

# Understanding the heterogeneity of corporate entrepreneurship programs

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#### **Propositions**

#### Belonging to the dissertation

# **Understanding the Heterogeneity of Corporate Entrepreneurship Programs**

by

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- 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 The common belief that the value creation of CE programs lies in the creation of new businesses is outdated.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.