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Corporate Venture Management in SMEs : evidence from the German IT consulting industry

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Stellingen

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Corporate Venture Management in SME's:
Evidence from the German IT Consulting Industry

door Jérôme Gard

1. Corporate ventures are an effective means for corporations to establish dual structures that allow to renew their business portfolio strategically. (Chapter 2)
2. The ability of the venture manager to enter a novel business domain is determined by the four autonomy dimensions: functional autonomy, decision autonomy, strategic autonomy and job autonomy. (Chapter 3)
3. Autonomy enable venture managers to develop strategies and work methods that fit the novel business domain of the corporate venture. (Chapter 4)
4. The autonomy of the venture manager can be precisely measured with an instrument that reflects his strategic autonomy and job autonomy. (Chapter 5)
5. The strategic autonomy and job autonomy that corporate management grants to the venture manager has a positive influence on corporate venture success. (Chapter 6)
6. Effective corporate venture management involves that corporate managers grant venture managers with strategic autonomy and job autonomy and enforces at the same time a corporate policy that prioritizes efficiency demands. (Chapter 6)
7. Corporate managers are only as good as the management principles they enforce.
8. Corporate managers need to disperse autonomy throughout the corporation in order to enable effective explorative learning.
9. The diversification of the corporation in separated subunits does not necessarily imply the dispersion of autonomy.
10. A structured PhD-program enables PhD-candidates to defend their thesis within three years.
11. Individuals can be trained to find orientation quickly in an unfamiliar environment.