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Intra-organizational entrepreneurial dimensions in a large organization: Case study of Barilla G. e R. Fratelli S.p.A.

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Title

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Abstract Competition forces organizations to ameliorate continuously for them to remain relevant. Innovations are paramount for responding to the rivalry. An organization's employees are increasingly expected to behave innovatively and proactively to adapt to the changing business environment. Intra-organizational entrepreneurship refers to the workers' entrepreneurial behavior inside an organization. In addition to being important for organizations, the concept of intrapreneurship is heavily developing in academic literature. In this qualitative thesis intra-organizational entrepreneurial dimensions are researched with the help of a case company, Barilla G. e R. Fratelli S.p.A. The organization's intra-organizational entrepreneurial dimensions are analyzed based on primary data from semi-structured interviews and on secondary data from Barilla's public documents. In this thesis it was found out that Barilla's organization represents the intra-organizational entrepreneurial dimensions, although it does control risk heavily. The organization has a clear, vertical, and mechanistic structure that diminishes some of the intra-organizational entrepreneurial dimensions as it poses restrictions on the organization's entrepreneurs and weakens the employees' abilities to act entrepreneurially.

Keywords: entrepreneurial orientation, intrapreneurship, intrapreneurial orientation, intra-organizational entrepreneurial dimensions, organizational structure

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List of acronyms and abbreviations

EO Entrepreneurial Orientation

IO Intrapreneurial orientation

1 Introduction

In this introduction chapter the background of the thesis project is covered to provide the reader with the foundations of this research. After covering the most important concepts the chapter continues to the problem statement and to the study's purpose. After the research questions the case company, Barilla G. e R. Fratelli S.p.A., is introduced. Delimitations are to be acknowledged in this chapter too and the complete paper's structure briefly explained.

1.1 Background

Innovations are new products and services (Schumpeter, 1939), and innovations are required for an organization to be able to confront the world's increasing uncertainty (Fixson & Read, 2012). In order to remain successful an organization needs to aim to innovate and continuously improve its procedures to be able to respond to the changing world by corporate entrepreneurship (Kuratko et al., 2015). Corporate entrepreneurship is innovating inside an organization and has also been defined as intrapreneurship (Pinchot, 1985), where an organization's employee innovates for the organization (Kuratko et al., 2015). Pinchot (1985) says that intrapreneurs think outside the organizational units which makes them crucial employees. Guerrero and Peña-Legazkue (2013) continues by stating that intrapreneurs are innovations' and competitive advantages' foundation.

Research shows that employees' roles in organizations have changed to a direction where more responsibility has been given to the employees as decision making processes have become more decentralized (Foss et al., 2015), which also adds to the expectations for them to be more innovative, proactive, and flexible (Giunipero et al., 2005), as well as being able to adapt to the ever changing business environment (Teece, 2010). Therefore, employees are expected to be more intrapreneurial to help the business remain relevant, and research shows that intrapreneurial employees can improve a firm's performance (Bierwerth et al., 2015), and they might spark ideas that eventually change the complete organization (Heinze & Weber, 2015).

Intrapreneurship is a bottom-up construct that can have an effect on the different levels of an organization, from the individual to a group and to the whole organization (Antoncic & Hisrich, 2003; Hayton & Kelley, 2006), because the intrapreneurs' endeavors bring up initiatives that spiral upwards in the organization impacting the performance of teams (Fellnhofer, 2017) and the whole organization (Maritz, 2010). Intrapreneurship is a sub-field of entrepreneurship. It is generally recognised that it has a positive impact on the growth and profitability of companies that practice it (Kuratko et al., 2001; Antoncic & Hisrich, 2004; Fitzsimmons et al., 2005). Indeed, intrapreneurship is seen as a stimulus to innovation in companies, and important to every company.

Intrapreneurship is the act of an entrepreneur inside an organization without owning the firm (Cunningham & Lischeron, 1991). An existing organization's entrepreneurship was initially outlined by Miller (1983), according to whom, an entrepreneurial organization is innovative, proactive, and takes risks, and Entrepreneurial Orientation (EO) may be seen as a positive predictor of firm performance (Covin & Slevin, 1991; Rauch et al., 2009). In addition to this, it has been emphasized that entrepreneurial employees' behaviors lead to firm growth and strategic renewal (Veenker et al., 2008).

Intrapreneurial Orientation (IO) has stemmed from the EO, and the interest in entrepreneurial behaviors on the level of the employees is growing, and they are both important indicators of intra-organizational entrepreneurship (Schachtebeck, 2021). Entrepreneurial endeavors can be therefore approached from the two orientations, where EO focuses on the organization, and the IO on an individual's behavior. EO and IO are regarded as dimensional concepts in literature, and they share many dimensions. Proactiveness, innovativeness, risk taking, autonomy, competitive aggressiveness, and top management support are the dimensions used in this thesis to research all of the dimensions (Schachtebeck et al., 2018). The dimension of top management support is used as it is especially important to intrapreneurship (Hisrich, 1990; George & MacMilla, 1985), and it has a positive link to innovations in an organization (Hornsby et al., 2009)

Studies on organizations reveal that one of the most effective variables in establishing the different dimensions of EO in an organization is their organizational structure (Behzad & Aboufazi 2013). Depending on the organizational structure a company possesses, it affects the way decisions are made and the atmosphere within the company. The drivers for organizational change can be external or internal (Král & Králová, 2016) and in this thesis we will focus on the internal drivers in order to have specific results.

In this thesis project the intra-organizational entrepreneurial dimensions of a large organization Barilla are analyzed. Barilla was founded in 1877 and has since grown to the biggest pasta producer in the world (Barilla, 2022). Since the company has a long history, can be regarded as successful, has built a sizeable organization, and has managed to stay competitive, it was chosen to be the case company of this thesis project researching intra-organizational entrepreneurial dimensions, which are according to literature, paramount factors of a successful company (Gupta & Batra, 2016). Initial conversations with the company have revealed that the company is indeed entrepreneurial, but intrapreneurship is not heavily regarded, or it is underdeveloped. Since literature can tell that intrapreneurship is an equally important success factor as entrepreneurship, it can be asked why Barilla has not adopted intrapreneurship into its organization, and what is the organization's internal structures effect on the intra-organizational entrepreneurial dimensions.

1.2 Problematicization

The company used in this thesis project can be regarded as an entrepreneurial success story, but it still does not seem to emphasize intrapreneurial aspects according to the company's representative, even though intrapreneurship has been shown to be beneficial to an organization and entrepreneurial orientation shares dimensions with intrapreneurial orientation (Schachtebeck et al., 2018). Therefore, it is of interest to study why Barilla has not managed to adopt IO to its organization and why these two concepts, EO and IO, are not existing simultaneously, even

though studies show that intrapreneurship is equally important as the entrepreneurial traits of an organization's leaders (Sinha & Srivastava, 2016).

So far, research on intrapreneurship has mostly been quantitative (McDonald et al., 2015; Kuratko et al., 2014), in this thesis project it was chosen to study intrapreneurship qualitatively, to examine how the intra-organizational dimensions can affect EO and IO and how an organization's internal structures affect the organization's intra-organizational entrepreneurial dimensions and it will allow a better understanding and in-depth description of the entrepreneurial behavior of companies. Research calls for more practically founded understanding about the phenomena to explore companies' practices around intrapreneurship (Lee et al., 2020), and a case study is used to focus on the practices in one company. Also, research says both intra-organizational entrepreneurial concepts are important, but in Barilla's case the employee-level entrepreneurship has not been acknowledged, yet the company leads a specific market. It can be asked how some organizations can succeed without focusing on their workers' entrepreneurial traits and remain competitive without it.

Barilla has a sizable organization to focus on in a study where an organization's intra-organizational dimensions, and the internal structures' effect on the intra-organizational entrepreneurial dimensions are investigated. Since the initial conversations with the company have revealed that both concepts of intra-organizational entrepreneurship are not equally regarded, it provides an opportunity to research the two concepts' dimensions' differences, as they greatly overlap in the literature.

1.3 Purpose

This study's purpose is to analyze a large organization's intra-organizational entrepreneurial dimensions and explore the influence of the organizational structure on the dimensions. The case company of this thesis, Barilla G. e R. Fratelli S.p.A., is an entrepreneurially oriented company but the intrapreneurial orientation is underdeveloped, which also allows the researchers to depict the differences

between the concepts' overlapping dimensions, and how the organizational structure influences the dimensions.

1.4 Research questions

RQ1: How do the intra-organizational entrepreneurial dimensions affect EO and IO?

RQ2: How do an organization's internal structures influence its intra-organizational entrepreneurial dimensions?

1.5 Delimitations

Given the complexity of our topic, we have to take delimitations into account. Our main delimitation is that we will focus on a large company, in fact there are many views on entrepreneurship and intrapreneurship in different types of companies, and the use of a case study will allow us to have a well delimited scope and the choice of a company also stems from the desire to focus on the holistic understanding of this specific company with regard to the intra-organizational dimensions and the structure of the organization.

1.6 Structure of the thesis

This thesis includes 6 chapters. The introduction covers the foundation of the research, discusses the problem statement, the study's purpose, and the research question. Literature review chapter offers the reader an in-depth understanding about the concepts in the existing literature, and explains Entrepreneurial Orientation, Intrapreneurship and Intrapreneurial Orientation, as well as the intra-organizational entrepreneurial dimensions and organizational structure. The third chapter considers the study's methodology in detail. The chapter of findings, chapter four, presents the findings, and the analysis takes place in chapter number five, where the research questions are also addressed. Finally, the study's conclusion chapter wraps up this thesis project's concluding remarks and also suggests some future research trajectories to consider.

2 Literature review

The following section discusses the conceptual underpinnings of Entrepreneurial orientation, Intrapreneurship and Intrapreneurial orientation, as well as the intra-organizational entrepreneurial dimensions, and the organizational structure. The chapter is finished with the thesis project's conceptual framework.

2.1 Entrepreneurial orientation

Although measuring the degree of entrepreneurship of a company is not easy, there is a widely accepted construct in the academic literature for determining the level of entrepreneurial orientation (EO) of an organization (Gupta & Batra, 2016). This is the entrepreneurial orientation construct developed by Miller in 1983. He defined entrepreneurship as follows: "an entrepreneurial firm is one that is dedicated to product or market innovation, is apprehensive about somewhat risky activities, and is seen as the first to make "proactive" innovations, thus maintaining a lead over its competitors" (Miller, 1983, p. 771). A pioneer in the use of EO, Miller conceptualized it as a construct consisting of three aspects that must work together positively. Covin and Slevin (1989, p.75-87), cited by Arzubaiaga and Iturralde (2014), highlighted the importance of these dimensions: "A firm's EO is evidenced by the extent to which senior management is willing to assume business risks (the risk-taking dimension), to foster change and innovation in order to achieve competitive advantage for the firm (the innovation dimension), and to compete fiercely with other firms (the proactiveness dimension)". In 1996, another academic stream dealing with the concept of EO emerged, based on Lumpkin and Dess' redefinition: "The business environment is about the processes, practices and decision-making activities that lead to new entry" (Lumpkin & Dess, 1996, p. 136). These authors added two dimensions to Miller's original three; autonomy and competitive aggressiveness. These dimensions comprehensively cover the area of EO and various research has been conducted using either three or five dimensions (Covin and Wales, 2012).

According to scholars, EO is an organizational attribute “indicative of an entrepreneurial mindset whereby strategic decision makers focus on identifying, evaluating, and selectively exploiting business opportunities in order to capture the benefits of uncertainty” (Titus et al., 2019, p. 2). According to Rauch et al. (2009), another definition of EO is “the policies and practices that provide a basis for entrepreneurial decisions and actions”. From a managerial and organizational perspective, the EO considers types of behavior and manifestation in the organization. EO has been universally accepted to have a favorable impact on organizational performance and can both forecast and drive internal organizational success (Rauch et al., 2009). Miller (1983) argues that EO is unidimensional in nature, implying that all dimensions of EO must be present and co-exist for an organization to be considered as having EO. Other authors, such as Lumpkin and Dess (1996) argues that EO is inherently multidimensional, implying that EO can be present even if only some of the dimensions can be identified, and at varying intensities and independently. Many researchers have examined the concept of EO at the organizational level; it can be applied in a variety of contexts to better comprehend a company's condition (Kurtulmus & Warner, 2015). Covin and Slevin (1989), claims that the core tenet of EO is that firms behaving entrepreneurially are better able to adapt their operations in dynamic competitive contexts to take advantage of market possibilities and enter newly emerging markets.

2.2 Intrapreneurship and Intrapreneurial orientation

The concept of intrapreneurship has been defined in several ways in the literature, which has led some authors to describe it as multidimensional and polysemous. According to Carrier (1996), the idea of intrapreneurship appeared in literature in the mid-1970s. The word was invented in 1975 in Sweden by the founders of a foresight consultancy who, four years later, founded the school of intrapreneurs (Allali, 2003, p.2). However, the notion became established in the United States in 1985, thanks to the initiative of Gifford Pinchot. Intrapreneurship, according to Pinchot, is the concept of “undertaking within a company”. The best strategy, in his opinion, would be to encourage staff members - and especially those with a creative

spirit - to become entrepreneurs within the company by giving them the freedom and resources they need to make their projects a reality (Carrier, 1994). This is because companies must innovate in order to remain successful (Kuratko et al., 2015).

Several authors have put forth a number of distinct definitions of intrapreneurship, both broad and specific. Kuratko (2013) claims that the idea has changed over time. Intrapreneurship in the 1970s concentrated on developing entrepreneurial teams within established organizations. The emphasis changed in the 1980s to how to build an organization that promotes intrapreneurship and value-adding innovations.

The idea of an organization acting as a facilitator was first popularized in the 1990s. Researchers concentrated on intrapreneurship as a means of reviving and enhancing businesses' potential to create the skills necessary for innovation. Both entrepreneurial energy and organizational reinvention were central to the idea. Even the possibilities for defining intrapreneurship have expanded in the twenty-first century. Consideration is given to all company initiatives to create long-term competitive advantages, such as the building blocks of successful expansion (Kuratko, 2017).

According to Guven (2020), the most detailed description of intrapreneurship is provided by Carrier (1996), where intrapreneurship is defined as the adoption of an invention by an employee, a group of employees, or any individual operating under the direction of the organization. Carrier defines the objective of intrapreneurship and portrays it as a process, preventing confusion with other forms of employee creativity (Guyen, 2020). There are two main streams of intrapreneurship research, both from the same author (Carrier): the first focuses on the individual intrapreneur, according to Carrier (1994), authors who have articulated their conception of intrapreneurship around the individual as the main actor seem to consider intrapreneurs as the main source of intrapreneurship in companies. The second focuses on the intrapreneurial process and its emergence

factors. The majority of academics agree that intrapreneurship is equated with the manifestation of entrepreneurial characteristics, particularly those related to innovation and the taking of initiatives and risks, among the company's employees.

Antoncic (2007) describes intrapreneurship as “entrepreneurship within a company”. Intrapreneurship is another term for corporate entrepreneurship (Sharma and Chrisman, 1999; Rigtering and Weitzel, 2013). Intrapreneurship, in turn, is a manifestation of CE (Sharma and Chrisman, 1999). Although academics frequently use the terms CE and intrapreneurship interchangeably, several studies suggest that CE refers to top-down entrepreneurial activities within the firm, while intrapreneurship refers to bottom-up entrepreneurial activities carried out by employees of the firm (e.g., Rigtering and Weitzel, 2013). Entrepreneurship can take place within an organization or a company, which is referred to as intrapreneurship (Corbett et al., 2013).

The foundation of intrapreneurial orientation (IO) is in EO, the interest on the employee level entrepreneurial traits has been growing of its equal importance in regard to the organizational level entrepreneurship (Sinha & Srivastava, 2016). IO focuses on manifestation at the individual employee level (Bolton & Lane, 2012, p. 91-98). IO has substantial benefits to offer to the organization for its ability to increase innovativeness and firm performance (Schachtebeck et al., 2018). Taking risks, innovating, being autonomous, proactive, and aggressively competing are the dimensions of IO, whilst remaining inferior to the key dimensions of EO (Lumpkin & Dess, 1996; Abaho et al., 2017). Scholars have attempted to analyze individual intrapreneurship (Stull, 2005) or team intrapreneurship (Kollmann et al., 2017) using entrepreneurial orientation (EO) theory.

2.3 Intra-organizational entrepreneurial dimensions

The dimensionality of intra-organizational entrepreneurship has been a widely debated topic in literature. In the following the dimensions will be introduced and discussed.

2.3.1 Proactiveness

Being proactive at the organizational level refers to the ability of the organization to exploit new opportunities, pioneer with innovations, explore possibilities, and manage current and emerging trends (Lumpkin & Dess, 1996; Miller, 1983). Proactivity is an aim to lead the competition and actively compete against rivalry instead of only following the others (Covin & Slevin, 1991). Proactivity implies two essential characteristics: dynamic behavior of the individual or organization and the pursuit of business opportunities (Covin & Lumpkin, 2011). Miller (1983) states that proactivity requires being first to market, in contrast Lumpkin and Dess (1996), argue that a company can be new, forward-looking, fast and proactive without being first to market. With regard to Wang et al. (2015), for them, proactivity is an important dimension of EO and is related to competitive advantage, as it gives firms a first mover advantage in the market. Nieto et al. (2013), in their study, found that the proactivity dimension is significantly associated with superior firm performance - without proactiveness, organizations would not be able to compete effectively in the market and exploit innovation.

2.3.2 Innovativeness

Innovativeness is a key element in entrepreneurship. Indeed, for Schumpeter (1934), it is by introducing new products, new methods, opening new markets, conquering new markets, and driving new organizations. This conceptualization has inspired other researchers to consider it as the core of entrepreneurship (Covin & Miles, 1999). Covin and Slevin (1991) attributed a dominant value to innovation without setting aside the other dimensions (proactivity and risk-taking) which they consider to be consequences of innovation. Lumpkin and Dess (2001) describes innovation in terms of creativity and experimentation. Innovation is an

organizational characteristic that reflects a tendency to experiment, generate new ideas, create new products, new ideas and new combinations (Shirokova et al., 2016). Schumpeter (1939) says that an innovation is an instrument to create new products and services out of opportunities. In practice, solving a customer's problems in a novel way may require innovation (Miller & Friesen, 1982). A firm may also redefine its products and services to pursue new businesses and markets (Antoncic & Hisrich, 2003), and the idea in an entrepreneurial organization is to facilitate the continuous idea generation to support the business's future endeavors, i.e., they should be farsighted (Hisrich, 1990).

2.3.3 Risk taking

One of the dimensions of EO is risk taking at the level of the organization. According to Memili et al. (2010), risk taking is the driving force behind corporate entrepreneurship. Risk-taking was initially defined in EO as risky strategies that managers are willing to use in the process of market entry and innovation (Miller & Friesen, 1982). It is crucial to note, however, that all business decisions include some level of risk (Shirokova et al., 2016). Lumpkin and Dess (1996) distinguishes several risk-taking actions. Accordingly, the authors conceive of "safe risks", such as using a bank account or asking a shop to restock the shelves. High risks, on the other hand, include excessive borrowing, investing in unknown technologies and bringing new products to market (Lumpkin & Dess, 1996). Risk is an inherent part of innovation, new business venturing, as well as proactivity (Antoncic & Hisrich, 2003), and workers might not be willing to be put in a position where they carry the risk themselves, but risk-taking is a distinctive factor in projects of uncertainty (Lumpkin & Dess, 1996). The difference to an entrepreneur is that an intrapreneur makes risky decisions inside an organization where the risk is not directly on the individual (Baruah & Ward, 2014).

2.3.4 Autonomy

Autonomy refers, according to Lumpkin and Dess (1996), to the question of the independence of action of an individual or a team that allows an idea or vision to emerge and be carried through. According to Lumpkin et al. (2009), the autonomy

dimension improves organizations' ability to make decisions, delegate authority, and empower employees. Firms would be unable to innovate, take risks, recognize opportunities, and compete fiercely in the absence of autonomy. Autonomy is a key characteristic of a firm's EO. According to Lumpkin and Dess (1996), autonomy refers to an individual's or a team's ability to act independently, allowing an idea or vision to emerge and flourish. It refers to the autonomous action performed by an individual or group to emphasize and defend a company concept or vision until its fruition (Covin & Wales, 2012)

Autonomy, in a broader sense, includes the overall ability and purpose to capitalize on opportunities (Quinn, 1979). It can refer to actions taken outside the fixed structures of the company in the context of the business. Although crucial elements such as competitive rivalry, resource availability and internal structures may influence the creation of a new venture, they are not sufficient to limit the autonomy required for intrapreneurial actions (Lumpkin & Dess, 1996). However, autonomy differs from one organization to another depending on the environment of the company, such as its size, management style or owner (Quinn, 1979). For example, when the owner is the main decision-maker, autonomy may still exist, depending on the organizational style and thus the degree of centralization or delegation implemented by the management (Quinn, 1979).

It is important that the organization does not inhibit the innovation and creativity of their workers by organizational structure, and the organizational structure has to be supporting the intrapreneurs in order to facilitate their work (Hisrich, 1990). One of the ways to facilitate intrapreneurship is to reduce hierarchies and delegate responsibilities (Pinchot, 1985). Restricting structures and heavy layers of bureaucracy require more effort from intrapreneurs, and an ideal organization would be a flat one where the workers had autonomy to make decisions (Lee et al., 2020). However, the projects still require some organizing to meet all the expectations regarding deadlines, expenses, and various stakeholders, and the innovations should be linked to the eventual results to make the goals reachable (Lee et al., 2020).

2.3.5 Competitive aggressiveness

Competitive aggressiveness shows the propensity of a company to compete directly with its competitors in order to enter a market or improve its market position (Lumpkin & Dess, 1996). Another definition is that of Grimm et al. (2006), competitive aggressiveness refers to the way in which the firm engages intensely and directly with its competitors, in terms of pursuing their target markets, on various aspects such as price reductions, the use of unconventional tactics and innovation. The dimensions of competitive aggressiveness are generally associated with size, speed, and frequency. This dimension complements the existing dimension of innovation, risk taking and proactivity (Blackford, 2014). The importance of the competitive aggressiveness dimension resides in its influence on the ability of the firm to outperform its rivals through a strong offensive position and aggressiveness (Lumpkin & Dess, 2001), and frequent entry into markets identified or dominated by rivals. The difference to the dimensions of proactivity is that proactivity aims to find opportunities where competitive aggressiveness aims to respond to threats towards a business's competitors (Lumpkin & Dess, 1996), to willingly dominate competition (Covin & Covin, 1990).

2.3.6 Top management support

Top management's support is especially important for intrapreneurs, and one of the first steps to the intrapreneurship process is to make sure that the changes are supported by the top-level management, the leaders' support can be done by being physically present in addition to providing easy access to resources needed by the intrapreneurs (Hisrich, 1990). The top management's support for the intrapreneurs is crucial, and the activities need to be embraced by the manager (George & MacMilla, 1985), since it has been found that support from the managers have a direct positive relationship with an organization's innovative results (Hornsby et al., 2009).

2.4 Organizational Structure

In recent decades, organizations have changed the way they are structured and managed. Due to the change and renewal of business environments and strategies, the organizational structures of companies today are frequently altering (Hatch & Cunliffe, 2013). According to Mintzberg (1972), organizational structure is the framework of the relations on jobs, systems, operating process, people, and groups making efforts to achieve the goals. On the other hand, Ahmady et al. (2017) argues that the organizational structure determines how responsibilities and power are distributed, as well as how work procedures are carried out among organizational members. According to Král and Králová (2016), the organizational structure is a combination of its processes, strategy, people, technology, culture, and environment. Organizational structure can be defined into vertical or horizontal structure (Meyer et al., 2022), such as the traditional and modern organizational structures. For example, traditional structure entails the functional and divisional organizational structures, in contrast, the modern one involves the matrix and flat organizational structures. According to Bai et al. (2017), there are two types of organizational structures: mechanical organizational structures and organic organizational structures. According to Bai et al. (2017), mechanistic organizations consist of job specialized units to achieve high-performance systems and organic organizational structures are the opposite of mechanical ones. High levels of formalization, concentrated power, formal communication, rigidity, and bureaucratic resemblance are characteristics of mechanistic systems (Bai et al., 2017). A consensus-driven atmosphere, collaborative decision-making, conflict resolution and communication are all characteristics of an organic organization.

According to Meyer et al. (2022), there are two types of organizational dimensions: structural and contextual. The structural dimension describes how the organization is built from the inside out. The aspects that constitute the organization's internal functions are four key features: formalization, specialization, centralization, and configuration. Formalization as a dimension of organizational structure is defined as the degree to which behavior and communication are

specified by formal rules and instructions (Pundziene et al., 2006). Specialization is defined as the number of different occupational titles or functional activities pursued within an organization (Pundziene et al., 2006). Additionally, specialization concentrates on the organization's labor division. It has to do with how responsibilities and duties assigned to various jobs are divided up (Verle et al., 2014). Centralization refers to how authority and decision-making power are distributed within an organization. Organizations with a high degree of centralization may readily integrate and coordinate duties, as well as process processes swiftly (Verle et al., 2014). Configuration is the determinant that deals with locus of authority. The structural configuration of an organization must be encouraging of employees' innovativeness, creativity, autonomy, and competitiveness, as well as the organization's entrepreneurial orientation (Pundziene et al., 2006).

An organization's internal organizational structure refers to the specific way that it is set up to accomplish its objectives (Lee, 2020). This organizational structure addresses issues affecting how the organization functions, such as task delegation, hierarchy, and the structure of supervision. It may differ depending on the nature and goals of the organization, as well as the preferences and ideas of individuals in control. For example, one internal organizational structural system may be built on a rigid hierarchical control structure, but another may require significantly less oversight (Martela, 2019). The first is likely to emphasize stability and efficiency, whereas the second is likely to emphasize creativity and adaptability (Martela, 2019). Vertical, functional, and bureaucratic internal structures are common. The organization employs rational analysis and is governed by parochial ideals represented in the vertical hierarchy and power disparities between superior and subordinate (Lee, 2020). The organic paradigm acknowledges the external environment's unpredictable, even chaotic nature (Lee, 2020).

Covin and Slevin (1990) emphasizes the development of an appropriate organizational structure as a prerequisite for fulfilling the responsibilities of intra-organizational entrepreneurship. According to Kuratko et al. (2014), organizational

structure has the task of facilitating, supporting, and encouraging entrepreneurship within the organization. In order to provide the ideal conditions for entrepreneurial operations, the organizational structure should be adequate and make the necessary foundations (Miller, 2011).

2.5 Conceptual framework

Since the organization's internal structures affect the organization's intra-organizational entrepreneurship, the organization's internal structures need to be acknowledged in the analysis of the concepts and their dimensions inside the company. The organization's internal structures are facilitating EO in the organizations, and the concept of IO requires the organizations to have EO. The dimensions are required for the organization to have intra-organizational entrepreneurship and the organization's internal structure affects the dimensions. IO is seen as the last step of intra-organizational entrepreneurship, as it poses many requirements to be present in an organization.

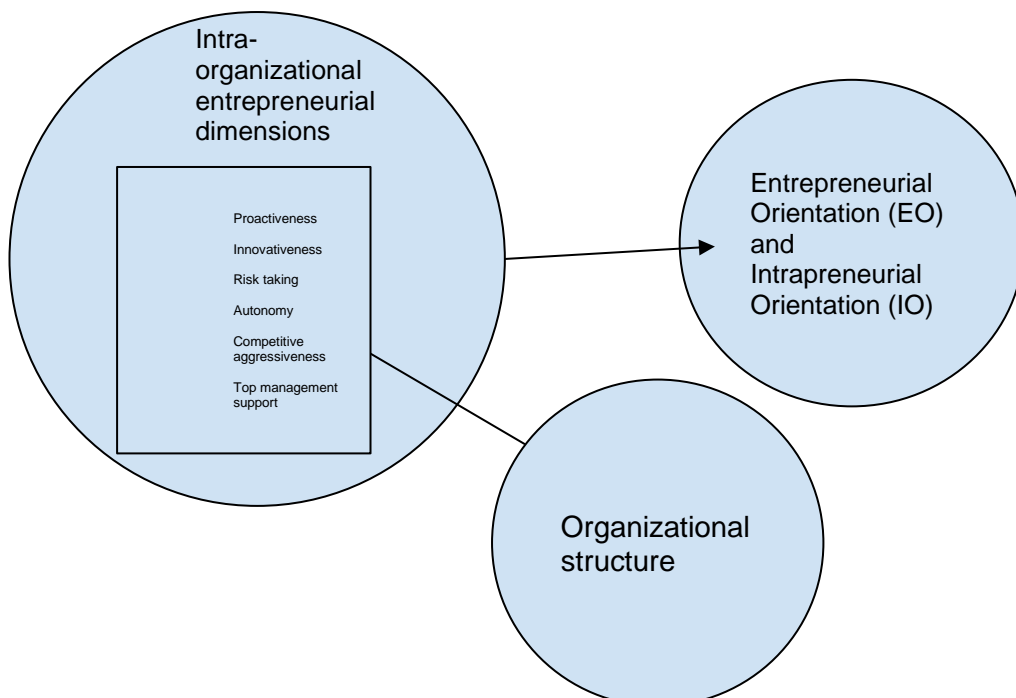


Figure 1. Conceptual framework of the dimensions and the organizational structure

3 Methodology

This chapter outlines the methodological approach used in this thesis to investigate the research question. The chapter begins by discussing the chosen research philosophy and approach. Next, it will discuss how the research methodology was used to answer the research questions, including data requirements and methods of data selection and analysis. Finally, ethical issues related to the applied methodology will be discussed.

3.1 Research philosophy

The foundation of knowledge on which the assumptions and presuppositions of the study are based is referred to as research philosophy (Crotty, 1998). The term research philosophy refers to a set of beliefs and assumptions concerning the evolution of knowledge (Saunders et al., 2019). Every paradigm is based on its own ontological and epistemological assumptions, with ontology referring to the assumption about how to describe reality and epistemology focusing on how knowledge is formed, transferred, and gained (Scotland, 2012). According to Gioia et al. (2012), ontology describes the researcher's beliefs about the nature of organizational phenomena, while epistemology defines the nature of knowledge about those phenomena.

Ontology is the study of being, and addresses the existence's essence and reality's structure - it aims to answer the questions of "what is, or what exists?" (Crotty, 1998). The most important question addressed by ontology is how the social phenomenon that is being studied can be understood; there are two main aspects of ontology: objectivism and constructivism (Bell et al., 2022). Objectivism holds that all social phenomena exist even if social actors do not recognize them. In other words, objectivism implies that reality exists regardless of whether social actors recognize it or not (Saunders et al., 2019). Constructivism is another ontological viewpoint that asks whether organizational factors such as structure or culture are an external reality that humans cannot influence or regulate (Bryman et al., 2019).

Crotty (1998, p.3) defines epistemology as “The theory of knowledge embedded in the theoretical perspective and thereby in the methodology”. Saunders et al., (2019) explains epistemology as a view of what constitutes acceptable knowledge in a certain field of study. Positivism and interpretivism are two perspectives to understand epistemological stances. The positivist paradigm is predicated on the idea that the reality pertaining to the research phenomenon is not only steady but also capable of being researched or viewed objectively (Saunders et al., 2019). A popular interpretation of positivism is “phenomenalism” which refers to knowledge being related to phenomena that can be sensed (Bryman & Bell, 2011, p. 15). Another theoretical viewpoint that evolved in opposition to positivism to comprehend and explain human and social reality is interpretivism (Saunders et al., 2019). Bryman et al. (2019, p. 31) states that “interpretivism is also concerned with the how and why of social action, including the processes whereby things happen”.

Based on this thesis purpose and research question, the philosophical focus is the position of social-constructionist ontology. The reason for such a decision is the assumption that the reality is being constantly created by the social actors, an interpretivist epistemology is adopted as a result of our constructionist ontology and to gather the knowledge essential to the nature of this investigation. The epistemology best suited for our thesis is interpretivism, with a focus on perceptions and interpretations that lead to new understandings (Saunders et al., 2019).

With this thesis, the aim is to analyze a large organization’s intra-organizational entrepreneurial dimensions and explore the influence of the organizational structure on the dimensions. To conduct in-depth research, a qualitative research method was used, which allows a social phenomenon to be understood in its natural context and a concept to be developed (Bryman & Bell, 2015). Qualitative research is defined as the study of a natural phenomenon and generally includes data in the form of words rather than numbers (Busetto et al., 2020). Qualitative research is used when it is necessary to examine patterns in order to determine the chain of cause and effect (Busetto et al., 2020). Furthermore,

Silverman (2021) points out that qualitative research is used when we want to learn about the experiences of others and help establish what is really important to people.

The advantage of qualitative research is its adaptability, which provides for the possibility of uncovering valuable insights (Busetto et al., 2020). The downsides of this strategy include the potential of being subjective because data interpretation is left to the researcher (Busetto et al., 2020). One of the biggest drawbacks of a qualitative method is the difficulty in generalizing the findings. We process information differently as humans (Merriam & Tisdell, 2015), which means that our understanding may differ from that of others. Another problem is that analyzing such complex data as qualitative data might be difficult (Ghuri et al., 2020). Even though data analysis can be tough, we believe that this approach was the best choice for our thesis.

3.2 Research approach

The researcher's choice of research approach is critical; it connects research philosophies with how theories are created (Saunders et al., 2019). The research approach can be classified into three approaches: deductive approach, inductive approach, and abductive approach. The most prevalent understanding of the connection between theory and practice is known as the deductive theory (Bryman & Bell, 2015, p. 35). The foundation of the deductive approach is the development and processing of pertinent ideas and the formulation of a hypothesis that will then be tested using the facts gathered (Saunders et al., 2019). The aim of inductive research is to induce rather than infer from existing theories (Bryman & Bell, 2011, p. 11), in the other hand, according to Saunders et al. (2019), the inductive approach seeks to understand what is happening in a particular context in order to better understand the problems and their nature. Abduction, like deduction and induction, is an approach that makes assumptions about the universe in order to develop theories (Bryman & Bell, 2015, p. 27); and the limits of deduction and induction may be overcome via abduction. For this thesis, an abductive approach has been chosen since it will be moving back and forth between theory and data (Belle et al.,

2022). The process of this abductive approach will be circular in nature, as there will be a constant interaction between the chosen framework, case study and the empirical world.

3.4 Research methodology

Relevant research methods are paramount to answer the research questions of a study. In social sciences, research methods include case studies, surveys, experiments, and analysis on archives and history (Yin, 2014). In this thesis project it was chosen to use case study research to gain rich nuanced data about a phenomenon inside an organization that occurs in real life (Yin, 2014). Since the research on intra-organizational entrepreneurship, especially on intrapreneurship, is still somewhat fractured, a case study can be used to examine the concepts in actual setting (Collis & Hussey, 2021), and a case study's findings can contribute to the existing theory (Saunders et al., 2019).

3.4.1 Case selection

For the purposes of the paper, it is of relevance to define the company's characteristics, trace its history, and emphasize its advantages in order to give an understanding of the entrepreneurial and intrapreneurial context. The case company in this research is Barilla. The company is, however, managing to remain relevant in the market, and it is of interest to examine how the organization's intra-organizational entrepreneurial dimensions are acknowledged. The academic literature as well has pointed out the need for joint work of intrapreneurship researchers and companies to examine the phenomena in practice (Lee et al., 2020).

3.4.1.1 The case company

Barilla was founded in 1877 in Parma by Pietro Barilla who, inspired by the centuries-old family tradition, opened a small local shop specializing in the production of bread and pasta. Given its success, the business expanded; between 1908 and 1910, in fact, the new pasta factory was born, with 80 workers and equipped with the so-called 'continuous baking' oven (Barilla, 2022). Following the

handover of management into the hands of Riccardo and Gualtiero Barilla, the company distinguished itself for its considerable production volumes, its studied and evolved sales network, and its high level of innovation, both at organizational and strategic level and at technological level. After the Second World War and Riccardo Barilla's death in 1947, the management of the company was transferred to Gianni and Pietro, who were each responsible for different aspects of the market, public relations, and corporate communications. It was only after the two brothers' discovery and thanks to their fiery entrepreneurial drive did the Emilian company enter a period of significant growth and become a national reality (Barilla, 2022).

In 1952, the production of bread was banned in order to strengthen Barilla's position in the market for semolina and egg pasta. Also, thanks to Pietro's intellectual curiosity and Gianni's insight, packaging changed with the use of cardboard and cellophane, and significant advertising campaigns were launched. Producing up to 600 tons of product per day, in 1960 the company rose to the top of the national pasta production and market and was incorporated as a joint stock company. In the following years it expanded, opening new factories in Rubbiano, near Solignano, where Barilla made its entry into the cracker and breadstick market, and in Pedrignano, where the world's largest pasta factory was built, with a production line of 120 meters and a production capacity of 1,000 tons of pasta per day. In 1971, the brothers sold the majority stake to the US multinational W. R. Grace and Company because they were in debt and could not agree on the strategic course of the company. Barilla, now American, took over Voiello in 1973 and extended production to bakery products in 1975, with the launch of the Mulino Bianco brand, which proposed a return to the 'good things of the past' After successfully recovering most of the company's funds from the Americans in 1979, Pietro Barilla aggressively invested in its relaunch and used a particularly avant-garde method of communication. The company's enormous success can be directly attributed to the expansion and internationalization policies implemented in the early 1990s. In 1992 it increased and strengthened its position in the domestic market by acquiring the Novara-based company Pavesi and the company Misko, a

leading pasta brand in Greece. Guido, Luca, and Paolo Barilla took over the company in 1993, after the death of their father Pietro. In the following years, the Emilian company continued and deepened the process of internationalization, and the significant internal reorganization started a few years earlier under Pietro's leadership. Thus, the fourth Barilla generation was born. In order to have a direct interaction with the customer, the company started operating restaurants in December 2013—first in New York, then in Dubai and California. Barilla has also increased its focus on the nutritional profile since 2016, with the replacement of palm oil in bakery items, an expansion of its whole meal product line, and the creation of a new organic line called Pasta Bio/Organic (Barilla, 2022).

Barilla was chosen as a case company for this thesis project for the reason that it has a sizable organization, entrepreneurial beginning, and it is continuously developing in terms of pioneering, programs for innovation, and new markets. Examining a company with these attributes is expected to provide the researchers with adequate data about an organization's intra-organizational entrepreneurial dimensions. The study implemented a qualitative approach for the reason that in Barilla's case the concepts are not explicitly stated to be present inside the company, but it is expected to have procedures that contribute to the literature about intra-organizational entrepreneurship for its innovativeness and ability to remain competitive. As in this thesis the employees providing the data are on the managerial and on the worker level, and the intra-organizational entrepreneurial dimensions are examined on the organizational level.

3.5 Data collection method

To conduct a study, the researchers need to develop tools to collect the data for the examination of the phenomena. Semi-structured interviews are used to collect the data, and the main questions of the interviews focus on the practices in the organization that are connected to the dimensions of intra-organizational entrepreneurship.

3.5.1 Primary data

This study used the semi-structured interview as its primary data collection tool. In semi-structured interviews, there is a set of questions used for the conversation's guidance (Lewis et al., 2014). The idea is to get as rich data as possible about the intra-organizational entrepreneurial dimensions and the questions can be altered during the interview and the number of them can also increase as follow-up questions are asked (Saunders et al., 2019). The interview guide (see appendix A) was developed based on the existing literature of the several dimensions for the questions to be relevant. The interview guide consists of three main themes (EO and IO, dimensions, and organizational structure) and questions of a general nature to complete the framework and were used to obtain general understanding. The interview guide consists of 34 questions. A list of topics or themes is included in the interview guide to help structure the interviews (Merriam & Tisdell, 2016). The interviewees are encouraged and allowed to talk freely so that everything relevant from their opinion is collected for the analysis.

The use of language that is acceptable and understandable to the interviewees is a crucial consideration when conducting a qualitative interview (Bryman et al., 2019). Although the questions were written in English, we translated them and conducted the interviews in Italian; the mother tongue of the interviewees, after six of them asked us to use their native language. We made this decision because we wanted the interviewees to be as comfortable as possible and give us their finest answers. In addition, it is necessary to translate the data into English, which has disadvantages because sometimes words and phrases may not be accurately translated or have double meanings. The translation of these interviews was therefore revised to ensure that it accurately conveyed the meaning of the interview.

Originally, between 5 and 6 interviews were planned, and only with the managers of the different departments, but unfortunately, due to the absence of most of the managers because of training courses, and others who were on holiday, not all the interviews took place. Fortunately, an alternative was found in time, namely,

to interview the workers, which proved to be interesting and advantageous as we obtained answers from different hierarchical positions. The last interviews proved to be the most detailed as they provided the most relevant data for this research, which is why we decided to take one of them (R4) as an example of an interview (see appendix B) and also as an example of coding (see appendix C). The final result was 8 interviews. The time frame of the interviews was between May 5th – May 20th, 2023. The interviews were conducted in presence, by phone calls and via email for approximately one hour per interview (see table 1). Each interview was conducted individually, during the most suitable time for the interviewees. The interviews were recorded and then later transcribed, except for the e-mail interviews.

Table 1: Summary of interviews

Interview	Date	Place	Duration
1	05-05-23	Mobile phone	58 min
2	11-05-23	Email	N/D
3	11-05-23	Email	N/D
4	18-05-23	In person	1 hour 11 min
5	18-05-23	In person	53 min
6	19-05-23	In person	57 min
7	20-05-23	In person	55 min
8	20-05-23	In person	57 min

3.5.2 Respondent selection

The selection of the interview candidates was carried out by the contact person who, after considering the purpose of this thesis and the interview guide, proposed the most suitable candidates. A total of eight interviewees participated in the data collection, representing three different hierarchical levels. Three (3) of them

belonged to the management level, one (1) to the team leader and the last four (4) were production workers (see table 2).

Table 2: Summary of respondents

Respondents	Department & function
R1	Sale department - Sale manager
R2	R&D department - technical manager
R3	HR department - HR manager
R4	Production department - Team leader
R5	Production department - Worker
R6	Production department - Worker
R7	Production department - Worker
R8	Production department - Worker

3.5.3 Secondary data

Secondary data is a type of data that we will need to examine and understand for this investigation. According to Merriam and Tisdell (2015), document is a broad term for relevant information. Written, digital, tangible, and visual documents are possible. The documents used are open to the public and available to all. In addition, we had the opportunity to receive a private document from the company to properly conduct our research. Documents used include: (see table 2).

Table 3: Summary of documents

Secondary data	Link (if any)
Barilla' s annual report 2021	https://www.barillagroup.com/media/filer_public/4b/4b/4b4bbdd3-5268-4c6a-96a3-eabc630e99f4/financial_report_2021_en.pdf
Barilla' s annual report 2020	https://www.annualreports.com/HostedData/AnnualReportArchive/b/barilla_2020.pdf
Barilla' s annual report 2019	https://www.annualreports.com/HostedData/AnnualReportArchive/b/barilla_2019.pdf
Barilla's innovation project	
Barilla Group. 2022. SUSTAINABILITY REPORT	https://www.barillagroup.com/media/filer_public/7e/96/7e965f95-0a58-4a11-bbee-86e950562d6f/eng_barilla_group_2021_sustainability_report_interactive.pdf
Interviews from third part (PARMATODAY)	https://www.parmatoday.it/tag/barilla/
Blu1877: the future of food is now	https://www.barillagroup.com/en/stories/stories-list/blu1877-future-of-food-is-now/
Quality raw materials, innovation and passion: our recipe to nurture the future	https://www.barillagroup.com/en/stories/stories-list/quality-raw-materials-innovation-passion-future/
Org Chart Barilla. The Official Board	https://www.theofficialboard.com/org-chart/barilla#
The industry you don't expect: 10 stories of innovation	https://www.barillagroup.com/en/press-room/press-releases/barilla-10-stories-of-innovation/

Barilla invests in innovation	https://www.youtube.com/watch?v=_o4YM_C2L7M
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3.6 Data trustworthiness

A study's validity refers to the study's findings' genuinity and if the findings are what they seem to be about (Saunders et al., 2019). In a case study the question of generalizability can be addressed by stating that in in depth case studies in social sciences provide the foundation of knowledge that is context dependent (Flyvbjerg, 2006, p.223). A study's reliability regards the data collection methods' and data analysis processes' ability to produce consistent results (Saunders et al., 2019). The data's reliability can be assessed based on questions if the results would be the same in other studies of the same phenomenon and methods, and if the results would be similarly observed by other actors too, and if the research was transparent in the whole journey from the data to the conclusions (Easterby-Smith et al., 2002). In this thesis project the data is collected to assess an organization's intra-organizational entrepreneurial dimension based on primary and secondary data. The semi-constructed interviews took place in real-time, for the reliability of the results, for the opportunity to gain rich, nuanced data, and for the lower risk of misunderstanding. For the transparency of the data, the interviews were audio recorded, transcribed, and attached as appendices to the thesis. To make sure that the interviewees share the terminology with the researchers, initial conversations about the topic and the theoretical approach took place prior to the interviews, and the researchers met the participants one by one for them to not be under the influence of others' answers. The participants also provided data by answering the questions by email for their tight schedules, which might have decreased the data's richness and made it impossible to ask follow up questions.

3.7 Data analysis

The data analysis process started with the creation of a coding table (see appendix D) and the interview guide was used as a coding manual. As this thesis follows an abductive approach, the intra-organizational dimensions and the organizational structure were used as themes, present in the literature review and in the information collected from the interviews. We divided our data into seven codes (the 6 dimensions and the organizational structure). Data is codified when it is split up into several categories, each of which is represented by a code, which can be a word or a phrase (Collis & Hussey, 2014, p. 162). To achieve both a personal impression of the data analysis and a collective perception, the two researchers first carried out the coding technique independently and then jointly. During the coding process, some data were removed when they were not in the interest of the study. Subsequently, the result was analyzed in light of the theoretical background found in the field of research to reveal any connections or discrepancies.

3.7.1 Content analysis

Qualitative content analysis is a method to assess and determine qualitative data and its significance (Schreier, 2012). This thesis project all the interviews are meant to be connected in the analysis, and content analysis can be used to analyze the intra-organizational entrepreneurial dimension occurrence inside the company based on similar, but separate semi-constructed interviews' results. It was also of importance for both researchers to individually read the data to gain a deeper understanding of it. Reducing the data, restructuring the data, and decontextualizing the data are the three basic stages of content analysis (Crotty, 1998). The amount of data was decreased by filtering the interviews related to the research issue to remove extraneous information.

3.8 Ethical issues

In collecting primary and secondary data for this thesis project, the data's correctness was highly prioritized. As it was important to record the interviews for the sake of validity, transparency, and the researchers' desire to gain nuanced, rich

data, the interviews were started with asking for permission to record the conversation with the participant. The participants are not held accountable for their answers to this thesis project. Also, as mentioned before, the interview data's correctness and adequacy were checked by consulting the company's representative, in addition to making sure that there was no information visible that cannot be published.

4 Findings

The following chapter presents the results of the in-depth interviews, as well as the findings that will be made possible by the company's public documentation. The findings of the qualitative interviews resonate with the company's public documents.

4.1 Entrepreneurial orientation and intrapreneurial orientation

According to our primary and secondary data, Barilla has a real history of entrepreneurship. Its entrepreneurial spirit involves proactive management of initiative, consideration and management of professional goals, and the ability to work both independently and collaboratively, according to the respondents. When we asked the question: “How would you define entrepreneurial orientation and intrapreneurial orientation?” The respondents R5, R6, R7 answered: entrepreneurial orientation reflects a strategy that organizations adopt to pursue innovation and expansion, while intrapreneurial orientation is the predisposition of business managers and executives to indulge and encourage the emergence of entrepreneurial ideas within their companies. The R1 went further and explained the differences between entrepreneurs and intrapreneurs: “Entrepreneurs take high risks and bear uncertainty, intrapreneurs act within the boundaries of the organization and thus are less autonomous.” Respondent R4 stated that intrapreneurial orientation is a potential driver of strategic innovation and a real opportunity to renew the challenge of starting innovation. They also said that intrapreneurship is about mobilizing ideas and skills of the staff, but according to them, managers are more likely to become intrapreneurs than the workers directly involved in manual labor. According to the respondents, entrepreneurial and intrapreneurial orientation are both strongly presented in Barilla (R1;R3;R7;R8), but intrapreneurial orientation but intrapreneurship inclination may be inhibited by one factor: the presence of multiple collaboration with startups (R4;R2;R5), in fact

according to Barilla's website, Barilla defines itself as a bridge to connect large companies and innovative startups. But this does not preclude listening to and hearing the ideas, opinions, and suggestions of workers. According to respondents there is a lot of focus on all employees, for example, Barilla provides an extensive support program to educate and pass on the entrepreneurial spirit to its employees (R6;R7;R8); e.g. “the Learn to Fly program” was created back in 2017 under the sponsorship of the Leadership Board, with the purpose to equip new Barilla employees all over the world with solid management skills and to prepare them to become the leaders of the future.” (Barilla Holding S.r.l., 2022). This intrapreneurship consists of training workers to be ambitious, proactive, and innovative (R6;R8). R1 added by commenting: “training also plays a central role in innovation”. According to Barilla Group (2022), there are three different methodological directions of learning, namely in the classroom, in "on-the-job" shadowing, and, finally, in e-learning. It is precisely as a result of this support, R2 and R7 remarked that in Barilla, the intrapreneur supports risk, coordinates, and innovates, but above all, makes decisions. In addition to training, there are also rewards for both entrepreneurs and intrapreneurs. According to respondents, rewards can be monetary or symbolic (R3;R6;R7;R8), and Barilla tends to reward good performance by giving its employees additional responsibilities and more autonomy (R3).

Respondents R4, R6, and R8 said that in Barilla entrepreneurship inside the organization is supported by providing all the necessities for its development, and “Entrepreneurship within the organization has been well integrated - -”, but at the same time according to the respondent R3 and R4 the company’s intrapreneurial orientation is weakened by the fact that Barilla is heavily collaborating with startups that “make the work easier for the company [Barilla]”.

According to the findings, entrepreneurship is a parental model for Barilla, and therefore the entrepreneurial orientation is very well integrated into the company (R1;R3), and in general the company aims to listen to the workers’ ideas by several programs made for that function only (R4). The interviews revealed that

risk is the primary distinction between entrepreneurship and intrapreneurship. The level of risk that entrepreneurs and intrapreneurs experience differs. Since the success of the organization, he or she works for is independent of the entrepreneur, the entrepreneur bears the majority of business risk, while the intrapreneur bears a moderate degree of project risk.

4.2 Intra-organizational entrepreneurial dimensions

4.2.1 Proactiveness

In a development project, the company's leaders would be proactive in making decisions, especially entrepreneurs according to the respondents, they make decisions that are proactive in increasing Barilla's financial performance. The key to being a successful intrapreneur within large, established organizations is being proactive, in Barilla intrapreneurs turn ideas into meaningful results by driving innovation and growth. Knowing how to exploit market opportunities is one of the keys for Barilla, "We have never stopped looking to the future, we have expanded our expertise by creating the Business Acceleration Team (BAT) (Barilla, 2022), an innovation center that will allow us to strengthen our competitiveness in an increasingly digital world. Respondent R4 said that trends are followed, and opportunities identified by market trend analysis and in depth studies to identify strategies "to anticipate challenges, threats and opportunities for the company". Barilla initiates acts and reacts to their competitors' actions by encouraging innovation and investing in new products and projects (R4) and aims to turn a threat into an opportunity (R5). Respondents (R2;R4) state that it is very important to be the first in the market as it keeps the company ahead of competition and it also enhances the brand image. Respondents R3 and R5 have similar answers regarding being proactive: the ability to anticipate and prepare for the future. According to a respondent, proactivity means speed of innovation and action on opportunities (R6), where every worker is given the opportunity to become proactive (R8). When asking: "What is the role of individual employees in initiating new projects?", R2 answered "Everyone has a specific role and responsibility. To carry out a project

successfully, each worker has the autonomy to generate creative ideas to improve the project. Different strategies need to be implemented so that each worker introduces improved procedures and efficient working methods into their work that avoid problems or their recurrence.”

4.2.2 Innovativeness

Barilla values innovations and calls for startups around the world to innovate future food products that can join Barilla’s program “Blu1877” and be supported (Barilla, 2021). Although this 2018 launched program is aimed for innovations, it is targeted to actors outside Barilla’s own organization. Barilla openly states that “It would take much longer for Barilla to develop these solutions in-house alone - -”, and provides the startups with knowhow and facilities to further develop the startups’ ideas (Barilla, 2021).

In the annual report from the year 2019 it is said that Barilla’s corporate transformation is based on four pillars, one of them being “Introduction of future key skills”, which included “Innovation skill areas” of the employee base (Barilla Holding S.r.l., 2020, 30).

Barilla group started a nutritional reformulation program in 2009 to offer their customers products that contain less sugar, salt and saturated fats but have more fiber, and the group has reformulated 488 products from the start of the program to 2021, when it invested 39 million euros to research and development activities (Barilla Holding S.r.l., 2022). One way to reformulate the products is to reduce the added sugar content “without altering the taste already enjoyed by our consumers” (Barilla Holding S.r.l., 2022, 31). The high fiber products are referred to as being innovative in the annual report of 2021, and Barilla also takes part in scientific studies in Europe, the United States and Asia.

Gluten free pasta recipes have for example been under revision, and they are now made with white and yellow corn and brown rice without added starches (Barilla, 2022). According to Barilla’s website, creativity is a “key element” in

cuisine, and they do their best in coming up with new recipes. In 2020 they launched 34 new products that are rich in fiber, whole grain, legume based, or do not contain added sugar, or are single portion products (Barilla, 2022). One of the reasons Barilla has managed to produce wholegrain products are “cutting-edge hulling technologies” as well as “the introduction of the gentle milling method” which makes it possible to retain the wheat’s qualities in the final product (Barilla, 2022).

Croissants are another product Barilla has been improving, they nowadays use cream fillings that do not contain preservatives, which is possible by using an “innovative pasteurization method” (Barilla group, 2018). It took Barilla two years to develop a product of chocolate and bread, which was challenging for the reason that bread requires moisture and chocolate should be kept away from moisture. They created the recipe, adapted, and tested it in the production to eventually launch a new product which combined bread and chocolate (Barilla group, 2018). Barilla has been able to prolong products' shelf-lives by improving their cooking methods, so that the products do not lose their main characteristics (Barilla group, 2018). According to Barilla’s website, Barilla has produced the first 3D pasta printer prototype in the world, which prints pasta from dough automatically without the need of water or kitchen utensils (Barilla group, 2018).

The Barilla group’s chairman states that the group’s five year plan allocates 200 million euros to “production capacity, efficiency improvement and innovation” making it clear that improvement and innovation are explicitly mentioned as important to the group (Barilla Holding S.r.l., 2022, 5). The word “innovation” is mentioned twice in the half page letter from the chairman, which can be seen as a direct message to the stakeholders of the group.

In the annual report of 2021 competitiveness is mentioned in the context of industrial asset investments where it is said that in a decision made in 2018 about 60% of Barilla’s investment of about 1 billion euros to industrial assets is aimed at “boosting competitiveness” by process and technology improvements. The remaining 40 % is to support innovation and geographical expansion (Barilla

Holding S.r.l., 2022). In the Barilla Group’s YouTube channel’s YouTube video, Barilla states that a company’s competitiveness is increased by investing in innovation (Barilla Group, 2019). Barilla has invested in their Parma factory by introducing palleting systems utilizing smart technology and laser guided vehicles. Barilla aims to remain as the biggest pasta producer in the world, and invests into innovation, which means to Barilla “never being satisfied” because the only way to look at the future is by daily improvements (Barilla Group, 2019).

The respondents R1 and R7 said that in their job creativity is not required because they just take care of the tasks assigned to them in the organization, and if there is something to innovate, it would only be something small. This reveals that not every employee views the workplace as something that would require innovativeness, because participant R3 says that Barilla puts a lot of effort in motivating its employees to innovate and it has implemented programs for professional development that consist of individual training plans that are tailored for different skills to develop. Participant R2 says that the ability to innovate comes from the encouragement from the company, and working with the new products, improvements, and innovations happens by following the programs inside the company that have been made by top managers. “With all the programs and opportunities put in place at Barilla everyone is innovative and thinks ahead of the curve and helps to awaken creativity” (R2).

Respondent R4 said that in Barilla they [personally] were an intrapreneur and used their creativity and knowledge to come up with ideas and that innovation is essential for them. They continued that the organization’s structure is hierarchical and mechanical, and it affects innovation and autonomy negatively (R4). Innovations are encouraged inside Barilla by innovators’ success celebrations and it results in consistent motivation to perform better and encourages idea and opinion communication (R4). Barilla chooses to foster ideas by their qualities in authenticity, creativity, and the market needs, and the company tries to recruit employees based on their skills to gain new ideas and methods and it trains staff to develop their skills and creativity (R4). “Our recruitment method is innovative,

because we recruit the right candidate at the right time” (R3). Innovation is also perceived by the workers, who are always looking for ways to innovate and facilitate their working methods, due to the upgrading training programs provided by the company (R5;R6;R8).

Innovation is mentioned in the Barilla Group’s year 2021 Sustainability Report in the section of materiality analysis, where it is said that innovation contributes to holistic wellness and innovation can be used to meet the food sector’s emerging trends, and therefore fulfill people’s needs, and contribute to the SDG’s 3, 9, and 12 (Barilla Group, 2022, 41, c).

4.2.3 Risk Taking

Barilla has adopted “Enterprise Risk Management models”, a program to control the company's risks and in particular the risks related to innovation projects. According to the findings, there are different levels of risk taking e.g., “The intrapreneur's ability to take risks is constrained by internal constraints, although they operate in a more secure environment than entrepreneurs” (Barilla, 2022). According to the respondent R1, as far as the intrapreneur is concerned, the risk is also reduced by the long process of new ideas or improvements that have to pass from one level to another in order to be prioritized. Financial risk is a common risk that every entrepreneur must face according to R3. Respondent R4 said that Barilla tries to minimize the risks but acknowledges the fact that everything is risky, and it even should be risky to be innovative. They continue that risk taking is seen as a positive attribute for entrepreneurs inside the company but not necessarily for all employees.

It's not easy to argue that Barilla is a risk taker because before taking any risk it is checked and evaluated (R2). In general, Barilla acts after using planning and forecasting to reduce uncertainty (R5;R6;R8).

4.2.4 Autonomy

The respondent R1 says that the workers are given freedom to find opportunities, take risks, experiment, and innovate. They also say that this freedom creates commitment and motivation among the employees. When asked about the company's bureaucracy the respondent R2 says that there is less bureaucracy to restrict the employees in the research and development department. Respondent R1 says that not all employees have the same level of autonomy because for example new employees need to be guided carefully, and the employees who have been there for longer time are given greater autonomy, which was said also by the respondent R2, but they also described the hierarchical system's levels where top managers for example have more autonomy, when moving up in the vertical organization. According to R4 the ideas of the employees need to be "proven" which gives the employee the freedom to continue freely with the idea's development, but the company still may pose varying levels of autonomy between different employees. They also said that bureaucracy restricts the workers' autonomy, but the bureaucracy has decreased (R2;R4). The interviews with the workers reveal a low level of autonomy (R5;R6). On the other hand, human resource reports state the workers have autonomy in recruitment decisions (R3). Respondent R4 made a difference between the organization's entrepreneurs and intrapreneurs by saying that entrepreneurs have more autonomy than intrapreneurs, and they also concluded by saying that the autonomy decreases in the organization towards the lower rank workers.

4.2.5 Competitive aggressiveness

According to respondents, competitive aggressiveness to a large extent depends on the top management. Almost all employees are intensely involved in the competition (Barilla, 2022), there are different ways of involvement, e.g., for production workers, quality production can promote competition, (R5; R6; R7; R8), innovation and activities of the R&D department are decisive for competitiveness (R2). It is important for Barilla to keep up with its competitors, which is why Barilla

has put in place a strategy to have a competitive advantage (Barilla, 2022; R1). R4 said that Barilla makes bold decisions in competition by “having a better strategy and by taking risks”, and that it is important to be better than the rivals because the company then has a competitive advantage.

4.2.6 Top management support

Top management support is highly beneficial for intrapreneurs, according to the respondents. Leadership fosters respect and motivation among team members, which generally contributes to improving team performance and maximizing the potential of intrapreneurs (Barilla, 2022). One way to support, according to the respondents, is clear communication of the goals and objectives of the company but put in place a solid structure. Generally, innovative ideas from intrapreneurs are accompanied by start-ups, which gives them time to see the evolution (Barilla, 2022).

R4 said that leaders facilitate the growth of intrapreneurs and have the power to influence them by acting as “guides, coaches and advisors”. The company organizes events to encourage innovation and intrapreneurs’ efforts, where in addition to support and guidance the workers are given an opportunity to bring up their ideas, which can mean innovation programs for the workers (R5). The innovative workers are also rewarded with benefits, and recognition inside the company that can support future growth (R4). The workers’ innovations are evaluated roughly at the beginning, but they are also given time to revise for improvements (R4; R1). Barilla has training for the managers to manage talents and recognize their subordinates’ contributions and achievements. Almost all respondents agree that support from top managers is crucial, e.g., R5 commented that “support from top managers enables workers to develop and use their skills and abilities.”

4.3 Organizational structure

Barilla's organization has several functional and divisional structures. The highest level is the board of directors, which means the chief executive officer (CEO), the chairman of the board, the two vice chairmen, and four directors. Directly under the CEO there are chief financial officer (CFO), chief information officer (CIO), chief communication and external relations officer, chief marketing officer, chief strategy officer, as well as the presidents of different markets, global quality, food safety, R&D, and portfolio and strategy management (Barillagroup, n.d.). Barilla's annual report states that Barilla has a "traditional administration and control system" and the bodies inside the organization have clear structures for power (Barilla Holding S.r.l., 2022). According to respondents (R1;R2;R3), Barilla is based on the principle of hierarchical authority, job specialization and formal rules. Failure to get through stiff bureaucracies, according to intrapreneurs building products, is a major barrier (interview from Parmatoday). According to the collected findings, Barilla has a mechanically formalized and centralized organizational structure. Respondent R4 said the company is old, traditional, and therefore hierarchical, and it views the innovation projects as a production line where the top managers guide the intrapreneurs and evaluate the project and document it to the upper level for the whole organization to learn from an individual project.

5 Analysis and discussion

In the next chapter, the results of the semi-structured interviews and the documents will be analyzed with the goal of answering the research question.

5.1 Entrepreneurial orientation and Intrapreneurial orientation

Based on the findings, we can interpret that the entrepreneurial orientation is well understood in Barilla, since it is born from the entrepreneurial spirit. Barilla uses EO as a strategy, and according to Lumpkin and Dess (1996), a company that is assertive in developing its strategy is proactive and takes risks, on the other hand, Barilla is quite careful about taking risk, as the interviewees emphasis (R1;R5;R8). As we already knew the important weight of the entrepreneurial orientation within the company, we insisted on the intrapreneurial orientation to highlight their differences. The findings show clear differences between EO and IO through their dimensions, which will be analyzed after this section. According to the respondents (R1;R2;R3) IO is strongly presented in Barilla and according to Carrier (1996), the conceptual underpinnings of IO are found in EO. The term "innovation" is very closely related to IO for this reason, Barilla motivates its employees to be intrapreneurs; Barilla as devices to meet intrapreneurial needs, through training, continuing education, and ongoing training.

Miller (1983, p. 771) says that entrepreneurial firms are dedicated to product or market innovation, are somewhat risk taking and aim to rule competition. According to the respondent R4, Barilla aims to support and provide its workers with all the necessities for innovation and risk is seen as a natural part of the processes in order to gain an edge over their rivals, which are also the dimensions provided by Covin and Slevin (1989, p.75-87). The workers are also given autonomy after the idea has been approved by the managers (R4), and the company aims to aggressively compete e.g., stating offensively their intentions (Barilla

Group, 2019) to remain relevant, which are the adding to the EO dimension by Lumpkin and Dess (1996, p. 136).

In Barilla the importance of the employee level entrepreneurial traits has been noticed, as the participants said that the workers are given opportunities to bring up ideas and facilities, and resources to develop them. In Barilla the individual workers' ideas can be recognized and developed after they have been approved by the organization, as the focus in IO is on the individuals employees' actions (Bolton & Lane, 2012, p. 91-98). Staff members' encouragement to become entrepreneurs inside the organization has been said to be an effective strategy for a company aiming to increase intrapreneurship (Carrier, 1994), Barilla rewards its well performing workers by greater freedom and responsibilities, and in monetary and symbolic ways (R3;R6;R7;R8).

5.2 Intra-organizational entrepreneurial dimensions

5.2.1 Proactiveness

According to Covin & Slevin (1991), proactivity is the aim to lead the competition instead of only following the rivals in the market. Some scholars say that proactivity requires being first to market (Miller, 1983), where it has also been said that a company can be new, forward-looking, fast, and proactive even if it's not the first in the market (Lumpkin & Dess, 1996). In Barilla there are new products being created - some of them being pioneering inventions e.g., the 3D pasta printer, which shows that the company is not only following the rivals, but they are also innovating in order to be the first in the market. Barilla communicates to focus into the future to find new opportunities to exploit and they have created a special innovation center to strengthen their competitiveness, which can be seen as proactiveness to compete effectively and exploit innovations. Covin and Lumpkin, (2011) says that proactivity implies two essential characteristics, dynamic behavior, and the pursuit of business opportunities. Since the proactivity can be individual or organizational

(Covin & Lumpkin, 2011), in Barilla the mechanical structure of the organization might hinder the organizational proactivity.

R4 stated that Barilla followed trends and opportunities by market analysis and studies which is to say that Barilla aims to explore possibilities showing proactiveness (Lumpkin & Dess, 1996). Barilla also aims to lead the competition and it was said that for Barilla it is very important to be the first in the market to keep Barilla ahead of competition (R3), and according to Covin and Slevin (1991), aiming to lead competition is a sign of proactivity. Miller (1983) states that being proactive requires being first to market, where other scholars would say that a company does not necessarily need to be the first on the market to be regarded as proactive (Lumpkin & Dess, 1996). Respondent R6 said that in Barilla proactiveness is seen as speed of innovation and acting on opportunities, which can be seen as dynamic behavior on both individual and organizational level, and pursuit of business opportunities, which are signs of proactiveness according to (Covin & Lumpkin, 2011). Barilla does react to their competitors' acts by innovation encouragement, and new product and project investments (R4), which shows dynamic behavior of the organization, also a sign of proactiveness (Covin & Slevin, 1991).

5.2.2 Innovativeness

Barilla's communications heavily regard innovation, the public material from the company focuses on innovation, and the organization says to have invested ambitiously into innovation (Barilla Holding S.r.l., 2022, 5). The Barilla group's chairman underlines the importance of innovation in his chairman's letter sections in the company's annual reports in all the three reports, which can be seen as an explicit statement about the organization's objectives. Innovation was also the starting point in the chairman's letter in the years 2020 and 2019 (Barilla Holding S.r.l., 2020, 5) annual reports, and was mentioned three times in the letter of 2020 (Barilla Holding S.r.l., 2021, 5). Barilla also regards the employees' skills related to innovation as important as they are among the pillars of the corporate

transformation mentioned in the annual report for the year 2019 (Barilla Holding S.r.l., 2020, 30).

As Schumpeter (1934) said, innovativeness is a key element in entrepreneurship, and innovativeness is introducing new products, new methods, opening new markets, conquering new markets, and driving new organizations. In Barilla there are new products developed constantly, and alone in the year 2020 Barilla launched 34 new products (Barilla, 2022). They are also developing new methods in their existing procedures to, for example improve the products' nutritional and shelf-life related qualities (Barilla, 2022; Barilla group, 2018). Covin and Slevin (1991) attributed a dominant value to innovation, and according to them, proactivity and risk-taking are consequences of innovation. This resembles the development projects inside Barilla, where an opportunity is first recognized, and pioneering with the opportunity may lead to successful exploitation of the innovation; this can also affect current and emerging trends (Lumpkin & Dess, 1996; Miller, 1983). Nutrition reformulation especially has been highly regarded in Barilla, as there was a specific program launched in 2009 to offer the customers better products from the nutritional perspective (Barilla Holding S.r.l., 2022).

Barilla was the first to launch a 3D pasta printer, which can be seen as opening a new market in the field of food printing (Barilla group, 2018). Schumpeter also mentions conquering new markets in the conceptualization of innovativeness Schumpeter (1934). Barilla has decided to invest hundreds of millions of euros to support geographical expansion (Barilla Holding S.r.l., 2022).

According to Shirokova et al. (2016), innovation can be seen as an organizational characteristic, and it refers to an organization's tendency to experiment, generate new ideas, create new products, new ideas and new combinations. In Barilla these aspects are present, and the organization can be seen as innovative. However, Barilla's employees might not see the company as a place to innovate as they say to only take care of the tasks assigned to them in the organization (R1). The participant R2 also said that the company drives the

innovations, and it has programs for the innovations' development that are followed. The upgrading training programs for the workers' innovation abilities provided by the company were mentioned by the respondents (R5;R6;R8), showing that in Barilla the importance of innovation is highly regarded. Lumpkin and Dess (2001) describes innovation in terms of creativity and experimentation, respondent R4 said that they have been using their creativity to develop new ideas, in addition to the individual perspective, innovation can also be seen as an organizational characteristic where an organization generates new ideas and experiments (Shirokova et al., 2016), which is happening in Barilla's organization. In addition to creating new products (Barilla, 2022), in Barilla there are also existing products redefined (Barilla Holding S.r.l., 2022), and according to Antoncic and Hisrich (2003), product redefinition can be seen as innovativeness. Barilla's idea is to look into the future through continuous improvement and innovations (Barilla Group, 2019), which is a sign of an entrepreneurial organization according to Hisrich (1990).

As organizations can be divided into vertical or horizontal (Meyer et al., 2022), also traditional and modern, Barilla itself is said to be traditional and it means an organization of clear structure, where orders come vertically from the top downwards and there are power disparities between superior and subordinate (Lee, 2020). In some cases, according to this study's interview data, the clear lines of order limit the individuals' ambitions as they can be seen waiting for instructions (R1).

5.2.3 Risk Taking

All business decisions include some level of risk (Shirokova et al., 2016), but in intra-organizational entrepreneurship risk taking can be seen as a driving force (Memili et al., 2010). Risks can be divided into different categories ranging from "safe risks" to more risky actions (Lumpkin & Dess, 1996), and a major difference between entrepreneurs inside an organization and private entrepreneurs is that an organization's entrepreneurs do not carry the risk individually (Baruah & Ward,

2014). This means that the organization needs to control any risk taking place inside the organization, through the “Enterprise Risk Management models”. However, this should not necessarily be seen as trying to avoid risk but as the company's intention to control the risk to their highest ability.

Miller and Friesen (1982) says that an entrepreneurial organization is willing to utilize risky strategies and therefore the organization should not be afraid to bear risk in their actions. In Barilla the risk is minimized but at the same time according to the respondent R4, in Barilla there is some sort of understanding that the acts should be risky to be innovative. Although, investing in unknown technologies and bringing new products to the market is among high risk acts according to Lumpkin and Dess (1996), and in Barilla these are among the actions they take to remain relevant which can be seen as an organization that is not afraid to take great risk. Barilla is also innovating continuously, and an inherent part of innovation is risk (Antoncic & Hisrich, 2003). However, it can be asked if businesses are forced to heavily innovate and therefore they have no choice but to take the risk it comes with because the rivals are as well required to innovate and not innovating would be a business decision of a company too, and all business decisions include some level of risk (Shirokova et al., 2016) - why not see not acting accordingly as a high risk act, too. Interestingly, in Barilla, according to R4, risk-taking might not be seen as a positive attribute to all employees, which implies that risk-taking is not widely encouraged, but the ones given the opportunity to act in a risky manner are chosen or realized from the staff because an organization's entrepreneurs make risky decision inside the organization (Baruah & Ward, 2014).

Risk-taking is not Barilla’s most represented intra-organizational entrepreneurial dimension according to this study. Although risk taking is an inherent part of innovation, new business venturing, and proactivity (Antoncic & Hisrich, 2003), Barilla utilizes varying programmes and evaluation processes to analyze the risks before the projects are given the necessities in terms of facilities, resources, and the workers’ freedom (R2;R5;R6;R8). The fact that in Barilla risk taking is not explicitly encouraged can also be seen as a bigger organization's way

of preserving its position and aiming to secure its achievements, where the organization itself may take part in risky projects but is willing to have strict control over its employee base. Barilla is learning from its innovation projects by documenting the stages of the processes which might mean that the company has data about the projects' successes to use in their evaluation (R4), but it is also acknowledged that all projects are having their own qualities and approaches to them cannot be standardized (R2).

5.2.4 Autonomy

Developing an idea or making a decision independently is a common definition of autonomy, and it refers to an individual's or a team's ability to act independently so that the ideas can emerge and flourish (Lumpkin & Dess, 1996). According to our participants in Barilla the workers are given the freedom to innovate, to find opportunities, conduct experiments and take risks (R1). According to respondent R2 the level of autonomy varies according to the employee's position in the company, and the autonomy increases in the organization vertically - the higher level having the most freedom to act independently. Quinn (1979) says that the size, management style or owner has an effect on the dimension of autonomy in an organization and the level of autonomy differs from one organization to another depending on the environment of the company. Hisrich (1990) notes that it is important to not inhibit the organization's entrepreneurs by the organizational structure, but they should be given support and their work should be facilitated. According to Pinchot (1985), one of the ways to do that would be to reduce hierarchies and improve responsibility delegation. Barilla has a structured organization which comes with the possibility to effectively delegate tasks between different units of different responsibilities, but the size of it also might bring challenges to the hierarchical aspect and the individual workers' abilities. Lee et al. (2020) points out that the entrepreneurs inside an organization need to put in more effort into their work in bureaucratic organizations, where a flat organization would be the optimal purely from the intrapreneurs' perspective. However, Barilla does set boundaries to the projects, which according to literature is required to aid the

innovations to become something that has clear objectives, hence can be reached (Lee et al., 2020).

According to Lumpkin et al. (2009), autonomy refers to organizations' ability to make decisions, delegate tasks, and empower the workers, in Barilla autonomy is acquired by having ideas that can be approved by higher rank employees (R4). However, absence of autonomy would make an organization unable to innovate and eventually compete with rivals, Barilla is innovating heavily, which is to say that the somewhat layered approach to giving autonomy to the employees is not necessarily hindering the employees' abilities. The organization should not inhibit innovation and creativity (Hisrich, 1990), bureaucratic aspects were mentioned to affect the intrapreneurs inside Barilla (R4, R2), and among the ways to facilitate intrapreneurship is to reduce hierarchies and delegate responsibilities (Pinchot, 1985). This study's primary data reveals that throughout the interviews it is clear that in Barilla the lowest-rank workers have the least amount of autonomy in their work, and the workers say that there is not that much autonomy in their work (R5;R6), but these participants were production workers and for example human resource related staff, e.g. recruiters have more autonomy in their decisions according to respondent R3, which reveals the differences between the varying levels of autonomy between different jobs.

5.2.5 Competitive aggressiveness

When an organization is aggressively competing with its rivals in order to enter a market or improve its market position (Lumpkin & Dess, 1996); and is willing to dominate competition (Covin & Covin, 1990); it shows the dimension of competitive aggressiveness. In Barilla, the employees say that it is the managers that are to take care of competitiveness, and the aim is visible in the company's communication; as it for example states to be willing to remain as the market leader in pasta production also in the future and is investing into their factory site in Parma, Italy to confirm it as the largest and the most sustainable pasta factory in the world (Barilla Group, 2019). According to Grimm et al. (2006), competitive aggressiveness is also about the intense and direct engagement with competing

Barilla does that by announcing their goals publicly to underline their intentions in objectives in competition, which can also be seen as offensive positioning (Lumpkin & Dess, 2001). Blackford (2014) says that the dimension of competitive aggressiveness complements the existing dimension of innovation, risk taking and proactivity. In Barilla the ability to compete is seen to come from the organization and be supported by it, and Barilla is focusing on innovations for example by innovation centers (Barilla Group, 2022, c) to find new markets and dominate competition (Covin & Covin, 1990). Respondent R4 said it is important to Barilla to be better than the rivals and that they do make bold decisions, Barilla also follows their rivals actions and positions themselves directly with their competitors, which is a sign of competitive aggressiveness according to Grimm et al. (2006). Competitive aggressiveness can also mean using unconventional tactics in competition (Grimm et al., 2006), and according to respondent R4 Barilla competes by having a “better strategy and by taking risks”, which could imply that they may utilize unconventional tactics. According to the respondents R5, R6, R7, R8, the participation of all workers in the competitive aggressiveness may reinforce the competitive advantage.

5.2.6 Top management support

According to Hornsby et al. (2009), top management support is directly positively related to an organization's innovative results, and this dimension is especially important to intrapreneurs (Hisrich, 1990). Support can be given in various ways, and physical presence and necessary resources' provision are among the ways to show the support from the top to the employees (Hisrich, 1990). According to respondent R3, one of the top management's support is their clear communication about the organization's objectives in the projects as they provide the workers with clear structure to follow, which can be seen being present in the employees' work (Hisrich, 1990). Barilla's programs for innovations can be seen as a form of support from the top management as they are meant to improve the workers' ability to develop their ideas and have better understanding about how to continue with them. In general, the communication from the highest level of the organization clearly

regards innovation as among the most important aspects to a business' ability to remain relevant, and it also is a direct message to the organization's employees to focus on continuous amelioration in their work too.

Support from the managers has a direct positive relationship with an organization's innovative results (Hornsby et al., 2009), and in Barilla the managers' support for the workers is encouraged by events where the workers are supported and guided. George and MacMilla (1985) says that the intrapreneurs' activities need to be embraced by the managers, which is happening in Barilla as they reward the innovative employees with benefits as well as recognition inside the company (R4). It is also important to provide the innovative employees with the necessary resources to develop their ideas further (Hisrich, 1990), and in Barilla the employees' ideas are given time for revisions and if they are accepted, they are given all the necessities (R1;R4;R6;R8). Top managers support's importance is well known in Barilla, as according to the respondent R4, they have training for the managers in order to help the managers to recognize and manage their subordinates' contributions and achievements. In general, the respondents stated that the support coming from the top management is important as it supports the workers' skill and ability development and utilization in their work (R1;R2;R5;R7). Hisrich (1990) says that the support from the above is among the first steps in intrapreneurship, and by supporting the workers an organization can expect their projects to have innovative results (Hornsby et al., 2009). Barilla utilizes this opportunity by training its managers accordingly (R4).

5.3 Organizational structure

Meyer et al. (2022) describes organizational structure as a structured division of labor and an administrative framework for managing and coordinating work activities within an organization. Our analysis concluded that organizational structure has both positive and negative impact on the intra-organizational dimension. Having a mechanistic structure, Barilla' organizational structure makes it challenging to come up with innovative ideas and respond swiftly, which stifles

the spirit of entrepreneurship and deters employees' innovativeness (Bai et al., 2017). Furthermore, this type of structures restrict intrapreneur's autonomy (Lee, 2020). As the dimensions are interconnected, the mechanical structure has a negative impact on proactiveness, because it inhibits seizing opportunities at the right time and turning them into something innovative. According to Martela (2019), organizational structure plays a significant role since it is one of the most influential variables in the development of many intra-organizational dimensions. The mechanical organizational structure is characterized by formalization and centralization (Bai et al., 2017) and both are characteristics of Barilla (Barilla Group, 2019). The high degree of formalization of the organizational structure restricts the autonomy to decide what should be done in a particular situation and has a negative impact on the innovativeness (Meyer et al., 2022). According to Kuratko et al. (2014), a moderate level of formalization helps mitigate the levels of risk taking. Low levels of centralization imply high levels of autonomy, risk-taking, and engagement in decision-making (Bai et al., 2017). The optimal model should always include a balance between centralized and decentralized organizational structures to maximize the efficiency and effectiveness of the decision making process (Covin & Slevin, 1990). Mechanistic structures have codified procedures and rules, centralized decision-making processes, and authoritative communication models. For large companies and for predictable and stable business situations, this concept may be appropriate (Chandler, 1962). Barilla can be seen as a company in which decisions are made at the highest level of the organization and spread along the chain of command.

Respondents R4, R5, R6, R7, and R8 viewed the company as traditional and dated, which are not the optimal attributes to an organization to support intra-organizational entrepreneurship, but according to our respondents Barilla seems to have managed to support, encourage, and facilitate its organization's entrepreneurs, which is the organization's structure's task according to Kuratko et al. (2014). However, it is worth noticing that the varying perspectives regarding worker and manager level employees imply that in Barilla the managers might view the

organization more positively in terms of intra-organizational entrepreneurship, but the workers talked also about the problems. Martela (2019), talked about organizational structural systems that can be built on rigid hierarchical control where another system does require less oversight. The strict hierarchical systems emphasize stability and efficiency but are not built for the greatest emphasis on creativity and adaptability of the employees in the organization (Martela, 2019). Barilla aims to heavily control the employees, whilst also intending to improve intra-organizational entrepreneurship. This has led to a situation where the organization is able to effectively distribute authority and decision-making power, integrate and coordinate duties, and complete processes (Verle et al., 2014), but at the same time is not allowing the individual employee to act entrepreneurially, or encouraging individual employees' innovativeness, creativity, autonomy, and competitiveness by the structural configuration of an organization (Pundziene et al., 2006). Competitive aggressiveness is also impacted by the organizational structure, as decision-making time can be long due to the hierarchical structure and as a result competitive responses take time to arrive at rivals. On the other hand, the unique positive impact of the mechanical and hierarchical structure in Barilla is about the top management support, as it allows the opportunity of specialization, meaning that it allows employees to specialize in a particular area and for that to have targeted support, which could be seen as an individual training.

6 Conclusions

This thesis project's aim was to qualitatively examine how the intra-organizational entrepreneurial dimensions impact EO and IO, and how internal structures of an organization influence the intra-organizational entrepreneurial dimensions of the organization. Barilla was the organization that was used in this study. The literature review provided exhaustive evidence on entrepreneurial orientation and intrapreneurial orientation from the organizational perspective, as well as the organizational structure. This study's research questions were, "How do the intra-organizational entrepreneurial dimensions affect EO and IO?", and "How do an organization's internal structures influence its intra-organizational entrepreneurial dimensions?".

Based on this research, it can be said that the intra-organizational entrepreneurial dimensions are present in the organization of Barilla. The importance of innovation is stressed in the communication as it is stated that the only way to look into the future is by continuous improvement and innovations, and the organization invests into its employees' innovation related skills, as one of the important pillars of the corporation transformation process. As an organization, Barilla experiments, and generates new ideas, products, and combinations, mostly via programs facilitated and led by managers. Barilla aims to engage into competition openly with its rivals by stating its aims in pasta production, and it tries to find new markets for their pioneering products.

Barilla has pioneering products to be first in the market to pursue business opportunities, and they also focus on redefining their existing products. It is important for Barilla to lead competition and they follow trends and analyze the markets to explore possibilities. Barilla aims to control and mitigate risk instead of willingly engaging into risky strategies - especially the employees' risk taking is not seen as a positive trait. The organization's vertical structure emphasizes lines of order where risk taking employees do not fit, but the organization-wide risky decisions are allowed, since they are assessed. The same restriction applies to the

workers' autonomy, as the organization's workers' level of autonomy declines from the top down, and the basic level workers' abilities and contributions might not be heard, or their potential realized. Strong hierarchies weaken the workers' possibilities to act in an entrepreneurial manner; the organization's structured form makes it possible to effectively delegate responsibilities, but simultaneously create boundaries that might require more effort from the workers from an intrapreneurial perspective. However, the optimal, flat, organization is impossible for an organization the size of Barilla and it can only try to support its entrepreneurs, by for example reducing bureaucracy. There are programs for the organization's managers to help the managers to recognize and manage their subordinates' contributions and achievements, which reveals that Barilla understands the importance of the top management's support of its organization's entrepreneurs.

Depending on the perspective, Barilla's organization represents EO, and has all the dimensions in it, although the risk-taking dimension leaves a lot to be desired, to which Miller (1983) would say the organization is not having EO, and Lumpkin and Dess (1996) would accept Barilla having EO. Barilla allows its employees to innovate and examines the ideas in order to choose projects to further develop, but it does not stress the individual employees' entrepreneurial traits' importance.

In Barilla's case the organization's mechanical structure means that the organization is formalized, which negatively affects innovativeness, and restricts the employees' freedom to make decisions themselves (Meyer et al., 2022). Formalization also has an effect on an organization's risk-taking, which was in this study, a dimension that was clearly diminished. Barilla is a traditional organization having a vertical structure where the levels of different employees are clear, and it provides the employee-base with diminishing freedom to act entrepreneurially. The hierarchical nature of the organization's structure means that there are an increasing number of sub-departments, which could lead to a high level of bureaucracy, the main cause of the impact on the intra-organizational dimensions. The data collected from the interviews and secondary data show that the organizational structure is one

of the main elements that can negatively influence the intra-organizational dimensions.

Barilla might have managed to develop the organization towards EO where the management is willing to foster change and innovation to boost competitiveness, and to take controlled risk to do that, which are EO's evidence Covin and Slevin (1989, p.75-87), but has not managed to acknowledge bottom-up entrepreneurial activities regarding the IO (Rigtering & Weitzel, 2013). This research reveals that an organization itself might view it as a place where employees' entrepreneurship is sufficiently facilitated and encouraged, but the employees are not sharing the opinion. Incoherence of this sort reveals that the organization is able to develop its intra-organizational entrepreneurship by consulting their employees directly about their conditions and perceptions. Barilla also seems to hesitate risk taking and giving its employees autonomy, which limits the organization's employees' abilities to act entrepreneurially, this might have to do with the organization's size that requires it to have centralized decision-making processes, codified procedures and rules, and authoritative models for communication, i.e., a mechanistic structure (Chandler, 1962), making it more difficult for larger organizations to emphasize intra-organizational entrepreneurial dimensions on the worker level. Intrapreneurial orientation can also be seen as a way to alter the organizational structure's fundamental behaviors and attitudes, and as a tool for internal change, which might improve the company's ability to encourage innovation. In Barilla IO is not present, and among the reasons can be the multiple collaborations with startups that might reduce responsibilities related to new projects, leading to a failure to exploit the potential of intrapreneurship, which requires more autonomy, tolerance for risk, and freedom to experiment also on the manual worker level.

Limitations

As with all research there are limitations to be acknowledged with this study too. In this thesis project the focus was on an organization's intra-organizational entrepreneurial dimensions in one organization, and instead of widely generalizable findings this project provides the reader with context-dependent knowledge about the dimensions (Flyvbjerg, 2006, 223). It is also worth noticing that the company's representative might have affected the managerial participants' answers by prepping them prior to the interviews as the participants presented a strong tendency to refer to the company websites in the same questions.

Future research

For future research intra-organizational entrepreneurship provides many trajectories to consider.

To understand the blue collar workers' perceptions of a company's intra-organizational entrepreneurial dimensions, especially from the intrapreneurial perspective, it would be interesting to hear the manual workers and gather primary data mainly from them. They could also explain the organization's structure's effect from their perspective since they look at the organization from the other side and are subject to everything taking place in the organization. As well, it could be relevant to choose a smaller organization that has a denser organizational structure in terms of the number of different sub companies and branches worldwide for a more coherent line to follow from the executives to the manual workers.

Also, it would be relevant to research, how the organization's size affects intra-organizational entrepreneurship, to see if the size related requirements for the organization's stiffer structure makes the organization's entrepreneurs' work harder, as it is known that flat and organic organizations are optimal for intrapreneurs, which are usually attributes of smaller companies.

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Appendices

Appendix A: The interview guide

EO and IO

-How does your organization perceive entrepreneurship inside the organization?

-How would you define entrepreneurial orientation and intrapreneurial orientation?

-What practices inside the company are affecting entrepreneurs and intrapreneurs?

-What kind of changes to the organization have the company made that might affect the intrapreneurs?

-How are the workers' ideas, opinions and suggestions heard?

1. Proactiveness

-How are trends followed and opportunities identified in the organization?

-How important it is for the organization to be the first in the market with an innovation?

-What is the role of individual employees in initiating new projects?

2. Innovativeness

-How does your organization perceive innovation?

-How do you perceive your ability to innovate?

-How does the organization's structure affect the entrepreneurs inside the company?

-How do you motivate the employees to innovate?

-How do you select which ideas to foster?

-How does the organization work with new products, improvements, and innovations?

-How are innovations regarded in recruiting and training of the staff?

3. Risk Taking

-How are risks perceived in the organization's innovative projects?

-What kind of risks are there regarding innovations?

-Is risk-taking seen as a positive or negative attribute to an employee?

4. Autonomy

-In what ways are the workers given autonomy to pursue innovative ideas inside the company?

-How bureaucratic is the company, or does it impose restrictions on the workers in other ways?

-What kind of differences there are regarding the autonomy of different levels of workers?

5. Competitive Aggressiveness

-How does the company make bold decisions in competition?

-How important is it to outperform the rivals?

6. Top management support

- How would you say leadership affects the entrepreneurs inside the company?
- What kind of support are the workers given to innovate and develop their ideas?
- Are there reward systems for innovative workers?
- How are the workers' innovations treated? Are they assessed at the beginning, or given time to develop?
- How are the managers trained to regard entrepreneurial employees?

7. Organizational boundaries

- What kind of standard procedures are there in the company for innovation projects?
- How structured is the organization from your perspective?

General questions

- Would you say some workers are more innovative and continuously bring up ideas?
- How are they treated?
- How does the organization document, assess, and learn from the innovation projects?
- Is there anything you would like to add after all these questions?

Thank you for your time.

Appendix B: Example interview, R4

-Can you please introduce yourself?

“I am a team leader, and I have worked in Barilla for 23 years”.

EO and IO

-How does your organization perceive entrepreneurship inside the organization?

“The entrepreneurial spirit within the organization has been well integrated since then, I can even say that Barilla is one of the companies in Italy that has integrated the entrepreneurial orientation, and it continues to do so at every moment, talking to my superiors, they often tell me that being an entrepreneur within Barilla has been a chance because Barilla provides all the necessary tools for the development of the entrepreneurial spirit.”

-How would you define entrepreneurial orientation and intrapreneurial orientation?

“Intrapreneurial orientation is recognised as a potential driver of strategic innovation for Barilla, but I also think that intrapreneurship seems to be a real opportunity to renew the challenge of strategic innovation through an innovative lens. Intrapreneurship is about mobilizing the ideas and skills of a part of the staff to develop and implement innovations.”

-Why did you mention part of the staff?

“Because, for example, as a manager of a group of workers, I am much more likely to become an intrapreneur than the workers who are directly involved in the production of pasta.”

-What practices inside the company are affecting entrepreneurs and intrapreneurs?

“There are many practices that can affect entrepreneurs and intrapreneurs, but Barilla articulates several practices to encourage and help employees behave like

entrepreneurs, one of these practices is bureaucracy, although bureaucracy is strong, it needs to become flexible to facilitate certain situations.”

-What kind of changes to the organization have Barilla made that might affect the intrapreneurs?

“I don't see many intrapreneurs in the company anymore because today there are a lot of startups that make the work easier for the company, like less risk for the company, as you already know Barilla has tons of collaboration with a lot of startups and that can weaken the intrapreneurial orientation.”

-How are the workers' ideas, opinions and suggestions heard?

“Very well, there are many programs just for this, example ”People care” where all people can express themselves and be heard.”

1 Proactiveness

-How are trends followed and opportunities identified in the organization?

“Through the analysis of market trends and an in-depth study of the market to identify proactive strategies to anticipate challenges, threats and opportunities for the company.”

-How does the company initiate acts and react to the competitors' actions?

“It reacts by encouraging innovation and investing in new products and innovative projects in order to gain a competitive advantage over their competitors.”

-Do you follow those acts, learn from them, or choose to explore something different?

“In general, I learn from them because before acting, the company always has a well thought-out strategy.”

-How important it is for the organization to be the first in the market with an innovation?

“It is very important because it keeps you ahead of the competition, but it also enhances the image of the brand.”

-What is the role of individual employees in initiating new projects?

“For the launch of new projects, employees form a group to create a project team, in which each employee has a specific and different role, even here we have a hierarchical structure, for example we can have a project manager, a technical director, a commercial director and so on.”

2 Innovativeness

-How does your organization perceive innovation?

“Innovation is inserted in an inter-organisational dimension to capture information, knowledge and resources located within other organizations, which is why in Barilla the innovation life cycle is initiated outside the organization by startups or intrapreneurs and develop within it, so they innovate taking into account these competitors”

-How do you perceive your ability to innovate?

“I was an intrapreneur a long time ago, I was able to use the creativity and knowledge I had gained in the company to come up with ideas that changed the way consumers perceive our product, so for me innovation is essential and I think it is for all workers too.”

-How does the organization's structure affect the entrepreneurs inside the company?

“As a hierarchical and mechanical structure, the structure of the organisation affects innovation and autonomy in a very important and usually negative way, for example.”

-How do Barilla motivate the employees to innovate?

“One of the things Barilla likes to do is to celebrate the successes of its innovators and for me this is a good motivation. Employees who are consistently motivated tend to perform better and feel more secure in communicating their ideas and opinions to those who listen.”

-How does Barilla select which ideas to foster?

“Through authenticity and creativity but also the needs of the market”

-How are innovations regarded in recruiting and training of the staff?

“Innovation encourages the recruitment of new skills that can bring new ideas and methods. Training staff in developing their skills and creativity is part of innovation.”

3 Risk Taking

-How are risks perceived in the organization’s innovative projects?

“Everything has to be risky, so the company is in the spirit of taking risks for innovative projects, but before launching a project, we check it and try to minimize the risks.”

-What kind of risks are there regarding innovations?

“Financial risk, Low performance, insufficiency of resources such as grain.”

-Is risk-taking seen as a positive or negative attribute to an employee?

“It depends, but for example, on whether the intrapreneur is able to develop a project freely without worrying about the associated risks, and if the project fails, it is the company that bears these risks, which is why Barilla has made the ... available to control the risk. the entrepreneur is seen in Barilla as someone who is willing to take risks so I would say it is a positive attribute for entrepreneurs”

4 Autonomy

-In what ways are the workers given autonomy to pursue innovative ideas inside the company?

“Once the idea has been proven, you have all the autonomy you need, but you can still have different levels of autonomy between employees”

-How bureaucratic is the company, or does it impose restrictions on the workers in other ways?

“Bureaucracy tends to impose restrictions on workers, but nowadays we see a decrease or flexibility of bureaucracy”

-What kind of differences there are regarding the autonomy of different levels of workers?

“As said there are different levels of workers inside the organization and therefore different procedures, e.g., entrepreneurs have much more autonomy than intrapreneurs to pursue innovative ideas, but if the intrapreneur's idea is valid and true, their autonomy will increase. The "simple" production worker has less autonomy.”

5 Competitive Aggressiveness

-How does the company make bold decisions in competition?

“By having a better strategy and by taking risks of course. Boldness is knowing how to make decisions and act responsibly and effectively. Today, new ideas that can reconfigure competitive positions.”

-How important is it to outperform the rivals?

“Because you will have a competitive advantage and this means that the company is doing better than its rivals.”

6 Top management support

-How would you say leadership affects the entrepreneurs inside the company?

“In general, leaders are the guides, coaches and advisors of intrapreneurs, so they have the power to influence intrapreneurs, they facilitate the growth of intrapreneurs.”

-What kind of support are the workers given to innovate and develop their idea?

“We organize events that encourage innovation and intrapreneurship efforts led by top management, such as seminars and boot camps, where there is a lot of support and guidance, but also help that can give employees a chance to stand out with their ideas and skills.”

-Are there reward systems for innovative workers?

“Yes, reward with benefits, Recognition and reputation and Opportunities for continuous growth.”

-How are the workers' innovations treated? Are they assessed at the beginning, or given time to develop?

“In general, all innovations are evaluated at the outset, but this evaluation is only approximate, so there is always time to revise and readjust the innovation.”

-How are the managers trained to regard entrepreneurial employees?

“Managers are trained in talent management and recognize the contributions and achievements of their employees.”

7 Organizational boundaries

-What kind of standard procedures are there in the company for innovation projects?

“Observation: the objective is to understand your market, then the conception of the ideas, then the prototyping i.e. designing a solution and finally the launch.”

-How structured is the organization from your perspective?

“The old traditional structure means hierarchical”

General questions

-Would you say some workers are more innovative and continuously bring up ideas?

“Yes absolutely.”

-How are they treated?

“I would say very good, everyone is well treated”

-How does the organization document, assess, and learn from the innovation projects?

“It's like a production line, the intrapreneurs are followed by top managers who guide them, the top managers approve and evaluate the innovation project, then the upper levels do the same and so on, at the end we draw a common lesson, they document it and then teach it to the employees.”

-Is there anything you would like to add after all these questions?

“Non, thanks” -Thank you for your time.

Appendix C: Coding table for interview R4

Question	Answer	
-Can you please introduce yourself?	<i>"I am a team leader, and I have worked in Barilla for 23 years".</i>	
-How does your organization perceive entrepreneurship inside the organization?	<i>"The entrepreneurial spirit within the organization has been well integrated since then, I can even say that Barilla is one of the companies in Italy that has integrated the entrepreneurial orientation, and it continues to do so at every moment, talking to my superiors, they often tell me that being an entrepreneur within Barilla has been a chance because Barilla provides all the necessary tools for the development of the entrepreneurial spirit."</i>	EO: Well integrated, development of the entrepreneurial spirit
-How would you define entrepreneurial orientation and intrapreneurial orientation?	<i>"Intrapreneurial orientation is recognised as a potential driver of strategic innovation for Barilla, but I also think that intrapreneurship seems to be a real opportunity to renew the challenge of strategic innovation through an innovative lens. Intrapreneurship is about mobilizing the ideas and skills of a part of the staff to develop and implement innovations."</i>	IO: Potential driver, renew strategy
-Why did you mention part of the staff?	<i>"Because, for example, as a manager of a group of workers, I am much more likely to become an intrapreneur than the workers who are directly involved in the production of pasta."</i>	IO: Difference chance
-What practices inside the company are affecting entrepreneurs	<i>"There are many practices that can affect entrepreneurs and intrapreneurs, but Barilla articulates several practices to encourage and help employees behave like entrepreneurs, one of these practices is bureaucracy, although bureaucracy is</i>	Organizational structure: bureaucracy,

and intrapreneurs?	<i>strong, it needs to become flexible to facilitate certain situations.”</i>	
-What kind of changes to the organization have Barilla made that might affect the intrapreneurs?	<i>“I don't see many intrapreneurs in the company anymore because today there are a lot of startups that make the work easier for the company, like less risk for the company, as you already know Barilla has tons of collaboration with a lot of startups and that can weaken the intrapreneurial orientation.”</i>	Risk taking: <i>risk-control,</i>
-How are the workers' ideas, opinions and suggestions heard?	<i>“Very well, there are many programs just for this, example “People care” where all people can express themselves and be heard.”</i>	<i>Employees' treatment</i>
-How are trends followed and opportunities identified in the organization?	<i>“Through the analysis of market trends and an in-depth study of the market to identify proactive strategies to anticipate challenges, threats and opportunities for the company.”</i>	Proactiveness: <i>anticipate challenges,</i>
-How does the company initiate acts and react to the competitors' actions?	<i>“It reacts by encouraging innovation and investing in new products and innovative projects in order to gain a competitive advantage over their competitors.”</i>	Proactiveness: <i>to gain a competitive advantage,</i>
-Do you follow those acts, learn from them, or choose to explore something different?	<i>“In general, I learn from them because before acting, the company always has a well thought-out strategy.”</i>	<i>Training</i>

<p>-How important it is for the organization to be the first in the market with an innovation?</p>	<p><i>“It is very important because it keeps you ahead of the competition, but it also enhances the image of the brand.”</i></p>	<p>Proactiveness: <i>ahead of the competition, brand image improvement,</i></p>
<p>-What is the role of individual employees in initiating new projects?</p>	<p><i>“For the launch of new projects, employees form a group to create a project team, in which each employee has a specific and different role, even here we have a hierarchical structure, for example we can have a project manager, a technical director, a commercial director and so on.”</i></p>	<p>Organizational structure: <i>hierarchical structure,</i></p>
<p>-How does your organization perceive innovation?</p>	<p><i>“Innovation is inserted in an inter-organisational dimension to capture information, knowledge and resources located within other organizations, which is why in Barilla the innovation life cycle is initiated outside the organization by startups or intrapreneurs and develop within it, so they innovate taking into account these competitors”</i></p>	<p>Innovativeness: <i>inter-organisational model</i></p> <p>Competitive aggressiveness: <i>taking into account the rivals</i></p>
<p>-How do you perceive your ability to innovate?</p>	<p><i>“I was an intrapreneur a long time ago, I was able to use the creativity and knowledge I had gained in the company to come up with ideas that changed the way consumers perceive our product, so for me innovation is essential and I think it is for all workers too.”</i></p>	<p>Innovativeness: <i>creativity, come up with ideas,</i></p>
<p>-How does the organization’s structure affect the entrepreneurs inside the company?</p>	<p><i>“As a hierarchical and mechanical structure, the structure of the organisation affects innovation and autonomy in a very important and usually negative way, for example.”</i></p>	<p>Organizational structure: <i>hierarchical, mechanical,</i></p>
<p>-How does Barilla motivate the employees to innovate?</p>	<p><i>“One of the things Barilla likes to do is to celebrate the successes of its innovators and for me this is a good motivation. Employees who are consistently motivated tend to perform better and feel more secure in</i></p>	<p>Top management support: <i>celebrate the successes of its innovators,</i></p>

	<i>communicating their ideas and opinions to those who listen."</i>	
-How does Barilla select which ideas to foster?	<i>"Through authenticity and creativity but also the needs of the market"</i>	Innovativeness: <i>creativity,</i> Proactiveness: <i>needs of the market,</i>
-How are innovations regarded in recruiting and training or the staff?	<i>"Innovation encourages the recruitment of new skills that can bring new ideas and methods. Training staff in developing their skills and creativity is part of innovation."</i>	Innovativeness: <i>new ideas, new methods,</i> Top management support: <i>Training staff,</i>
-How are risks perceived in the organization's innovative projects?	<i>"Everything has to be risky, so the company is in the spirit of taking risks for innovative projects, but before launching a project, we check it and try to minimize the risks."</i>	Risk taking: <i>ready to take risk, risk minimization</i>
-What kind of risks are there regarding innovations?	<i>"Financial risk, Low performance, insufficiency of resources such as grain."</i>	Risk taking: <i>type of risks</i>
-Is risk-taking seen as a positive or negative attribute to an employee?	<i>"It depends, but for example, on whether the intrapreneur is able to develop a project freely without worrying about the associated risks, and if the project fails, it is the company that bears these risks, which is why Barilla has made the ... available to control the risk. the entrepreneur is seen in Barilla as someone who is willing to take risks so I would say it is a positive attribute for entrepreneurs"</i>	Risk taking: <i>risk control, varying levels of autonomy</i>
-In what ways are the workers given autonomy to pursue innovative	<i>"Once the idea has been proven, you have all the autonomy you need, but you can still have different levels of autonomy between employees"</i>	Autonomy: <i>autonomy after approval, varying levels of autonomy</i>

ideas inside the company?		
-How bureaucratic is the company, or does it impose restrictions on the workers in other ways?	<i>"Bureaucracy tends to impose restrictions on workers, but nowadays we see a decrease or flexibility of bureaucracy"</i>	Organizational structure: restrictions
-What kind of differences there are regarding the autonomy of different levels of workers?	<i>"As said there are different levels of workers inside the organization and therefore different procedures, e.g., entrepreneurs have much more autonomy than intrapreneurs to pursue innovative ideas, but if the intrapreneur's idea is valid and true, their autonomy will increase. The "simple" production worker has less autonomy."</i>	Autonomy: autonomy after approval, varying levels of autonomy
-How does the company make bold decisions in competition?	<i>"By having a better strategy and by taking risks of course. Boldness is knowing how to make decisions and act responsibly and effectively. Today, new ideas that can reconfigure competitive positions."</i>	Innovativeness: new ideas, Competitive aggressiveness: better strategy, Proactiveness: reconfigure competitive positions, Risk taking: taking risks,
-How important is it to outperform the rivals?	<i>"Because you will have a competitive advantage and this means that the company is doing better than its rivals."</i>	Competitive aggressiveness: doing better than rivals,
-How would you say leadership affects the entrepreneurs inside the company?	<i>"In general, leaders are the guides, coaches and advisors of intrapreneurs, so they have the power to influence intrapreneurs, they facilitate the growth of intrapreneurs."</i>	Top management support: guides, coaches and advisors, facilitate the growth of intrapreneurs,
-What kind of support are the workers given to innovate	<i>"We organize events that encourage innovation and intrapreneurship efforts led by top management, such as seminars and boot camps, where there is a lot of support"</i>	Top management support: events for support and guidance, platform given to speak up,

and develop their idea?	<i>and guidance, but also help that can give employees a chance to stand out with their ideas and skills."</i>	
-Are there reward systems for innovative workers?	<i>"Yes, reward with benefits, Recognition and reputation and Opportunities for continuous growth."</i>	Different type of Rewards
-How are the workers' innovations treated? Are they assessed at the beginning, or given time to develop?	<i>"In general, all innovations are evaluated at the outset, but this evaluation is only approximate, so there is always time to revise and readjust the innovation."</i>	Top management support: time to revise and readjust,
-How are the managers trained to regard entrepreneurial employees?	<i>"Managers are trained in talent management and recognize the contributions and achievements of their employees."</i>	Top management support: managers' training,
-What kind of standard procedures are there in the company for innovation projects?	<i>"Observation: the objective is to understand your market, then the conception of the ideas, then the prototyping i.e. designing a solution and finally the launch."</i>	Innovativeness: conception of the ideas, prototyping/designing a solution, Proactiveness: understand your market,
-How structured is the organization from your perspective?	<i>"The old traditional structure means hierarchical"</i>	Organizational structure: old, traditional, hierarchical,
-Would you say some workers are	<i>"Yes absolutely."</i>	

more innovative and continuously bring up ideas?		
-How are they treated?	<i>"I would say very good, everyone is well treated"</i>	<i>Employees' treatment</i>
-How does the organization document, assess, and learn from the innovation projects?	<i>"It's like a production line, the intrapreneurs are followed by top managers who guide them, the top managers approve and evaluate the innovation project, then the upper levels do the same and so on, at the end we draw a common lesson, they document it and then teach it to the employees."</i>	Proactiveness: <i>learning from the projects</i>
-Is there anything you would like to add after all these questions?	<i>"Non, thanks"</i>	

Appendix D: Coding table

The participant	R1	R2	R3	R5	R6	R7	R8	Secondary data
Innovativeness	Creativity not required	Programs for skill development	Methods to develop new activities	Creativity and knowledge, training programs	Originality in relation to what already exists, training programs	Unique and original project	Introducing something new or different, training programs,	<p>“Strong communications”</p> <p>“Blu1877”</p> <p>“Innovation skill areas”</p> <p>“nutritional reformulation programme”</p> <p>“recipes’ revisions”</p> <p>“creativity“</p> <p>“34 new products”</p> <p>“cutting-edge hulling technologies”</p> <p>“the introduction of the gentle milling method”</p> <p>“innovative</p>



								<p>pasteurization method”</p> <p>“improving their cooking methods”</p> <p>“competitiveness</p> <p>improvement by innovation”</p> <p>“daily improvements” “meeting trends and contributing to sustainability issues by innovation”</p> <p>“opening a new market”</p>
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Autonomy	Workers are given freedom to find opportunities, take risks, experiment, and innovate	There's less bureaucracy managers having more freedom, autonomy varies	Given the maximum flexibility, autonomy varies	Varying level of bureaucracy	Varying level of bureaucracy	Capability to make crucial decisions	Given the maximum flexibility	
Competitive aggressiveness	Important to directly outperform competitors	Gain and generate advantage in performance	Important to directly outperform competitors	Intensely directly challenging competing competitors,	Strategy for dealing with most of its competitors,	Actively in the market conditions by outperforming the	Invest in competitive actions Rivals,	"Parma factory openly stated intentions"

						com petit ors,		
Top man agem ent supp ort	Presen ce and suppor t of the manag ers, time for revisio ns, skill and ability develo pment	Enco urage ment from the comp any , skill and abilit y devel opme nt	Prese nce and suppo rt of the mana gers	Sever al innov ation progr ams, skill and abilit y devel opme nt	Provi sion of resou rces that empl oyee requir es to initiat e entre prene rial action , time for revisi ons,	Pres ence and supp ort of the man ager s, skill and abili ty deve lop men t	Provis ion of resour ces that emplo yee requir es to initiate entrep reneur ial action, time for revisio ns,	“Leadership fosters respect and motivation leading to improved team performance and maximizing intrapreneurs ' potential”
Proa ctive ness	Abilit y to anticip ate proble ms	It’s import ant to do better than	Creati ve spirit and intuiti venes	Turni ng a threat into an oppo	Abilit y to antici pate probl ems,	Acts rath er than react s	Action s in respon se to possib le	“3D pasta printer” “opportunity exploitation”

		our competitor's	s, ahead competition,	rtunity	act on opportunities,		market conditions	
Risk taking	The importance of risk evaluation	Some workers are better to be trusted, The importance of risk evaluation, cannot be standardized,	Engage in risky activities with uncertainty, outcomes.	The tendency to take bold action rather than be cautious, The importance of risk evaluation	Essence of innovation, The importance of risk evaluation	The importance of risk evaluation	The importance of risk evaluation	
Organizational	A formalization	Formalize and	Mechanistic	The old tradition	The old tradition	The old tradition	The old tradition	traditional administration



structure	of decision- making processes	centralize	central structure	decentral structure	hierarchical structure	matrix structure	flexible structure	information and control system
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