

# SOCIAL INTRAPRENEURSHIP

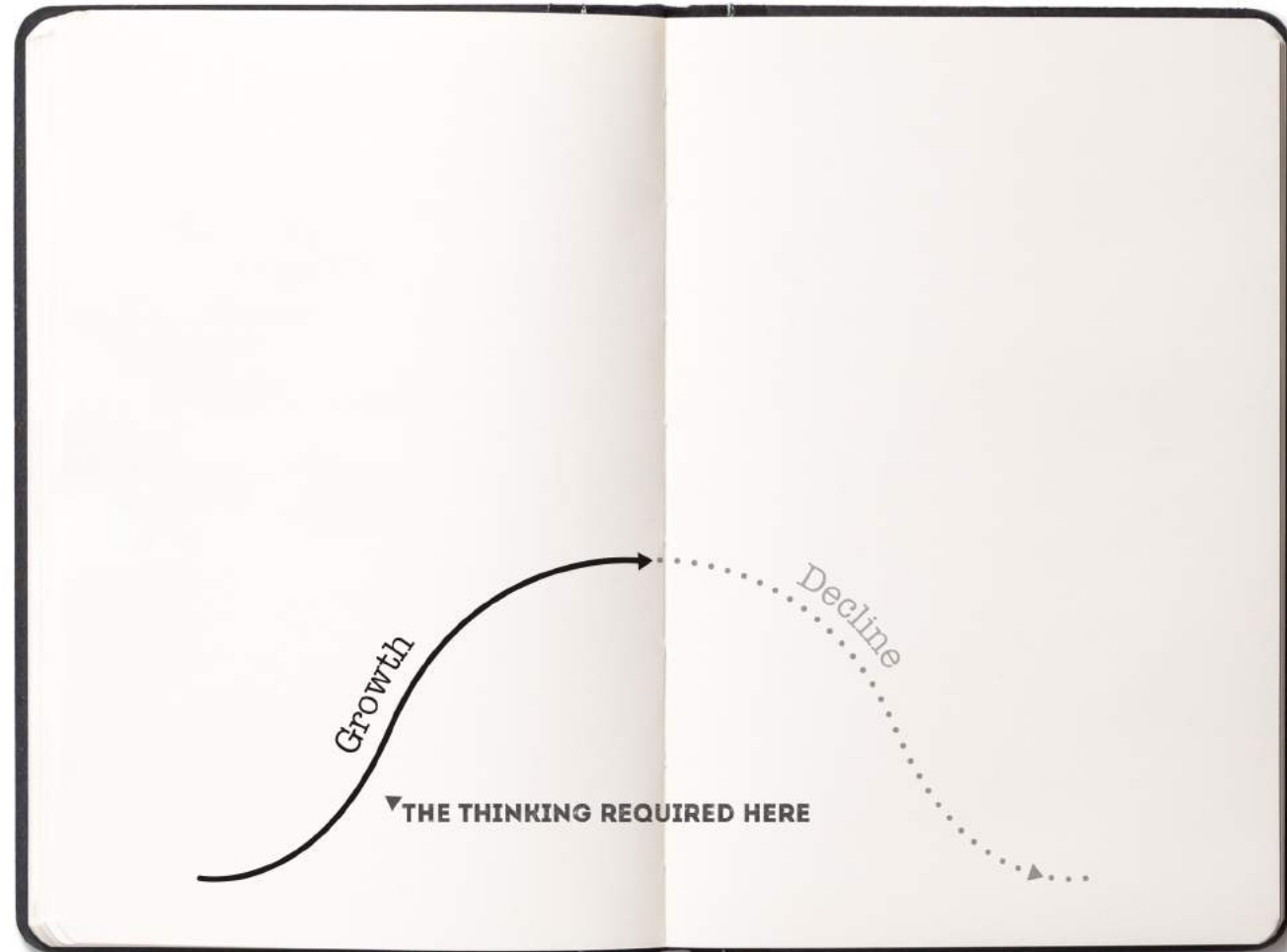


@socintleague

@maggiedepree

#changefromwithin





IS DIFFERENT  
FROM THE  
THINKING  
REQUIRED HERE

Growth

INTEGRATIVE LEAP

Next wave

Decline

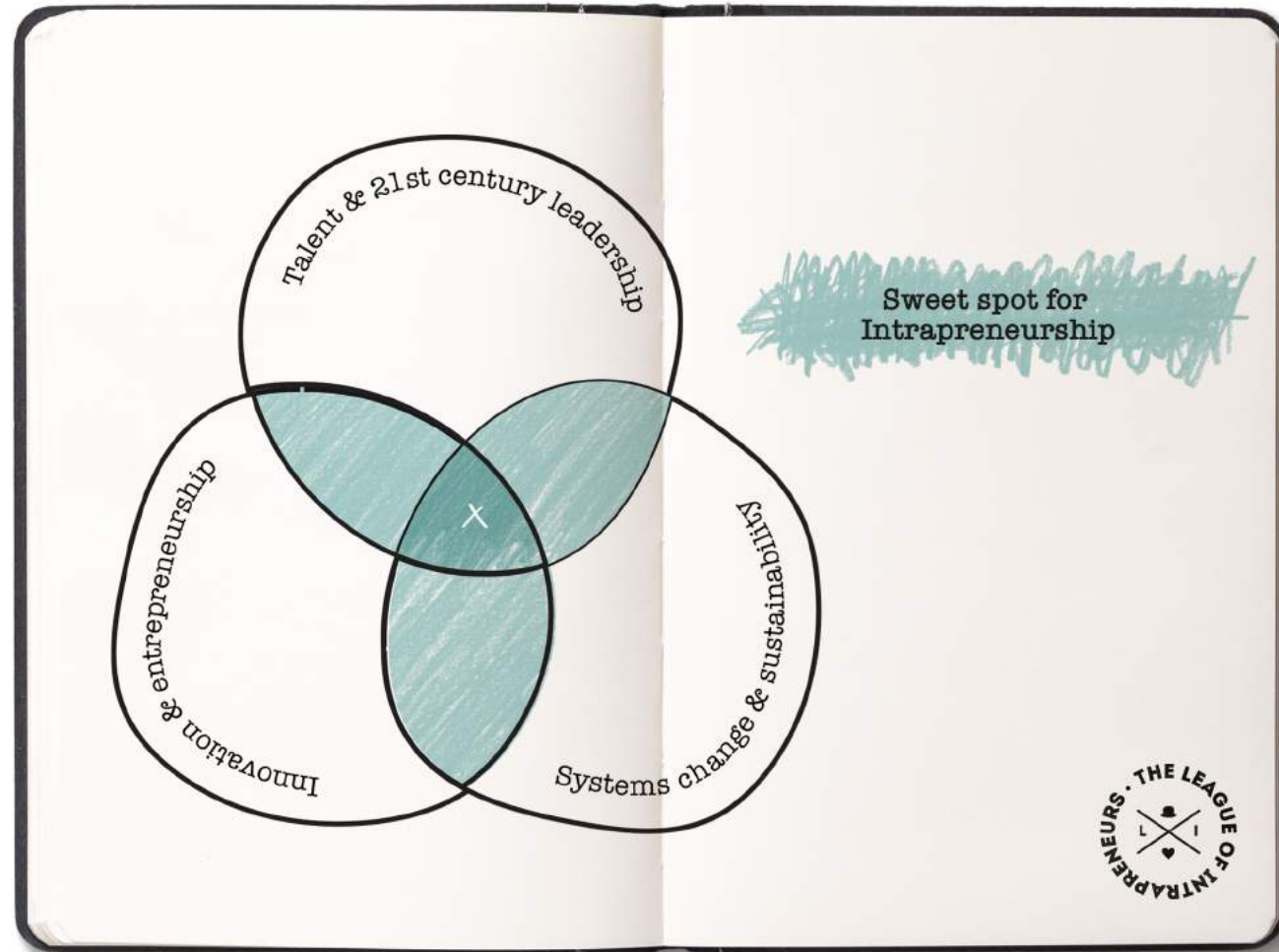
▼ THE THINKING REQUIRED HERE

## **Social Intrapreneur, n.**

**1.** Someone working inside an existing institution – often a corporation, but also governments and NGOs - developing innovative and scalable solutions to sustainable development challenges.

**2.** A social entrepreneur working from inside an organisation.





# INTRAPRENEURS ARE 21<sup>ST</sup> CENTURY LEADERS

They are modelling new behaviours, including collaboration, experimentation and empowerment (or agency).







# Myriam Sidibe

Lifebuoy Social Mission Director.  
Saving lives through soap.  
183 million and counting.





# Nick Hughes

Creator - mPesa  
Mobile as Platform  
27 Million & Growing







# Sam McCracken

From Warehouse to General Manager  
N7 Division: Sustainability + Physical Activity  
Humanity at Work



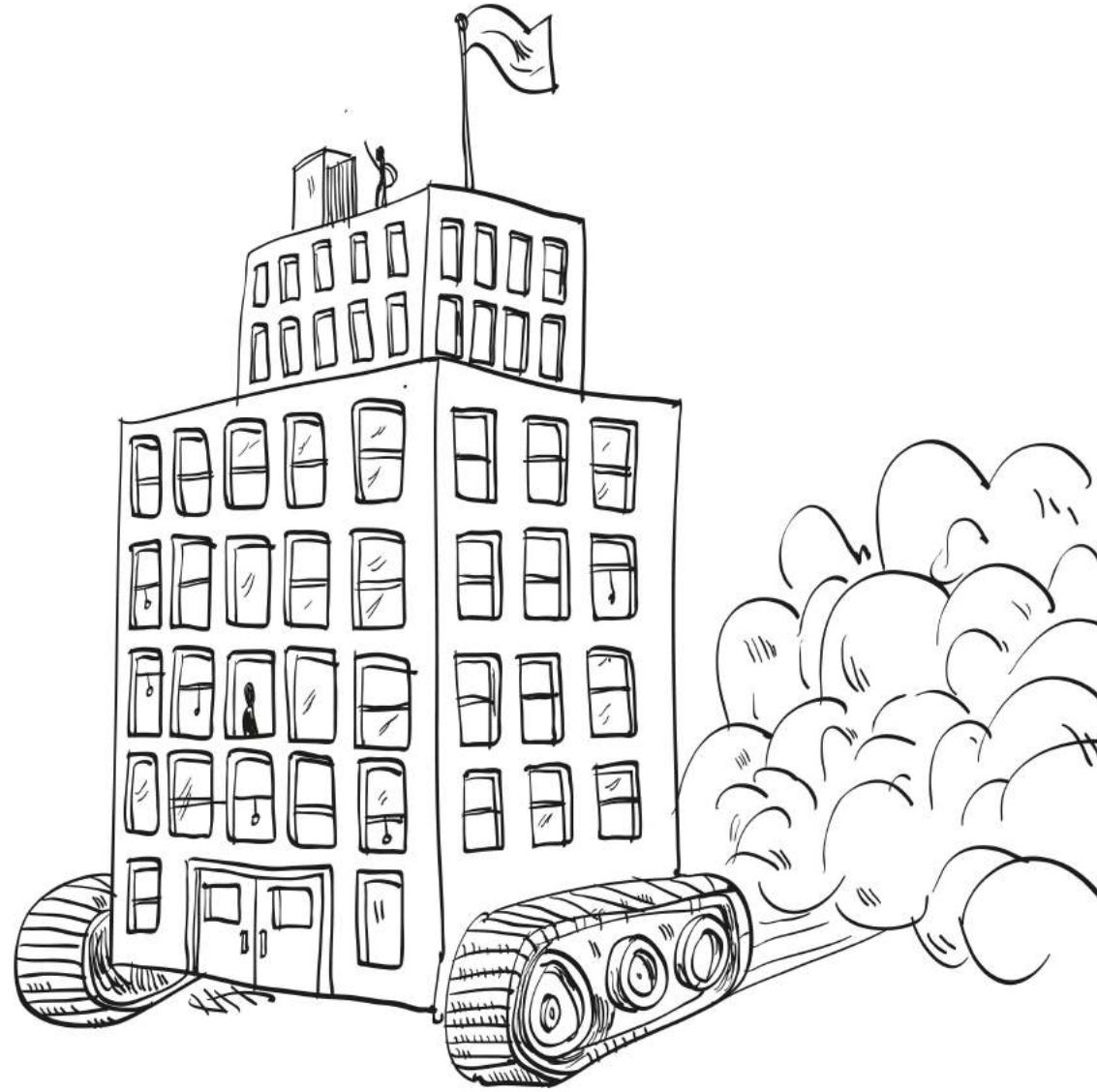
What if we ignited millions of Myriams, Nicks and Sams and connected them to the right people, resources and tools to deliver the SDGs?



# HOW MIGHT WE MOVE FROM TODAY'S CSR (CORPORATE SOCIAL RESPONSIBILITY)?



**TO CCR (CORPORATE  
CULTURE REVOLUTION)?**



# CREATING A CULTURE OF INTRAPRENEURSHIP

1

## Invite & Co-Create

Intrapreneurs are invited to step up and out and co-create a sustainable, scalable action learning community for change.

2

## Learn, Experiment, Collaborate

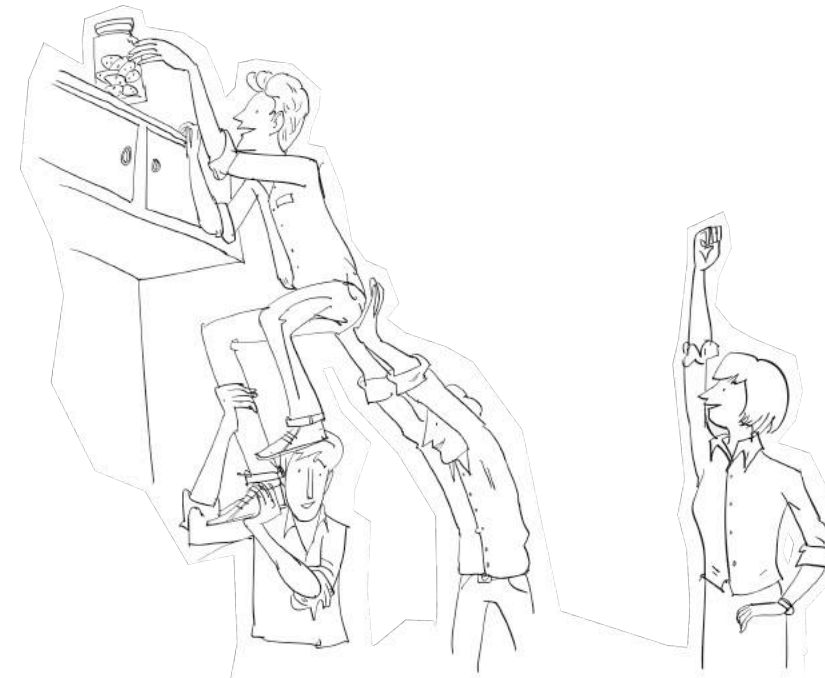
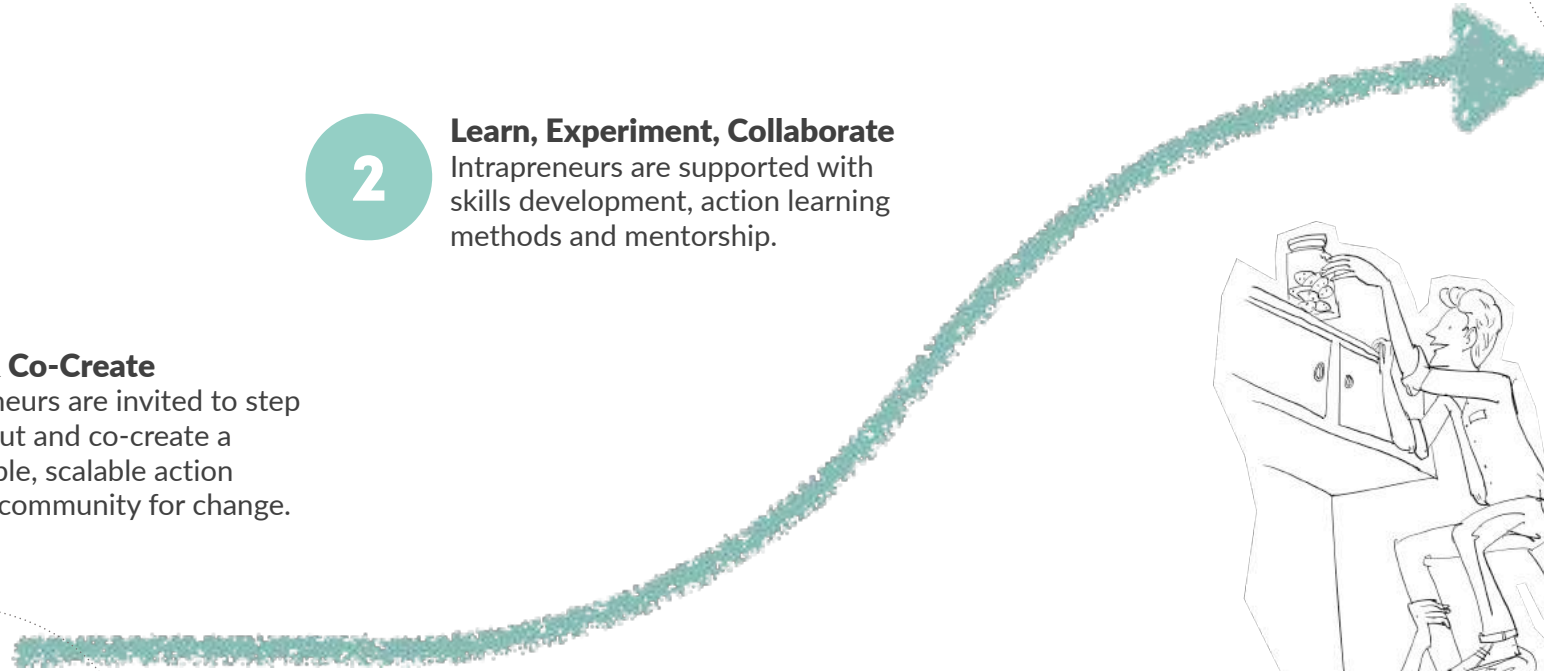
Intrapreneurs are supported with skills development, action learning methods and mentorship.

3

## Embed and Sustain

Intrapreneurial skills and rewards are embedded in day-to-day recruitment, talent and development processes.

Intrapreneurship  
is in our DNA &  
we're delivering the SDGs



Intrapreneurship  
is Ad-hoc





# SPACE TO DISCOVER







# AWARDS & INCUBATORS





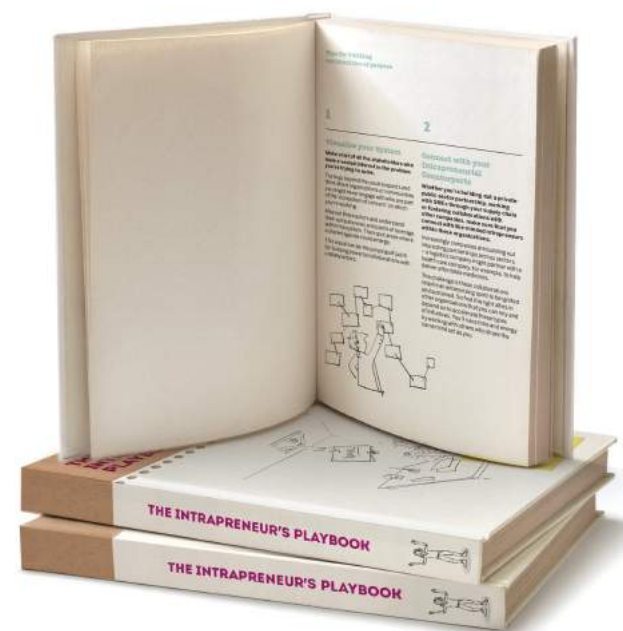
# PEER LEARNING, MENTORING & SAFE SPACES





# THE INTRAPRENEUR'S TOOLKIT

1. Practice **Generative Thinking**
2. Make a Compelling **Business Case**
3. Negotiate the **Political System**
4. **Build Communities** of Purpose
5. Unlock Scarce **Resources**
6. Foster Personal **Resilience**



# PROCESSES & INCENTIVES



DANONE & ELSAI

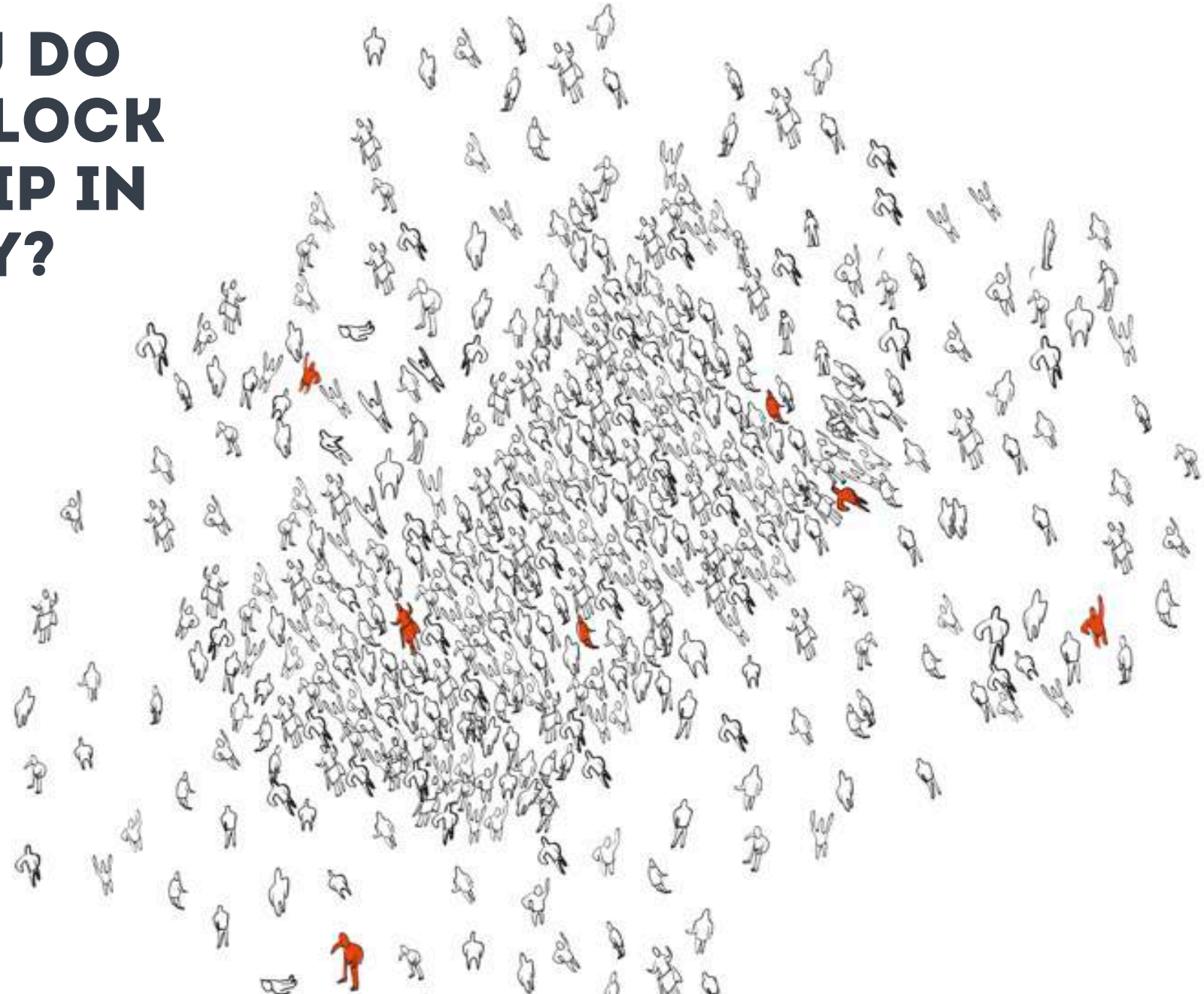




**“WE ARE PAST ‘SHOULD  
WE?’ THE QUESTION  
NOW IS ‘HOW?’”**

DR MEHMOOD KHAN,  
VICE CHAIRMAN AND CHIEF SCIENTIFIC OFFICER, PEPSICO

# WHAT COULD YOU DO TOMORROW TO UNLOCK INTRAPRENEURSHIP IN YOUR COMPANY?



# THANK YOU



@socintleague

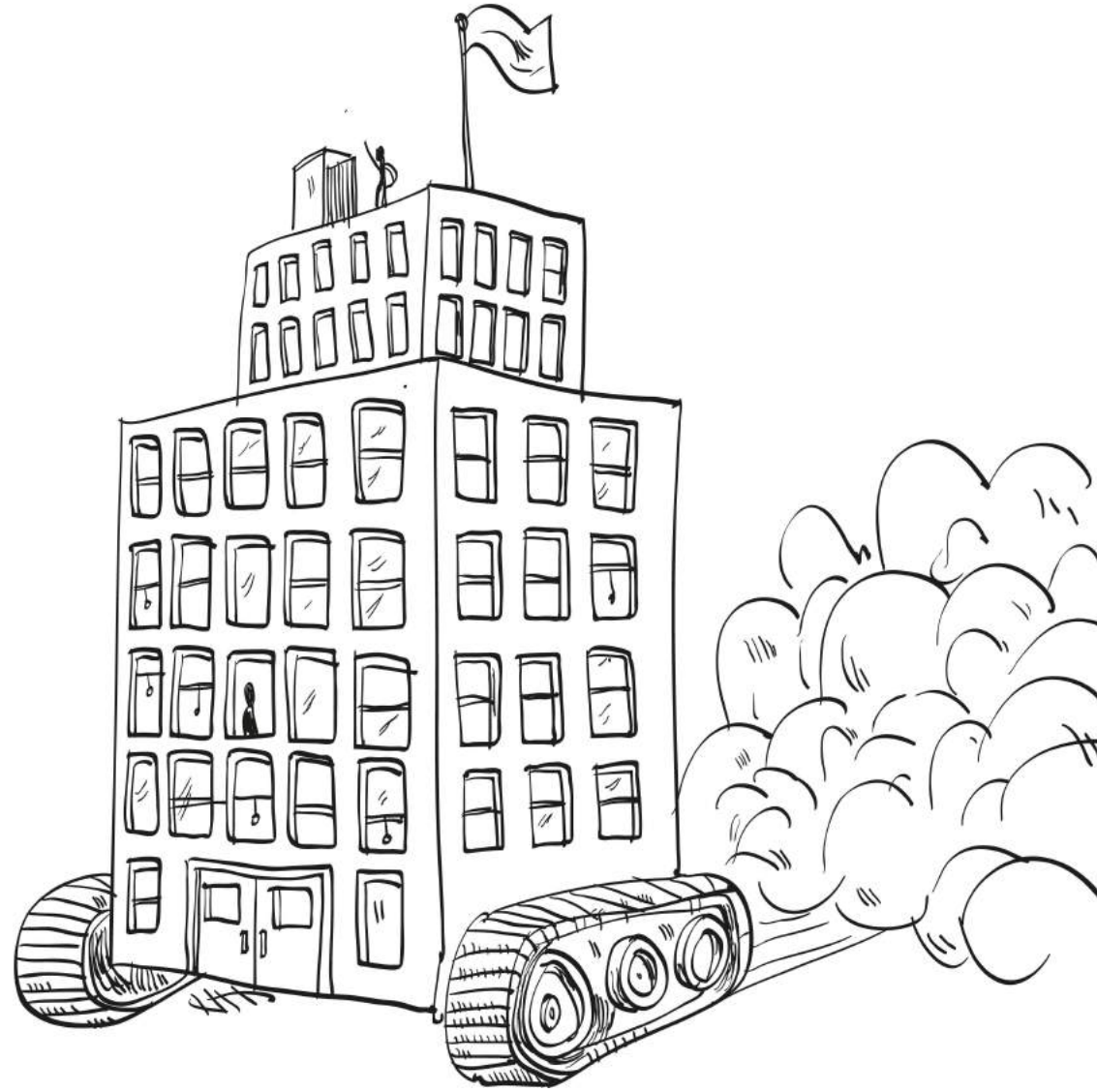
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# BACKUP

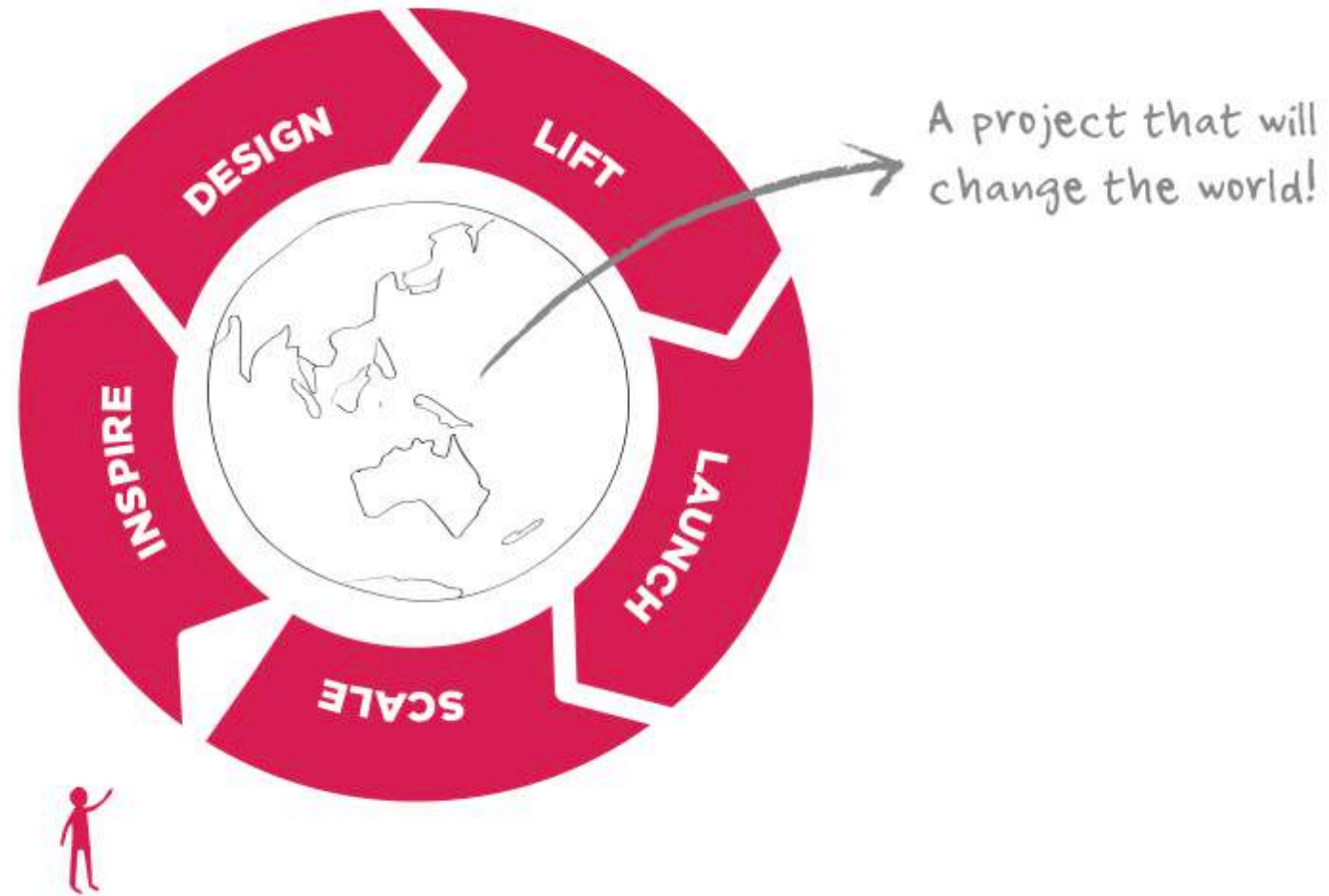
**TO CCR (CORPORATE  
CULTURE REVOLUTION)?**





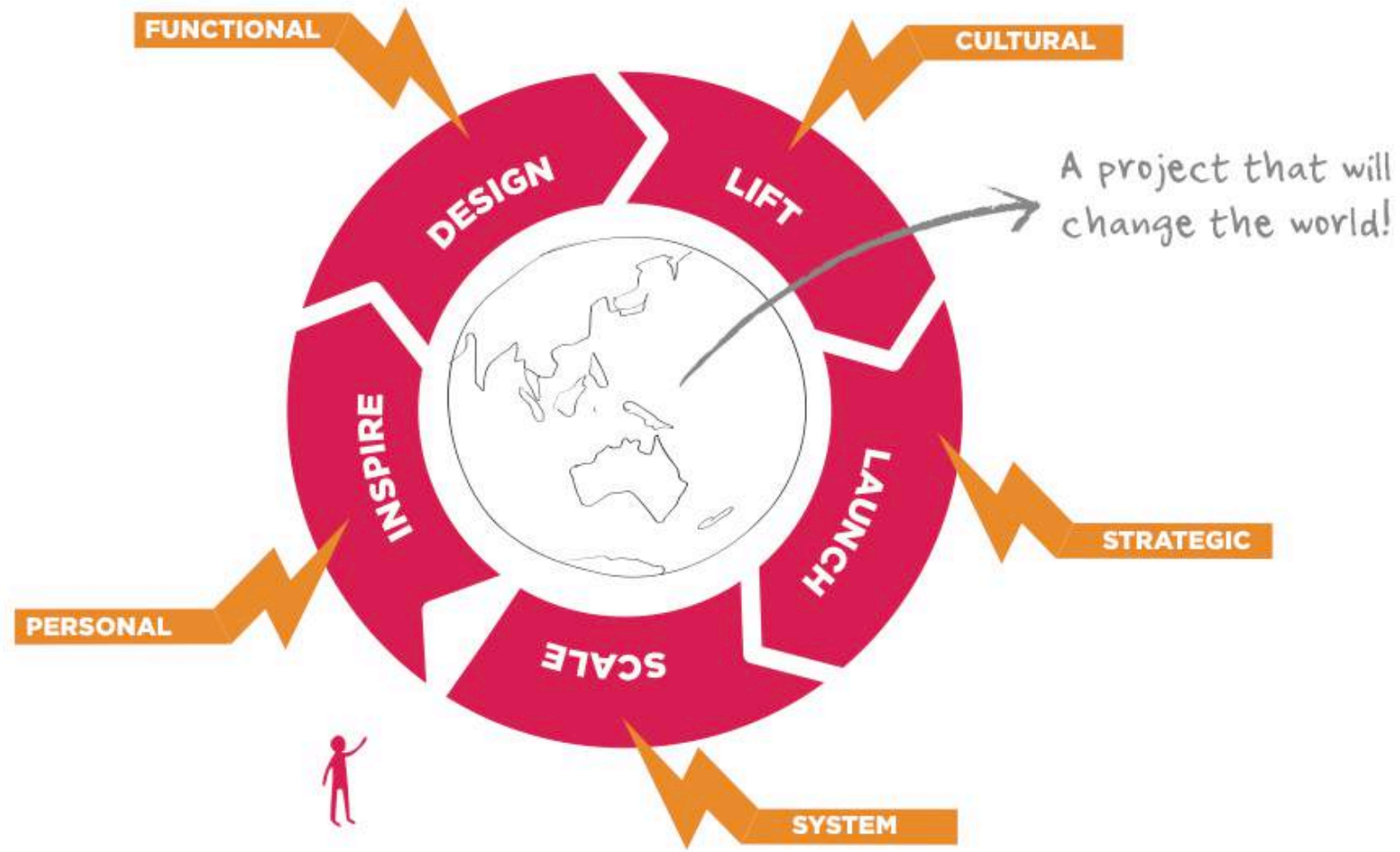
# THE INTRAPRENEUR'S JOURNEY

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# BARRIERS TO INTRAPRENEURSHIP

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# **INTRAPRENEURS SHIFT SYSTEMS**

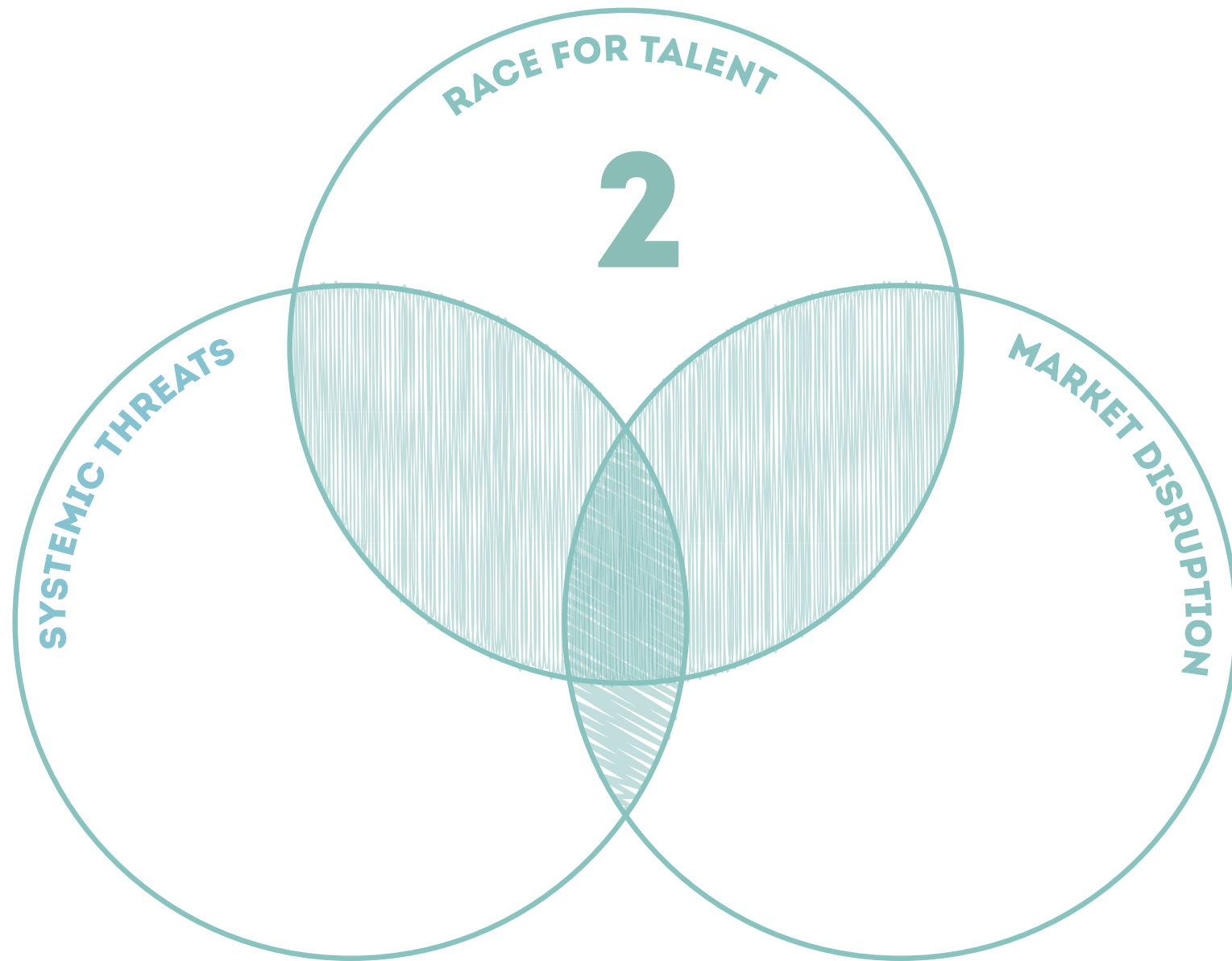


**SUSTAINABLE BUSINESS MODELS COULD OPEN  
ECONOMIC OPPORTUNITIES WORTH UP TO US\$12  
TRILLION AND INCREASE EMPLOYMENT BY UP TO 380  
MILLION JOBS BY 2030.\***



\*Source: Business and Sustainable Development Commission







# 87%

**ARE DISENGAGED FROM WORK, COSTING BILLIONS  
IN LOST PRODUCTIVITY.\***



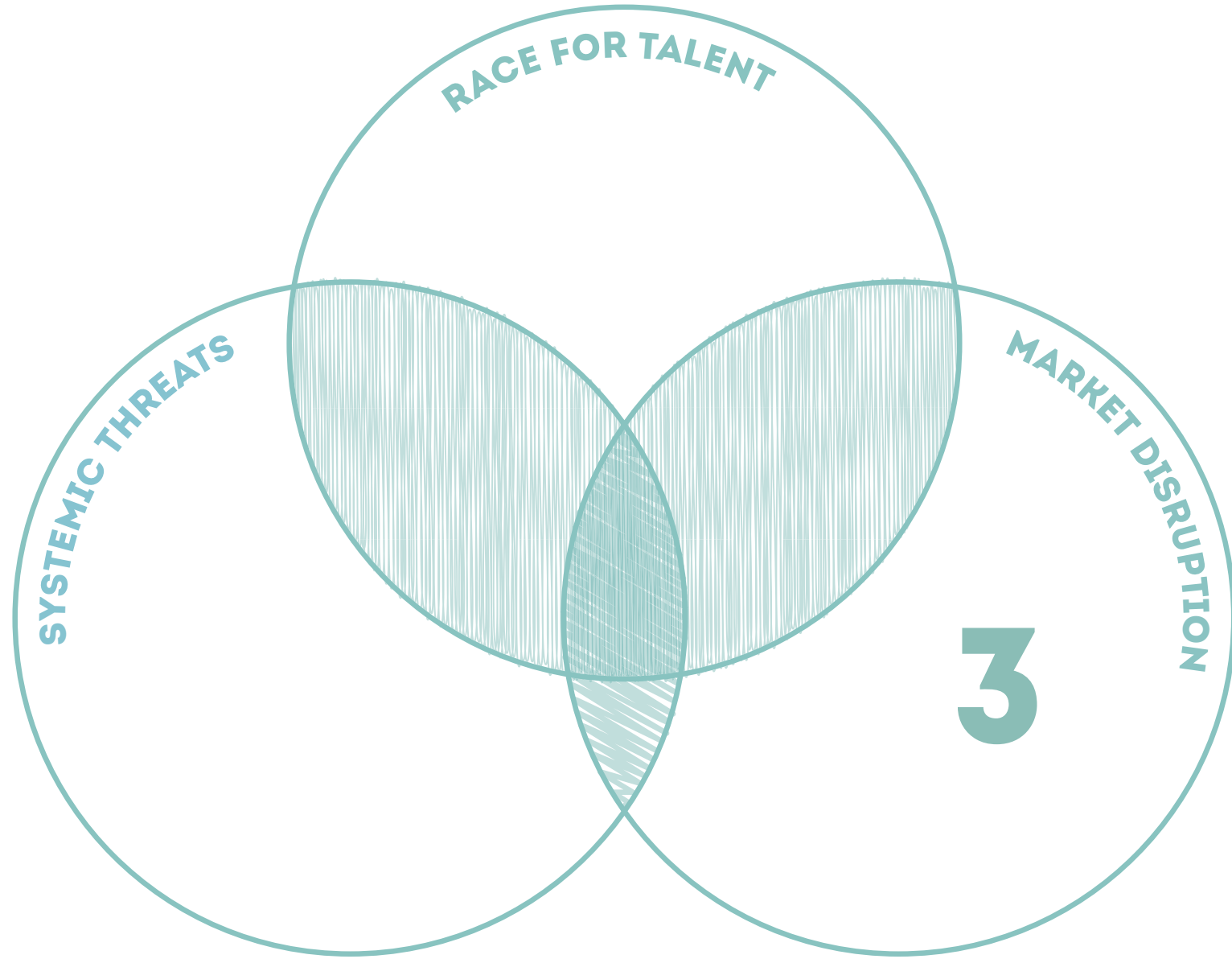
**DISRUPTION  
SPACE  
OR  
INNOVATION  
OPPORTUNITY?**

\*Source: Gallup

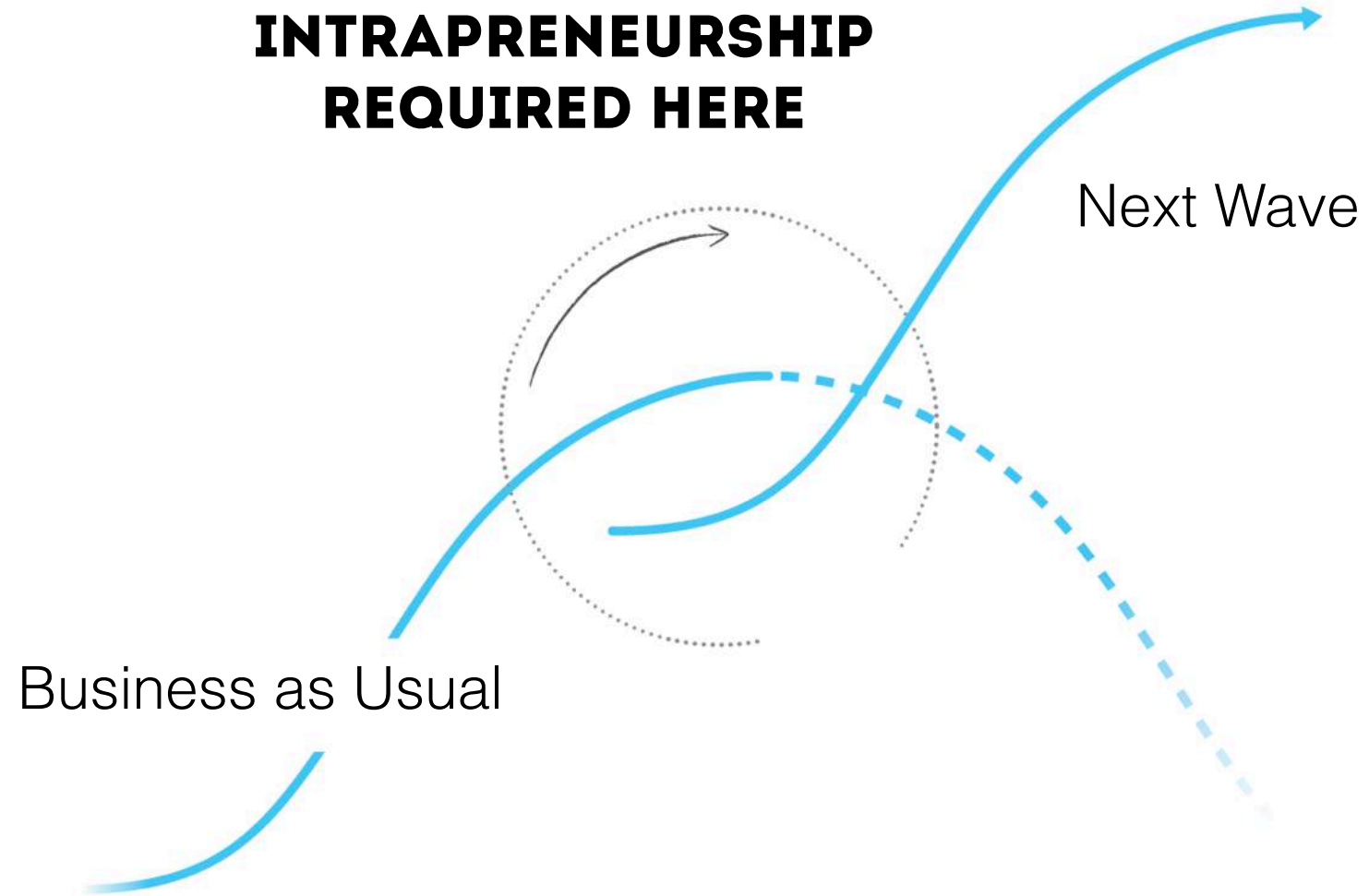


# **INTRAPRENEURS BRING HUMANITY TO WORK**





**INTRAPRENEURSHIP  
REQUIRED HERE**



# INTRAPRENEURS DISRUPT FROM WITHIN



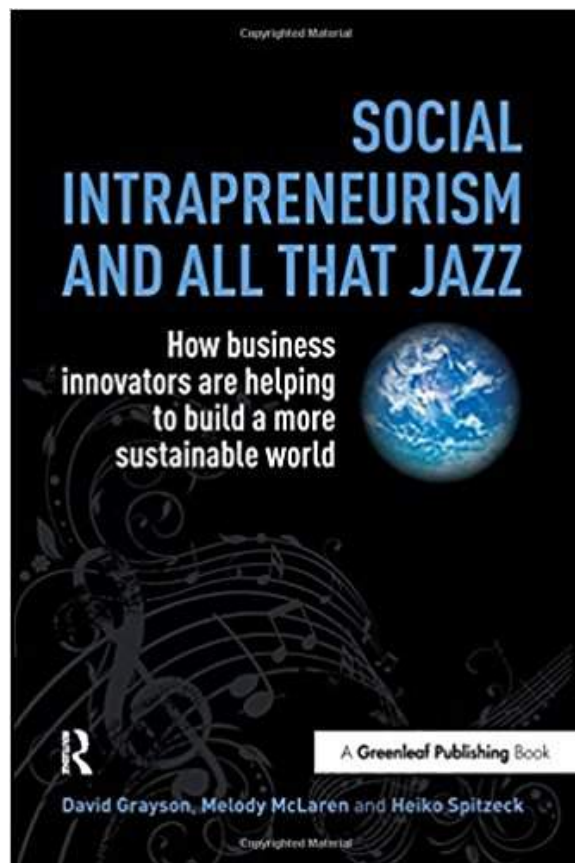


**WHAT IF WE COULD INVEST  
\$1 MILLION TO UNLOCK \$1 BILLION  
IN INSTITUTIONAL CAPITAL FOR  
SYSTEMS CHANGE?**



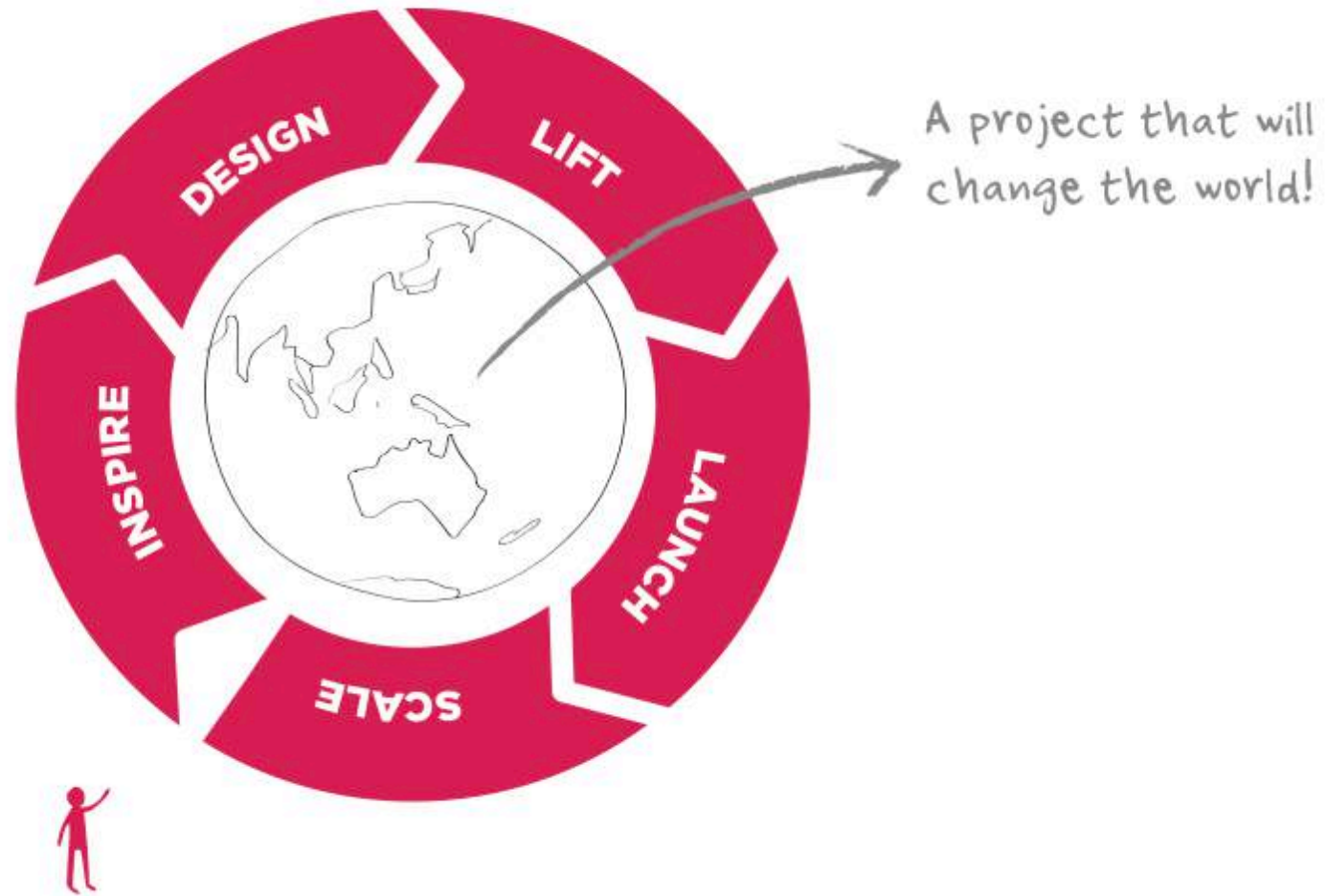
# **CREATING ENABLING ENVIRONMENTS FOR SOCIAL INTRAPRENEURSHIP**

# SOCIAL INTRAPRENEURSHIP RESEARCH



# THE INTRAPRENEUR'S JOURNEY

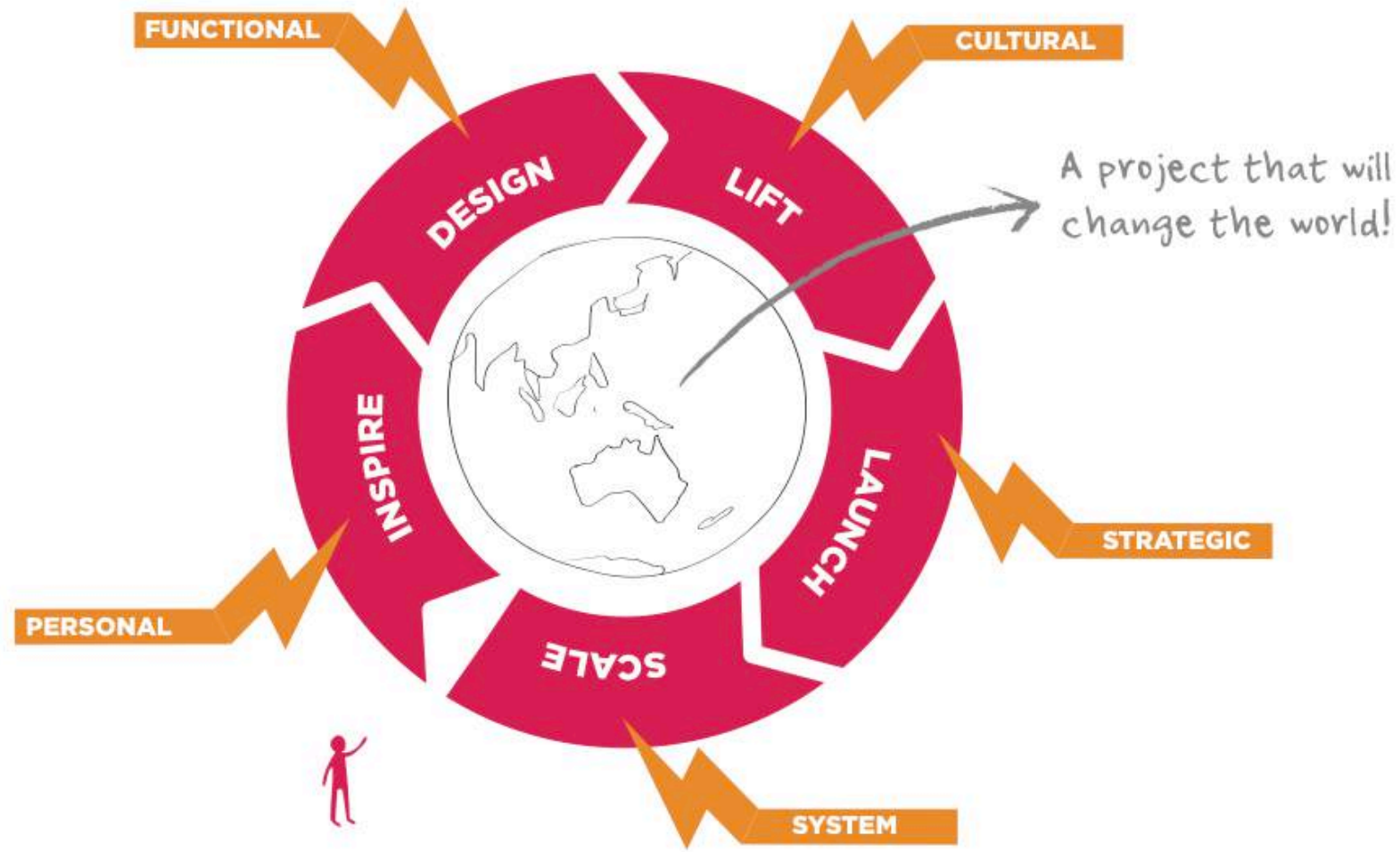
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# BARRIERS TO INTRAPRENEURSHIP

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# BARRIERS TO INTRAPRENEURSHIP

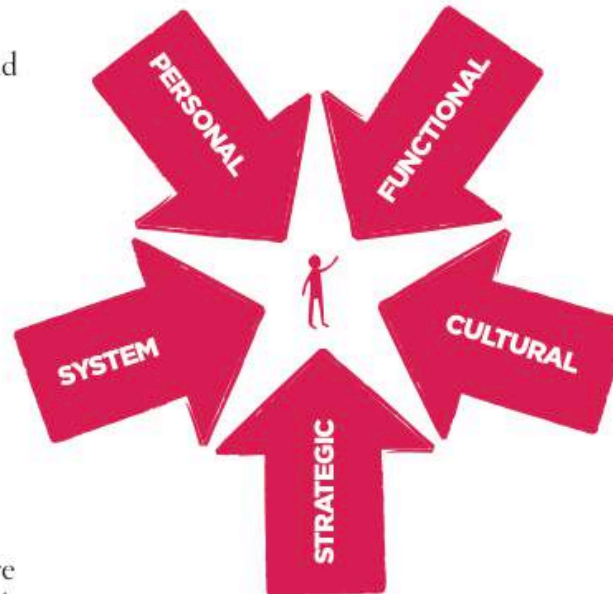
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## PERSONAL

Intrapreneurs face constraints around finding sufficient time, accessing talent and developing their own skill sets. They also express a need to stay energized in the face of significant hurdles.

## SYSTEM

For many intrapreneurs, systems-level shifts in consumer behavior, investor decision making or policy playing fields are required to help their ideas truly take hold.



## FUNCTIONAL

Many intrapreneurs work in organizations where collaboration across silos is not sufficiently encouraged. Stretching beyond your 'remit' may even be actively discouraged.

## CULTURAL

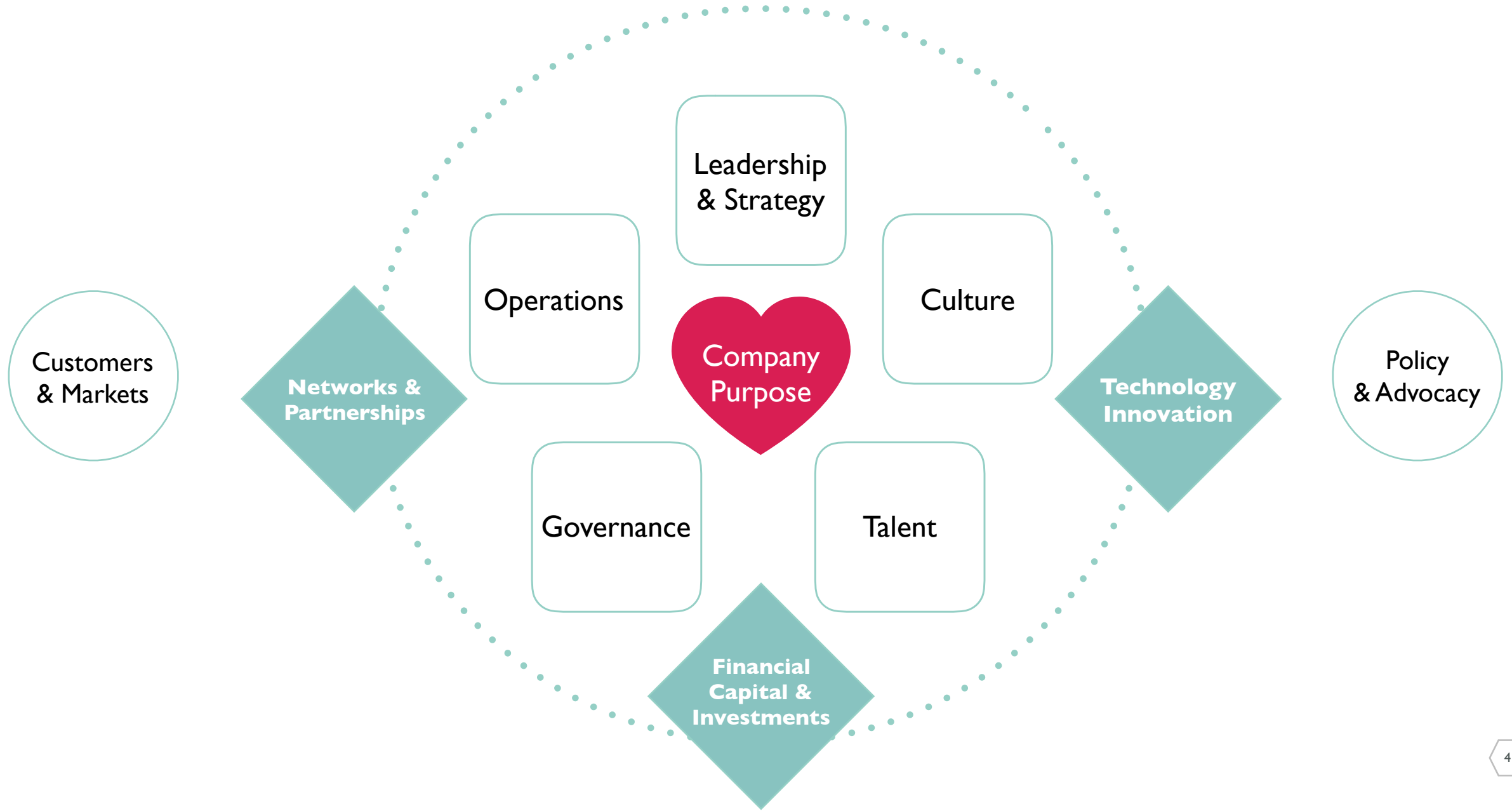
Despite the strides made by the sustainability / corporate responsibility movement, most intrapreneurs face constraints around organizational mindsets. 'Cultural lock in' is a term that describes this slowness of organizations to re-imagine the way they work.

## STRATEGIC

Intrapreneurs are often pushing beyond the frame of the current business strategy. As such, they can often bump up against conflicting priorities or lack the 'permission' to innovate.

**WHAT ARE THE THREE (3)  
MOST IMPORTANT  
ELEMENTS FOR CREATING  
ENABLING CONDITIONS  
FOR SOCIAL INNOVATION  
& INTRAPRENEURSHIP?**

# SOCIAL INTRAPRENEURSHIP ECOSYSTEM





# INTERNAL PILLARS

## Company Purpose

- Clearly articulated and engaging purpose for the company beyond profit.

## Leadership & Strategy

- SDGs Integrated with Core Strategy
- Senior Leadership Engaged & Accountable
- Signals & Calls to Action from Leadership

## Culture

- Permission to Experiment & Fail
- Encourage & Reward Collaboration
- Sandboxes: Places to Explore / Develop Ideas
- Success Stories of Social Innovation / Intrap.
- Support for Immersive Learning

## Operations

- Structured Innovation Process
- Incubators & Accelerators
- Mechanisms for Integrating & Scaling

## Governance

- Metrics Beyond Financial
- Distributed Decision Making
- Mechanisms to Share Risk

## Talent

- Recruitment
- Rewards & Incentives
- Skills Development
- Access to Resources & Tools
- Intrapreneurial Know-How
- Knowledge Sharing

# INTERNAL / EXTERNAL PILLARS



- Divergent Thinking
- Research & Insights
- Collaborators
- NGO Partnerships
- Learning Communities
- Access to Mentors



- Innovation Funds
- Patient / Risk Capital
- “Slack” Resources
- Investment for Long-Term



- Advancement of new technologies
- Access to technologies
- R&D investments

# EXTERNAL PILLARS



## Customers & Markets

- Burning Platforms / Disruption
- Access to Markets & Customers
- Community / Customer Engagement



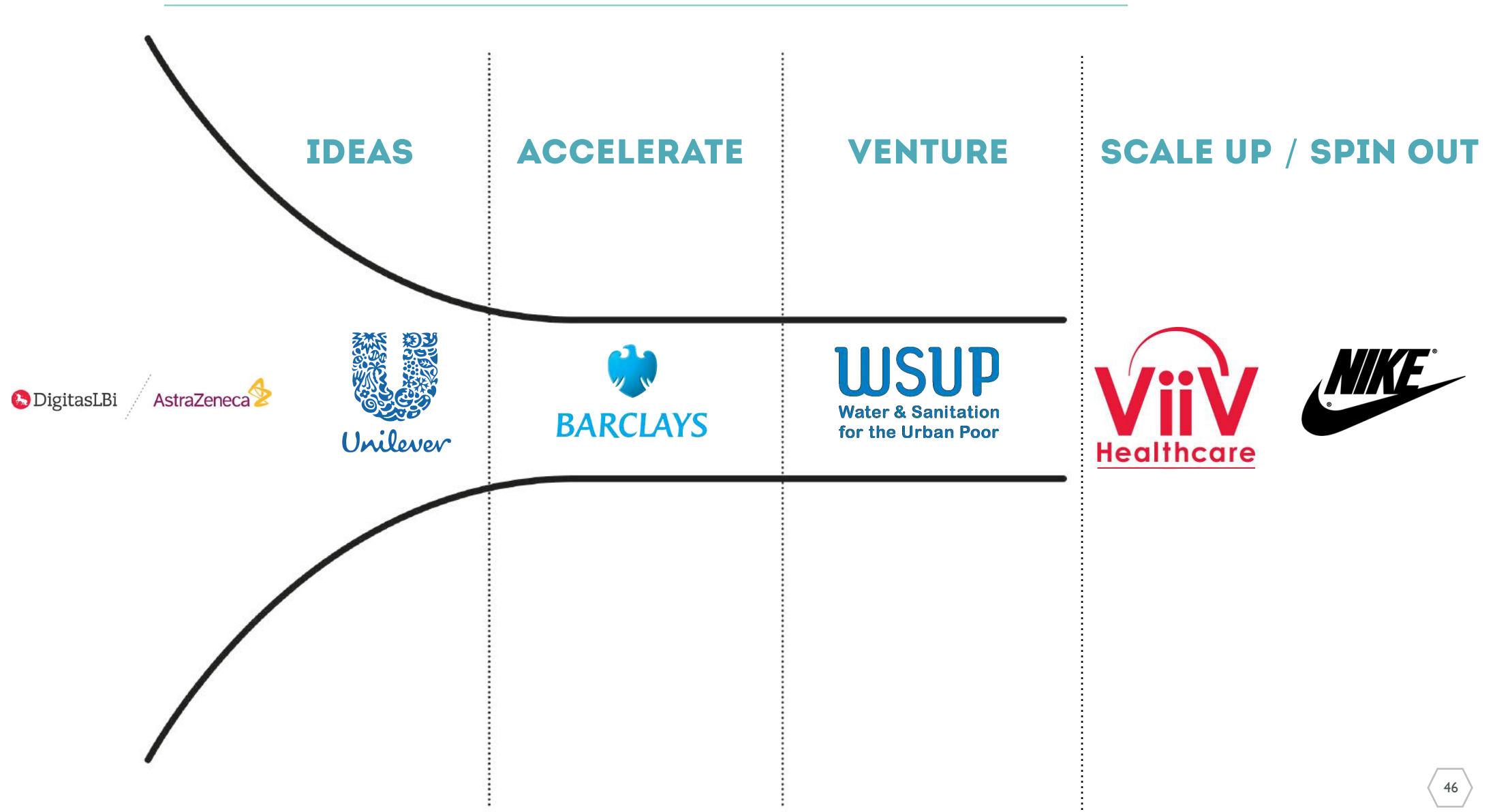
## Policy & Advocacy

- Enabling Policy Landscape
- Punitive Policy
- Governance Models (B-Corps)
- Advocacy for Policy Shifts

**\* BREAK \***



# THE INNOVATION FUNNEL

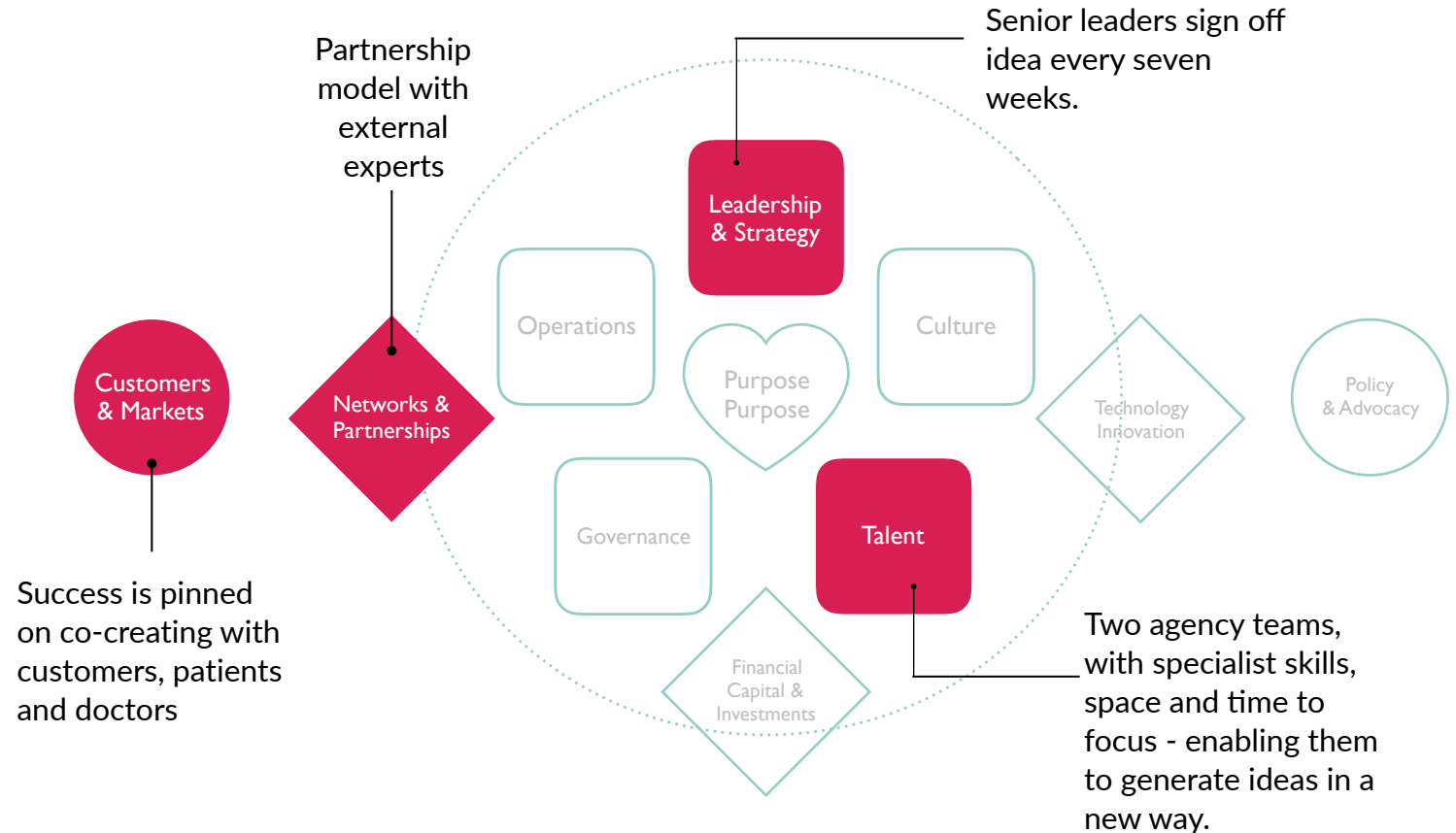


# CASE: DIG - DIGITAL INNOVATION GROUP



## KEY BARRIER: SAME OLD IDEAS

Partnership between pharmaceutical company AstraZeneca and digital experts Digitas LBi to deliver faster digital solutions for healthcare consumers and professionals. Every 7 weeks, the two teams come together to ideate, they reframe and unpack complex challenges, come at them from different angles.



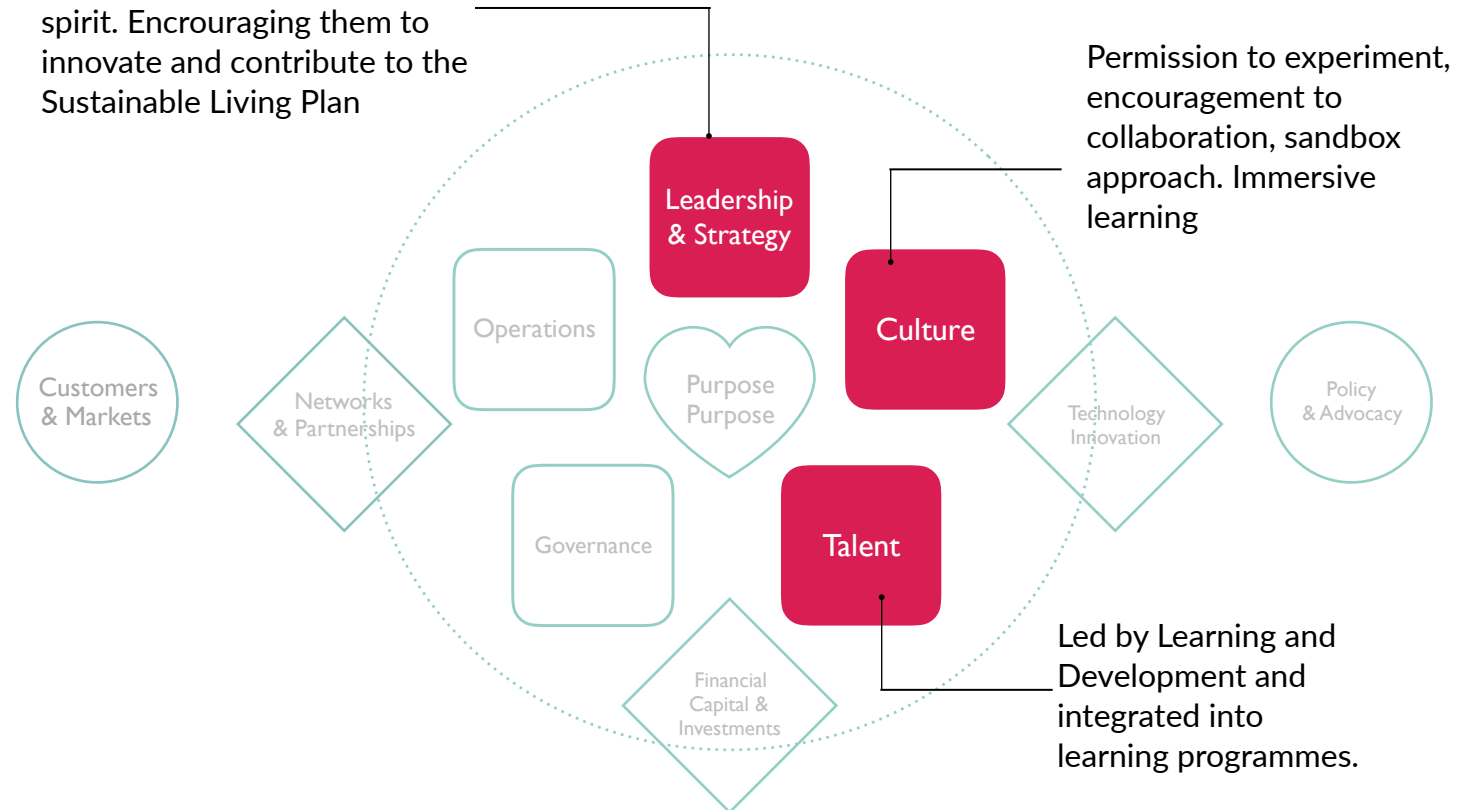
# CASE: UNILEVER 2020



## KEY BARRIER: LEADERSHIP 'LOCK-IN'

Managers in teams of five are challenged to take on big business and societal problems that not only have the potential to generate breakthrough results, but that also dare them to learn new things about themselves as leaders, giving them the opportunity to experiment and encouraging them to think and act like entrepreneurs.

Programme focused on unlocking senior leader intrapreneurial spirit. Encouraging them to innovate and contribute to the Sustainable Living Plan

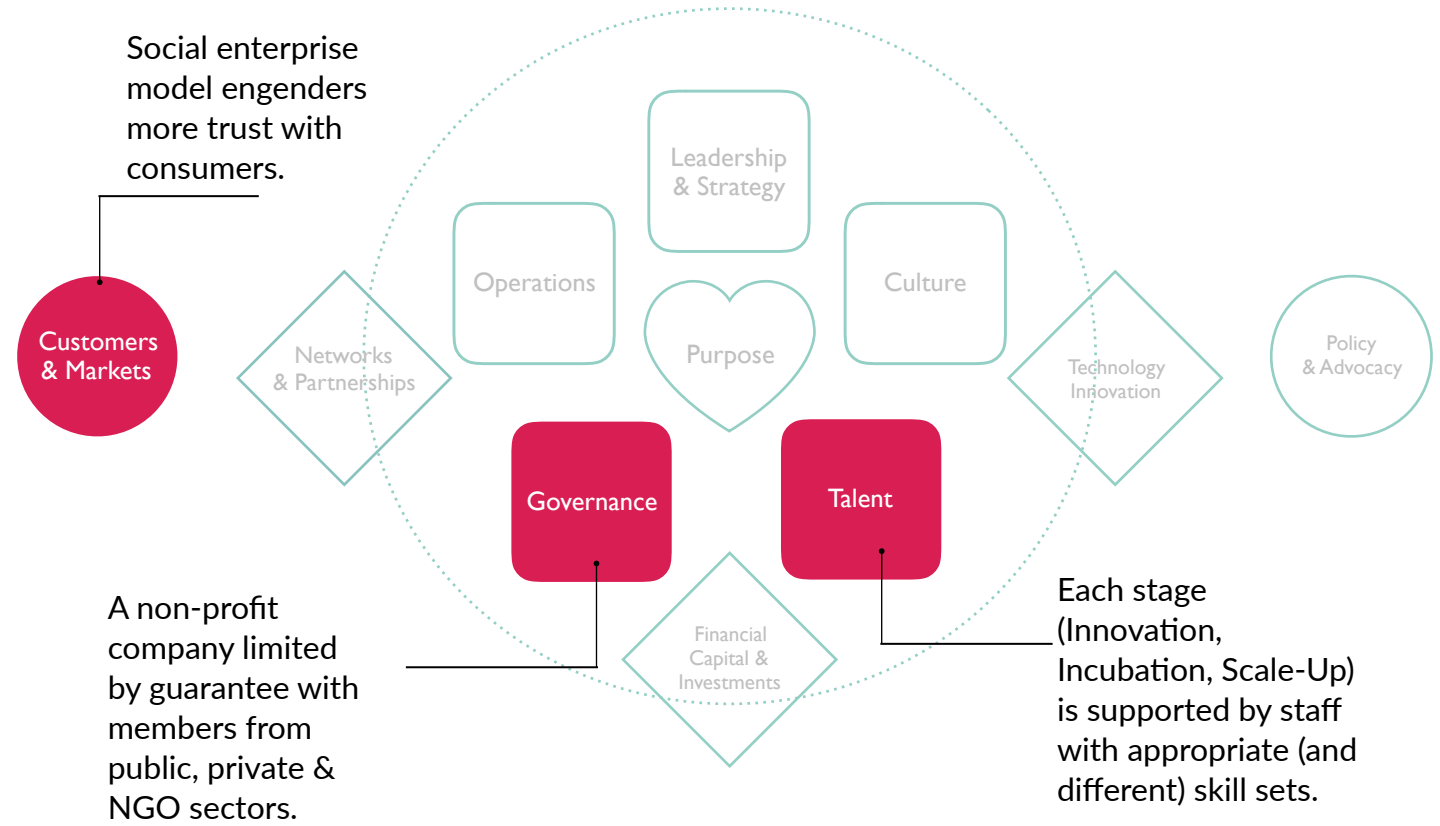


# CASE: WATER & SANITATION FOR THE URBAN POOR



## KEY BARRIER: GAPS BETWEEN SECTORS

WSUP's internal expertise around designing and developing innovative market-based solutions is open to all parts of the organisation and supporting the continued development of activities in core country programmes and globally. This is underpinned by WSUP's strong ability to partner, convene, evaluate and learn from the impact of its actions.

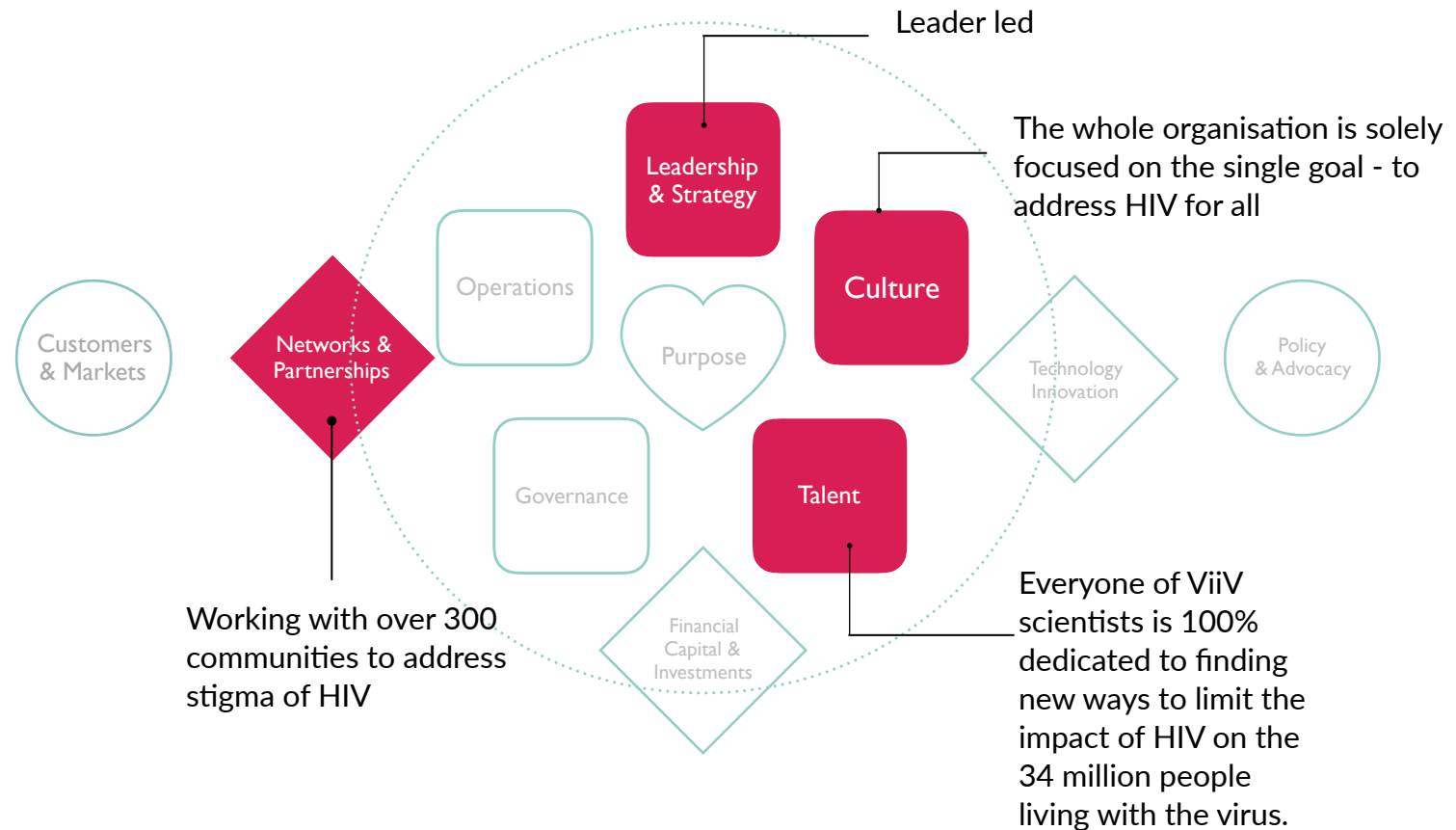


## CASE: ViiV



### KEY BARRIER: RELENTLESS FOCUS

Beginning as a joint venture between GlaxoSmithKline (76.5%); Pfizer (13.5%); Shionogi (10%) joint venture, ViiV was set up as a not-for-profit, with a focus on HIV drug access to sub-saharan Africa. Their aim: To try and meet the needs of every person living with HIV





# CASE: NIKE SUSTAINABLE INNOVATION PROGRAMME



## KEY BARRIER: RESOURCE & SUPPLY CHAIN CONSTRAINTS

Ambition to double their business with half the impact, through considered design: Sustainable innovation is a catalyst for revolutionising the way they do business. They are innovating solutions that benefit athletes, the company and the world.

