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Faculty
of Business
and Economics

Overcoming barriers to innovativeness: How corporate entrepreneurship fosters innovation in established organizations

Student: Lennart Burger

Supervisor: doc. Ing. Ivana Blažková, Ph.D.

Mendel
University
in Brno



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Problem statement & research gap

Problem Statement

- **Formalized** structures and a corporate culture that has grown **over the years** limit the **ability** of established companies to **react** and **act** (Thornberry, 2001).
- Established organizations are increasingly **missing** the necessary **flexibility** and **willingness** to assume **risk**, to **identify** and **realize new business opportunities** in time (Peltola, 2012).
- The successful and sustainable **promotion** of **innovation** is a necessary **requirement** for the **future survival** of companies (Corbett et al., 2013).
- **Revitalization** of their **entrepreneurial roots** through agile and flexible structures and culture are main focus of corporates (Corbett et al., 2013).
- The **concept** of establishing an innovation-friendly environment and fostering entrepreneurial behavior within existing companies is called **Corporate Entrepreneurship** (Heavey & Simsek, 2013, Ireland et al., 2009, Kuratko et al., 2014).



Research Gap

- There is already a **wide range** of **research** regarding the promotion of innovation (Valerio, Parton & Robb, 2014)
- CE research is **characterized** by a **lack of consolidation** (Antoncic & Hisrich, 2003).
- A **comprehensive understanding** of the **CE antecedents** and their mutual interplays is still **missing** (Ireland et al., 2009).

Research Questions

- 1) Which **internal antecedents** promote **CE** in established organizations?
- 2) **How** do the **internal antecedents** nurture **creativity** and **innovation** in established organizations?
- 3) Which **interplays** of **internal antecedents** should be considered for the implementation and promotion of CE in established companies?

Objective of the dissertation



Development of a **comprehensive CE model** to **structure** and **integrate** the findings from **several research areas** (strategic management, human resources management, innovation management), **identify** the **major internal antecedents** of **CE** in the current literature and **illustrate how they support the promotion of innovation**

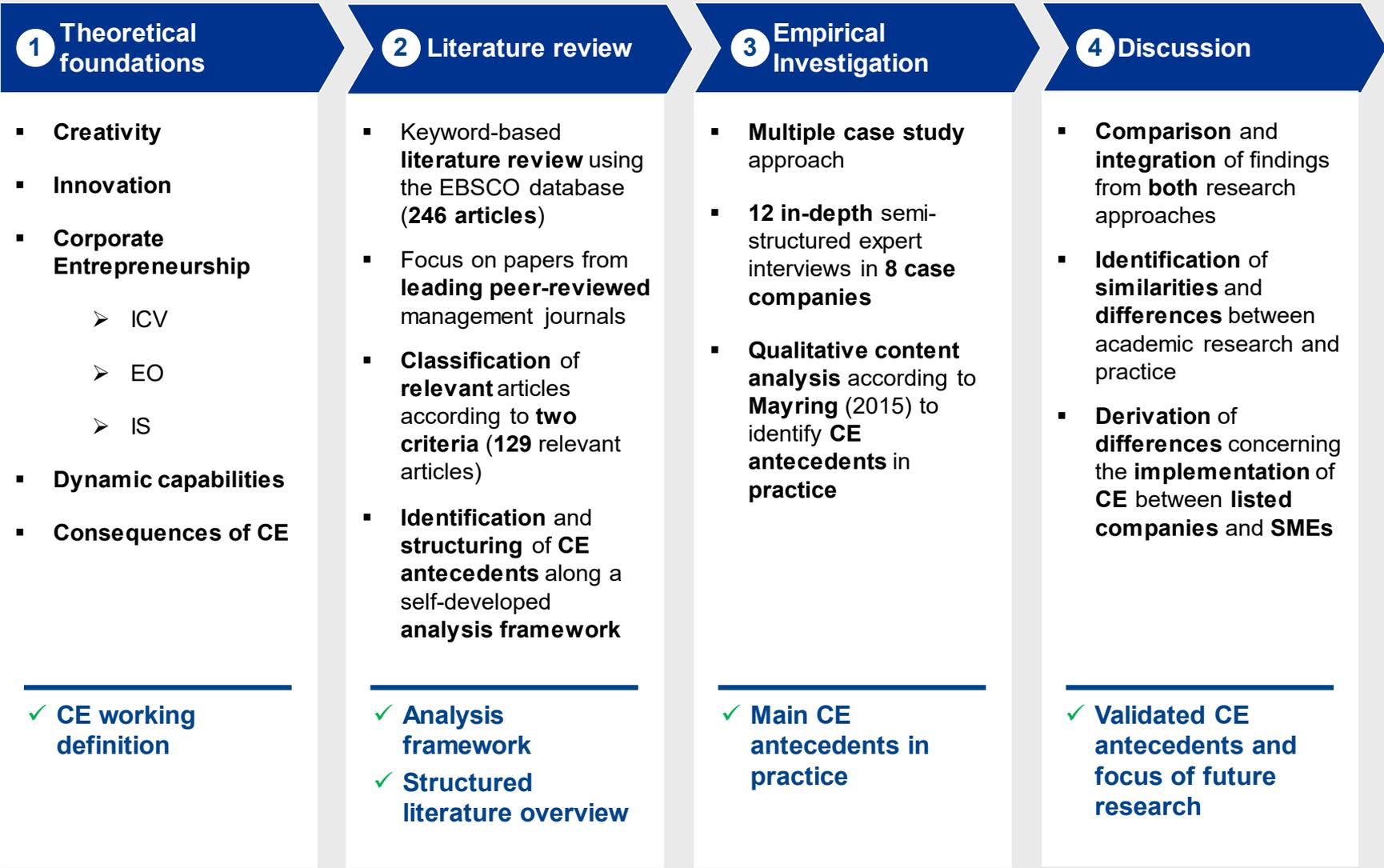


Validation of the in literature identified **CE antecedents** in **current business environment** and **identification** of **interplays** that should be considered for the **successful implementation** of **CE** in established companies

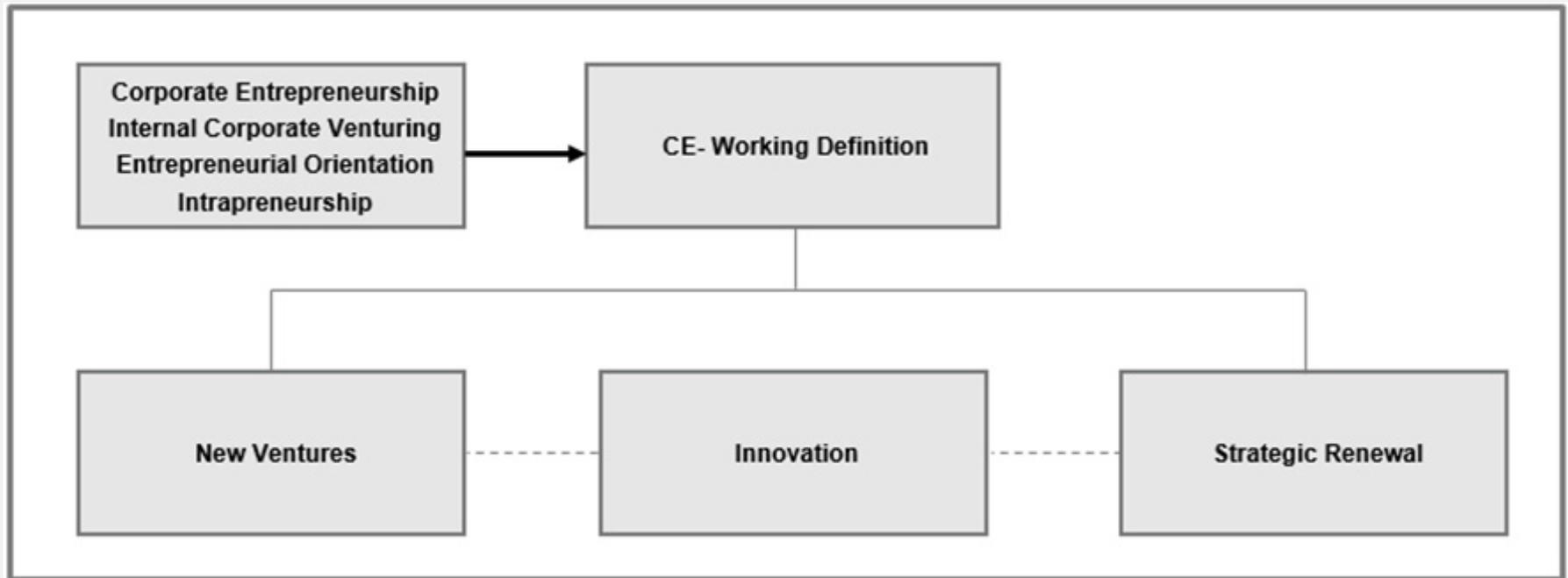


Provision of a **guideline** for **researchers** and **managers** for **future research** and the **implementation** of **CE** in established companies

Structured approach to answer research questions gradually



CE working definition



Developed CE Model¹

Main Dimension (Dimensions of organizational design)	Partial Dimension (CE determinants of seminal publications)	Related Terms (Similar terms that are often used in literature)
Strategy [37]	Strategy [37]	Strategy Organisations Strategy
Structure [51]	Autonomy [19]	Autonomy Freedom Degrees of liberty
	Organizational Structure [46]	Organizational Structure Collaborative Structure Organizational Boundaries Organizational System
People [95]	Leadership [26]	Leadership Management approaches
	Management Roles [15]	Management Roles Hierarchy
	Top Management Support [37]	Top Management Support Top Management Values Leaders Support
	Resources [27]	Resources Capabilities Knowledge
	Risk-Taking [19]	Risk-Taking Risk
	Culture [19]	Culture Corporate Values
Rewards [29]	Rewards [29]	Rewards Bonus Compensatory Reinforcement

Results

- **10 relevant CE antecedents** identified in the literature
- **People dimension** is the **most important** one with strong interplays
- **Organizational structure, strategy** and **top management** are the **most important** antecedents
- Corporate **strategy** and **culture influence all** other **CE drivers**
- Antecedents have a **strong mutual interplay**

1) Systematic literature review is published in Central European Business Review journal (indexed in Scopus) in 2020

Data collection and evaluation – in detail

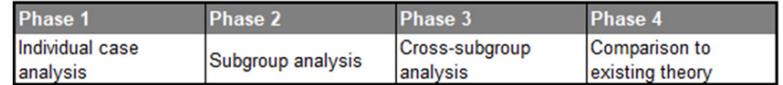
Data collection

- **Semi-structured interviews** based on a develop interview guideline
- Sampling of case companies and experts based on **judgment sampling strategy** (Marshall, 1996)
 - **8 case companies** (SMEs and stock listed)
 - **12 experts** from different industries, companies, departments, and hierarchical levels working in the strategy and innovation departments of each company

Case Company	Company Size	Industry	Ownership structure	Turnover in EUR	Employees
1	Large	Telecommunications	Stock exchange listed (Shareholder)	41,0 Billion	110.000
2	Large	Electronics	Stock exchange listed (Shareholder)	30,2 Billion	141.000
3	Large	Automotive	Stock exchange listed (Shareholder)	21,5 Billion	30.000
4	Large	Heating/Energy	Stock exchange listed (Shareholder)	25,8 Billion	45.000
5	SME	Heating/Energy	Family owned/managed	3,2 Billion	14.000
6	SME	Manufacturing	Family owned/managed	0,5 Billion	5.000
7	SME	Retail	Family owned/managed	0,2 Billion	1.500
8	SME	Manufacturing	Family owned/managed	0,3 Billion	2.500

Data analysis

- Structured **multiple case study analysis** approach according to Eisenhardt (1989)
- **Coding** of expert interviews with **MAXQDA software**
- **Qualitative content analysis** according to Mayring (2015)



CE antecedents

- **9 of 10 CE antecedents** identified in the literature are also considered as **relevant in practice**
- Only **management roles** do not play a **meaningful role** in practice
- **Corporate culture, strategy, autonomy and top management support** are the most **important antecedents** of CE in practice
- **Top management support** and **culture** have the **strongest impact** on the **other CE factors** and influence each of them
- Increasing importance of **autonomy, risk-taking, and corporate culture in future**

Current implementation

- Companies are already **well positioned** in terms of **organizational structure** and **autonomy**, including **short decision-making processes**
- Organizations already have **employees** with a **high level of knowledge** and **methodological skills**
- **Potential for improvement across the entire people dimension**, particularly in terms of **culture**, willingness to **take risks**, and the ongoing **support of the management**
- The **larger** the company is, the **more advanced** it is in **implementing CE**

CE antecedents depending on company size

- SMEs lack **sufficient resources** and **deep expert knowledge** to establish CE
- SMEs offer **more freedom** for employees and **faster decision-making processes** to realize innovations, along with a **better culture** to implement CE
- Larger companies have **more resources** and **knowledge** and can **compensate failure** in a better way
- Large companies **require more structures, defined processes**, and clear **responsibilities**, preventing innovation, agility, and creativity

- Relevance of **9** of the **10 CE antecedents** has been **confirmed** in practice
- Importance of **management roles cannot be reinforced** in practice
- **High congruence** in terms of **content** between **theory** and **practice**, while there is a **significant discrepancy** in terms of **importance** of the antecedents
- Corporate **culture** and **employees' mindset** represent the **most important** and **most underestimated** antecedent of CE
- **Extension** of **culture** in terms of content by:
 - Climate of **collaboration** and **partnerships**
 - **Persistency**
 - **Hands-on** mentality
 - **Customer-centric** mindset
- **Entire people dimension** especially **autonomy** and **risk-taking** are **more important** than assumed in the literature
- **Top management support** represents one of the two **most important CE antecedents** in **literature** and in **practice**
- **High importance** of **strategy** and **organizational structure** in the literature can only **partially be reinforced** in practice

Scientific Implication

- The underlying dissertation **contributes** to the **validation** of the **academic knowledge concerning CE** and its **antecedents**
- This dissertation **provides** an **integrated** and **comprehensive CE model** for the identification of CE antecedents
- The findings of this dissertation will provide a guideline, **point of orientation** and **basis** for scholars for **future research** regarding CE

Practical Implication

- The theoretical framework, provides **managers** an **overview** of the **most important drivers** of **CE** within the company
- The empirical results will show managers that **CE is not only a theoretical concept**, but that it is also **recognized** by **experts** as a **suitable method** to **increase innovation** in established companies
- The dissertation provides **practical recommendations** for **managers** regarding the **successful implementation of CE**

	Theory: Literature review	Content	Importance	Practice: Expert Interviews
Strategy	<ol style="list-style-type: none"> 1) One of the most important pillars of CE's success 2) Crucial for the design of all other CE determinants 3) Defines the organization's long-term orientation 4) Should always be considered first when planning to define and changing other determinants 	✓	✗	<ol style="list-style-type: none"> 1) High importance described in the literature is only partially reflected in practice 2) Factor that positively contributes to CE success, but not as a reason why CE cannot be implemented
Organizational Structure	<ol style="list-style-type: none"> 1) Creates the organizational setting for entrepreneurial action, and thus provides the basis for creativity and innovation 2) Strongest impact on the creativity and innovative capacity within a company, as well as a strong relationship to top management's support and resources 3) Necessary requirement for successful CE implementation 	~	~	Hygiene factor - in case that the structures not meet the requirements of CE, they were considered by the experts as one of the biggest obstacles and risks of CE
Autonomy	<ol style="list-style-type: none"> 1) Plays a subordinate role for CE's success 2) High degree of decision-making authority 	✓	✗	<ol style="list-style-type: none"> 1) Fundamental drivers of entrepreneurial behaviour 2) High influence on antecedents such as organizational structure, top management support, and rewards 3) Employees need both sufficient time and financial budgets that can be managed by themselves
Culture	<ol style="list-style-type: none"> 1) Plays only a minor role in CE success 2) Promoting employee motivation and passion for entrepreneurial behaviour 3) Positive failure culture 4) Influences other antecedents significantly 	✗	✗	<ol style="list-style-type: none"> 1) Antecedent number one 2) Mindset and attitudes of all employees regarding CE 3) Climate of collaboration and partnerships 4) Persistency 5) Hands-on mentality 5) Customer-centric mindset
Leadership	<ol style="list-style-type: none"> 1) Communication of corporate values 2) Motivate and empower employees to act entrepreneurial 3) Strong relationship with the most important CE antecedents 	✓	✓	Managers' intention and ability to enable their employees to engage in leadership on their own
Management Roles	CE requires engagement at all management levels	✗	✗	Management level has no effect on the implementation of CE
Top Management Support	<ol style="list-style-type: none"> 1) One of the two most important CE antecedents 2) Strong impact on almost all other CE factors 	✓	✓	<ol style="list-style-type: none"> 1) One of the two most important CE antecedents 2) Not the greatest motivator for the staff, but a lack of this support is the biggest potential source of employee demotivation 3) High importance of top management support is reinforced in practice
Risk-taking	<ol style="list-style-type: none"> 1) A certain degree of failure tolerance is necessary within the company 	✓	~	<ol style="list-style-type: none"> 1) Essential requirement for entrepreneurial activities and CE success 2) In an age of zero budgeting and high cost pressure in the markets, there is less willingness to invest money in uncertain innovation projects 3) Employees are afraid of making mistakes and being responsible
Resources	Important antecedent of CE, but in an isolated assessment, it plays only a subordinate role in CE success	✓	✓	Important antecedent of CE, but in an isolated assessment, it plays only a subordinate role in CE success
Rewards	<ol style="list-style-type: none"> 1) Vergütungen sind ein essentieller Bestandteil für Innovationen und CE 2) Traditional reward systems based on money, power, and status do not work for the CE concept 	✓	✓	<ol style="list-style-type: none"> 1) A hygiene factor for CE that is highly dependent on other antecedents 2) Recognition and career prospects are more powerful motivators than financial compensation

- **Burger, L. (2020). How to Promote Entrepreneurial Behaviour and Innovation in Established Companies: Literature Overview. In HAMPEL, D. PEFnet 2019: Abstracts. 1st ed. Brno, p. 27-28.**
 - Non peer- reviewed conference proceedings
 - Article focuses on an overall overview about the main research objective
- **Burger, L. & Blažková, I. (2020). Internal Determinants Promoting Corporate Entrepreneurship in Established Organizations: A Systematic Literature Review. *Central European Business Review*, 2020, 9(2), 19-45.**
 - Peer-reviewed
 - Scopus indexed (ISSN 1805-4862), Web of Science (ESCI) indexed
 - Systematic literature review regarding the most important internal CE antecedents
- **Burger, L. (2020). The impact of company size on the importance of internal Corporate Entrepreneurship drivers in Germany: A case study. *Aut Aut Research Journal*, 2020, 11(7), 218-222.**
 - Peer-reviewed
 - Scopus indexed (ISSN 00050601)
 - Article focuses on the impact of company size regarding the importance of internal CE antecedents

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- Valerio, A., Parton, B., & Robb, A. (2014). *Entrepreneurship Education and Training Programs around the World: Dimensions for Success*. Washington, D.C.: The World Bank.

Backup

- **Keywords** based literature review using the database **Business Source** in June 2019
- Focus on papers from **leading peer-reviewed management journals** concerning CE and its antecedents
- This process resulted in **246 articles** published in the fields of entrepreneurship, innovation, and management from **1969 to 2019**
- **Content analysis** of each article according to its **relevance** and **research focus** based on (1) whether the article is linked to the topic of CE and the promotion of innovation in established organizations and (2) whether it identified antecedents that are helpful for the establishment of CE
- Based on these **exclusion criteria**, **129 relevant articles** were identified and **reviewed in depth** regarding their key findings and the identified CE determinants
- The 129 reviewed articles are composed of **87 empirical** and **42 conceptual publications** from various journals

Systematic literature review methodology

Journal	Total Number	%	Relevant Articles	%	Empirical	Conceptual
Entrepreneurship, Theory & Practice	67	27,2%	25	19,4%	11	14
Journal of Business Venturing	37	15,0%	24	18,6%	20	4
Other Journals	29	11,8%	21	16,3%	12	9
Strategic Management Journal	14	5,7%	9	7,0%	8	1
Journal of Management	12	4,9%	6	4,7%	5	1
Journal of Product and Innovation Management	11	4,5%	5	3,9%	4	1
Academy of Management Journal	8	3,3%	6	4,7%	4	2
European Management Journal	7	2,8%	3	2,3%	1	2
Journal of Product Innovation Management	7	2,8%	5	3,9%	4	1
Journal of Business Research	7	2,8%	4	3,1%	4	0
Business Horizon	6	2,4%	3	2,3%	1	2
Harvard Business Review	5	2,0%	2	1,6%	0	2
Journal of Management Studies	6	2,4%	3	2,3%	3	0
Management Decision	5	2,0%	3	2,3%	2	1
Product Innovation Management	5	2,0%	2	1,6%	1	1
Academy of Management Review	7	2,8%	2	1,6%	2	0
Small Business Economics	2	0,8%	2	1,6%	2	0
Management Science	4	1,6%	1	0,8%	0	1
Administrative Science Quarterly	3	1,2%	1	0,8%	1	0
Academy of Management Annual Meeting Proceedings	1	0,4%	1	0,8%	1	0
Organization Science	3	1,2%	1	0,8%	1	0
TOTAL	246	100,00%	129	100,00%	87	42

Resource-based view vs. Dynamic capabilities

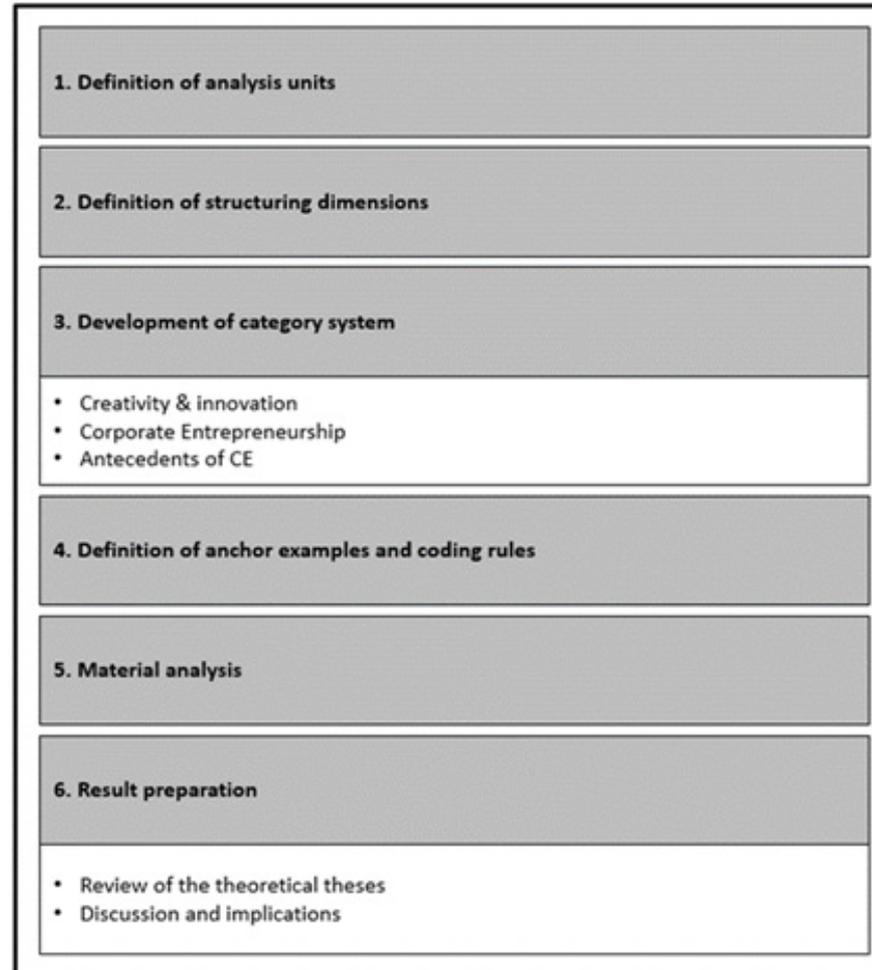
Resource-based view

- Understands the **corporate** as a **collection** of **productive resources**, which **enable performance** and **competitive advantage** through their **utilization** (Barney, 1991)
- **Identification, acquisition** and **combination** of different kinds of **resources** lead to a **unique identity** of the organization (Penrose, 2009)
- **Difference** between a **successful** and an **unsuccessful** company is the **access to specific resources** (Antoncic & Hisrich, 2003)

Theory of Dynamic capabilities

- Understands the **corporate** as a **collection** of **resources, processes** and **simple capabilities** (Eisenhardt & Martin, 2000)
- **Usage** of **existing** and **development** of **new capabilities** to **achieve** and **sustain** competitive advantages (Eisenhardt & Martin, 2000)
- **Dynamic Capabilities** results from the **combination** of **processes, resources** and simple **capabilities**
- **Therefore, CE** can be seen as **one dynamic capability**

Qualitative Content Analysis



Definition of categories

#	Main Category	Subcategory	Definition	Anchor example	Coding rule
3f	Antecedents of CE	Top Management Support	The category describes whether and why the support of top management is an important antecedent of CE.	"...if you really want to change something, there has to be consistent management support, which you also notice. ...The strong people in the company have to support it and they have to push it forward again and again."	Covers all aspects and subject areas in which the support of management, top management or executives is required. Negative statements regarding obstacles to innovation and challenges in the implementation of CE are also taken into account.

Coding of expert interviews with MAXQDA

Codesystem	230
Creativity and Innovation	0
General definition of creativity and innovation	12
Importance within organizations	15
Development of importance in recent years	8
Corporate Entrepreneurship	0
General definition of CE	9
Obstacles to innovation and CE	40
Current implementation of CE within the company	18
Opportunities of CE for companies	8
Development of importance of CE in recent years	6
Corporate Entrepreneurship antecedents	0
Strategy	3
Organizational Structure	3
Autonomy	7
Leadership	4
Management Roles	0
Top management support	9
Risk taking	5
Culture	16
Resources	5
Rewards	7
Development of importance of CE in recent years	11
Status quo of CE antecedents within organizations	14
Antecedents depending on company size	0
Importance of CE antecedents for SMEs	13
Importance of CE antecedents for large companies	17

Dokument-Browser: Experte 1

ty and Innovation\Importance within organizations

128 in general?

129 Expert 1: The exact definition à la Wikipedia I probably couldn't give to you. But I would
130 definitely say that Corporate Entrepreneurship includes the application of this lightness,
131 unburdened, little administrative approach of a start-up to large corporations.
132 Interviewer: Yes perfect. How would you say is Corporate Entrepreneurship lived or implemented
133 in Company 1?

134 Expert 1: Yes. In fact, this is one of the fundamental questions, I believe, or also one of the
135 fundamental problems of every company, to a certain degree. On the one hand, it is historically
136 caused that a company or every company is naturally shaped by an image and its employees, who
137 have shaped it over a long period of time. Of course, if there's going to be a change now, far
138 away from the traditional industrial or corporate way of thinking, let me say that with regard
139 to more of an entrepreneurial spirit to a certain degree, that's then of course it's not easy
140 to get everyone to join in. Because changes are always difficult and above all they often begin
141 with the mindset. That means that there are people in the company who say "Yes, I see that too
142 and that's good! I take that with me and to a certain degree I support it." On the other hand,
143 as a result of the changes there are also enough people who will do new activities, or have to
144 face new challenges, or will do a completely different job, whether it is inside or outside the
145 company. And that, of course, is always a risk, a hurdle, because many of them do not perceive
146 this changes as an opportunity but concretely as a negative risk. And that, combined with the
147 attempt to keep pushing this into the company, is extremely difficult. In other words, to get
148 people there and convince them that the future, sustainable business can perhaps only survive
149 through this changes or can be secured through it. If you are committed to this matter of the
150 entrepreneur spirit to a certain degree and you are open to applying this methodology, this
151 approach, as I said, to throw a few buzzwords into the room, to use agile work methods, more
152 perhaps in the Scrum area, and somehow to apply it away from the classic waterfall project
153 management. But, as I said, fundamentally, people are more inclined to adapt to change and
154 innovation with difficulty. And concrete entrepreneur-working approaches are, of course, often
155 connected with changes in the approach, whatever it may be. And that is difficult. The company
156 is certainly trying. I don't think there is an absolute, right, correct way. So from seminars,
157 to workshops, to external consultants, to handouts, there is everything in this company. So you
158 have to search a bit. It's not perfect, you have to say it. But you probably can't get there
159 perfection anyway. The company makes an effort to get that into people's minds. Surely there is
160 more you can do. But a lot also depends on how the mindset or the mindset of the individual
161 employee are characterized. And if they see a hurdle or an obstacle to such approaches, then it
162 is difficult.

163 Interviewer: Okay. Great. My next question, which I think you had already answered indirectly:
164 you can summarize it again in one sentence. What do you see as an opportunity if company 1
165 could and would implement Corporate Entrepreneurship even more intensively?
166

167 Expert 1: Yes, if it were even stronger, even better, even more efficient, more targeted or
168 focused implemented, then Company 1 could certainly achieve this in many ways, where on the one
169 hand these necessary few percentages are still missing, whether it is now in turnover or value
170 growth. That even more important, especially in product development I would say, there you could
171 test things much easier, much faster, you wouldn't have to let weeks or months pass until
172 competitors are too strong, until things change in the market and you don't have any right to
173 avoid anymore. And that is a process, in a classical company or a classical construct, which
174 takes a long time and thus destroys our opportunities in the market.

175 Interviewer: What would you say: Has the role or the importance of Corporate Entrepreneurship
176 at company 1 or perhaps in the economy in general, changed in your opinion? Has CE become more
177 important? And how do you see that development for the future?

178 Expert 1: Yes, I absolutely believe that the role is now also becoming more important in the
179 main market. Because apart from digitization and innovation, which have been going on for quite

Data analysis

#	Main Category	Subcategory	Expert	Statement	Line	Generalization
2a	CE	General definition	1	...Corporate Entrepreneurship includes the application of this lightness, unbureaucratic, little administrative approach of a start-up to large corporations.	145-146	CE is the establishment of unbureaucratic and slightly administrative structures of a start-up in existing organizations
			2	How can I practically foster and use innovations in my own company? ...So it's like a corporate start-up and there are really a lot of different models.	443-447	CE is the efficient promotion and utilization of innovations in existing organizational structures. It is like an internal corporate start up
			3	For me it is company internal start up. It's like having the same mentality like you start a new company, perhaps with ignorance, courage, a willingness to take risks, and setting up new things within a company. Maybe new business areas.	658-661	CE describes the same mentality, with courage and willingness to take risks and to deal with new topics as when founding a start-up - but in established organizations
			4	I don't know the term at the moment. But it is like being a entrepreneur in a company, isn't it?	987-988	CE is the establishment of a start-up entrepreneur's behaviour in established companies
			5	I believe entrepreneurship within the company I would say entrepreneurial thinking and acting within a company. ...to create the spaces so that you can act like an entrepreneur in a large company. But...besides the external aspect, getting the ideas and then somehow integrating them into the company. I think it's the other way around, internally promoting ideas and then realising them. For me that would	1191-1192 1193-1195	CE is entrepreneurial thinking and acting in an existing organization. Creating new ideas or integrating them into the company and then implementing them in a short time
			6	Yes, that's setting up a business within an already well-established company So firstly, of course, that I don't just hire new people who are now allowed to play start-up role in the company, but that there is already an interaction with employees who are active in the company, because they have the knowledge and they also have the network into the organisation and the knowledge about the products, the markets, the customers and they already have the idea and that's the ideal point, to put them together in a team and to provide them with the same structures, competencies, degrees of freedom, support, as a typical start-up company outside. ...that means an own government, also far away from existing rules and regulations	1497-1498 1498-1504 1504-1507	CE means founding a business within existing organizations with the same structures, degrees of freedom and culture of an external start-up. Bringing together young creative entrepreneurs with experienced and well networked employees within the company.
			7	Well, the term consists of two words, corporate and entrepreneurship. I see corporate rather as the company perspective, entrepreneurship is then exactly the spirit you have to think entrepreneurially, so I would bring it together, which in turn means to think entrepreneurially in a large company like Company 4. First bites itself a bit. But from a spirit point of view, this means realising your ideas within a large company and perhaps creating added value in terms of new ideas for the company.	1718-1726	CE means creating the culture and structures to establish the entrepreneurial thinking and the spirit of a start-up in existing organizations. It includes the realization of creative ideas within the company structures to generate problem solutions and added value for the customer