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KEYS TO SUCCESSFUL IMPLEMENTATION OF CORPORATE ENTREPRENEUR
(AN OVERVIEW OF THE CONCEPTUAL MODEL CORPORATE DEVELOPMENT ENTREPRENEUR)

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Abstract
Corporate Entrepreneur is one of the important factors that can figure the progress or decline of a company. There are many factors that affect corporate entrepreneur. In this discussion, we are going to talk about the development of Human Resources and Cultural entrepreneurship as the key to successful implementation of corporate entrepreneur.

Through the study of the conceptual models development of corporate entrepreneurship resulting in a comprehensive analysis of the importance of human resource development and organizational culture in corporate operations entrepreneurial atmosphere supported by proper organizational form: technology support, encouragement to an experiment, not a parameter for opportunity, an accessible enterprise resource, multi-disciplinary team approach, the entrepreneurial spirit that is not imposed on anyone in the organization, the reward system and the flexibility of planning to set goals.

Key word: corporate entrepreneur, human resource management, entrepreneurial culture

Introduction
Corporate Entrepreneur is an entrepreneurship that involves organizational structure and human resource management practices which encourage collaboration, creativity, and commitment of people to ease innovation and entrepreneurship within the company. In this case, companies must design an organizational structure to have a high tolerance level for flexibility of policies
and rules, particularly for the purpose of encouraging innovation and entrepreneurial spirit in the day-to-day work practices in the company.

Every employee of the company who is able to play the role of entrepreneurs is a corporate asset that must be protected and developed. Therefore, an entrepreneur in the company has the potential to create new businesses and new markets as a way to express his ideas. By developing potential entrepreneurs within the company through the structure and practices of human resource management, the company will set up a friendly working environment and entrepreneurial spirit that motivate the employees of the company.

Likewise, developing corporate culture should have the entrepreneurial spirit within the organization. Results of a study conducted by Bernardus (2013) proved that organizational culture directly influences the Corporate Entrepreneur. It means that changes in the organizational culture will bring changes to corporate entrepreneurship in a positive way. The higher the organizational culture will be, the higher the corporate level entrepreneurship that will occur in the interaction of members of the organization.

Thus, this paper will discuss how the roles of Resource and corporate culture become important keys in implementing corporate entrepreneur. The discussion will be conducted by the study conception of Human Resources, organizational culture and Corporate Entrepreneur models so that linkages between all variables will be explained comprehensively.

**Corporate Entrepreneurship**

Ferreira (2002: 4) states that corporate entrepreneurship is an emerging new research; however, experts have defined it differently. Corporate entrepreneurship is defined as follows (Puspo, 2006, and from various sources):

1. Kuratko, et. al (1993), Intrapreneurship / Corporate entrepreneurship is entrepreneurship in the corporate / enterprise which explains entrepreneurial behavior within an existing organization (established firm).
2. Lumpkin & Dess, (1996), Corporate Entrepreneurship is a process, workmanship, and decision-making activities (emphasized on Entrepreneurial Orientation, consisting of three dimensions of innovation (innovativeness), proactive (proactiveness), and risk taking (risk-taking) in achieving the company’s performance.
3. Thomas & Norman, (1996), an entrepreneurial company is a potential tool to make the company competitive, improves competitive position, and can create and develop innovations.

4. Dess, et.al, (1999), Corporate Entrepreneurship processes two types of problems, namely, (1) embodies a new commerce in the organization through internal innovation and collaboration, (2) changes in the form of organizational renewal through strategies, such as creating new wealth through the available sources.

5. Covin & Slevin, (1999), is a form of innovation that provides new atmosphere for the organization, the marketing or industry to create a competitive competence, expand the company’s ability to use existing internal opportunities through influenced new sources of the company’s performance.

6. Zahra, et.al, (2000), is the number of innovations from the company / firm, and renewal business.

7. Ucbasaran, et.al, (2001), is a process of change in an organization which related to different dimensions but has connection to one another, namely, (1) forming new commercial products through the development and expansion of the market (market share), processes, technology, and innovation, and (2) changing the commercial concept, the form of organizational adjustment, and the systems for innovation.

8. Stoner, 2000; Kotler, 2012; Cravens, (2005), is a three-dimensional process of the Corporate Entrepreneurship, innovation, proactive, and risk-taking which has been established / recognized.

Based on the definitions of Corporate Entrepreneur above, it can be concluded that corporate entrepreneurship, both formal and informal activities, is aimed to create new businesses within established companies or a new product related to previous products through innovation and proactive measures as well as market development in the achievement of corporate performance.

The relationship between Entrepreneurship and Corporate Entrepreneurship

“Entrepreneurship is the process of applying creativity and innovation to solve problems and explore opportunities faced by each person” (Zimmerer, 1996: 51). “Corporate entrepreneurship is a formal or informal activities for creating new businesses within established companies and new products related to earlier products through innovation and proactive
measures and dare to risk the achievement of corporate performance” (Colvin & Lamp; Slevin 2000: 102). Corporate entrepreneurship is reflected in entrepreneurial activities as well as the orientations of top management in organizations. This entrepreneurial endeavor consists of the following four main elements: a new business venture, innovative, risky, and liveliness. A new business company (which is sometimes called a business corporation) refers to the establishment of a new business within an existing organization. Entrepreneurial activities consist of the formation of a new value either by redefining products and services companies at this time, developing new markets, or forming units or firms more autonomous and semi-autonomous formally. Establishment of corporate efforts is just the most prominent manifestation of corporate entrepreneurship. Organizational innovation refers to innovative products and services that emphasizes on the development and innovation in the field of technology; everything that includes new product development, product improvement, and production methods and new rules (Hisrich, et al., 2008: 90).

Culture Corporate Traditional versus Culture Corporate Entrepreneurship

Sociological and business conditions have generated a new era in the business world that is the era of the entrepreneur. For some settled corporations, unveiling a positive and successful media entrepreneurs is a threat as smaller firms are more aggressive and controlled by entrepreneurial, usually develop more new products and become major factors in options markets. By acknowledging the results achieved by other large corporations, when employees are exposed to entrepreneurial fever, many companies today strive to create the spirit, culture, challenges, and the same rewards entrepreneurship in their organizations. Corporate culture has a common atmosphere and reward systems that favor conservative decision making. The emphasis is on the collection of large amounts of data as the data base to prove the decision if the expected results do not show up. Risky decisions are often postponed until solid facts can be gathered or a consultant hired to explain the unknown. Often times, there are so many cancellations and approvals needed for a large-scale project, where nobody feels personally responsible. Traditional corporate culture differs significantly from a entrepreneurial culture. Instruction guide in a traditional corporate culture is to obey the instructions given, not to do something wrong, should not fail, do not take the initiative and await instructions, remain in the territory. Limited environment is certainly not conducive to creativity, flexibility, freedom, ownership, or
risk-taking; known as the guiding principles of corporate entrepreneurs. The objectives of an entrepreneurial culture are very different that is to develop the vision, the actions taken, to give suggestions, try, and experiment and also to create and develop regardless of the field; and to take responsibility and ownership. There are also differences in the values and norms of both cultures. Corporations have traditionally hierarchical; procedures have been established, reporting systems, automated lines and responsibilities, instructions, and control mechanisms. It was all in favor of today’s corporate culture and discourages the formation of products, services, or new business. Entrepreneurial culture of a company is in contrast with this model. Instead of a hierarchical structure, entrepreneurial climate has a flat organizational structure that has a lot of network development, teamwork, sponsors, and mentors. Close working relationships help to establish an atmosphere of trust that facilitates the achievement of the visions and objectives (Hisrich, et al., 2008: 91).

**Corporate Human Resource for Entrepreneurs**

Individuals in entrepreneurial organizations offer a valuable contribution or contribution in the form of productivity of the place they hold to meet the goals of entrepreneurial organizations. Task of providing proper human resources is very important for entrepreneurs. Productivity at all organizational entrepreneurship is determined by how human resources interact and combine to use the resource management system. Factors such as background, age, experience related to the position, and formal education which have play a role in determining the level of accuracy of the individual’s position in entrepreneurial organizations. Companies must prepare a flexible job design in stimulating the entrepreneurial spirit of employees in the company. They must also continually urge employees to learn as well as setting up training for the purpose of increasing the technical competence and entrepreneurial insights of the employees. Moreover, companies must prepare corporate values that make employees familiar with entrepreneurial companies and prepare governance that makes them to communicate easily and openly in cross-functional organizational structure. Not only that, companies must prepare and pay high tribute to honor the employee’s performance as entrepreneurs are reliable too. They must conduct an open and fair assessment of the employee feedback, and set up flexible working conditions so that the creative potential of employees’ entrepreneurs stays ahead.
Entrepreneurship practices of Human resource management must create governance where every employee has: a high initiative in entrepreneurial companies, the ability of professional responsibility, mental collaborations spontaneous, unlimited ability in innovation, the ability to learn quickly, to focus on target orientation, comfortable feeling toward working atmosphere, and empathy with the values of the company’s business. These capabilities should be able to create employee entrepreneur productivity, highly competitive, creative, and have a stronger market performance than their competitors. That is, the employee must be able to be entrepreneur productive assets of the company, which is a plus point to the innovation and intelligence of their business sense.

Human resources are the most important element for creating corporate entrepreneurship. Therefore, everyone has a unique creative potential that align with the organization’s mission. Therefore, management of entrepreneurial companies that want to run the corporate must have a governance policy of human resources and focus on empowering creative and innovative employees. And for that, we need clear determination procedures to organize work and time, and to development employee creativity.

Entrepreneurial working environment in the company should not be too complex. It should be less complicated in term of the bureaucracy which also includes the management style of the company that has to be more oriented to entrepreneurial companies, as well as identifying new opportunities and generating superior performance on an ongoing basis. Nature and innovative behavior do not always contribute to performance. Therefore, the company must have the ability to accept risk and reward, innovative and the unproductive of proactive, and remain systematically in facilitating innovation and entrepreneurship within the company consistently. The more consistent corporate management company encourages entrepreneurial activity, the stronger the practice of structural organization in running entrepreneurial companies.

Corporate Entrepreneurship Factors that amplifies the effect of the implementation of the Human Resources and Corporate Culture Entrepreneur

Bernardus’s research result (2013) reinforces that a strong organizational culture evokes a sense of pride to be part of the organization’s member in the sense of commitment and high responsibility. Organizational culture that has become the identity of the organization must be recognized for its purpose formed in a systematic and programmed through the internalization of
corporate culture in a structural organization by the management of human resources as the center of the corporation to the members of the organization to the entire business units that exist. However, the overall characteristics of an entrepreneurial environment will greatly affect the successful implementation of corporate entrepreneur.

There are some characteristics of the environment / atmosphere entrepreneur which is a requirement for the successful implementation of the corporate entrepreneur:

1. The organization is bounded by the technology. Because research and development are the main sources for successful new products, the Company must lead the technology industry operation which encourages and supports new ideas, instead of preventing such ideas. This is because these companies often require a rapid return on investment and the amount of high sales.

2. Experiment and trial-error. Products or new services that succeed usually do not show up perfectly, they thrive. This kind of thing takes time. A company that wants to set up an entrepreneurial spirit must create an environment that allows mistakes and failures in developing new products. It is the opposite of a career that has been established and the system of promotion of the traditional organization.

3. An organization should make sure that there are no limits opportunities (opportunity parameters) that hinder creativity early in the development of new products. Often in an organization, various areas protected, which is preventing businesses from potential entrepreneurs to show new businesses. In Fortune 500 company, the effort to establish an entrepreneurial environment and ultimately failed to get the problem when potential employers are told that a business or a new product proposed is not possible because it is in another division of power.

4. Company resources should be available and accessible. As stated by an employer corporation, “If my company really wanted me to take the time, effort, and career risk to establish a new venture. The company had to put the resources of money and people on the field.” The insufficient fund is often used not to create something new, but to resolve the problems which basically have a direct effect.

5. A multi-disciplinary team approach should be encouraged. This open approach, along with the participation of individuals who are required regardless of its area, is the antithesis of the corporate organizational structure. An evaluation of the successful cases
of entrepreneurship is the experimental department by involving relevant people. Developing team work equally is necessary for a new business which is difficult for the promotion and the entire career of a member of the corporate team based on the performance of the work in its current position, not on its contribution to the new venture is being formed. In addition to supporting teamwork, corporate environment should determine the long-term horizon to evaluate the success of the overall program, as well as the success of each individual business. If a company is not willing to invest money without guarantee of return for 10 to 15 years, the company should create an entrepreneurial environment. Being patient toward money in the corporate state is not different than the time horizon of return / investment used by the venture capitalist and the others when they make an investment in an entrepreneurial effort.

6. Corporate entrepreneurship cannot be imposed on individuals. It should base on a voluntary flavour. There is a difference between thinking corporate and entrepreneurial thinking, with certain individuals that have a much better performance on one side of the circuit or on the other side. Most managers in a corporation are not able to become succeed corporate entrepreneurs. Those who emerge from this self-selection process must be freed successfully. This is not consistent with most of the corporate procedures for new product development, in which departments and different individuals are involved in every level of the development process. An individual, who is willing to spend more time and effort in creating a new venture opportunities as well as the award, requires the completion of the project.

7. A good entrepreneurial environment is a reward system. Corporate entrepreneurs should be rewarded appropriately for all the energy, effort, and risk-taking that are developed in the creation of new businesses. Awards must be based on the achievement of performance goals that have been set. Equity position in the new venture is one of the best awards to motivate and bring in a number of activities and effort required to achieve success.

8. A good corporate environment for corporate entrepreneurship not only have a sponsor and advocate in favour of creative activity throughout the organization, but also have the flexibility to define planning goals and new directions if needed. As said by an employer corporation, “To have a succeed business, entrepreneurs must be able to change the
corporate plans at any time and ignore how they almost reach the goals that have been set previously.” Corporate structures often measure the managers based on their ability to achieve goals.

Figure 1. Corporate Entrepreneurial Development Model

Source: Internal, 2013

Conclusion

This conceptual study results will open horizons for the importance of the organization. They can build or carry out corporate entrepreneurship through strengthening of human
resources and organizational culture by developing entrepreneurial atmosphere, technology support, encouragement to an experiment, unavailable opportunities, accessible corporate resources, multi-disciplinary team approach, the entrepreneurial spirit that is not imposed on any person in the organization, the award systems and the flexibility of setting goals.

It is all because corporate entrepreneurship is the dynamic behaviour of the integrated organization in which the virtualization strengthening action relies on the capabilities of human resources and organizational culture.

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