Interview Schedule Enlargement*

In order to identify relevant questions and determine if these questions were interpreted in the intended manner, the method of in depth face-to-face interviews was chosen. During the interviews, respondents were asked about HRM practices, and also presented with a set of questions intended to be included in the questionnaire.

This method allowed to work closely together with the interviewees, to explore their responses, provide the opportunity to witness non-verbal behavior, and achieve a high level of interactivity and spontaneous communication (Saunders et al., 2012). With regards to the behavior of the respondents, special focus was put on their mimic and gestic as well as on the way how they answered the questions. Close attention was put on potential ambiguity within the questions and terms. Additionally, respondents were asked if questions were perceived as repetitive during the course of the interview. As all four interviews were conducted by both authors and active feedback from the respondents was taken into consideration, it was possible to improve the survey significantly during the development from version one to version four (Appendix 8.1).

One major improvement was achieved by asking the respondents for the most important characteristic of each dimensions of the extended EO-model. This step was taken, as it became obvious during the pilot interviews, that the majority of characteristics were rated on a high scale without comparing the aspects against each other. This means that the majority of the respondents were not able to differentiate between the importance of the different characteristics of each dimension, but instead rated all of them as highly important for their company. During the development process of the final interview schedule, wordings were changed, some questions were rephrased and certain aspects were discarded for a better understanding (Appendix 8.1).

In general, the chosen process and method provided both interviewers with a full understanding of how the respondents answered the questions and therefore allowed them to enhance the survey accordingly for the further upcoming interviews.

### 3.4.2 Interview Schedule

The literature review and especially the findings of the pilot study, served as the foundation for the development of the interview schedule. Through continuous testing and improvement of the interview schedule, the final structure and design of the interview questions developed as outlined in the following.

- *Structure of the Interview Schedule*

The structure of the interview schedule was based on the main identified aspects within the literature, including research around CE, HRM, and EE. This includes the EO-model as a major concept to measure EO within a company (section 2). The finalized interview schedule consisted of the following six main parts:

No.	Content	No. of Questions
1	Definition of Entrepreneurial Culture	Q1
2	The Importance of Entrepreneurial Culture	Q2-Q5
3	Characteristics of Entrepreneurial People	Q6; Q15; Q16
4	HRM Recruitment and Selection Training and Development	Q7-Q12 Q13-Q14
5	Further Insights	Q17

Table 3: Structure of the Interview Schedule

The first question (Q1), served as an introduction to get the respondents familiar with the topic and their definition of entrepreneurial culture in general.

The following part (Q2-Q5) focused on the importance of an entrepreneurial culture within the interviewed company. Here, the interviewees were asked to identify the importance of an entrepreneurial culture and the need of entrepreneurial people at their company.

Part three critically evaluated the characteristics of entrepreneurial people both through an open question to get the direct view of the respondents as well as through provided characteristics. Those characteristics were based on the extended EO-model and were constructed around the dimensions of 1) *Innovativeness*, 2) *Risk-taking*, 3) *Proactiveness*, 4) *Soft Skills*, and 5) *Management Skills*. This quantitative part of the interview schedule was developed into a standardized questionnaire, whereby respondents rated certain criteria of the EO-model with numerical values on a scale from one to five.

Furthermore, part four of the interview schedule focused on the HRM function within the interviewed company. Hereby, the part for recruitment and selection (Q7-Q12) considered various criteria in terms of how entrepreneurial people can be attracted and assessed and for which functions they add value for the companies. Moreover, it was evaluated whether the company perceives a background in EE as valuable. The training and development part (Q13-Q14), focused on internal development possibilities in general and with particular focus on entrepreneurship.

The last part of the schedule (Q17) considered further insights of the overall topic and gave the respondent the chance to add additional characteristics or to further elaborate on other aspects.

Based on the concurrent mixed-method design within this study, it can be concluded that the main part of the interview schedule referred to a qualitative method to get an understanding of how companies deal with CE (Q 1; 3; 5-14; 16-17), while a quantitative approach provided insights to identify the characteristics that companies are looking for regarding entrepreneurial people (Q 2; 4; 15) (Appendix 8.2) (Hesse-Biber, 2010).

#### ▪ *Design of the Interview Questions*

Careful preparation is the key to a successful interview and therefore the interview schedule was planned precisely in order to obtain the confidence of the interviewees by demonstrating the researcher's competence and credibility (Saunders et al., 2012).

As suggested by Saunders et al. (2012), the interview schedule was structured in a way that ensured appropriateness in the use of different types of questions. Furthermore, the questions were phrased in a manner that avoided emotional language. Both the structure and the wording are critical to achieve success in interviews (Saunders et al., 2012). Therefore open, probing, and closed questions were used.

Open questions (Q1; 16; 17) were applied in order to reveal attitudes and obtain facts by encouraging the interviewee to provide an extensive and developmental answer (Saunders et al., 2012).

To explore significant responses related to the research topic, probing questions were used in the main part of the interview schedule (Q5-10; 13-14) (Saunders et al., 2012).

Closed questions were utilized as introductory questions about a particular topic (Q3; 12) to obtain specific information and confirm opinions (Saunders et al., 2012).

### 3.4.3 Main Study

In order to achieve a rich set of primary data, the main study consisted of 22 semi-structured interviews with Swedish-based companies.

- *Sampling Technique*

The technique of heterogeneous sampling was used, which enables the collection of data to broadly define and explain the significant themes that can be observed (Saunders et al., 2012). To ensure the maximum variation possible in the data collected, companies from different industries and diverse size were chosen.

- *Sample Size*

By using a non-probability technique, the issue of sample size is ambiguous, meaning that there is no guideline how large the size of the sample should be (Saunders et al., 2012). In order to address this issue, interviews were conducted until data saturation was reached. This point was identified after 20 interviews, whereby patterns in the answers were recognized and the additional collected data provided few new insights. This is also in line with the suggested minimum sample size of 5-25 (Saunders et al., 2012).

- *Data Collection Process*

During the data collection process, the dominant challenge was to get access to HR managers, especially in Large firms. Therefore, a total number of 59 companies were contacted. Some of the firms had to be called up to ten times in order to reach someone who fulfilled the selection criteria. Eventually, 39 responsible HR-managers could be reached, of which a total number of 22 participants agreed to take part in the interviews. The majority of the participants, who refused to take part in the interview, were Large organizations with more than 1,000 employees. The main reason for not participating was a lack of time.

After securing access, potential respondents were provided with the interview guide and more detailed information about the research project via E-mail. This information included the main objective of the research, the purpose of the interview and organizational information such as date and time for the actual interview. Despite the fact, that all respondents received the interview guide in advance, some answered questions in a spontaneous way.

During all interviews, the entire conversation was audio recorded and notes were made additionally. This improved understandability and enabled follow-up probing questions by summarizing back to the interviewee (Saunders et al., 2012). Furthermore, as suggested by Saunders et al. (2012), after each interview, a full record was compiled to produce a set of contextual data and related memos. All the mentioned techniques are means to control bias and produce reliable data (Saunders et al., 2012). To further increase reliability, different interview forms were applied.

- *Interview Forms*

A total number of seven interviews were conducted in the form of face-to-face interviews, which increased the depth of information. Therefore the accuracy and dependability of the answers could be checked by observation and probing (Krishnaswami & Satyaprasad, 2010).

The majority of the interviews (12) were conducted by telephone or Skype. This provided the benefits of low cost as it did not involve travel time and expense, while however ensuring a good quality of response at the same time (Krishnaswami & Satyaprasad, 2010). Telephone and Skype interviews can also have the advantage of a reduced interviewer bias as there was no face-to-face contact and therefore no direct judgment occurred (Krishnaswami & Satyaprasad, 2010). Nevertheless, a disadvantage of telephone interviews is, that the respondents' characteristics and environment cannot be observed (Krishnaswami & Satyaprasad, 2010). Furthermore, telephone interviews do not allow the establishment of the same position of trust as face-to-face interviews and thus participants can be less willing to engage in an exploratory discussion (Saunders et al., 2012).

Moreover, three participants of the study preferred to fill out the interview schedule via E-mail on their own. This was in contrast to all the other interviews, where the interview schedule was completed by the researchers. A major drawback of receiving the filled out interview schedules via E-mail was that it could contain unanswered questions and incomplete responses (Krishnaswami & Satyaprasad, 2010). In order to limit this disadvantage, respondents were contacted again by E-mail to elaborate on unclear responses further. This in turn, was advantageous as the time delay between a question being asked and it being answered allowed both the interviewer and the interviewee to reflect on the questions and responses prior to providing a considered response (Saunders et al., 2012).

### **3.4.4 Secondary Data**

Additionally to primary data, secondary research was conducted to gain significant understanding about the research topic. Secondary data such as annual reports as well as newspaper or research institute analysis was further evaluated to complement the data from the interviews. Even if the process of collecting additional secondary data included extensive screening as not all information was relevant for the purpose of the thesis, the benefit clearly proved the assurance of verified data (Saunders et al., 2012). For the purpose of this research, secondary data was used to confirm various findings in the primary data collection process as well as to gain further insights into the topic of CE.

### **3.5 Data Analysis**

The analysis of the collected primary data was structured according to the four main parts of the interview schedule (Table 3, section 3.4.2):

- 1) Definition of Entrepreneurial Culture*
- 2) The Importance of Entrepreneurial Culture*
- 3) Characteristics of Entrepreneurial People*
- 4) HRM*

With regards to the nature of the questions, qualitative answers were evaluated according to the most common characteristics within all responses. This means that by reviewing the answers, certain patterns became apparent and therefore they were grouped according to categories, which were chosen by the researchers during the evaluation process. Concerning the quantitative questions, the extended EO-model was used to devise a framework that helped to organize and direct the data analysis (Yin, 2009).

In a first step, the conclusions were compared with expectations from the literature and theory, followed by a second step that evaluated the findings against each other. The analysis revealed patterns both on an overall level and within the different categories of company size. Hereby, patterns which were either in line with existing theory or identified as new ones occurred. Both types of patterns were analyzed, discussed, and conclusions were drawn.

### 3.6 Validity

According to Saunders et al. (2012), a high level of validity in semi-structured interviews can be achieved by conducting the interviews carefully with the intention to clarify questions, probe meanings, and to be able to explore responses from a variety of angles. In order to reduce the scope of biases and ensure a high validity, an appropriate approach to questioning as suggested by Saunders et al. (2012) was applied. Pre-testing of questions resulted in unambiguous questions that could be understood. Furthermore, questions that could lead the interviewee or which indicate a certain bias were avoided. Additionally, validity was enhanced by using both a qualitative and quantitative sampling component throughout the entire interview schedule (Easterby-Smith, Thorpe, Jackson & Lowe, 2008; Hesse-Biber, 2010; Saunders et al., 2012). Therefore, it can be concluded that the research reflects a satisfactory validity.

### 3.7 Reliability

A major concern regarding the reliability of semi-structured interviews is that the findings are not necessarily replicable since they reflect reality at the time they were gathered, meaning in a situation which may be subject to alteration (Marshall & Rossman, 2006). To enhance the reliability, all interviews were recorded and transcribed (See examples in Appendix 8.3 & 8.4). This enables other researchers to refer to these records, comprehend the process and reanalyze the collected data (Saunders et al., 2012).

Besides that, Saunders et al. (2012) suggests that it is necessary to consider the following three types of potential bias: 1) *Interviewer bias*, 2) *Response bias*, and 3) *Participants bias*.

1) Interviewer bias means that the comments, tone or non-verbal behavior of the interviewer creates bias in the way that interviewees respond. In order to reduce this interviewer bias, all questions were summarized by the entire research team to avoid a biased or incomplete interpretation (Saunders et al., 2012).

2) Response bias refers to the inability of the interviewer to develop the trust of the interviewee and therefore the value of the given information may be limited. With regards to reducing this bias, participants were assured that confidential information was not being sought and their anonymity was guaranteed. Hence the level of confidence in the interviewers' trustworthiness was increased (Saunders et al., 2012).

3) Participants bias is defined as a reduction in willingness to take part in the interview. To overcome this bias, relevant information about the research project and the interview were supplied beforehand as it provided participants with the opportunity to prepare for the interview. Furthermore, the appropriateness of location was ensured by conducting all face-to-face interviews at meeting rooms in the companies, to facilitate that the participants feel comfortable and the interview was unlikely to be disturbed (Saunders et al., 2012).

In general, the reliability could have been negatively affected, as respondents might have answered in an untruthful way to place the company in a better position. This means that respondents might have answered in favor for their company to place them in a better position than they actually are. For example stating that the company has an entrepreneurial training programs but in fact does not provide specific development possibilities for their employees. However, taken into consideration that certain aspects could have diminished the reliability of the research, overall it can be said that due to a good understanding of the researchers within the topic and of the interviewed partners, a satisfactory level of reliability of the research can be ensured.

### **3.8 Limitations**

Due to the small sample size of 22 companies, one major limitation of this study is that the findings cannot be used to make statistical generalizations about an entire population (Saunders et al., 2012). Within this research, only Swedish-based companies were analyzed.

Another limiting factor is that the majority of the interviews were conducted through telephone, Skype or via E-mail. Although such interview forms come with certain advantages, they do not enable the establishment of the same position of trust as face-to-face interviews. Therefore, participants may have been less willing to engage in an exploratory discussion (Saunders et al., 2012). Moreover, the interviewers' interpretation of the degree to pursue a particular line of questioning could have been adversely affected, as it was not possible to witness non-verbal behavior of the participants (Saunders et al., 2012).

A further limiting factors of this study is the exclusive focus on the EO-model, even if there may be other practices that concern the development of CE. However, the EO-model represents a major and established framework in the field of entrepreneurship studies and was therefore chosen as groundwork with a significant liability.

Moreover, as only HR-managers were interviewed in the study, the findings do not take into consideration other potential views from different departments of the company. This may



limit the research in a way that managers with other specializations have a completely different view of the topic of entrepreneurship within their company. Nevertheless, for the course of this research it was reasonable to interview HR-managers about recruiting and developing their employees.

With respect to the interviewed HR-managers, a further limitation was that the researchers did not have sufficient information about the background of the interviewee. This means that there could have been a major difference between the background, the experience, and the responsibilities within the company. Based on the impression of the researchers, it could be concluded that all the respondents had sufficient knowledge to be able to answer the questions in a meaningful and reliable way.

In spite of the outlined limitations of this research, it can be concluded that due to the participation of both researchers during the interviews, these limitations do not harm the output of research in a significantly negative way and a valid and reliable study has probably been obtained.

## 4.0 EMPIRICAL RESULTS

For the purpose of identifying the characteristics that firms are looking for when recruiting entrepreneurial people, the results of the collected data were divided into four different parts and are presented within this section:

Section	Content	No. of Questions
4.1	Definition of Entrepreneurial Culture	Q1
4.2	The Importance of Entrepreneurial Culture	Q2-Q5
4.3	Characteristics of Entrepreneurial People	Q6; Q15; Q16
4.4	HRM Recruitment and Selection Training and Development	Q7-Q12 Q13-Q14

Table 4: Structure of the Interview Schedule

Some of the main outcomes were that an entrepreneurial culture for the vast majority of all participants is of great importance. In addition to this, entrepreneurial people play a significant role in order to develop and enhance the business and create a competitive advantage. Hereby, the characteristics of proactiveness and innovativeness are especially important for entrepreneurial people. Even if the majority of companies is interested in developing entrepreneurial skills further, it can be concluded that some lack a clear strategy of branding their company as being entrepreneurial.

### 4.1 Definition of Entrepreneurial Culture

The results of how the interviewed companies define entrepreneurial culture in general (Q1), were grouped into five different characteristics: With more than 80%, the majority of all participants agreed on the fact that being *Open for new ideas* is a critical factor for an entrepreneurial culture. The second most identified characteristic was *Execution intelligence* with over 40%, meaning to transfer ideas into a viable business. About a third (32%) pointed out the characteristic of *Risk-taking* being part of an entrepreneurial culture. *Goal orientation* was identified by more than one fifth (22%), while having a *Vision* was declared by 9% of all organizations. These findings are presented in the following graph and add up to more than 100% as every respondent was able to define several characteristics. The exact wordings of the answers (Q1) can be found in Appendix 8.5.

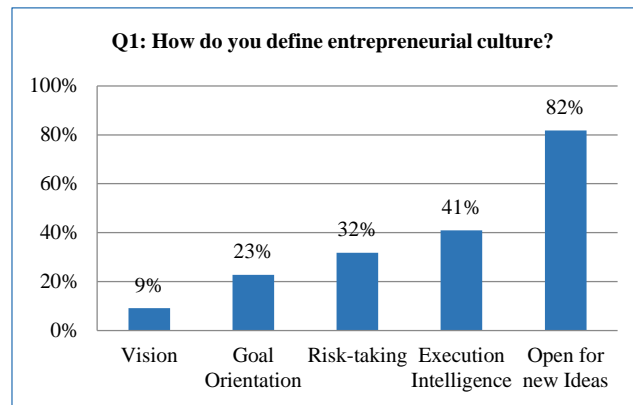


Figure 8: Definition of Entrepreneurial Culture (Q1)

## 4.2 Importance of Entrepreneurial Culture

Concerning the question if an entrepreneurial culture helps the company to grow rather than to become stagnant (Q3), all respondents agreed with this statement (100%).

With regards to the evaluation of the importance of an entrepreneurial culture within their own company (Q2), overall, almost three quarter (68%) rated it as either extremely important or fairly important. In this case, importance refers to the degree of entrepreneurial spirit incorporated within their culture. However, two companies, both identified as Large organizations, evaluated their entrepreneurial culture as fairly unimportant, without identifying specific reasons. The following graph outlines these results:

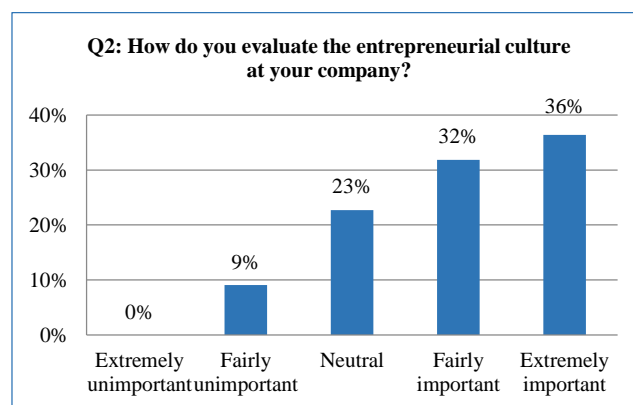


Figure 9: The Importance of Entrepreneurial Culture (Q2)

Given the high importance of an entrepreneurial culture, the significance of having entrepreneurial people within the organization (Q4; 5) was expected and evaluated by the majority (86%) as a crucial part. A common pattern was, however, that an organization also needs people without that entrepreneurial spirit, who instead take care of the everyday business.

This was confirmed by companies from all sizes (Large, SME, Start-up). The company, that evaluated the importance of entrepreneurial people as weak, was identified as a Large organization.

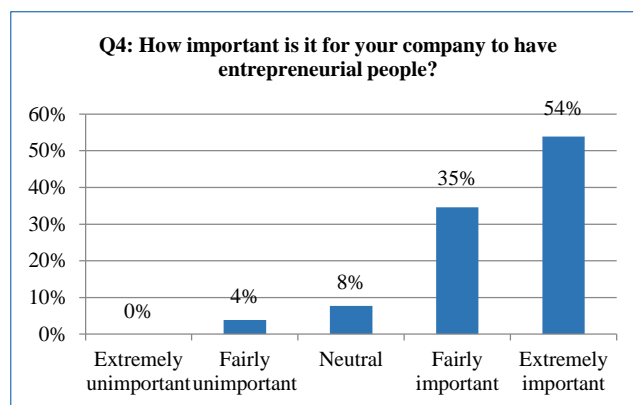


Figure 10: The Importance of Entrepreneurial People (Q4)

The main reasons why entrepreneurial people are seen as extremely important for the organizations (Q5), were analyzed according to two different characteristics, which became obvious by analyzing the responses (Appendix 8.6). More than one third of all participants (36%) highlighted the *Development of the Business* and the creation of a *Competitive advantage* through for example new ideas and the as a crucial aspect, respectively. Other results (27%) which could not be analyzed according to these two dimensions included for example taking on every challenge or staying attractive. The following graph illustrates these findings.

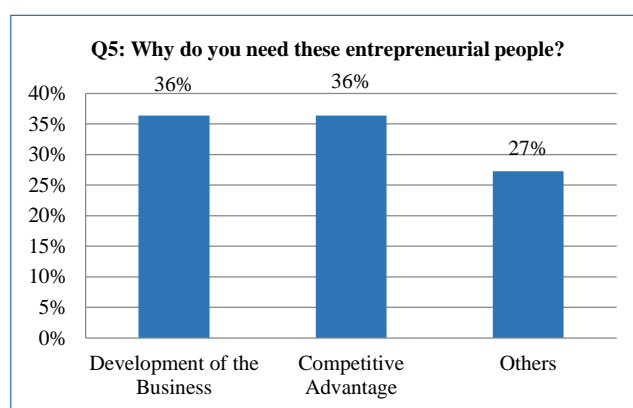


Figure 11: The Need of Entrepreneurial People (Q5)

### 4.3 Characteristics of Entrepreneurial People

This part evaluated the characteristics for entrepreneurial people with regards to the extended EO-model (section 2). Two questions were asked, whereby Question 6 asked the respondents to freely come up with the five most important characteristics, and Question 15 let the respondents rate a number of pre-defined characteristics. With regards to Question 6, although it was an open question, the responses could be grouped in the five different dimensions of the extended EO-model. This outcome confirmed the credibility of the EO-model. An overview of the exact responses is presented in Appendix 8.7. The answers add up to more than 100% as it was taken into consideration that respondents mentioned more than one characteristic as being crucial for entrepreneurial people.

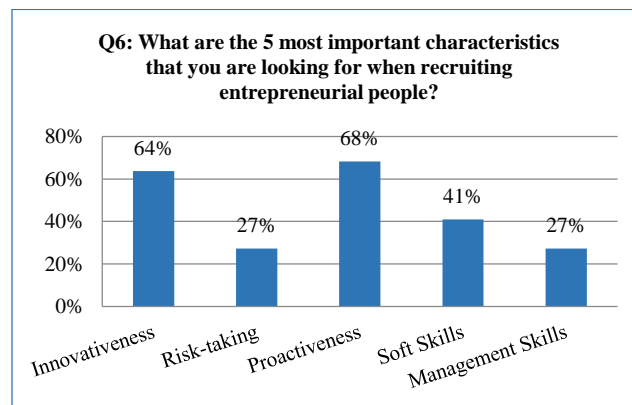


Figure 12: Most Important Characteristics for Entrepreneurial People (Q6)

In addition to this, table 5 presents the most important characteristic in every identified dimension of the extended EO-model for all participants (Q15). In the following, each dimension is evaluated in particular with regards to the most important characteristics per company size (Large, SME, Start-up). Hereby, every respondent was faced with five different characteristics per dimension, which were rated individually. Furthermore, they also evaluated the most important characteristic for their company within each dimension, which is presented below.

Dimension	Most Important Characteristic per Dimension
1) Innovativeness	Problem-solving
2) Risk-taking	Adaptability
3) Proactiveness	Passion for the Business Ability to take Initiatives Opportunity-seeking
4) Soft Skills	Communication
5) Management Skills	Product and Customer Focus

Table 5: Most Important Characteristics of the Extended EO-model

### 4.3.1 Innovativeness

The dimension of Innovativeness, was evaluated as highly important by 64% of the respondents overall (Q6). Within this dimension, the majority of all participants (45%) evaluated *Problem-solving* as the most important characteristic, followed by *Creativity* (32%). None of the participants evaluated the characteristic of being *Visionary* (0%) as important.

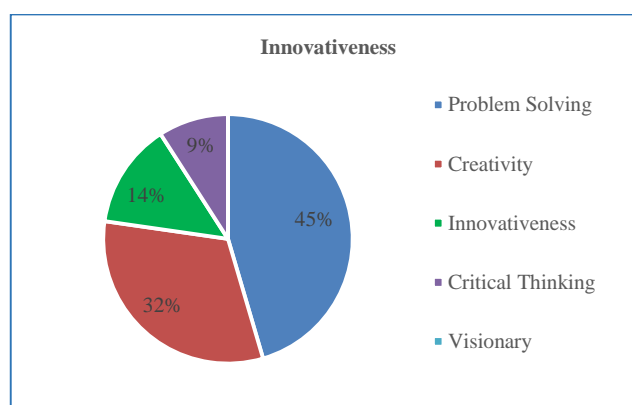


Figure 13: Innovativeness: Important Characteristics

By analyzing the dimension of Innovativeness according to company sizes, the two most important characteristics of *Problem-solving* and *Creativity* were confirmed by Large companies, SMEs as well as Start-ups.

Innovativeness					
Large	68%	SME	23%	Start-up	9%
Problem-solving	33%	Problem-solving	80%	Problem-solving	50%
Creativity	33%	Creativity	20%	Creativity	50%
Innovativeness	20%				
Critical Thinking	14%				

Table 6: Innovativeness per Company Size

### 4.3.2 Risk-taking

The dimension of Risk-taking, was evaluated by only 27% as important for the respondents overall (Q6).

Considering the distribution of characteristics within this dimension, 41% evaluated *Adaptability* to new situations as the most important characteristic. Additionally, almost one fifth (18%) and one seventh (14%) rated *Courage* and *Open Mind* as crucial.

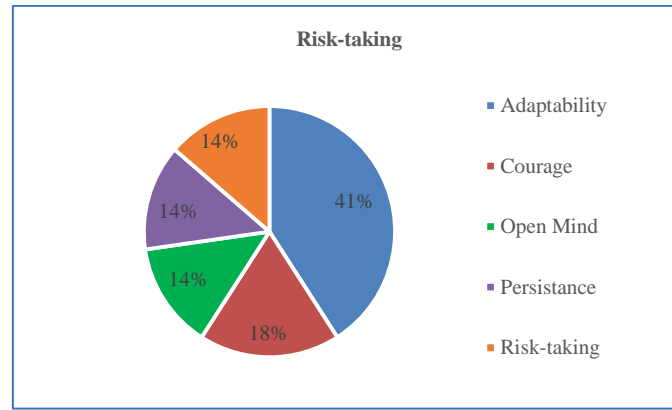


Figure 14: Risk-taking: Important Characteristics

According to company sizes, the most important characteristics of *Adaptability* and *Courage* are not equally distributed. For SMEs, an *Open Mind* is considered as the most important factor, while the characteristic of *Risk-taking* is not even mentioned. For Start-ups, *Risk-taking* instead takes a crucial place and replaces the factor of *Courage*.

Risk-taking					
Large	68%	SME	23%	Start-up	9%
Adaptability	47%	Open Mind	40%	Adaptability	50%
Courage	20%	Adaptability	20%	Risk-taking	50%
Persistence	13%	Courage	20%		
Open Mind	13%	Persistence	20%		
Risk-taking	7%				

Table 7: Risk-taking per Company Size

### 4.3.3 Proactiveness

The dimension of Proactiveness was considered the most important dimension by all companies with more than two third (68%) (Q6).

The distribution of the various characteristics was relatively balanced. Nearly one fourth of all participants (23%) evaluated *Passion for the Business*, the *Ability to take Initiatives* as well as *Opportunity-seeking* respectively, as the most important aspects.

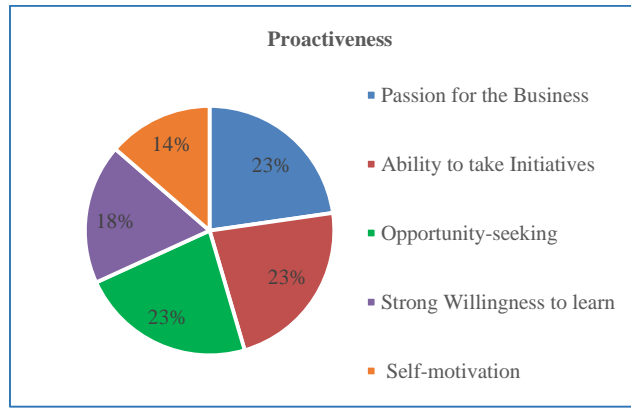


Figure 15: Proactiveness: Important Characteristics

By analyzing the dimension of Proactiveness according to company sizes, *Passion for the Business* was only confirmed by Large companies and Start-ups. For SMEs, *Passion for the Business* was not relevant: Contrary, Start-ups identified this characteristic as the only significant factor.

Proactiveness					
Large	68%	SME	23%	Start-up	9%
Strong Willingness to Learn	27%	Ability to take Initiatives	40%	Passion for the Business	100%
Ability to take Initiatives	20%	Opportunity-seeking	40%		
Opportunity-seeking	20%	Self-motivation	20%		
Passion for the Business	20%				
Self-motivation	13%				

Table 8: Proactiveness per Company Size

#### 4.3.4 Soft Skills

The dimension of Soft Skills, was rated by 41% of the respondents as an important characteristic (Q6). Within this dimensions, the vast majority of all participants (45%) evaluated *Communication* as the most important characteristic, followed by almost one third (27%), who evaluated *Team Collaboration* as a critical factor.

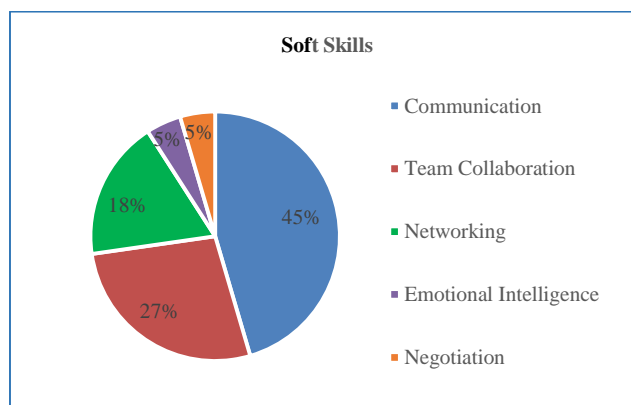


Figure 16: Soft Skills: Important Characteristics



With regards to company sizes, the most important characteristics were *Communication* and *Team Collaboration*. However, Start-ups did not consider *Communication* as an important factor but instead were the only ones who emphasized the importance of *Negotiation skills*.

Soft Skills					
Large	68%	SME	23%	Start-up	9%
Communication	47%	Communication	60%	Negotiation	50%
Team Collaboration	27%	Networking	20%	Team Collaboration	50%
Networking	20%	Team Collaboration	20%		
Emotional Intelligence	6%				

Table 9: Soft-Skills per Company Size

#### 4.3.5 Management Skills

The dimension of Management Skills was evaluated by only 27%, the same importance as Risk-taking, for the respondents overall (Q6).

With regards to this dimension, almost half of all participants (45%) rated the characteristic of *Product and Customer Focus* as the most important factor. Furthermore, *Execution Intelligence* was also evaluated as a significant characteristic by more than one third (36%).

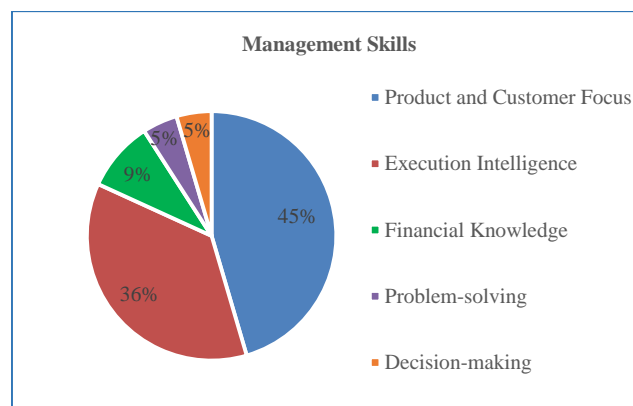


Figure 17: Management Skills: Important Characteristics

By analyzing the dimension of *Management Skills* according to company sizes, the most important characteristic of *Product and Customer Focus* included within Large companies and SMEs. However, the significance of this factor for SMEs was not as critical as *Financial Knowledge*. With regards to the second most important characteristic overall, *Execution Intelligence* was important for organizations of all sizes. This factor was evaluated as the most crucial one by all Start-ups.

Management Skills					
Large	68%	SME	23%	Start-up	9%
Product and Customer Focus	60%	Financial Knowledge	40%	Execution Intelligence	100%
Execution Intelligence	27%	Execution Intelligence	40%		
Decision-making	6,5%	Product and Customer Focus	20%		
Problem-solving	6,5%				

Table 10: Management Skills per Company Size

#### 4.4 Human Resource Management

Within the area of HRM, this study evaluated in particular the two different functions of Recruitment and Selection (Q7-Q12) as well as Training and Development (Q13-14).

Within Recruitment and Selection, the information that was sought concerned especially the ways companies use to brand themselves as entrepreneurial as well as the positions where entrepreneurial skills are of importance within those organizations. It was additionally evaluated where to find entrepreneurial people and how firms actually evaluate entrepreneurial skills. Finally, it was considered if a background within entrepreneurship was seen as particular valuable for the companies.

The area for Training and Development considered if the companies have internal development programs in general and specifically to foster entrepreneurial skills.

##### 4.4.1 Recruitment and Selection

With regards to branding an organization as entrepreneurial (Q9), three different strategies were identified.

The majority of the businesses used their 1) *Communication channels* (36%), including websites and job advertisements to express entrepreneurial spirit. It was also noticeable, that almost one third (32%) of all organizations expressed their entrepreneurial culture through their 2) *Employer branding and core values*. Moreover, 18% of all respondents branded their company through their network, referring to for example the “collaboration with the Entrepreneurship Lab” at Uppsala University (Ericsson, 2015) and “networking in [the] Start-up scene” (Appdelight, 2015).

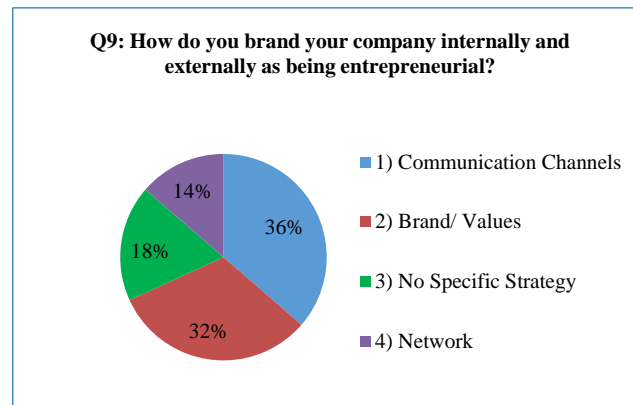


Figure 18: Strategies for Entrepreneurial Branding (Q9)

Almost one fifth (18%) of all organizations did not have a specific strategy to brand their company internally and externally as being entrepreneurial. Among those, all different sizes of companies (Large, SME, Start-up) were represented. By evaluating every category individually, only 7% of all Large companies, 40% of all SMEs and even half of all Start-ups (50%), had no strategy to brand their company as being entrepreneurial.

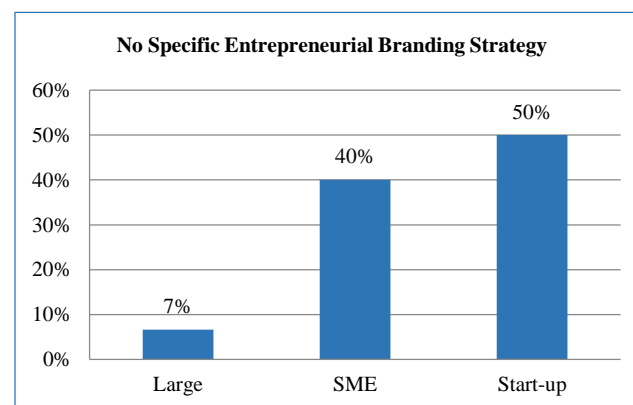


Figure 19: No Strategy for Entrepreneurial Branding per Company Size (Q9)

A second question concerned for which jobs companies are attracting entrepreneurial people through their branding. More than half of the organizations (55%) stated that they need entrepreneurial people throughout the entire business in various positions. It was also significant, that people with entrepreneurial skills are needed for management and leadership positions (18%) as well as marketing and sales (14%). The question was framed in an open way so that the respondents could answer freely. Nevertheless, different job areas, where entrepreneurial people are needed, could be identified and were grouped accordingly (Appendix 8.8).

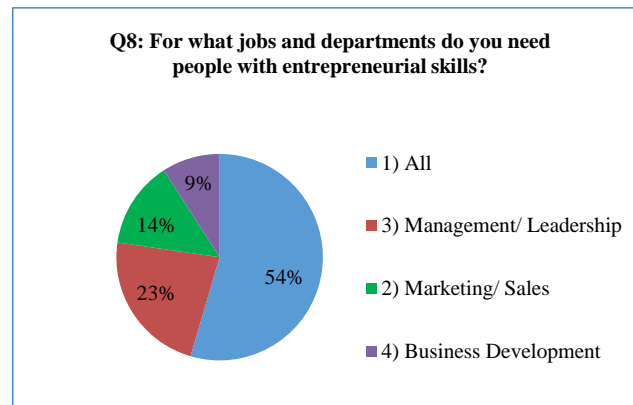


Figure 20: Jobs and Departments for Entrepreneurial People (Q8)

But where do companies find the right people for these jobs? Different approaches were applied for this goal (Q11). Hereby, some organization use more than one approach (Figure 21).

The majority of all interviewed companies (68%) seek entrepreneurial people at universities directly. Moreover, around one third (32%) use their network as well as job portals respectively, in order to find the right fit of entrepreneurial spirit for their company. The actual Start-up scene, where entrepreneurs are most likely to be present, is not really considered by the respondents as a place to find entrepreneurial people (9%). The answers add up to more than 100% as it was taken into consideration that companies look for entrepreneurial people in more than one location.

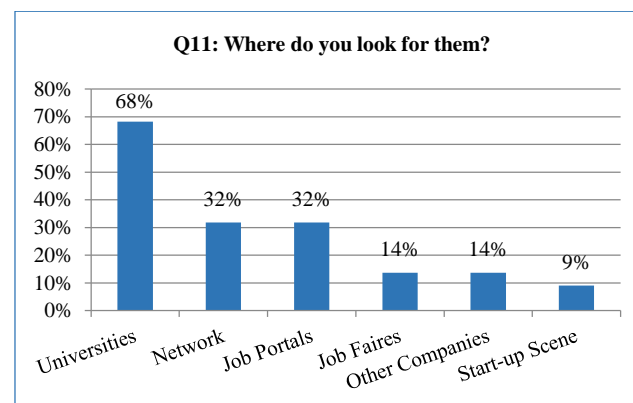


Figure 21: Approaches to find Entrepreneurial People (Q11)

After having found potential employees, it is now crucial to evaluate their characteristics in order to identify the required entrepreneurial skills (Q7). Hereby, five different evaluation tools were classified and it became obvious that some of the organizations used several of those at the same time.

It was significant, that almost three quarter of all respondents (73%) use a specific Interview Technique, which includes for example special questionnaires or a competence based interview technique. Moreover, References and Recommendations (41%) as well as having a Gut feeling (36%) when evaluating the interviewees entrepreneurial skills, were of high importance.

The following graph demonstrates these findings and add up more to 100% again as respondents named more than one evaluation method for entrepreneurial skills.

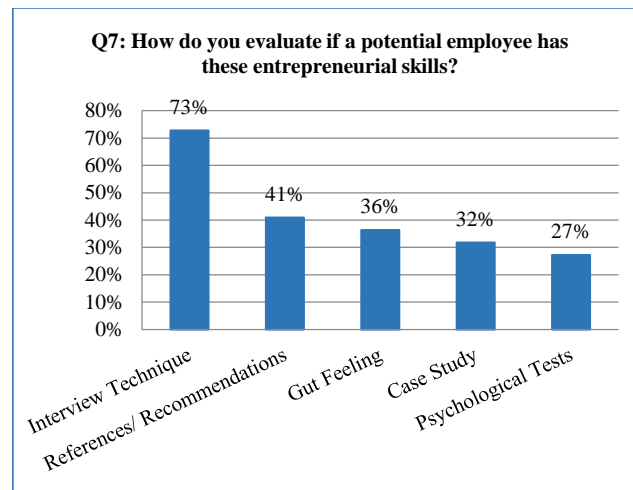


Figure 22: Evaluation of Entrepreneurial Skills (Q7)

Regarding the question whether the background of entrepreneurial education is considered as particularly valuable for an organization (Q12), the majority of all respondents (77%) agreed. However, it was significant that almost one third (27%) of all participants require an additional background and specific skills on top of the entrepreneurial education. Furthermore, one fifth (18%) only considered EE as valuable in combination with an entrepreneurial mindset. This aspect of having a specific entrepreneurial mindset was also highlighted by another 9% of all participants, who do not consider EE as valuable. Overall, it can therefore be said that nearly one third (27%) of all participants require an entrepreneurial mindset. Figure 23 demonstrates these findings.

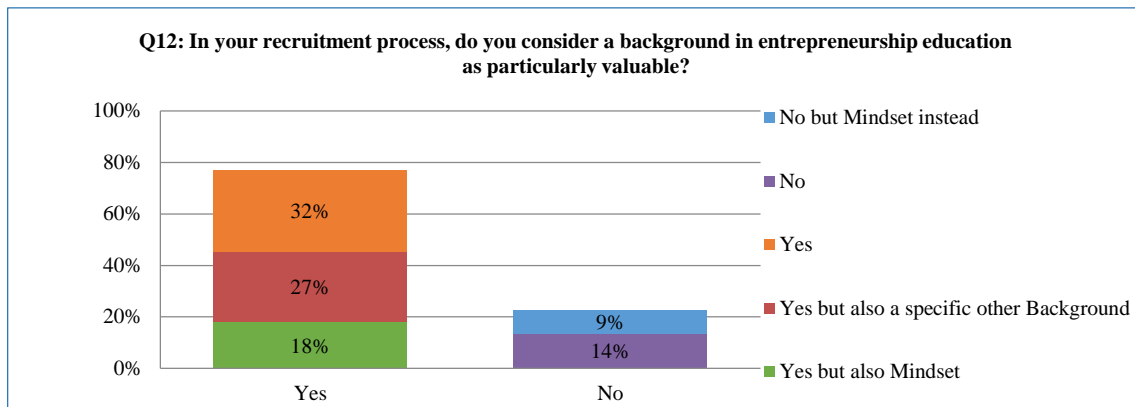


Figure 23: The Importance of Entrepreneurship Education (Q12)

#### 4.4.2 Training and Development

Regarding the training and development function within HRM (Q13), the vast majority of organizations (82%) provides a great variety of development possibilities for their employees. Those reach from “leadership and project management” (Clas Ohlson, 2015), over “sales and marketing” (Philips, 2015) to other specific skills (Appendix 8.9).

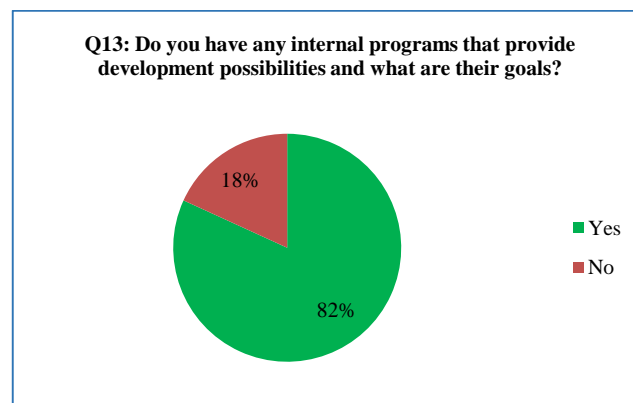


Figure 24: Training and Development Programs (Q13)

Though, only 18% of all participants have development programs to foster entrepreneurial skills specifically (Q14).

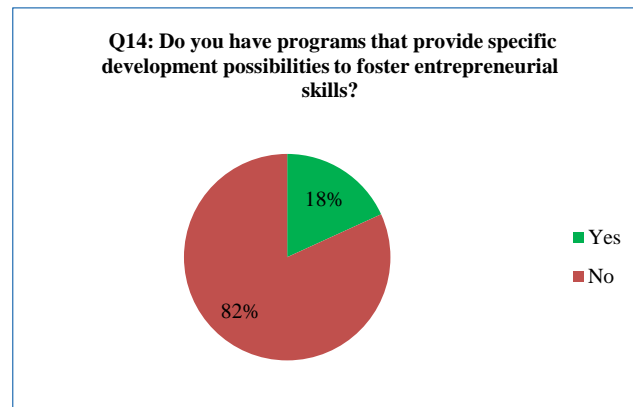


Figure 25: Entrepreneurial Development Programs (Q14)

## 4.5 Summary

The empirical results outlined that the vast majority of interviewed companies consider an entrepreneurial culture as well as entrepreneurial people as highly important. The main reasons for this include the development of the business and the creation of a competitive advantage.

With regards to the five dimensions of EO, Innovativeness and Proactiveness were identified as the most important characteristics, followed by Soft Skills, Risk-taking and Management Skills, respectively. Within those dimensions, the following most valuable characteristics of entrepreneurial people could be identified:

- 1) *Innovativeness*: Problem-solving
- 2) *Risk-taking*: Adaptability
- 3) *Proactiveness*: Passion for the Business, Ability to take Initiatives, Opportunity-seeking
- 4) *Soft Skills*: Communication
- 5) *Management Skills*: Product and Customer Focus

Within the recruitment and selection area of HRM, the results identified that entrepreneurial people are preferred through the entire organization instead of particular jobs. Moreover, the study revealed that a background in Entrepreneurship Education is considered as valuable. Besides that, universities represent the main recruitment channel to find entrepreneurial people.

With regards to training and development possibilities, the results illustrated that even if the majority has general training programs, there is a clear lack in providing specific training to foster entrepreneurial skills.

## 5.0 DISCUSSION

As outlined in the literature review, and while there is growing awareness about the benefits of entrepreneurship in already established companies, little is known about the recruitment and development practices concerning entrepreneurial people.

### 5.1 Definition of Entrepreneurial Culture

According to the identified literature, there is a lack of consensus about the definition of entrepreneurship, which is dominated by the concern “that entrepreneurship has become a label of convenience with little inherent meaning” (Gartner, 1990, p.16). Additionally, within the literature, the question arises whether entrepreneurship is only seen as a buzzword and hyped within the recent economy or whether it can be classified according to certain characteristics (Sexton and Bowman, 1984; Brockhaus, 1987; Gartner, 1990; Rauch et al., 2009). This research therefore argues that there is a lack of definition for entrepreneurial culture as a main field of entrepreneurship.

However, the empirical results illustrate, that an entrepreneurial culture is described according to the three dominant characteristics of being *Open for new ideas*, *Execution Intelligence*, and *Risk-taking*.

Being *Open for new ideas* was exemplified through Philips (2015), who stated to be “open for creativity and new thinking”, while Laget (2015) defined an entrepreneurial culture as an open and friendly environment, where everyone is willing to support through different input. Besides this, *Execution Intelligence* and *Risk-taking* were also identified as crucial aspects of an entrepreneurial culture in general. These characteristics are referred to as for example “act upon ideas” (Klarna, 2015), “take the ideas into a viable business” (Web Tech Media Group, 2015) or to “take high risks” (Ericsson, 2015).

### 5.2 Importance of Entrepreneurial Culture

The theory states that CE activities improve the overall organizational learning and drive the wide range of knowledge creation. This sets the foundation of new organizational competencies (Zahra et al., 1999). Moreover, literature highlights that entrepreneurial actions are crucial pathways to competitive advantage and improved performance (Kuratko et al., 2001).



The findings of the research are aligned with the literature, as an entrepreneurial culture, including entrepreneurial people, was identified as highly important for the vast majority of all interviewed companies. This demonstrates that organizations foster an entrepreneurial culture in order to develop the business and establish a competitive advantage (Q2-5), expressed throughout all groups of companies (*Large, SME, Start-up*). Combitech (2015) for example points out the importance to develop “new ideas and concepts [...] and new ways to attract new customers”. Additionally, Stratsys (2015) states that an entrepreneurial culture “contributes to the development of the company”, while one Start-up highlights that this culture “helps to grow the company” (David, 2015). Reasons why an entrepreneurial culture supports companies’ growth is for instance demonstrated by Nordea (2015), which identifies this way of thinking as a driver to recognize new markets and ways to serve the customer. According to Uppsalahem (2015) an entrepreneurial culture leads to more adaptability, which allows the organization to achieve their targets in a more efficient way.

It can therefore be concluded that based on the opinion of the respondents, entrepreneurial people are the stimulus of an entrepreneurial culture, which is the base of a competitive advantage and has a positive impact on the organizational performance. Consequently, it should be expected that companies are looking for a distinguished set of characteristics when recruiting those entrepreneurial people.

### **5.3 Characteristics of Entrepreneurial People**

According to the extended model of EO, the main dimensions of 1) *Innovativeness*, 2) *Risk-taking*, 3) *Proactiveness*, 4) *Soft Skills*, and 5) *Management Skills* were identified as main characteristics of an entrepreneurial firm within the literature (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2003; Rauch et al., 2009; Vij & Bedi, 2012).

Even if five dimensions can be identified, the theory does not provide a clear picture whether all categories offer the same perceived value for the organizations or if some are more important than others.

#### **5.3.1 Most Important Characteristics in General**

The empirical findings cast some interesting new light on this theoretical issue as they show significant differences in the importance of the five dimensions. All organizations from different sizes identified the dimension of *Proactiveness* (68%) and *Innovativeness* (64%) as the most significant ones for entrepreneurial people (Figure 12, section 4.1). These dimensions

were connected to characteristics such as “driven and outgoing” (Appdelight, 2015), “think outside the box” (Censored a, 2015) or “drive for results” (Censored b, 2015).

The empirical findings further demonstrate that companies value some of the characteristics more than others within each group. Generally speaking, *Proactiveness* was identified as a special case, as there was no dominant characteristic, but instead the three characteristics of *Passion for the Business*, *Ability to take Initiatives* and *Opportunity-seeking* were identified as equally important. The following table provides an overview of the most important characteristic(s) per dimension.

Dimension	Most Important Characteristic per Dimension
1) Innovativeness	Problem-solving
2) Risk-taking	Adaptability
3) Proactiveness	Passion for the Business Ability to take Initiatives Opportunity-seeking
4) Soft Skills	Communication
5) Management Skills	Product and Customer Focus

Table 11: Most Important Characteristics of the Extended EO-model

Generally speaking, when it comes to the dimensions of entrepreneurial characteristics that are most valued by the sample companies, one could say that they are *Problem-solving*, *Adaptability*, *Passion for the Business*, *Ability to take Initiatives*, *Opportunity-seeking*, *Communication*, and *Product and Customer Focus*.

### 5.3.2 Most Important Characteristics per Company Size

Furthermore, some findings were of particular importance as differences could be detected by analyzing the results according to company sizes (Large, SME, Start-up).

Hereby, labels for each company sizes were identified.

- *Large: “Brave Seniors”*
- *SMEs: “Confused Juniors”*
- *Start-ups: “Excited Freshmen”*
  
- *Large Companies, the “Brave Seniors”*

Concerning the dimensions of *Risk-taking*, the literature refers to *Courage* as the willingness to devote resources to projects with an uncertain outcome and a potential high risk of failure (Miller & Friesen, 1982). The findings illustrate that the factor of *Courage* was rated as specifically important by Large organizations. One interpretation of this finding is that Large firms have recognized the need to invest their resources into risky projects in order to find new business opportunities and markets. This outlines that Large companies have spotted the need to continuously develop in order to stay competitive.

Within the dimension of *Proactiveness*, the theory emphasises that in order to create a first mover advantage and stay competitive within the market, the dedication to learn is seen as a prerequisite to act on future wants and needs (Lumpkin & Dess, 1996; Wiklund & Shepherd, 2005). Large organizations rate this *Strong Willingness to Learn* as the most important characteristic. This is outstanding, as this factor is neither rated by SMEs nor by Start-ups as valuable for the business. This can be interpreted in the way that Large organizations have recognized the need to further adapt to the fast changing business environment and are not able to rest on their past success anymore. Although these Large organizations have established themselves within the market, they are still forced to develop themselves continuously.

Overall, a *Strong Willingness to Learn* as well as *Courage* were evaluated as crucial characteristics Large companies are looking for when recruiting entrepreneurial people for their organization. It illustrates how these large organizations are willing to take the risk to further be able to learn new skills and were therefore labeled as “Brave Seniors”.

- *SMEs, the “Confused Juniors”*

Within the dimension of *Risk-taking* bold actions are typically seen as a necessity to pursue opportunities and commit significant resources in uncertain environments. Moreover, venturing into the unknown requires a certain openness for new ideas (Miller, 1983; Covin & Slevin, 1991; Lumpkin & Dess, 1996). It was obvious in the findings, that SMEs have a different view on *Risk-taking* characteristics than Large companies and Start-ups. In contrast to these companies within this overall category, SMEs value having an *Open Mind* as most important, which indicates that new ideas are welcome. However, the factor of *Risk-taking* as a prerequisite to pursue new ideas is only mentioned by Large organizations and Start-ups and not by SMEs. Even if SMEs are open for new ideas and consider this as crucial to develop, it can be interpreted that overall they undervalue or miss the required risk-taking ability to pursue these new ideas. Therefore, the question arises, if SMEs are stuck in the middle and are not able to take the needed risk, which is according to the theory necessary to try out new ways of conducting business (Wiklund & Shepherd, 2005). This could further imply that SMEs left the stage of being a Start-up, established a successful business model, but do not step out of their comfort zone and develop to a Large company.

Moreover, within the dimension of *Proactiveness*, the extant literature suggests that the characteristic of *Passion for the Business* is important to overcome upcoming challenges and serves as a driver to act proactively (Barringer & Ireland, 2012). Within the findings, this *Passion for the Business* was considered as one of the most important characteristics overall, especially for Large companies and 100% of all Start-ups. However surprisingly, this characteristic was of no major significance for even one single SME. This could imply that they are not acting in a proactive manner. By having reached their objective to establish a working business model, it is therefore assumed that SMEs are now more concerned with their routine and every-day business. Due to that, it can further be interpreted that SMEs lost part of their entrepreneurial passion, which is the prerequisite to act proactively.

Within the dimension of *Management Skills*, the theory outlines that *Financial Knowledge* is one crucial factor to implement an idea into a successful business model. With this in mind, it was suspicious that SMEs were the only group who highlighted the importance of *Financial Knowledge*. One interpretation can be that SMEs need to establish a valuable business model in order to compensate for the challenge to be stuck in the middle. Therefore, financial skills are recognized as a necessity within the corporation.

Overall, it was identified that SMEs put high emphasis on the characteristics of an *Open Mind* and *Financial Knowledge* for entrepreneurial people within their company. Considering the fact that they show very limited or no interest in developing more risk-taking, they leave the impression of a group of firms that is “stuck in the middle” between Large companies and Start-ups. Therefore, SMEs are labeled as the “Confused Juniors”.

- *Start-ups, the “Excited Freshmen”*

The literature within the dimension of *Proactiveness*, identified *Passion for the Business* as an important driver (Barringer & Ireland, 2012). The findings revealed that 100% of all Start-ups valued this as the most significant characteristic when looking for entrepreneurial talent. It is therefore interpreted that it is crucial for recently established companies to be passionate in order to overcome uprising challenges Start-ups are facing.

Besides this, the theory states that negotiation skills are crucial for entrepreneurs to increase social support by enlarging their network, to develop access to resources and to get support to solve upcoming problems (Lamine et al., 2014). This is confirmed within the findings, as in the dimension of *Soft Skills*, the characteristic of *Negotiation* was identified as crucial only for Start-ups.

Within the dimension of *Management Skills*, the factor of *Execution Intelligence* is seen as transferring ideas into a viable business model in order to gain market share and create revenues (Barringer & Ireland, 2012). The fact that all Start-ups rated *Execution Intelligence* as the most important factor demonstrates their particular level of compliance with the theory, namely the need for recently established companies to execute their ideas and establish a successful business in order to gain market share and create revenues.

Overall, these findings illustrate that it is crucial for potential employees at Start-ups to reconsider the importance of *Passion for the Business*, *Execution Intelligence* as well as *Negotiation Skills*. Therefore, Start-ups were labeled as the “Excited Freshmen”.

## **5.4 Human Resource Management**

As it has become clear that the interviewed organizations put a high emphasis on an entrepreneurial culture and prefer certain characteristics when recruiting entrepreneurial people, the next step is to attract, recruit and develop their skills further.

While there is a substantial body of literature on the HRM practices of Recruitment and Selection and Training and Development, little is known about these practices considering the recruitment and development of entrepreneurial people.

### **5.4.1 Recruitment and Selection**

Recruitment and selection processes play a crucial part in order to find, develop, and retain an entrepreneurial spirit within the organization and therefore increase its performance (Barney & Wright, 1998; Kaya, 2006). The positive impact of an entrepreneurial culture on performance, leads to the assumption that companies put a lot of effort into branding themselves as entrepreneurial. However, this is in contrast to the findings that the majority of companies lack of an entrepreneurial branding strategy in order to establish their culture in an entrepreneurial way.

#### **▪ *Entrepreneurial Branding Strategy***

With regards to how the companies brand themselves as being entrepreneurial (Q9), most of the organizations use their communication channels through websites and job advertisements as well as their employer branding and core values. Nevertheless, it was remarkable, that almost one fifth of all organizations admitted that they do not have a strategy, neither internally nor externally, to brand their company as being entrepreneurial.

While conducting the interviews, the perception arose that the number of companies that do not have an entrepreneurial branding strategy is even larger. This was due to the hesitant and superficial answers of many respondents. Furthermore, many respondents were not able to give detailed indications about their entrepreneurial strategy. Therefore, the interviewers were obliged to follow up on the answers again, though several interviewees still provided just general responses such as “we talk a lot about innovation” (Censored a, 2015) or “[we brand through] all communication channels” (Nordea, 2015; Censored b, 2015). Based on these findings, one interpretation is that the majority of organizations give a better impression by

expressing a general strategy rather than admitting the lack of an entrepreneurial branding strategy.

Furthermore, the analysis of the findings according to company sizes revealed that it is mainly Start-ups and SMEs who do not have an entrepreneurial branding strategy. This leads to the assumption, that the larger the company, the higher the likelihood to have an entrepreneurial branding approach. Nevertheless, the question arises if Start-ups even need those strategies as they are entrepreneurial by nature. In contrast to that, the findings suggest for SMEs to establish clear strategies in order to attract entrepreneurial people, build a competitive advantage and develop into Large organizations.

- *Need for Entrepreneurial People throughout the entire Organization*

Even if some companies lack a clear strategy, the majority agrees that entrepreneurial people are essential for the business (Q4), which is aligned with the generally emphasized importance of entrepreneurship for the performance of the organization (Kaya, 2006).

With regards to where entrepreneurial people are of particularly high importance within the examined organization, there is no clear indication in which positions or departments they are required.

The findings revealed that half of the respondents indicated the need for entrepreneurial people in the following positions: Management & Leadership, Marketing & Sales, and Business development. However, the other half of the respondents demands entrepreneurial employees throughout the entire organization. This supports the theory that entrepreneurial actions within all parts of the company are crucial to achieve a competitive advantage (Kuratko et al., 2001). Nevertheless, the results could also indicate a certain unawareness, in which positions entrepreneurial skills are used in the best way. This strengthens the perception that the majority of companies does not have a clear strategy to brand themselves as being entrepreneurial, even though the general need to employ these people is high. Therefore, it is highly recommended that organizations implement an entrepreneurial branding strategy and furthermore put effort into training and development of their employees.

### **5.4.2 Training and Development**

While the majority of all respondents provide continuous education within various fields, reaching from leadership and management over sales and marketing to further specific skills, there is a general lack of entrepreneurial training programs. Only a minority of all companies provide specific development possibilities to foster entrepreneurial characteristics in particular.

As all of the respondents agreed that an entrepreneurial culture helps the company to grow rather than to become stagnant (Q3), it is highly recommended that companies implement specific development possibilities to enhance their entrepreneurial culture.

## **5.5 Summary**

Overall, the majority regards entrepreneurship within their companies as highly important to develop the business and create a competitive advantage. However, there are differences, which characteristics companies are looking for when recruiting entrepreneurial people with regards to their company size. Therefore, Large corporations were labeled as “Brave Seniors”, SMEs were referred to as the “Confused Juniors” and Start-ups represented the “Excited Freshmen”.

Moreover, even if mainly Start-ups and SMEs do not have an entrepreneurial branding strategy, the large majority of the participants agreed on the fact that entrepreneurial people were needed throughout the entire organization. Additionally, a lack of entrepreneurial training programs was identified.

In general, universities provide a source of educating entrepreneurs in the first place and therefore play a crucial role in the development of entrepreneurial people. The vast majority of all participants recruit directly from universities. Additionally, even three quarters of the respondents consider a background in EE as particularly valuable. This highlights the importance of appropriate EE programs on university level, in order to prepare students in the best possible way for their future career.



## 5.6 Universities enhance Company Performance

Given the results and also that the companies appear to be looking for entrepreneurial talent from universities, it could be of interest to elaborate on how universities can best adapt their EE programs to companies' requirements.

Overall, the number of EE programs is expanding worldwide, however global knowledge about these development possibilities remains thin (Valerio et al., 2014). The objective of these programs is to train aspiring entrepreneurs to start their own business but also to develop corporate entrepreneurs. Therefore, existing organizations are affected by these EE programs as they are looking for ways to establish an entrepreneurial spirit (Wakkee et al., 2010; section 4.2).

By designing these entrepreneurial programs according to the requirements of the companies, different benefits can be achieved. On the one hand, students attain high quality education within the field of entrepreneurship, which will make them particularly valuable for potential employers. Hereby, additionally to an EE, a specific background in another field is required by almost one third of all organizations (Q12). On the other hand, the organizations can strengthen their entrepreneurial culture through employees with the appropriate entrepreneurial skills.

This establishment of an entrepreneurial culture is according to the theory enhancing companies' financial performance and provides them with a competitive advantage (Zahra & Covin, 1995). Subsequently, it can therefore be interpreted that EE programs are indirectly connected to companies' performance, which highlights the important role of universities.

Based on the results from the current study, it can be suggested that universities should incorporate the characteristics companies are looking for when hiring entrepreneurial people within their EE programs, namely *Problem-solving*, *Adaptability*, *Passion for the Business*, *Ability to take Initiatives*, *Opportunity-seeking*, *Communication* and *Product and Customer Focus* (section 4.3).

In the following, several suggestions on how universities can teach these required skills are elaborated on.

Through the implementation of rhetoric courses, students will be able to present themselves in a better and more convincing way. This includes the establishment of rapport- and self-confidence, which can help to sell ideas to investors, customers, or internally within the organization. This ability can furthermore be strengthened by courses in sales techniques.

Moreover, acting courses can push students out of their comfort-zone and thus help them to increase their ability to adapt to unknown and new situations. Besides, this can also foster the ability of students to take initiatives.

Overall, it is highly recommended to establish mentorship programs, whereby students have the possibility to learn from the experience of independent and corporate entrepreneurs. This kind of network can also provide students with the experience to pitch ideas to investors in order to get feedback from people, who work within the field of entrepreneurship on top of the theoretical background provided by the universities.

Hereby, a close collaboration with companies seems essential. Within the results, Ericsson (2015) was identified as a benchmark by supporting entrepreneurial actions. The concept of their “Ericsson Garage” provides a platform, where all employees can contribute to the development of new ideas, which will eventually be an opportunity for investment by the business. Moreover, this incorporates collaboration with the Entrepreneurship Lab of Uppsala University, KTH Innovation, Skydeck UC Berkeley and CEU Business School, which supports the process from idea creation into a viable business from an academic point of view. This example shows that through an entrepreneurial culture, new ideas and processes can be created. Above that, a close collaboration with incubators enhances the positive network effects further.

## **5.7 Other Findings and Observations**

As the majority of interviews was conducted through the forms of face-to-face or telephone, the interviewers often got involved in personal and more informal conversations about the topic. Therefore, further impressions beyond the findings within the empirical data, were discovered during the conduction of the interviews.

Generally speaking, companies were not aware of specific aspects within the topic of entrepreneurship. Concerning the evaluation of the characteristics of entrepreneurial people (Q7; 15), some companies expressed the interest to implement those as evaluation criteria within their recruitment process. Moreover, many organizations recognized the high importance of this topic during the interview process and stated the will to focus more on it in the future. It can therefore be interpreted that companies recognize the need of an entrepreneurial culture within the organization, however are not yet in the position to create strategies on how to implement entrepreneurship in a detailed way.

Besides that, the impression was created that all different sizes of organizations are generally interested in collaborating with universities in order to create positive network effects

for both sides. This could be due to the fact that the majority of participants are already in contact with university fairs, case studies and other events and see this channel as an established one to recruit new employees. However, most of the participants were not aware of channels such as the Start-up scene to recruit entrepreneurial people directly and seemed skeptical

## 6.0 CONCLUSION

The objective of this research paper was to empirically analyze the current HRM recruitment requirements to enhance Corporate Entrepreneurship for companies, which are operating in Sweden.

The large majority of the interviewed organizations consider an entrepreneurial culture as highly important. The empirical research revealed that companies refer to this entrepreneurial culture as being open for new ideas, having the ability to transfer ideas into viable business, and in order to do so are willing to take risks. In accordance with this, entrepreneurial people are considered as a necessity to develop the business and create a competitive advantage.

The study further revealed several characteristics companies are looking for when recruiting these people. Within all five dimensions of the extended EO-model, which indicates the entrepreneurial orientation of a company, the following most valuable characteristics for entrepreneurial people to be hired, could be identified:

- 1) *Innovativeness*: Problem-solving
- 2) *Risk-taking*: Adaptability
- 3) *Proactiveness*: Passion for the Business, Ability to take Initiatives, Opportunity-seeking
- 4) *Soft Skills*: Communication
- 5) *Management Skills*: Product and Customer Focus

Regarding the various company sizes (Large, SME, Start-up), an interesting set of variances could be identified. Large organizations were labeled as the “Brave Seniors” due to the fact that they valued Courage, a Strong Willingness to Learn as crucial characteristics for entrepreneurial people. Especially for SMEs, the “Confused Juniors” a different pattern emerged as they did not evaluate Risk-taking and Passion for the Business as particularly valuable. This led to the question, if they are stuck in the middle as these two factors have an impact on the competitiveness of a firm. Instead, SMEs put a high emphasis on having an Open Mind and the possession of Financial Knowledge. Start-ups, referred to as the “Excited Freshmen”, Passion for the Business, Execution Intelligence and Negotiation Skills were evaluated as highly important.

As entrepreneurship has a significant position within companies, the HRM practices to attract and develop entrepreneurial people are crucial. However, this study showed that some companies lack a clear strategy to brand their company as being entrepreneurial in order to

attract entrepreneurial people. Hereby, it became obvious that the larger the company, the higher the likelihood of a clear strategy.

Furthermore, the majority of companies prefer to employ entrepreneurial people throughout the entire organization instead of specifying particular jobs. This could indicate a certain unawareness in which positions entrepreneurial skills provide the most value and are used in the best way.

With regards to training and development possibilities, the study illustrated that even if the majority has general training programs, there is a clear lack in providing specific training to foster entrepreneurial skills.

Moreover, the research revealed that a background in Entrepreneurship Education is considered as valuable by most of the organizations. Besides, the majority utilize universities as the main recruitment channel to find entrepreneurial people. For universities, this implies that their education programs should match the requirements of the companies.

Overall, it can be said, that Corporate Entrepreneurship is of high importance and needs to be considered as a priority within companies in order to achieve a competitive advantage. Therefore it is crucial that the revealed characteristics are taken into consideration.

## **6.1 Contributions**

The thesis contributes to the field of CE by empirically evaluating the HRM recruitment requirements for entrepreneurial people. There is a substantial body of literature on the field of CE and the recruitment and development practices within HRM. However, this research study is one of the first that empirically highlights the specific characteristics, companies are looking for when recruiting entrepreneurial people in order to implement entrepreneurship within their organizations.

Moreover, this research also contributes on a conceptual level by extending the EO-model and suggesting two additional dimensions. Through in depth literature review, the original three EO-dimensions *1) Innovativeness*, *2) Risk-taking* and *3) Proactiveness* were further extended to *4) Soft Skills*, and *5) Management Skills*.

Furthermore, an additional contribution is that the design of Entrepreneurship Education programs can be adapted accordingly in order to increase the matching between companies' requirements and universities offers.

This paper provides a first step to contribute to the lack of research of companies' requirements, when employing entrepreneurial people, by identifying the most important

characteristics they are looking for. Through these contributions, the purpose of this research was achieved as well as the gap about HRM recruitment and development practices concerning entrepreneurial people was narrowed.

### **6.1.1 Managerial and University Implications**

Based on the findings of this research, several managerial implications as well as suggestions for universities are recommended.

In order to adapt companies' evaluation practices of potential employees, managers can use the identified characteristics and thus foster their entrepreneurial culture. Hereby, the Large "Brave Seniors" may think about being more active in the Start-up scene as a major recruitment channel to specifically find entrepreneurial people. The medium sized "Confused Juniors" in particular should develop entrepreneurial branding strategies in order to further develop and build a competitive advantage. The small "Excited Freshmen" may consider to implement an entrepreneurial branding strategy while growing, in order to avoid getting "stuck in the middle" as the SMEs.

Moreover, at all company levels, managers should implement development programs to enhance entrepreneurial skills within their organization. This also includes a close collaboration with universities as exemplified in the case of Ericsson (2015).

In addition to this close partnership, it is strongly recommended for universities to adapt their Entrepreneurship Education programs according to the identified characteristics and therefore add specific courses and guidance. The collaboration between companies and universities should be further enhanced.

## **6.2 Limitations and Future Research**

During the research process, several limitations impacted the findings. Even if the interviews were conducted in an extensive manner, the evaluated data was only based on a number of 22 interviews. Hereby, the distribution of companies was uneven, as there were 15 Large organizations, five SMEs and only two Start-ups taking part in the interviews. Therefore, the findings cannot be used to make statistical generalizations about an entire population.

Moreover, the interviewed companies were from a wide range of different industries, meaning that it was not possible to create specific results about a specific industry within this study.

In addition to this, the research was conducted within Swedish-based companies. Therefore the results need to be extended into other countries and further tested to validate the findings. Due to this limiting factor, the findings should only be applied to improve Entrepreneurship Education programs in Swedish universities.

However, the limitations do not harm a positive outcome of the main purpose to define criteria that Swedish-based companies are looking for to enhance their Corporate Entrepreneurship.

Based on these findings, it is suggested to conduct the research on a larger and statistically significant scale. In connection to this, research for particular company sizes, industries and countries will provide further insights into the HRM practices for Corporate Entrepreneurship.

Concerning the Entrepreneurship Education programs of universities, future research needs to be conducted in which way the identified characteristics can be implemented in particular. This also includes a close collaboration between universities and companies to combine theory with practice and create meaningful results for both sides.

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## 8.0 APPENDIX

### 8.1 Development of the Interview Schedule: Version1-Version4

Change	Version 1	Version 2	Version 3	Version 4
Question 1 (V1)	What does your company understand under the term entrepreneurial culture/spirit? (Name at least 5 different characteristics)	How do you define entrepreneurial culture?		
Question 3 (V1)	How strongly does entrepreneurial spirit help your company to grow and evolve rather than become stagnant and stale?	Does an entrepreneurial culture help your company to grow rather than become stagnant?		Does an entrepreneurial culture help your company to grow rather than become stagnant – in which way?
Added Question 7 (V2)		How do you evaluate if a potential employee has these entrepreneurial skills?		
Question 9 (V1) to 10 (V2)	How do you recruit and attract entrepreneurial people?	How do you attract entrepreneurial people?		How do you brand your company internally and externally as being entrepreneurial?
Question 10 (V3) to 10 (V4)			How do you attract entrepreneurial people?	How beyond this do you attract entrepreneurial people?
Added Question 12 (V2)		Would you hire someone who studied entrepreneurship?		In your recruitment process, do you consider a background in entrepreneurship education particularly valuable?
Merged Question 11&12 (V1) to Question 13 (V3)	Do you have any internal programs that provide development possibilities to enhance entrepreneurial spirit and skills? What is the goal of these programs? (If yes)	Do you have any internal programs that provide development possibilities and what are their goals?		
Question 13 (V1) to Question 14 V2	How do you rate the importance of the following characteristics for entrepreneurial people? (1 = not important, 5 = extremely important)	Rate the importance of the following characteristics for entrepreneurial people in your company? (1 = not important, 5 = extremely important)		
Changed Characteristics	Innovativeness: Opportunity-seeking Risk-taking: Tenacity despite failure	Innovativeness: Visionary Risk-taking: Persistence		
Added Question 15 (V2)		Are there further qualities that are also important concerning entrepreneurial people within your company?		
Added part of Question 14 (V3)			...and highlight the most important factor within each category.	
Added Question 14 (V4)				Do you have programs that provide specific development possibilities to foster entrepreneurial skills?
Added Question 17 (V4)				Is there anything else that comes to your mind with regard to the overall topics we have discussed?

## 8.2 Final Interview Schedule

<b>Company:</b>	<b>Date:</b>
<b>Participant:</b>	<b>Length:</b>

1. How do you define entrepreneurial culture?
2. How do you evaluate the entrepreneurial culture at your company?  
(1= not important, 5 = extremely important)
3. Does an entrepreneurial culture help your company to grow rather than become stagnant – in which way?
4. How important is it for your company to have entrepreneurial people?  
(1= not important, 5 = extremely important)
5. Why do you need these entrepreneurial people?
6. What are the 5 most important characteristics that you are looking for when recruiting entrepreneurial people?
7. How do you evaluate if a potential employee has these entrepreneurial skills?
8. For what jobs and departments do you need people with entrepreneurial skills?
9. How do you brand your company internally and externally as being entrepreneurial?
10. How beyond this do you attract entrepreneurial people?
11. Where do you look for them (universities, start-up scene, etc.)?
12. In your recruitment process, do you consider a background in entrepreneurship education particularly valuable?
13. Do you have any internal programs that provide development possibilities and what are their goals?
14. Do you have programs that provide specific development possibilities to foster entrepreneurial skills?

**15. Rate the importance of the following characteristics for entrepreneurial people in your company? (1 = not important, 5 = extremely important) and highlight the most important factor within each category.**

Characteristics	Evaluation					Most important within each category
	1	2	3	4	5	
<b>Innovativeness</b>						
▪ Creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Visionary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Innovativeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Critical Thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Problem-solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk-taking</b>						
▪ Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Open Mind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Risk-taking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Courage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Persistence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Proactiveness</b>						
▪ Passion for the Business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Opportunity-seeking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Self-motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Strong Willingness to learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Ability to take Initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Soft Skills</b>						
▪ Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Negotiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Emotional Intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Team Collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Management Skills</b>						
▪ Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Execution Intelligence <sup>2</sup>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Financial Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Product and Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<sup>2</sup> Execution Intelligence = Transfer idea into a viable business



- 16. Are there further qualities that are also important concerning entrepreneurial people within your company?**
- 17. Is there anything else that comes to your mind with regard to the overall topics we have discussed?**

### 8.3 Example Pilot Interview: ZEB

<b>Company: ZEB</b>	<b>Date: 2015-10-16</b>
<b>Participant: Ingela Fordner</b>	<b>Length: 0:55</b>

**1. What does your company understand under the term entrepreneurial culture/spirit? (Name at least 5 different characteristics)**

What we see as entrepreneurial spirit is that a person has new ideas, is creative, sees the big picture and has the vision to enhance something. This depends on the role and the position within the company. It is crucial to take a person, who is not risk avert and takes personal risk as an entrepreneur. This means, that you have a vision and understand the associated potential risk but believe in it and take this responsibility, supported by the company. Entrepreneurship is really focused within our company and it is welcome to develop your own idea within the so called practice groups.

**2. How do you evaluate the entrepreneurial spirit at your company?**

(1= not important, 5 = extremely important)

5 = Extremely important: The company was build out of entrepreneurs and grew to 45 employees within Sweden. Entrepreneurial spirit is an evaluation criteria in our company.

**3. How strongly does entrepreneurial spirit help your company to grow and evolve rather than become stagnant and stale?**

It is a prerequisite for the growth and it is a combination of entrepreneurial mindset as well as keeping your focus on the market. This combination is making it a success. It is important to know the financial market, have this entrepreneurial view, and take the extra mile. Entrepreneurial spirit is a critical success factor. Not sitting there and waiting but instead being proactive in the frontline is important in our company. You have to be proactive in order to get a project.

**4. How important is it for your company to have entrepreneurial people?**

(1= not important, 5 = extremely important)

5 = Extremely important: We have one entrepreneurial area within ZEB, which is called ZEB Outsourcing and was established in 2008. It was an entrepreneurial project initially. We were fast from the beginning, a first mover, and took this entrepreneurial step to take it further.

**5. Why do you need these entrepreneurial people?**

To develop and enhance ZEB. Without entrepreneurs you get stale.

**6. What are the 5 most important characteristics that you are looking for when recruiting entrepreneurial people?**

Characteristics: creativity, vision, enthusiasm, motivated, risk taker, extrovert, able to express themselves

*How do you evaluate these skills?*

We have no concrete questions during our interviews but it is expressed by their background and their topics. You can hear and feel it in an interview situation and you get the gut feeling, which people you need. This is evaluated during multiple interview rounds.

**7. For what jobs/departments do you need people with entrepreneurial skills?**

For our consulting branch, entrepreneurial spirit is very important as you have to create selling pitches, advise and execute. For the Outsourcing branch it is less required, as they have to stick to their legal regulations.

**8. How do you promote your company as being entrepreneurial?**

Within the ads for consulting entrepreneurial skills are mentioned but it depends on the department which is recruiting. If it is not written in the ads, we however try to find people, who act as entrepreneurs.

**9. How do you recruit and attract entrepreneurial people?**

We look at the CVs. The website shows that the company is entrepreneurial as the company comes from the university and is built up from the academic level. The company description shows that the company is an entrepreneurial company, especially benchmarked with other financial consultancies.

**10. Where do you look for them (universities, start-up scene, etc.)?**

We work closely with universities and try to attract people from the universities within Sweden. We present the company, have fairs, give interviews, have different events for case competitions and do some fun events. We look for people, who have studied engineering, business, or law.

*Would you hire someone who studied entrepreneurship?*

We need a business background to comply with the consulting service. A combination of business, finance and entrepreneurship seems the perfect fit for new applicants.

**11. Do you have any internal programs that provide development possibilities to enhance entrepreneurial spirit and skills?**

We do not have something that says entrepreneurial development, but we have endless possibility to move to new international projects and learn by doing. Furthermore, we have different workshops and training programs for communication skills or leadership skills, which are open for all our employees. Depending on your career level, you have as many different training programs as you want. We evaluate and plan our employees' further development once a year.

**12. What is the goal of these programs? (If yes)**

These programs are done in order to develop and grow the skills of our employees.

*Are there qualities that are missing in your company?*

Big picture, new ideas, vision to enhance, personal risk

**13. How do you rate the importance of the following characteristics for entrepreneurial people? (1 = not important, 5 = extremely important)**

Characteristics		Evaluation				
		1	2	3	4	5
<b>Innovativeness</b>						
▪ Creativity		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Opportunity-seeking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Innovativeness		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Critical Thinking		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Problem-solving		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk-taking</b>						
▪ Adaptability		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Open Mind		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Risk-taking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Courage		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Tenacity despite Failure		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Proactiveness</b>						
▪ Passion for the Business		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Opportunity-seeking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Self-motivation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Strong Willingness to Learn		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Ability to take Initiative		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Soft Skills</b>						
▪ Communication		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Networking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Negotiation		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Emotional Intelligence		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Team Collaboration		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Management Skills</b>						
▪ Planning		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Execution Intelligence (Transfer idea into a viable business)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Decision-making		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Financial Knowledge		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Product and Customer Focus		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## 8.4 Example Interview: Ericsson

<b>Company: Ericsson</b>	<b>Date: 2015-11-03</b>
<b>Participant: Sandor Albrecht</b>	<b>Length: 00:30</b>

### 1. How do you define entrepreneurial culture?

One of the important priorities is to understand opportunities and stay open. It is important to be aware. You have to connect the opportunities with possible solutions, so you need analytical skills. You care about opportunities and problem-solving and not the business case as such, so you have to take high risks. It is also crucial that you are result focused and focus on a specific time to verify, where you are going to see that you succeed or not.

### 2. How do you evaluate the entrepreneurial culture at your company?

(1= not important, 5 = extremely important)

3 = Neutral: That is an average – in some parts of the business it is very important to have these entrepreneurial skills, while in other departments it is not that important.

### 3. Does an entrepreneurial culture help your company to grow rather than become stagnant – in which way?

An entrepreneurial culture has to be part of the companies' culture. In the next 5-10 years it is extremely important to see other opportunities and therefore this entrepreneurial spirit is important.

### 4. How important is it for your company to have entrepreneurial people?

(1= not important, 5 = extremely important)

5 = Extremely important

### 5. Why do you need these entrepreneurial people?

Ericsson is stagnating within the telecom industry. However, our vision is more than just this. We have to learn a lot to understand what is the next big bet for Ericsson. We invented 2G-4G, but now we have to look at other opportunities and to understand how we can drive the digitalization of industries. We look to go into the cloud and media to look for new opportunities

or to manage a whole smart city. This requires new technologies and business models. So we need entrepreneurial skills.

**6. What are the 5 most important characteristics that you are looking for when recruiting entrepreneurial people?**

A game player, this means transparency and trust; persistence and endurance is important because you will probably fail and have to get up, diversity and inclusion if you work with different people from different countries, flexibility is also important because it is about being able to cope with change

**7. How do you evaluate if a potential employee has these entrepreneurial skills?**

Psychological tests are touching upon how you work under stress. In longer interviews we talk about experience of this person. The gut feeling is important but the assessment will give you further insights about their skills.

**8. For what jobs and departments do you need people with entrepreneurial skills?**

Business development, sales, strategy, professional services. You do not need it for software/hardware developers or testers.

**9. How do you brand your company internally and externally as being entrepreneurial?**

We have “Ericsson Garage”, where we develop new ideas and everyone can come in. This “Garage” is just two years old and we have not focused on promoting it further. Internally it is word of mouth and our CEO is talking about it now as well. We are also opening other Ericsson Garages internally in other countries. Next year we will probably have a bigger campaign as HR is realizing that this innovative garage can be also good for talent acquisition.

Externally we have a collaboration with the Entrepreneurship Lab of Uppsala University, KTH Innovation, Skydeck UC Berkeley and CEU Business School but we do not say explicitly that we are entrepreneurial, we just do it.

**10. How beyond this do you attract entrepreneurial people?**

It is mainly through personal connections, either through private or working relationships.

**11. Where do you look for them (universities, start-up scene, etc.)?**

Personal connections, university connection such as a connection to the entrepreneurial lab or to start-up meetings. It depends on different departments and cultures.

**12. In your recruitment process, do you consider a background in entrepreneurship education as particularly valuable?**

If it is a position in sales or business processes within innovation, I think it is important. However, it depends on the position.

**13. Do you have any internal programs that provide development possibilities and what are their goals?**

Of course, we have Ericsson Academy, which includes for example leadership trainings in different levels, PHD possibilities, and lots of other options.

**14. Do you have programs that provide specific development possibilities to foster entrepreneurial skills?**

We have innovation coaches and we have “Ericsson Garage” – which is also called knowledge incubator.



**15. Rate the importance of the following characteristics for entrepreneurial people in your company? (1 = not important, 5 = extremely important) and highlight the most important factor within each category.**

Characteristics	Evaluation					Most important within each category
	1	2	3	4	5	
<b>Innovativeness</b>						
▪ Creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Visionary	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Innovativeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Critical Thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Problem-solving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Risk-taking</b>						
▪ Adaptability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Open Mind	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Risk-taking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Courage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Persistence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Proactiveness</b>						
▪ Passion for the Business	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Opportunity-seeking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Self-motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Strong Willingness to Learn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Ability to take initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Soft Skills</b>						
▪ Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Negotiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Emotional Intelligence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Team Collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Management Skills</b>						
▪ Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Execution Intelligence <sup>3</sup>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
▪ Decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
▪ Financial Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Product and Customer Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<sup>3</sup> Execution Intelligence = Transfer idea into a viable business

**16. Are there further qualities that are also important concerning entrepreneurial people within your company?**

No.

**17. Is there anything else that comes to your mind with regard to the overall topics we have discussed?**

It is important that big companies such as Ericsson do not fail – so entrepreneurial skills are extremely important. It is extremely important that these companies can transfer themselves to find new flows, tap in new opportunities, and develop themselves. So we need to have special programs like “Ericsson Garage”. We have to transform the company.

## 8.5 Responses Question 1<sup>4</sup>

Company	1. How do you define entrepreneurial culture?	Goal Orientation	Open for new Ideas	Execution Intelligence	Vision	Risk-taking
Peepoo	Be persistent; Able to manage problems; Make own decisions; Have clear view of the overall goal	x				
Educatations	It's about taking a lot of initiatives, responsibilities of more than your own work, something bigger, and also it goes hand in hand with innovation and it's not about to always create new things, becoming bigger in details but also seeing the big picture.		x	x	x	
Laget	You can't really touch it and can't define it but it's build up on strong relationships. It's if you are not afraid of asking questions and making mistakes. You need to have an open environment, friendly environment and everyone is open to help and give input on different aspects.		x			x
David	It's to know what you are doing and why you are doing it.	x				
Philips	It's more a mindset than a knowledge. An entrepreneurial culture is one which is open for creativity and new thinking and allows people to do things. This culture embraces change and allows people to make failure. It is about being creative and having a vision.		x		x	x
Klarna	It's about having a mindset, being allowed and having the ability to try new ideas within your surrounding circumstances. It's if you put a lot of effort into how you can facilitate the process where you can come up with new ideas – act upon ideas which are valuable for you and the business.	x	x			
WTMG	Opt in with ideas and take the ideas into a viable business. You need someone who is willing to fulfill the business and work with it and be the entrepreneur behind it. It's not about ideas and concept but to put them into practice.		x	x		
Combitech	People are awake; Share knowledge; Positive energy to inspire people.		x			
Appdelight	Encourage people to take on big responsibilities; Encourage networking and communication; Be ready to take turns; Agile approach.			x		x
Nordea	Open organization with people who are curious; People who are willing to develop themselves and the company.		x			
Ericsson	Understand opportunities and stay open. You have to connect the opportunities and paying points with possible solutions so you need analytics skills. You care about opportunities and problem-solving, to take high risks, result focused and focus on a specific time.	x	x			x
Uppsalahem	Curiosity, awakens and awareness of change. Adaptability of the organization to achieve the big goal. Creativity, courage and management.	x	x			x
Holmen	Yes and no...we are a stable and long-term company that is not so quick in transitions. We are not so entrepreneurial but we need some of it to be more innovative and grow.					
Censored b	People challenge to question the status quo and current structures. Company enables people to act on own initiatives. Driven people that find many new solutions to problems.		x	x		
Clas Ohlson	It is thinking of new ways to do things and to improve the things you do every day.		x			

<sup>4</sup> Some answers have been removed due to confidentiality

## 8.6 Responses Question 5<sup>5</sup>

Company	5. Why do you need these entrepreneurial people?	Develop the Business	Competitive Advantage
Peepoo	We face a very difficult business environment and to act successfully in this environment we need entrepreneurial problem solvers		
Educatious	We want to grow and we want to achieve something bigger so it's an advantage for your company to reach your goal. We want to create a culture where we have innovation and people that help each other to create doing things in a better and more efficient way.		x
Laget	They are the ones who know the business and will challenges themselves, management, the industry. They are the ones who create new services and products and have a different mindset. They are the ones thinking out of the box. The company gives them the toolbox.		x
David	I need these people to help you to grow the company. You need a lot of energy.	x	
Philips	To develop the company. You can't have an entrepreneurial company without the entrepreneurs. The people are the company and have the ideas and are creative. The culture is the people. It goes hand in hand. You can't say you have an entrepreneurial company without the entrepreneurs. It's important to have a culture that allows these people to be entrepreneurs and let them grow to their full potential.	x	x
Klarna	We need people that can live in an environment of constant change, means that you have to come up with new ideas and cope with the changes. We need to have efficiency by not changing all the time as well – that is why we are not a 5 – we also need processes which are standardized.		x
WTMG	To have entrepreneurial people as employees within your organisation creates an environment where people understands the different stages of running a company, its challenges and opportunities. Which can be important in various growth phases. But even more important these people is an asset when it comes to value creation and further development of the company		x
Combitech	To develop new ideas and concepts; Find new ways to attract new customers; Helps us to handle market changes; Gives us a competitive advantage; Business developers are our full time entrepreneurs	x	x
Appdelight	In our start-up it is all about taking on every challenge that is thrown on you		
Nordea	People who think outside the box and have the courage to ask the right questions "Is this the way we do it or can we do it in another way?"; Take on new markets; How will our customer look in the future?		x
Ericsson	Ericsson is stagnating within the telecom industry. However, our vision, The Networked Society is more than just this. We have to learn a lot to understand what is the next bit bet for Ericsson. We invented 2G-4G – but now we have to look at other opportunities and to understand how we can drive the digitalization of industries.. We look to go into the cloud and media to look for new opportunities or to manage a whole smart city. This requires new technologies and business models. So we need entrepreneurial skills are required.		x
Uppsalahem	We need the organization to develop faster and be in accordance with the expectations of our customers which are changing.	x	
Holmen	Yes and no...we are a stable and long-term company that is not so quick in transitions. We are not so entrepreneurial but we need some of it to be more innovative and grow.	x	
Censored b	Very important to have people to have the drive to solve problems and think outside the box. We are acting in a fast moving environment so we have to find new products and new ways every day. We have structures that help us to do our business effectively. Idea making is entrepreneurial part. The structures help us to bring new ideas to the market.		x
Clas Ohlson	People is our most valuable and only asset as a company.		

<sup>5</sup> Some answers have been removed due to confidentiality

## 8.7 Responses Question 6<sup>6</sup>

Company	Characteristic 1	Characteristic 2	Characteristic 3	Characteristic 4	Characteristic 5
Peepoo	Young people	Problem-solving	Communication	Language Skills	
Educations	Outgoing	Innovative	Responsible	Entrepreneurial	Curious
Laget	Drive and energy	Selling skills	Networking/ Relationship with customers	Open and soft	Willing to learn
David	Motivation	Passion	Creativity		
Philips	Visionary	Creative	Innovative	Busines sense and drive	Opportunity driven
Klarna	Creative Open Mind/ New perspectives	Act upon ideas/ Responsibility	Communication and influencing skills	Flexibility	Customers focus
WTMG	Doer	Strong belief	Strong personality	Responsibility	Delegate people
Combitech	Positive to change	Connection with people	Wide network	Generous and share ideas	Socializing skills
Appdelight	Practical Experience	Driven and outgoing	Skills in data driven development		
Nordea	Innovativeness	Risk-taking	Proactiveness	Management Skills	Communication Skills
Ericsson	Game Player : transparency and trust	Persistence and endurance	Diversity	Inclusion	Flexibility to cope with change
Uppsalahem	Independency	Good judgement	Courage	Focus on solutions	Approach of trial and error (Persistence)
Holmen	Communication	Problem-solving	Self-Motivation	Team Collaboration	Product and customer focus
Censored b	Drive for results	Ability to change	Learning on the fly	Business knowledge	Emotional Intelligence
Clas Ohlson	Learner	Energetic	Curious	Engaged	Conceptual

<sup>6</sup> Some answers have been removed due to confidentiality

## 8.8 Responses Question 8<sup>7</sup>

Company	8. For what jobs and departments do you need people with entrepreneurial skills?	All	Marketing/ Sales	Management/ Leadership	Business Development
Peepoo	Project Manager			x	
Laget	I think its important characteristics in every kind of job.	x			
Educations	We need the skills for all departments. But we don't need everyone to be these entrepreneurial souls. We also need coworkers who are just doing their jobs because we also need to bring our core business to the table. But what is crucial is a certain openness for new, to be open for change and to embrace it.	x			
David	You need them everywhere. You need to give them a lot of freedom to let them go and develop themselves.	x			
Philips	You always need them in sales, marketing and business development but they also fit in other areas like operations or consumer care. They fit in everywhere	x			
Klarna	It's good to have them throughout the organization but in certain areas it's more important for example it's essential in product management and in the vertical organization within Klarna. Product Management is executing the strategy (coming up with ideas and testing them and build the products – connect with engineers etc.) Verticals are about moving in new business verticals a completely new area. We collaborated with public transportation in Stockholm, SL, and this was a vertical - testing these new verticals	x			
WTMG	It's important to have these people as the decision makers in a smaller companies but in a larger company these skills would rather be placed in where you have to be responsible like product management etc. There where you have to take responsibility and need to have a bigger vision.			x	
Combitech	All jobs but to a different degree; Need to have a god mix	x			
Appdelight	Business Strategy developmen; Product development				x
Nordea	All jobs to different degrees.	x			
Ericsson	Business development, sales, strategy, professional services You don't need it in software/ hardware developer or tester				x
Uppsalahem	Everywhere. We need to find a mix of both – entrepreneurial and traditional people.	x			
Censored a	All managers within different levels and departments; technology and engineers ; sales and marketing. Maybe within finances you don't need these skills so much and also not that much in the factory			x	
Holmen	Market communication; Purchasing		x		
Censored b	All	x			
Clas Ohlson	As we need to develop our business constantly – people with entrepreneurial skills are needed in all our different functions such as our stores, Business development, purchasing, marketing, HR, supply chain just to name a few examples.	x			

<sup>7</sup> Some answers have been removed due to confidentiality

## 8.9 Responses Question 13<sup>8</sup>

Company	13. Do you have any internal programs that provide development possibilities and what are their goals?	Yes	No
Peepoo	No, but is on our Agenda.		x
Laget	We don't really have programs and it's individually based to see what different people actually need and try to find something suitable. One program fits all is a bad idea. It's important to see how a person wants to evolve and how the company can help with it.	x	
Educatious	We have different programs, where we do sales, digital marketing communication and software academies that is the divisions where we build our business on. We have 10 academies of all three divisions every year, but it depends where we want to focus on. Then there is individual programs which are set in the individual development plans. These academies are partly obligatory and partly free, we offer it because we want to develop. The goals are not measured directly, because things are flexible and adapt. The goals are always developing and you should always adapt to new changes in the digital environment, especially what is going on in Google for example. Be open for new things and be ahead of what's going on.		x
David	That's a plan to develop people further. But programs should be to give people the possibility to grow where they are good and what they like to do. Don't take control but let them free.	x	
Philips	Philips is built on owning your own development and you always have the chance to do it. Everything from sales and marketing to digital and leadership programs. Our development is called 70, 20, and 10: 70 job learning, 20 learning by others, 10 formal learning. We need people who continuously want to learn, if I stagnate then it won't be good for tomorrow. It's about being lean and different targets that everyone should be certified in sales etc. We have targets within our development goals.	x	
Klarna	Yes, we have a budget for each person in terms of training, leadership, and we need to retain them to make sure you can grow and can take more responsibility and we need to identify these people who really stand out and let them grow and develop them further. We push them in the parts of the organization where entrepreneurship is more important	x	
WTMG	You have the possibility to sit down and understand how the company works inside out. You have a lot of possibilities to grow within different areas to make you a part of everything as a small company.	x	
Combitech	Arenas where we combine people with different skills (LCN), get bonuses if they have good ideas; Support employees if they want to learn about something new by buying the books for example; Develop through work with different customers; "Dragons Nest" Competition for new ideas; We fit the development programs to the individual experience; You can also hold classes if you have special knowledge where we mix internal and external people which creates an entrepreneurial atmosphere.		x
Appdelight	Would like to establish such programs in the future	x	
Capgemini	Programs and education; We always want support our employees to develop further	x	
Stratsys	Development talks with managers; Can ask for taking on new tasks as we are growing; Seminars/Education internal and with external providers; Innovation Day for Developers	x	
TFS	Web based Trainings, where some are mandatory, individual trainings and talent management programs.	x	
Nordea	Performance Potential Dialogue (PPD) to evaluate the past development and look for future development based on the job description competencies and identified gaps; Leadership programs; Banking Business programs	x	
Ericsson	Of course we have Ericsson Academy, leadership trainings in different levels, PHD possibilities and lots of options.	x	
Uppsalaheam	Talent management program for future leaders.	x	
IKEA	Yes. The goals are to help every co-worker to find their way of development. If you want to pursue anything we are there to help and support, which I believe to be one important factor in encouraging entrepreneurial people to believe in their ideas and dare to improve. All of our employees go a two day "store welcome" and follow a "basic job knowledge" program. If anyone wants to move further, this will show in the yearly development talks and from there a plan is constructed and followed. We encourage every co-worker to develop; in the role, to become leaders/managers or to move from one department to another.	x	
Holmen	Yes, but not in the entrepreneurial direction	x	
Censored b	Rotate people to challenge them out of their comfort zone	x	
Marco Polo	Management and professional career paths, Leadership development programs for High Potential	x	
Siemens	No specific focusing entrepreneurship as isolated topic. It's imbedded in the 13*3 core learning programs we have.	x	
Clas Ohlson	Of course, every programs from leadership to project management, product trainings etc. have the goal to develop our employees. We even work with secondary companies to provide qualification and training.		

<sup>8</sup> Some answers have been removed due to confidentiality

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