



Universiteit
Leiden
The Netherlands

Understanding the heterogeneity of corporate entrepreneurship programs

Selig, C.J.

Citation

Selig, C. J. (2021, December 7). *Understanding the heterogeneity of corporate entrepreneurship programs*. SIKS Dissertation Series. Retrieved from <https://hdl.handle.net/1887/3245319>

Version: Publisher's Version

License: [Licence agreement concerning inclusion of doctoral thesis in the Institutional Repository of the University of Leiden](#)

Downloaded from: <https://hdl.handle.net/1887/3245319>

Note: To cite this publication please use the final published version (if applicable).

Propositions

Belonging to the dissertation

Understanding the Heterogeneity of Corporate Entrepreneurship Programs

by

Christoph J. Selig

1. Typologies based on empirically derived design elements are often used to examine new types of CE programs. However, the well-known design elements are insufficient for *revealing characteristics* in their organizational design (Chapter 4).
2. *Corporate incubation* and *corporate acceleration* have been used for describing CE programs. Yet, they are no specific CE program types but *general concepts* that describe innovation activities (Chapter 5).
3. The common belief that the value creation of CE programs lies in the creation of new businesses is outdated. Instead, CE programs nowadays are the main *carriers of organizational transformation* (Chapter 6).
4. Corporate Entrepreneurship (CE) programs differ significantly in their outputs. Being *unaware* of these differences will inevitably leads to a *failure of the CE program* (Chapter 7).
5. Even though Corporate Entrepreneurship is already known since the 1980s, it is still in its infancy when it comes to the management and understanding of its effective use.
6. Due to the continuously changing environments of companies, there will never be a *final set of CE program types*.
7. The initial entrepreneurial activities in an established company are most challenging. Even though they often *start as an experiment*, it is almost always expected that they will become a *commercial success*.
8. The actual *performance* of CE programs is not critical to long-term success, but the *readiness* and *willingness* of the core organization to make use of the outputs are.
9. To master the challenges of environmental and social sustainability, established companies will *rely on entrepreneurial activities* inside and outside their organization.
10. Without entrepreneurship, we will remain where we are.
11. CE activities are like court jesters in that they frequently challenge the status quo.