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Understanding the heterogeneity of corporate entrepreneurship programs

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Understanding the Heterogeneity of Corporate Entrepreneurship Programs

Christoph J. Selig

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*To my family, my partner, and the friends who supported me
throughout my academic career*

Preface

The last three decades have been marked by profound changes brought about by the global spread of the internet, the advent of the smartphone, and many other technological developments. These new technologies have fundamentally changed the way we live our lives. As a digital native, I have witnessed these changes from a young age and have always been fascinated by the new opportunities that technology has brought. During my studies, I was interested early on by lectures on innovation and entrepreneurship. The book "The Innovators Dilemma" by Clayton M. Christensen inspired me to better understand why in particular established companies struggle to develop these more radical types of innovation and what new approaches are needed to succeed in a digitalized and globalized world.

Guided by my interest and curiosity, I decided to start a doctoral thesis on entrepreneurship in established companies – primarily known as Corporate Entrepreneurship – as an external Ph.D. candidate at the Leiden Institute of Advanced Computer Science (LIACS) of the University Leiden, later continued at the Leiden Centre of Data Science (LCDS) that was hosted by LIACS. Together with the Institute for Strategic Innovation and Technology Management (IST Institute) at the University of Applied Sciences Konstanz, I was able to explore and experience entrepreneurship in multiple facets.

Early in my research, I learned that the dynamics in the industry, as reflected in the emergence of a variety of new programs and organizations to promote entrepreneurship and innovation, was not reflected in the same breadth in the research on corporate entrepreneurship (CE). The discrepancy between research and practical reality motivated me to understand it in more detail in my thesis. For this purpose, I have conducted more than 130 interviews over the past six years whereof a total of 67 interviews from 54 established companies are the basis for this thesis. The results contribute to a better understanding of the heterogeneity of CE programs regarding their organizational designs and their value creation.

During this exciting time, I had the opportunity to work with many inspiring researchers and practitioners in the field of innovation and Corporate Entrepreneurship and I am thankful for all the support I have experienced on my journey.

Christoph J. Selig, Konstanz, September 22, 2021

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List of Abbreviations

The list below shows the abbreviations used in this thesis. Standard lexical abbreviations, such as “e.g.” or “i.e.”, are not listed.

CE	=	Corporate Entrepreneurship
CEO	=	Chief Executive Officer
CDO	=	Chief Digital Officer
CTO	=	Chief Technology Officer
CV	=	Corporate Venturing
DACH	=	Deutschland, Austria, Confoederatio Helvetica
HR	=	Human Resources
IT	=	Information Technology
KPI	=	Key Performance Indicator
NAICS	=	North American Industry Classification System
PS	=	Problem Statement
R&D	=	Research & Development
RQ	=	Research Question
VC	=	Venture Capital

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