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Part 1

Entrepreneurship - Intrapreneurship



Institut de Desenvolupament
Professional
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DEFINITION OF ENTREPRENEURSHIP:

The word entrepreneur has been used by many considering different facets and activities of an entrepreneur.

The concept and theories of entrepreneurship have evolved in the last two centuries.

The term “entrepreneur” has its origins in the French verb meaning “entreprendre” which means to undertake.

In the 16th century, the French attributed entrepreneur to the people who organised and led military expeditions, subsequently all people who were responsible for finding new factors of production like land were also called “entrepreneurs”

17th century

An entrepreneur was referred to a person bearing risks of profit or loss in a fixed price contract with the government

1725: Richard Cantillon

Richard Cantillon living and writing in this era used the risk phenomenon to develop one of the earliest theories of the entrepreneur and deservedly earned, to some people, the title of founder of the term entrepreneur

18th Century

In this era the person with capital was differentiated from the one who needed capital. Thus the capitalist was differentiated from the entrepreneur. Entrepreneurs were regarded as capital users as opposed to capitalists who were seen as capital providers.

19th And 20th Centuries

The dominant notion of entrepreneurship in this era is creativity and innovation.

Although there is only limited consensus about the defining characteristics of entrepreneurship, the concept is almost as old as the formal discipline of economics itself.

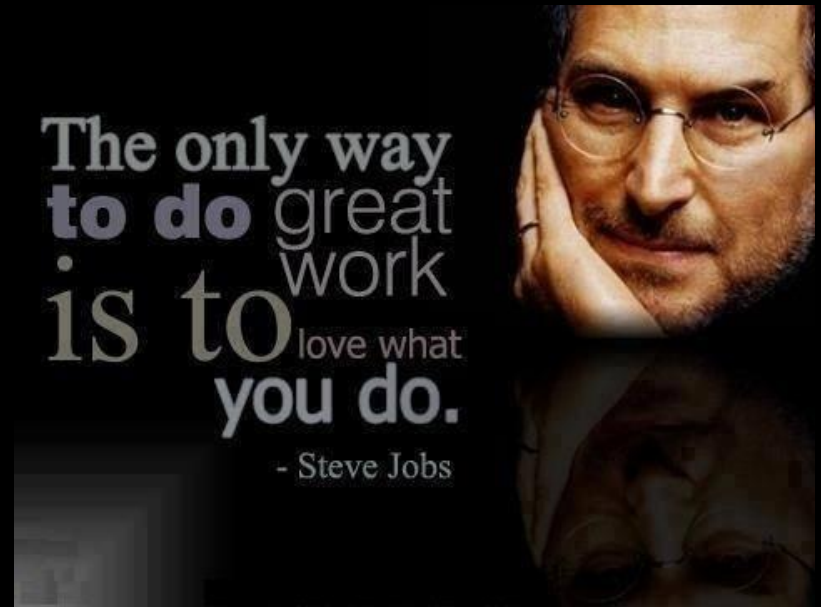
The term "entrepreneur" was first introduced by the early French economist **Richard Cantillon**. In his writings, he formally defines the entrepreneur as the "agent who buys means of production at certain prices in order to combine them" into a new product (Schumpeter, 1951).

Shortly thereafter, the French economist **J.B. Say** added to Cantillon's definition by including the idea that entrepreneurs had to be leaders. Say claims that an entrepreneur is one who brings other people together in order to build a single productive organism (Schumpeter, 1951).

A map

18 th -19 th century	20 th century		
No separation of entrepreneur from capitalist	Specific recognition of entrepreneur as entrepreneur		
Focus on market forces and “invisible hand” Driving force for entrepreneur viewed as profit maximization	Chicago school (Knight)	Schumpeterian school (Schumpeter)	Austrian school (Kirzner)
	1920s	1930s	1970s
	Focus: entrepreneur as risk taker and capitalist Driving force: profit	Focus: entrepreneur as innovator and disrupter of equilibrium Driving force: n-arch	Focus: entrepreneur as discoverer and stabilizer of equilibrium Driving force: curiosity

The best entrepreneurs
invent new ways to live,
work, and achieve.



Entrepreneurs explore opportunities and create organizations
to make opportunities into realities

Successful entrepreneurship blends independence and
collaboration, vision and action, the individual and the
organization”



Fact:

Biotechnology has emerged as a key technology for the acceleration of economic development, due to its potential for the creation of prosperity

Entrepreneurship or **bioentrepreneurship** will be the driving force for this industry both in improving the economy and in the creation of wealth and jobs

Characteristics of a entrepreneur Tipological approaches



The emergence of entrepreneurs

The success of entrepreneurs

In Loving Memory of Traditional Strategy



Traditional Strategy, who played a significant and meaningful role in how organizations operated to win in the industrial era, died earlier this week in Boston.

He was forty-three. The cause of his demise was the numerous complications arising from a collision with the Social Era, the context for business in the twenty-first century.

Traditional Strategy (T.S.), born of Joseph Schumpeter and Frederick Winslow Taylor, combined capitalism and industrial efficiency.

T.S. had a rich and full life, contributing significantly to the era of big business.

T.S. is survived by two generations: his immediate children, the management thinkers who are now struggling to fit relatively newer concepts like creativity, innovation, transparency, co-creation, and collaboration into its classic models.

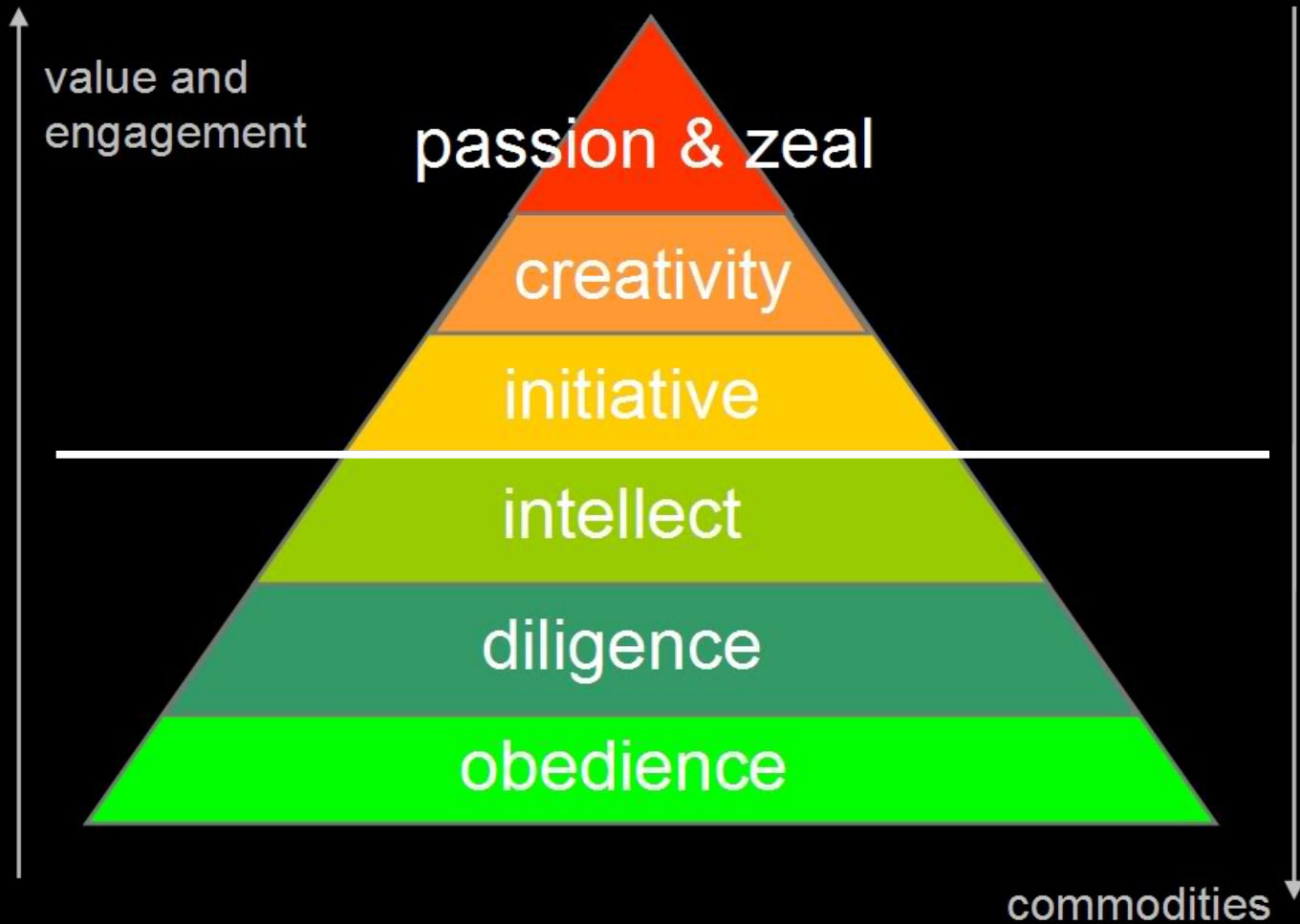
Services will be held shortly. In lieu of flowers, you are asked to consider what the Social Era means to you, your organization, and the economy at large.

Handy People for enterprises sitted on the Old Strategy ?



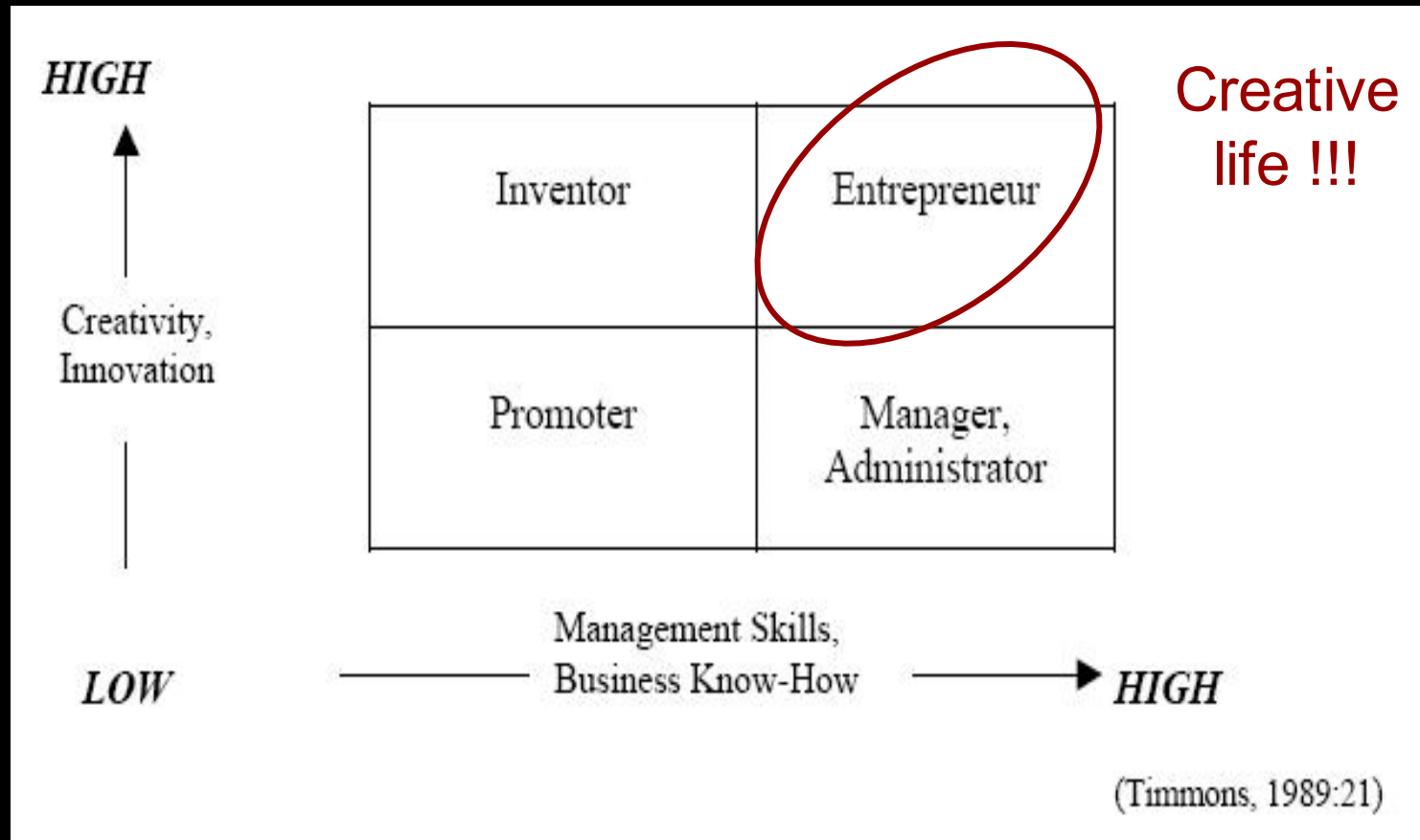


Hierarchy of human capabilities

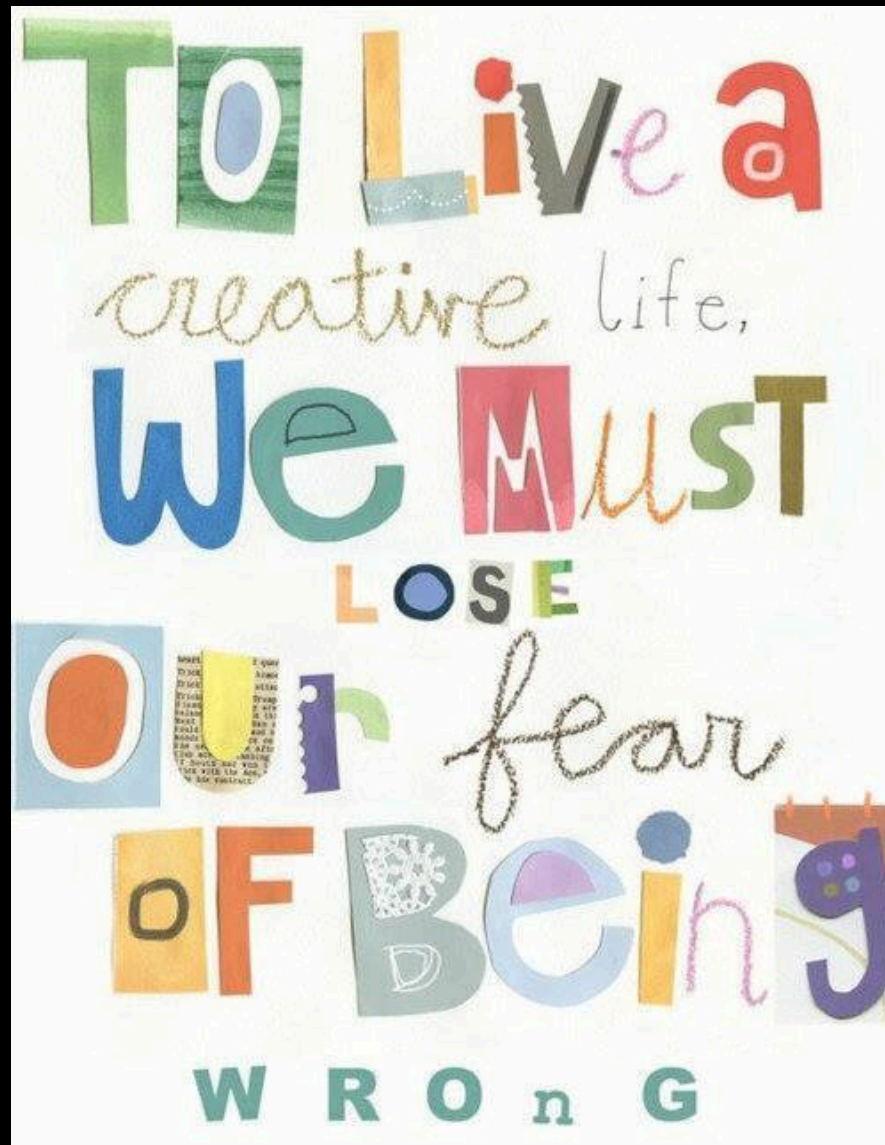


From Gary Hamel

An Entrepreneur..... More than a manager



Right to be wrong



Out of the zone of comfort occurs wonderful things....



THE TIMES -1914 –

Recruiting crew

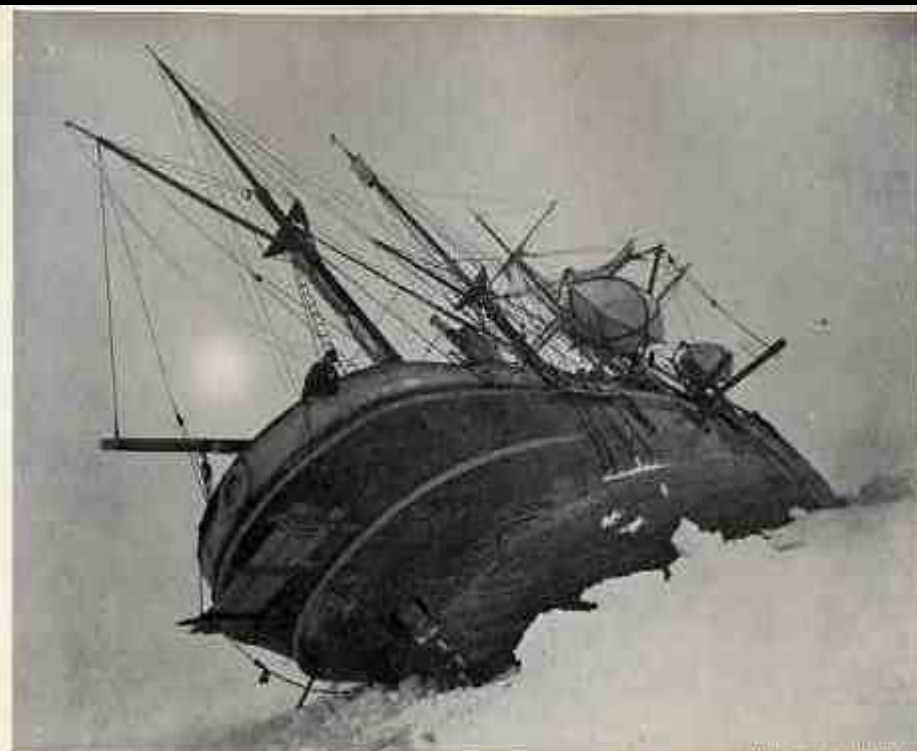
Endurance

South Pole



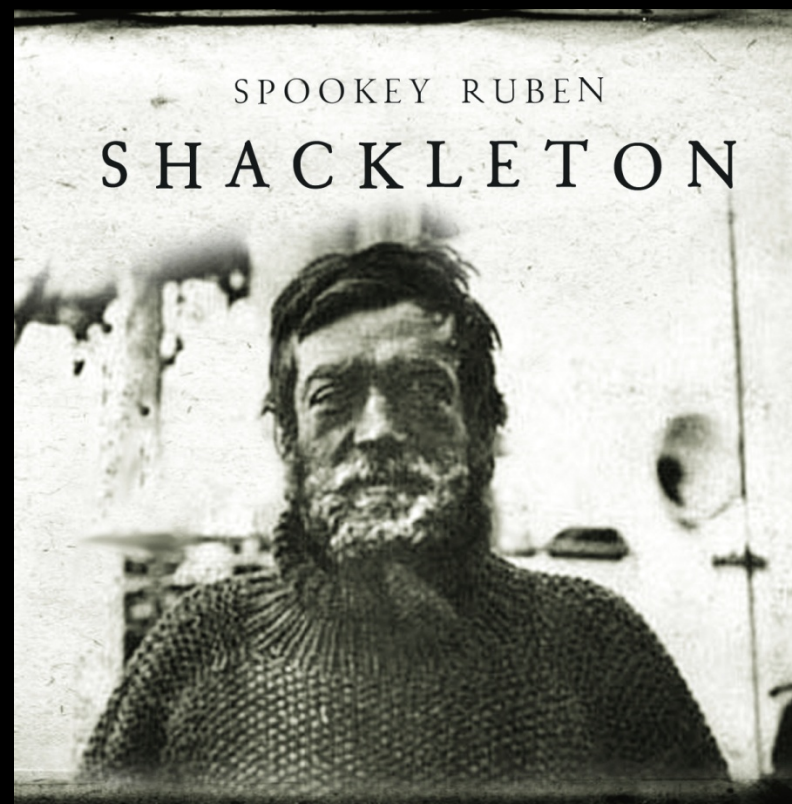
5000 candidates

“Se buscan hombres para viaje peligroso.
Salario bajo, frío agudo, largos meses en la más completa
oscuridad, peligro constante, y escasas posibilidades de
regresar con vida.
Honores y reconocimiento en caso de éxito” -



WITHIN A FEW SECONDS SHE HEELLED OVER UNTIL SHE HAD A LIST OF THIRTY DEGREES TO PORT

Photograph by F. Hurley



SPOOKEY RUBEN
SHACKLETON



A LITTLE QUIZ

Which personal characteristic reflects that successful entrepreneurs are curious about things that may affect their business and are not afraid to ask questions?

- A. Creative
- B. Inquisitive
- C. Persistent
- D. Responsible

Which personal characteristic reflects that successful entrepreneurs work until the job is done?

- A. Creative
- B. Inquisitive
- C. Persistent
- D. Self-confident

Which personal characteristic reflects that successful entrepreneurs are constantly looking for new ways to solve problems?

- A. Creative
- B. Persistent
- C. Responsible
- D. Self-confident

Which personal characteristic reflects that successful entrepreneurs want to make their own decisions, set their own schedules, and can work without supervision?

A Goal-oriented

B Independent

C Risk-takers

D Self-confident

Which personal characteristic reflects that successful entrepreneurs develop a plan of action and make decisions to help achieve that plan?

- A Goal-oriented
- B Independent
- C Risk-takers
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Entrepreneurship:

Individual's ability to translate ideas into action.

It encompasses creativity, innovativeness and risk-taking, as well as an ability to plan and direct action towards the achievement of goals.

These qualities support everyday life in education, at work, in leisure activities and in other societal activities.

Entrepreneurship education:

Mainly refers to wide-ranging work done within the educational administration with a view to enhancing entrepreneurship.

Entrepreneurship education is also provided and supported by many labour market parties and organisations. Practical measures are geared to inculcate positive attitudes and develop knowledge and skills relating to entrepreneurship, create new business, upgrade entrepreneurs' and their personnels' competencies and bring about an entrepreneurial mode of operation at the workplace and in all other activities.

Entrepreneurship education is rooted in lifelong learning and a networked mode of operation.

Key Competences for Lifelong Learning - European Reference Framework

European Commission

7th

Sense of initiative and entrepreneurship



Necessary **knowledge** includes the **ability to identify available opportunities** for personal, professional and/or business activities, including 'bigger picture' issues that provide the context in which people live and work, such as a broad understanding of the workings of the economy, and the opportunities and challenges facing an employer or organisation. Individuals should also **be aware of the ethical position of enterprises**, and how they can be a force for good, for example through fair trade or through social enterprise.



Skills relate to **proactive project management** (involving, for example the ability to plan, organise, manage, lead and delegate, analyse, communicate, debrief, evaluate and record), effective representation and negotiation, and the ability to work both as an individual and collaboratively in teams. The **ability to judge and identify one's strengths and weaknesses**, and to assess and **take risks** as and when warranted, is essential.



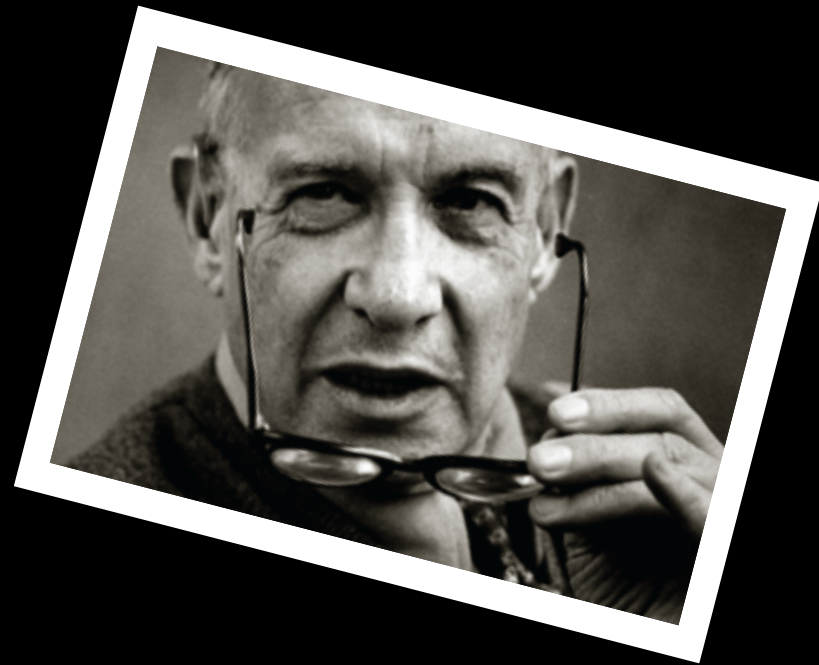
An entrepreneurial **attitude** is characterised by **initiative, pro-activity, independence and innovation** in personal and social life, as much as at work. It also includes **motivation and determination to meet objectives**, whether personal goals, or aims held in common with others, including at work.

Most of what you hear about entrepreneurship is all wrong

It's not magic; it's not mysterious; and it has nothing to do with genes

It's a discipline and, like a discipline, it can be learned.

What we need is an entrepreneurial society in which innovation and society are normal, steady and continual.



Peter Drucker (1909 – 2005)



Learning Outcomes

COGNITIVE DOMAIN	ACTION VERBS
KNOWLEDGE:	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, outline, recognise, state
COMPREHENSION:	Summarise, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
APPLICATION:	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, compute
ANALYSIS:	Analyse, separate, order, explain, connect, classify, infer, arrange, divide, compare, contrast, select, distinguish
SYNTHESIS:	Combine, integrate, modify, rearrange, substitute, plan, create, design, compose, formulate, prepare, compile
EVALUATION:	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, support, conclude, compare, appraise, evaluate, justify, interpret, critique

Knowledge

KNOWLEDGE		
LEARNING OUTCOMES	TEACHING AND LEARNING METHODS	ASSESSMENT METHODS
<ol style="list-style-type: none"> 1. Define and explain the difference between being an entrepreneur and acting entrepreneurially 2. Explain why scarcity necessitates decision making 3. Recognise and define what products and services are in supply and demand at the local and national level 4. Define criteria necessary for decision making at individual and group level and explain their impact 5. Compare benefits with costs 6. Calculate productivity and identify comparative advantages 7. Identify different job opportunities 8. Identify and describe at least two different career paths 9. Explain the importance of externalities and sustainable planning (think green) for entrepreneurial activities 10. List the phases of entrepreneurial activity in a classroom or school level example 11. Identify steps in problem solving and risks and give examples of each 12. Develop an entrepreneurial idea 13. Explain public goods and give examples 	<p>Lectures Discussions Group work Peer group presentation Local visits</p>	<p>Essays Presentation Project/group work</p>

International Standard Classification of Education (ISCED).

Skills

SKILLS		
LEARNING OUTCOMES	TEACHING AND LEARNING METHODS	ASSESSMENT METHODS
<ol style="list-style-type: none"> 1. Demonstrate ability to work individually and in teams 2. Demonstrate ability to communicate ideas to others efficiently 3. Demonstrate ability for creative and innovative thinking 4. Demonstrate planning, delegation and leading skills during the group work 5. Demonstrate the ability to use the brainstorming method 6. Develop a decision making grid 7. Demonstrate ability to recognise and list risks 8. Identify environmental consequences of their actions 9. Illustrate the ability to solve problems and to make decisions together with others 10. Demonstrate the ability to evaluate results and processes from a group work 11. Demonstrate how to set up a production plan 12. Present an entrepreneurial idea 13. Appraise own assets and competences 	<p>Lectures Discussions Group work Peer group presentation Local visits</p>	<p>Practical assessment Fieldwork Presentation Project work Self-evaluation</p>

International Standard Classification of Education (ISCED).

Attitudes

ATTITUDES		
LEARNING OUTCOMES	TEACHING AND LEARNING METHODS	ASSESSMENT METHODS
<ol style="list-style-type: none">1. Take responsibility to complete tasks, fulfil obligations and meet deadlines2. Take initiative to network with individuals and groups3. Demonstrate ability to work independently4. Demonstrate ability to respect others5. Demonstrate ability to accept innovation and change6. Demonstrate responsibility for public goods	Teachers as facilitators Lectures Discussions Group work Peer group presentation Local visits	Practical assessment Fieldwork Project work

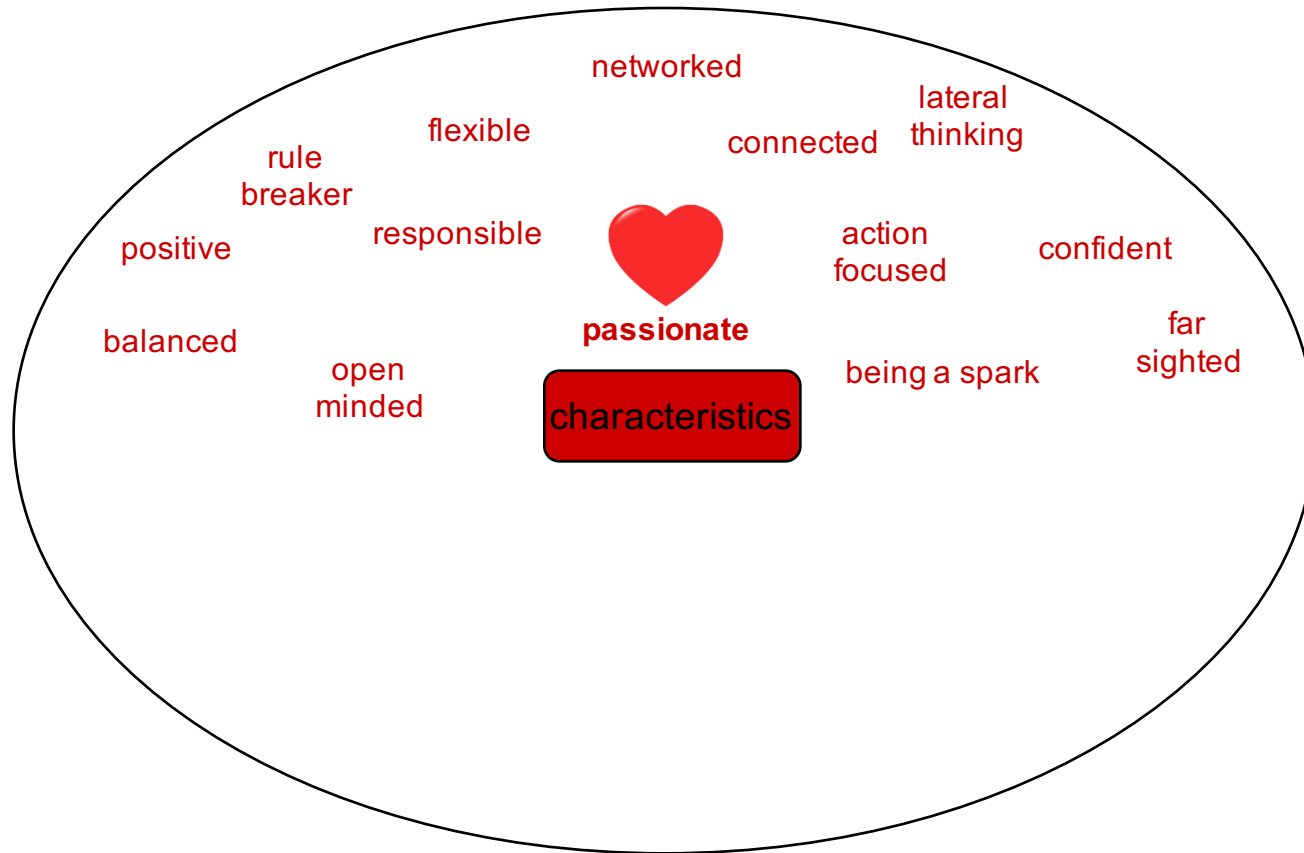
The entrepreneurial teacher



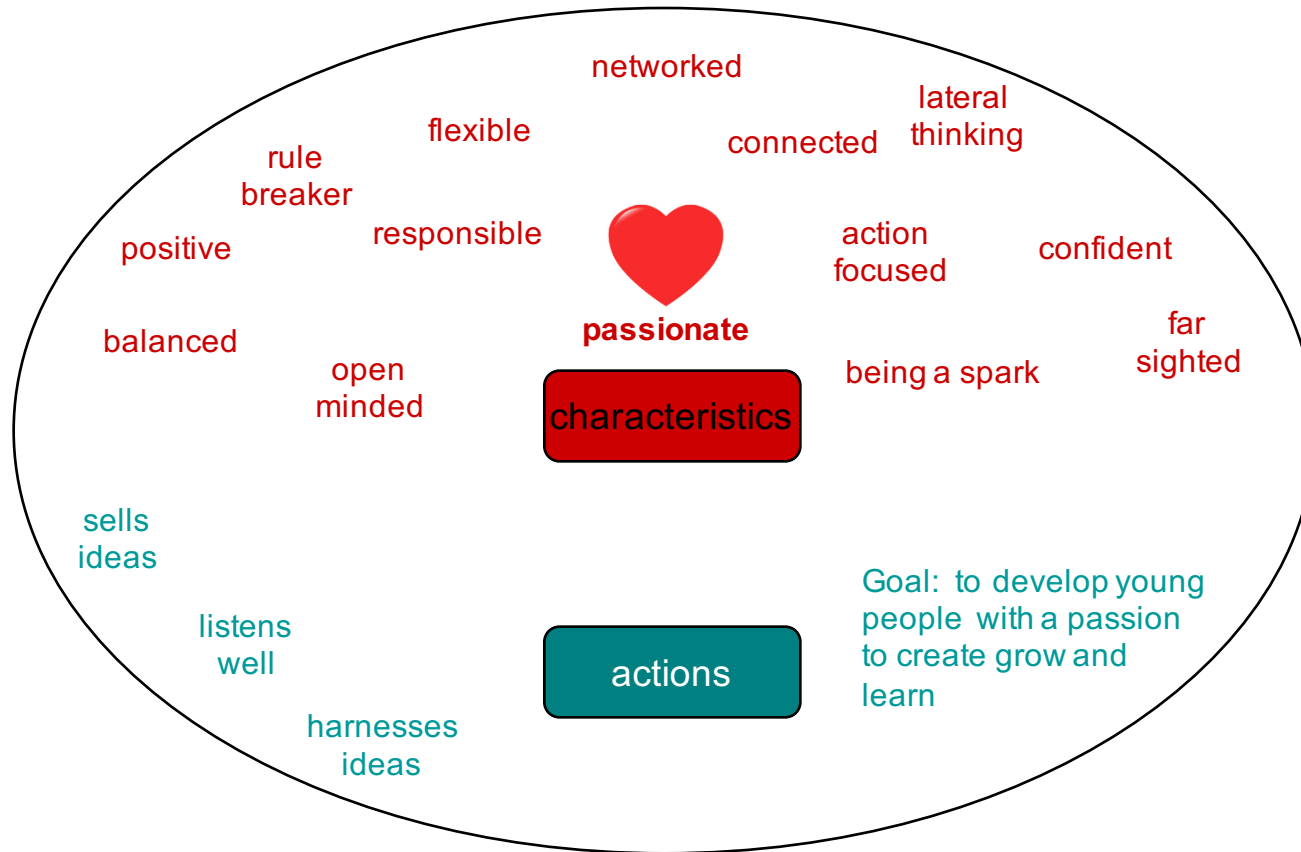
passionate

**DO
ALL
THINGS
WITH
LOVE**

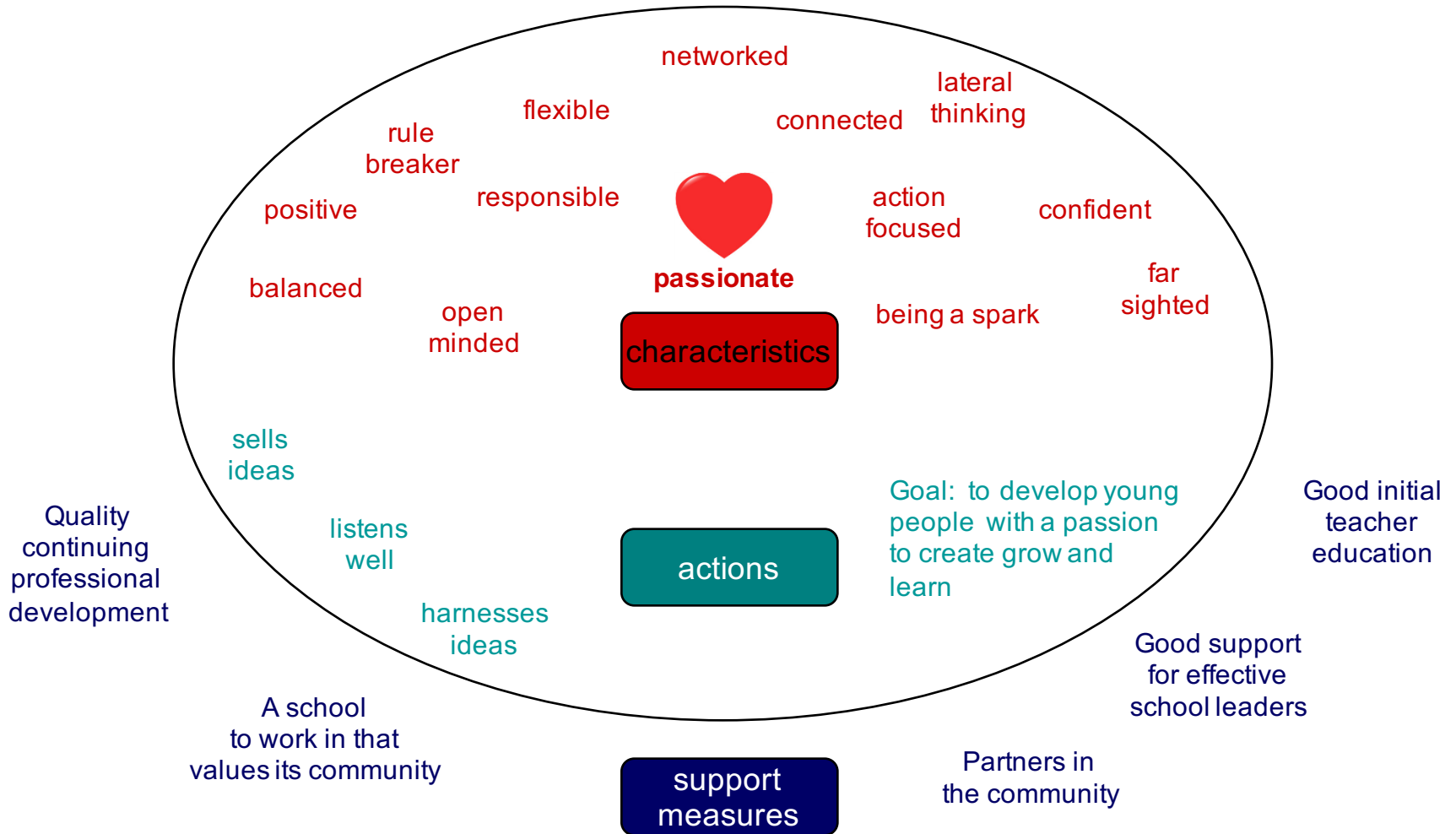
The entrepreneurial teacher



The entrepreneurial teacher



The entrepreneurial teacher





BAD HABITS

TO DROP

Bad Habit 1- 4

1. **Winning too much:**

The need to win at all costs and in all situations.

2. **Adding too much value:**

The overwhelming desire to add our 2 cents to every discussion.

3. **Passing judgment:**

The need to rate others and impose our standards on them.

4. **Making destructive comments:**

The needless sarcasm and cutting remarks that we think make us witty.

Bad Habit 5 - 8

5. **Starting with NO, BUT, HOWEVER:** The overuse of these negative qualifiers which secretly say to everyone that I'm right and you're wrong.
6. **Telling the world how smart we are:** The need to show people we're smarter than they think we are.
7. **Speaking when angry:** Using emotional volatility as a management tool.
8. **Negativity, or "Let me explain why that won't work":** The need to share our negative thoughts even when we weren't asked.

Bad Habit 9 - 20

9. **Withholding information:** The refusal to share information in order to maintain an advantage over others.
10. **Failing to give proper recognition:** The inability to give praise and reward.
11. **Claiming credit that that we don't deserve:** The most annoying way to overestimate our contribution to any success.
12. **Making excuses:** The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.
13. **Clinging to the past:** The need to deflect blame away from ourselves and onto events and people from our past; a subset of blaming everyone else.
14. **Playing favorites:** Failing to see that we are treating someone unfairly.
15. **Refusing to express regret:** The inability to take responsibility for our actions, admit we're wrong, or recognize how our actions affect others.
16. **Not listening:** The most passive-aggressive form of disrespect for colleagues.
17. **Failing to express gratitude:** The most basic form of bad manners.
18. **Punishing the messenger:** The misguided need to attack the innocent who are usually only trying to help us.
19. **Passing the buck:** The need to blame everyone but ourselves.
20. **An excessive need to be "me":** Exalting our faults as virtues simply because they're who we are.

New venture creation process in biopharmaceutical industry



Whether a biotech startup founder is the inventor (technopreneur) or a market perceiver, they must follow the same basic path to grow a successful venture

The habits of successful bioentrepreneurs

John Hodgson & Mike Ward

Habits to kick

- Ignoring advice
- Being insular
- Following trends
- Not delegating
- Staying on too long
- Working too hard and not balancing your life
- Making promises you can't deliver on

The habits of successful bioentrepreneurs

John Hodgson & Mike Ward

Best Behaviours

- Recognizing the limits of your knowledge and competence
- Raising money opportunistically
- Hiring good people and then looking after them
- Communicating honestly
- Experimenting and acting decisively
- Shifting to industrial mode and executing the business plan effectively
- Reassessing habits frequently



The rise of the European bioentrepreneur

<http://www.nature.com/bioent/2003/030101/full/nbt0602supp-BE3.html>

Examples of start-up companies in the biotech sector

European Bio-entrepreneurs		
Foreword	Introduction	»» Choose your start-up
Examples of start-up companies in the biotech sector		

Presentation of 12 young European companies working in biotechnology.
Examples of different business models and fields of research.
All companies have in one way or another benefitted from EC funded projects.

http://ec.europa.eu/research/biotechnology/bio-entrepreneurs/index_en.html



"No permitas que nadie

diga que eres incapaz de hacer algo, ni si quiera yo. Si tienes un sueño, debes conservarlo. Si quieres algo, sal a buscarlo, y punto. ¿Sabes?, la gente que no logra conseguir sus sueños suele decirles a los demás que tampoco cumplirán los suyos".

You Tube

PROGRESSPRIDEINTEGRITYSUPPORT
ACCOUNTABILITYTEAMWORKTRUST
RESPECTCOURAGELEADERSHIPDI
HONESTYPASSIONCOMMUNICATIO
EGH
ERS
QUALITYCOMMITMENTRELIABILITY
PERFECTIONVISIONPROGRESSCAP
POTENTIALEXCELLENCEOPENNESS
SUPPORTCONFIDENCESIMPLICITY

PASSION

TED Ideas worth
spreading

00.00 – 03.33
16.04 - 19.33



INTRAPRENEURSHIP

History of Intrapreneurship

- Word was coined in 1976 by Gifford and Elizabeth Pinchot
- Based on their concept of an intra-corporate entrepreneur
- Began a school for intrapreneuers in Sweden in 1985
- The American Heritage Dictionary made the word mainstream by adding it in 1992
- I have found an example of Intrapreneurship dating back centuries earlier

Intrapreneur

- A person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk taking and innovation.

.

- Intrapreneurs have entrepreneurial skills blended with managerial skills but operate within the confines of an organization.

Entrepreneur vs Intrapreneur

➤ Funding

- company/organization often has capital to fund the project

➤ Manpower

- intrapreneurs do not have to worry about finding the talent to get tasks performed

➤ Branding

- intrapreneurs can use the branding of the company/organization to get their ideas to take root

Defined as...

- Intrapreneurs are “dreamers who do”, those who take hands-on responsibility for creating innovation of any kind within an organization.

- *Gifford Pinchot*

- The intrapreneur is an essential ingredient in every innovation. - *Dr. William Souder*

How do Intrapreneurs benefit?

- Flexibility
- Less restrictions but supportive environment
- Recognition
- Their ideas are vehicles towards advancement
- Increased value to organization - increased PAYCHECK

Implementing the Intrapreneurship Culture

- Encourage employees to be creative and to look for new ways to improve your current way of doing business
- Grant intrapreneurs something akin to ownership rights in the internal intraprises they create
- Encourage company wide involvement by insisting on truth and honesty in marketing and marketplace feedback

Implementing the Intrapreneurship Culture

- Treat intrapreneurial teams as profit centers rather than as cost centers
-
- Allow team members a variety of options in jobs, in innovation efforts, alliances, and exchanges
- Encourage employees to develop through training programs

Companies that get it

3M



Google

3M



Google

Google

Edición de Español | Moderno

Noticias

Noticias destacadas

- El etarra Pikabea se inculpa ante una víctima de un asesinato...**
En febrero de 1975, el guardia civil Miguel Ángel Matariega resultó gravemente herido al recibir dos impactos procedentes de un coche disparado por miembros del comando Adarra. Estaba en un tiempo en coma, pero pasó cuatro horas en compañía.
Pikabea se reúne en prisión con una víctima de ETA. (ver) Relaciones
Una víctima llega que Pikabea se inculpa en un asesinato ya prescrito. La fuente. Contacto | Lo-Andorra » Asesinato »
- De fondo: Una víctima confiesa que el etarra Pikabea confiesa un asesinato** El Mundo
- La firma de hipotecas cae en enero un 32,4% interanual y suma 45...**
El BCE: tasa de interés
- La firma de nuevas hipotecas para la compra de vivienda se redujo un 32,4% en tasa interanual desde enero del año pasado, según los datos publicados por el Instituto Nacional de Estadística (INE). El retroceso interanual de enero, con el que las viviendas...**
- El presidente del Gobierno suspende la agenda por la muerte de su...**
El País.com (España): Juan el mundo
- El notario Luis Rigby Bray, hermano del presidente del Gobierno, Mariano Rajoy, ha fallecido en Madrid, han informado fuentes del entorno familiar y fuentes oficiales. Es uno de los tres hermanos de Rajoy y ejercía en su despacho notarial en la localidad...**
- El clásico dejó muy tocado al Madrid**
El País.com (España): Juan 22 minutos
- La embalse española del cántico alfonso al trasladar en el Sánchez Pizjuán, donde acudió a cola de Atlético y Barça. Un viaje para un equipo que el pasado domingo amaneció líder. Ahora está a tres puntos de los jugadores y a dos de los jugadores.**
- Los estudiantes tomarán la calle en el último día de huelga**
El mundo como es: Juan 30 minutos
- Levante ante comit Agencias El último día de la huelga de 48 horas de alumnos de Secundaria de los centros públicos, convocada por el Sindicato de Estudiantes tiene como colofón una...**

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Opciones avanzadas »

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ABC.es | El Mundo | Europa Press | La Voz de Galicia

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Recientes

El CBR asociado con contenido de acceso de...



- 3M scientist Spencer Silver invented a not so sticky adhesive in 1968.
- Spencer shared his idea through seminars in which he shared the features (and benefits) of this semi-adhesive to fellow 3M employees.
- But no one really caught the vision of his product for five long years. Finally, a co-worker, Art Frey, recognized the need



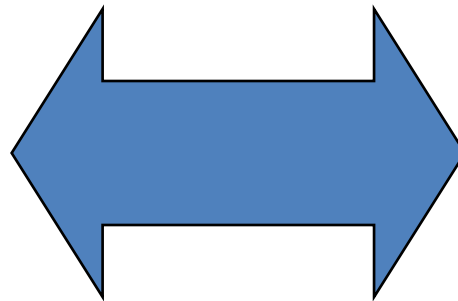


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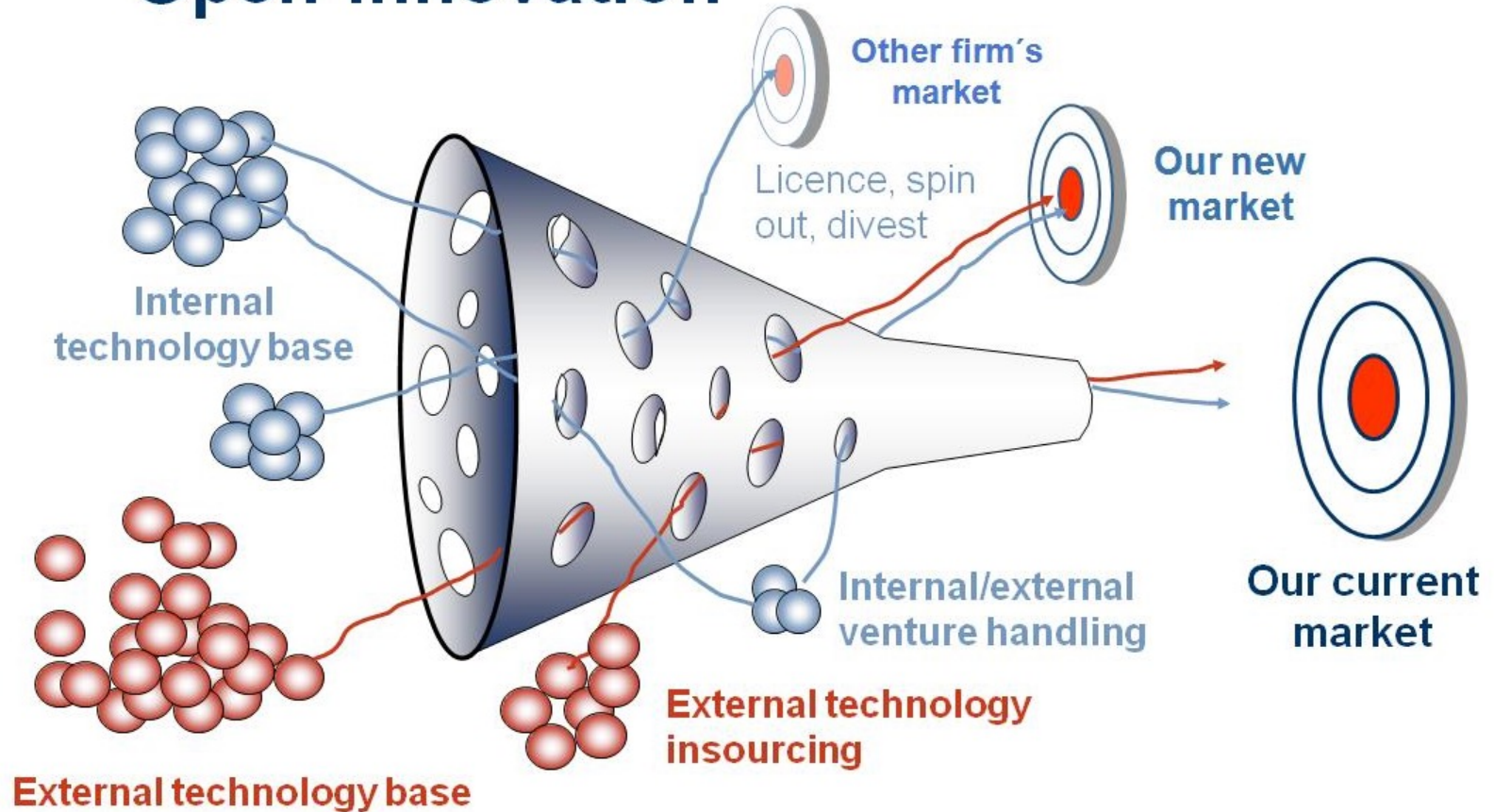




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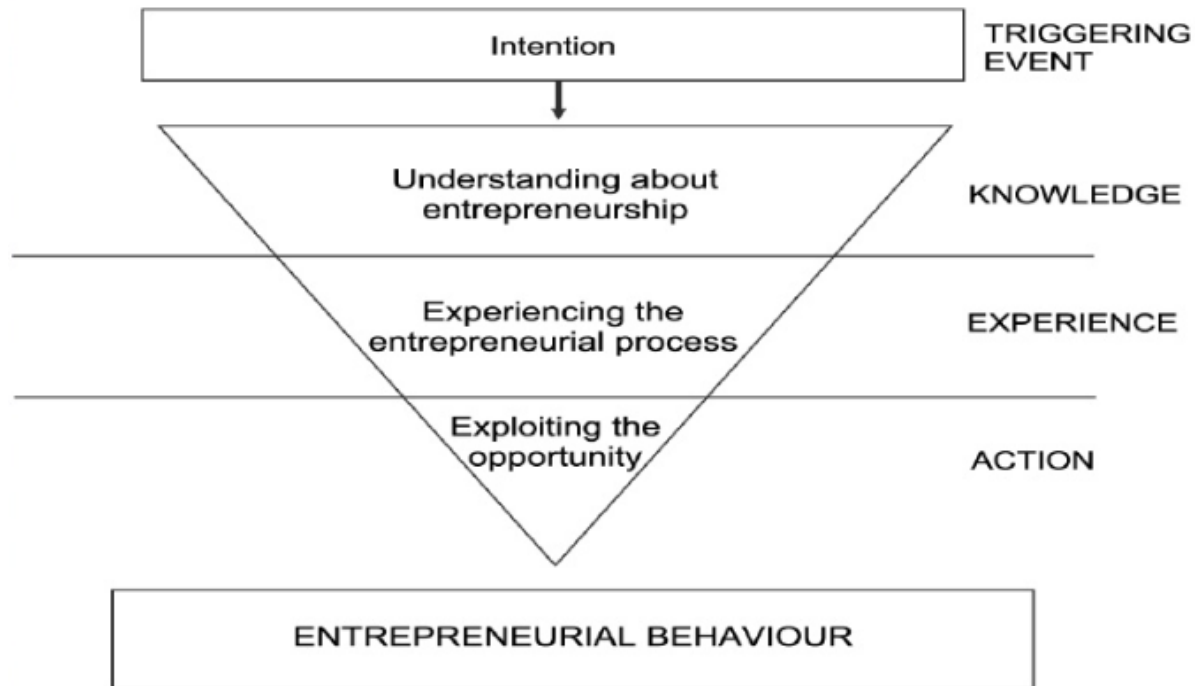


Open innovation



Stolen with pride from Prof Henry Chesbrough UC Berkeley, Open Innovation: Renewing Growth from Industrial R&D, 10th Annual Innovation Convergence, Minneapolis Sept 27, 2004

Corporate Entrepreneurship





Characteristics

- Results driven
- Ambitious
- Creative
- Original
- Self Confident
- Risk Tolerant
- Persistent
- Influencing
- High Energy
- Action oriented
- Interpersonal
- Innovative

Intrapreneurial Activity

- Spotting ways to improve service
- Save time, money, or make life easier
- Visualizing variations of current products / services
- Realizing new communication avenues with customers
- Enhancing the quality
- New ways to get the job done quicker or smarter

25 Common Characteristics of Successful Entrepreneurs

Do what you enjoy.

1

Take what you do seriously.

2

Plan everything.

3

Manage money wisely.

4

**Ask for
the sale.**

**Remember
it's all about
the customer.**

**Become a
shameless
self-promoter**

**(without
becoming
obnoxious).**

**Project a positive
business image.**

**Get to know your
customers.**

**Level the playing
field with
technology.**

**Build a top-
notch business
team.**

Be a salesperson.



**Become known
as an expert.**

**Create a
competitive
advantage.**

**Invest in
yourself.**

Be accessible.

**Build a rock-
solid reputation.**

Sell benefits.

Get involved.

19

Grab attention.

20

Master the art of negotiations.

21

Design Your workspace for success.

22

Get and stay organized.

Take time off.

23

Limit the number of hats you wear.

24

Follow-up constantly.

25

Entrepreneur



Burt Munro - Anthony Hopkins -

Moltes Gràcies !!!!!

pjuarez@ub.edu