

ADAPTATION OF THE EU EXPERIENCE OF IMPLEMENTING INTRAPRENEURIAL STRATEGIES BY UKRAINIAN ENTERPRISES

The article outlines the key criteria, main directions and problems of ensuring successful implementation of intrapreneurial strategies by Ukrainian enterprises through adaptation of the EU experience. The necessity of ensuring innovative entrepreneurship development by Ukrainian companies using intrapreneurial strategies, allowing forming of sustainable competitive advantage on the base of leadership, high level of corporate ethics, lifelong learning, participatory management, use of optimal motivation mechanism and creating integrated communication system was grounded.

Keywords: intrapreneurial strategies, entrepreneurship, intrapreneurship, innovations.

Statement of the problem. *In the constantly changing conditions successful functioning of companies in the international market is associated with the need to maneuver, preserve flexibility, adequately adapt to changing environmental parameters by using modern approaches to the development of business activities. International and global corporations supporting reasoned initiatives of their employees by giving them the opportunity to fulfill their potential and increase level of competencies through taking responsibility for the implementation of innovative projects are the most progressive in these conditions.*

Intrapreneurship is aimed at intensifying effective innovation activity in the enterprise, implementation of business ideas using situational approach by intrapreneurs-initiators that will ensure the formation of sustainable competitive advantages. In this regard, the problem of providing innovative business development through implementation of intrapreneurial strategies in developed countries, including EU, is particularly relevant to the study.

Analysis of recent researches and publications. *The essence of entrepreneurship and peculiarities of intrapreneurship in its various manifestations were investigated, in particular, by such researchers as Y. Anisimov, C. Brown, S. Wennekers, M.-L. Verreynne, A. Hawrylyshyna, Jong de Jeroen, M. Catulli, S. Kruger, D. Meyer, A. Miller, A. Nasarwanji, M. Pashkevich, D. Hathway, D. Schawbel, H. Jacobs [1;2;5-7]. The relationship between marketing and intrapreneurship in business system, focusing on the latest trends in the intrapreneurial activity and formation of intrapreneurship mechanism, was studied by A. Krupanin, V. Tomilov and T. Hakunov. C. Brown, M. Catulli and A. Nasarwanji in [6] defined the differences between intrapreneurship and entrepreneurship, scientifically substantiated the need to implement business models based on cooperation, coordination and use of intrapreneurship benefits in the current conditions. M.-L. Verreynne and D. Meyer in [5] outlined that successful implementation of intrapreneurial strategies that match the size of the company, peculiarities of its internal organizational management system and the level of environment turbulence, would have a positive impact on the overall effectiveness of the enterprise activity.*

The majority of researchers highlighted the strategic nature of intra-company entrepreneurship and the need to use intrapreneurial ideas for continuous improvement of the company business activity. However, the experience of implementing intrapreneurial strategies by the most innovative companies in the world, as well as possibilities of its use in Ukrainian realities have been studied insufficiently.

***The purpose of the article** – studying peculiarities of implementing intrapreneurial strategies by the EU companies with definition of the prospects and benefits of using intrapreneurship to strengthen competitive positions of Ukrainian enterprises in the international market.*

***Exposition of the basic material.** At the current stage large corporations, small and medium size enterprises pass to the practice of active application intrapreneurship strategies for the purpose of systematic and comprehensive reorganization aimed at ensuring decentralized balanced decision-making and improving the effectiveness of innovative activity in terms of developing business.*

Properly implemented intrapreneurial ideas allow forming competitive advantages by using technologies of new generation, ensuring the development of new market segments through diversification of activities and also motivated development of business methods and forms of business activity. Particularly, powerful global giants as «Lockheed Martin», «Google», «3M», «Sony», «Facebook» have achieved significant results in this area. In the recent years «Volkswagen», «Robert Bosch GmbH», «Siemens», «Nokia», «Ericsson», «EADS» and «Alcatel-Lucent» were recognized as the most successful innovative companies in costs for research and development and implementation of developments in the field of electronics in EU.

Small businesses often use intrapreneurship benefits, giving priority to the creation of venture teams to develop and implement innovative projects. At the same time, such initiatives are linked to high risk but with the possibility of high returns in case of a favorable outcome. Therefore, particular attention is paid on assessing taken strategic decisions on evolutionary changes in the company, particularly in innovative thinking to produce significant results.

In the framework of implementation intrapreneurship ideas unique "organizations in organizations" are created and internal organizational incubator is formed. To implement innovative business ideas intrapreneurs use resources, especially financial support and existing infrastructure, his image, reputation and experience, form a team of competent professionals.

The successful experience of the EU companies shows that intrapreneurial strategies should not be implemented haphazardly in response to the impact of unfavorable factors of the competitive environment because this is associated with unjustifiably high risk, wasting resources and thus can lead to poor performance of the company activity in the international market [3 4]. Thereby, intrapreneurship always involves consideration of strategic outlook that will ensure the company's long-term sustainable development, with a choice of optimal available alternatives.

It may be noted that the key criteria to ensure successful implementation of intrapreneurial strategies by Ukrainian enterprises that aim to support the development of entrepreneurship as a core of business activities are as following:

- optimal allocation of resources in the organization (providing intrapreneurs with authority – the rights to use certain organizational resources needed to implement their ideas);

- providing support of intrapreneurial ideas by the top management and owners (leadership behavior of top management should ensure identification priority directions of actions and creation an environment conducive to the realization of intrapreneurial strategies; ensuring balance in centralization-decentralization for larger autonomy in decision-making within the participatory management);

- ensuring consistency of intrapreneurial ideas with the features of business activities and corporate culture of the organization (taking into account specialization of the company, its size and specific of conducting business in determining development directions; high level of corporate ethics);
- motivating intrapreneurs in the organization based on the formation of flexible rewards mechanisms creating a favorable climate for the development of innovative activity;
- creating an integrated communication system (Fig. 1).

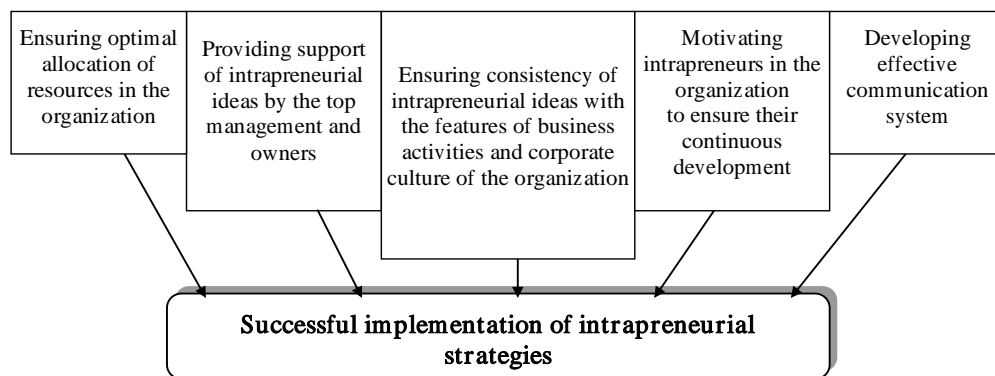


Fig. 1. Key criteria to ensure successful implementation of intrapreneurial strategies by Ukrainian enterprises

Information support is an important aspect of intrapreneurship development in Ukrainian companies, since information on the latest advances in science and technology provides a foundation for entrepreneurship. Herewith, the company determines a type of innovation strategy and features of implementing intrapreneurial ideas in coordination with the strategic priorities of the enterprise.

Successful realization of modern strategies of innovative development in organization depends on the potential of HR-assets and their intrapreneurial behavior. Basically, top managers of large international companies (about 60% of them), oriented on the grounded innovative development, support intrapreneurship initiatives of their subordinates [7]. These valuable intellectual resources show high productivity, motivatedness, creativity and flexibility, rally the whole team and orient it to achieve the set goals, strengthen the knowledge base and promote dissemination and implementation of knowledge. Thus it is important to stimulate intrapreneurs properly in the organization, giving them some freedom of action and resources necessary to implement the assigned tasks.

Most national companies has some problems in using benefits of intrapreneurship, due to the fear of some managers of the competition from the side of more enterprising employees, as well as simply ignoring innovative ideas of employees because of the reluctance to allocate some resources for implementation of the proposed intrapreneurial strategies. This may push employees to dismissal because of the impossibility of self-realization and the transition from intrapreneurship to entrepreneurship outside the organization for implementation of innovative ideas. Practice shows that competent professionals with creative thinking hardly long remain without work, so release of the highly valuable intellectual resource is, primarily, a loss for the company, but not for the specialist. Providing intrapreneur with resources that

do not meet the current level of science and technology development also often leads to poor performance of innovative activity or moving to implementation of modern concepts can be hindered by under-development elements of the internal environment of the organization and their discrepancy to external environmental conditions.

According to the author, solving of the abovementioned intrapreneurship problems by Ukrainian enterprises primarily includes:

- fundamental change in the concept of enterprise behavior (do not to be afraid to take advantages of intrapreneurship as a tool for competitive advantage);
- identification of existing resource reserves in the company and their optimal redistribution within the enterprise in accordance with the development priorities;
- implementation of measures to ensure the moral readiness and training of specialists in intrapreneurial activities;
- use of modern concepts of continuous learning;
- involving not just managers, but absolutely all employees in developing and implementing intrapreneurial strategies.

Thus, innovative companies create autonomous units in its structure, aimed at implementing intrapreneurial strategies that allow developing business and improving the effectiveness of the enterprise activity in general.

Conclusions. EU enterprises use widely intrapreneurship practice, focusing on experimental activities for the development. Implementation of modern intrapreneurial strategies should be based on leadership, high level of corporate ethics, continuous learning, participatory management, optimal motivation mechanism, forming an integrated system of communications and ensuring a balance between centralization and decentralization.

Development of innovative entrepreneurship by Ukrainian companies using intrapreneurial strategies will provide formation of sustainable competitive advantages through the use of innovative forms and methods of doing business, the maximum involvement of key HR-assets of the enterprise.

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