



UNIVERSITY OF GOTHENBURG

SCHOOL OF BUSINESS, ECONOMICS AND LAW

MASTER'S DEGREE OF KNOWLEDGE-BASED ENTREPRENEURSHIP

IDEA PROMOTION

The story of intrapreneurs promoting an idea within a well-known innovative organisation

CONG TRINH VO

GRADUATE SCHOOL

Master of Science in Knowledge-based Entrepreneurship

SUPERVISOR: RYAN RUMBLE

Idea promotion

The story of intrapreneurs promoting an idea within a well-known innovative organisation

© Trinh Vo

School of Business, Economics and Law, University of Gothenburg

Vasagatan 1 P.O. Box 600,

SE 405 30 Gothenburg, Sweden

All rights reserved.

No part of this thesis may be reproduced without the written permission by the authors.

Contact: trinhvo@hotmail.com.vn

ABSTRACT

“Ideas are the currency of the 21st century. You can have brilliant ideas—truly revolutionary ideas — but if you cannot persuade others to act, those ideas don’t matter” - Gallo (2014, para.1)

This study explores how intrapreneurs within a well-known innovative organisation promote their idea, based on the idea selling framework of Dutton, Ashford, O’Neill, & Lawrence (2001). Conducting a single in-depth case study, this thesis further makes a contribution to the theory by identifying selling tactics proposed by the authors in practice, as well as the rationale behind such behaviours. The findings are that promotional tactics do not follow exactly as how they are proposed in theory. Instead, the choice of idea selling tactics from the intrapreneurs is affected by affect heuristic (emotional bias), which are commonly founded among people with entrepreneurial spirits. Recognising the role of affect heuristic in idea promotion, this paper suggests that more intervention should be done from the side of organisations, to increase the likelihood of successful idea selling, as well as increase firms’ innovative capability.

Keywords: idea promotion, idea promoter, intrapreneurship, issue selling, incumbents, innovation management, idea selling tactics.

ACKNOWLEDGEMENT

First of all, I would like to thank all interviewees, especially the idea promoters within this case. Without your valuable insights and perspectives, this case study would not have happened.

Secondly, I am profoundly thankful to my supervisor Ryan Rumble for your dedicated feedback and comments for my thesis. I also wish to acknowledge the help of Mr Evangelos Bourellos, and Mr Per Östling from First to Know for connecting me to this case.

Last but not least, I would like to express my greatest gratitude to the participants of the KBE programme of 2017-2019 (University of Gothenburg), as well as my friends, and my family for your unconditional support over the 2-years' time of my education.

TABLE OF CONTENTS

1. Introduction	1
1.1. Background.....	1
1.2. The case	2
1.3. Research gap	3
1.4. Research question	4
1.5. Disposition	4
2. Theoretical background	5
2.1. Defining intrapreneurship	5
2.2. Idea promotion.....	6
2.3. Idea promotion tactics	8
2.3.1. Packaging moves	8
2.3.2. Involvement moves	10
2.3.3. Process-related moves	10
2.4. Intrapreneurial learning and heuristics.....	12
3. Methodology	14
3.1. Research strategies	14
3.2. Research design.....	14
3.3. Data collection.....	15
3.3.1. Semi-structured interviews	15
3.3.2. Documentations	16
3.4. Data analysis.....	16
3.5. Quality	17
4. Empirical findings	18
4.1. The context.....	18
4.1.1. The creation of the idea	18
4.1.2. The context of the case	19
4.1.3. Overview of timeline	21
4.2. Promotional activities	23
4.2.1. Packaging moves	23
4.2.2. Involvement and process-related moves.....	26
4.2.3. Summary of tactics	31
5. Discussion	33
5.1. Packaging moves	33

5.2.	Involvement moves	36
5.3.	Process-related moves	38
6.	Conclusion.....	41
6.1.	Answering the research question	41
6.2.	Implications and future research	42
7.	Reference.....	45
8.	Appendix.....	52
8.1.	Interview guide.....	52
8.2.	PowerPoint slides	53
8.3.	A simplification of the idea proposal	57

LIST OF FIGURES

Figure 1	Organisational structure.....	20
Figure 2	The process of handling new initiatives	21
Figure 3	Timeline of the case	22

LIST OF TABLES

Table 1	Summary of idea promotion framework, adapted from Dutton et al. (2001).....	8
Table 2	List of respondents	16
Table 3	Summary of tactics from empirical findings.....	32

1. Introduction

1.1. Background

Under the changes in technology, environment and society, organisations have to either renew their practices and activities or further direct the corporate strategies to fulfil new missions. Innovations are deemed to be critical for organisations to cope with these changes, securing their success and long-term competitive advantages (Betz, 2011). New market offering, process, and organisational structure are just a few areas where innovations take place (Ganzer, Chais, & Olea, 2017).

Regardless of the outcome differences, each innovation initially undergoes a *fuzzy front end*, the earliest period that ideas seek approval from decision-makers to enter a process of formal development (Kim & Wilemon, 2002). Employees who actively engage an idea and drive it into a formal process are intrapreneurs (Westrup, 2013). The intrapreneurial activities are innovative behaviours occurring at individual levels (Howell & Boies, 2004).

Looking closer to the fuzzy front end, we see at least two stages that an intrapreneur experiences, namely idea generation and idea promotion (Kanter, 1996; Unsworth, Brown, & McGuire, 2000). Idea generation (ideation) usually links to creativity (Toubia, 2006), referring to the creation of a novel and useful idea. Thus, the focal attention is to establish a favourable environment allowing good ideas to emerge (Kornish & Ulrich, 2012; Zhou & George, 2003). Whereas idea promotion (used interchangeably with idea selling) refers to the activities of navigating the idea from conception into being accepted for formal development. Dutton, Ashford, O'Neill, & Lawrence (2001, p.716) term idea promotional activities as “moves”, which includes different tactics that “constitute an interaction” between idea sellers and buyers.

While idea generation attracts attention, much has been ignored about the latter stage of idea promotion and usually take it for granted (Magadley & Birdi, 2012). Furthermore, idea generation and idea promotion seem to be in a compromising relationship. Factors that

contribute to idea generation may set to harm the following idea promotion phase (West, 2010). The novelty of a new idea is one of these factors (ibid).

Regarding the degree of innovativeness, an idea could be generally classified as either incremental or radical innovation (Dewar & Dutton, 1986). Even though radical innovation could bring more long-term benefits, there are constraints in terms of time and budget; thus, incremental ideas are more favourable (Ven, 1986). As intrapreneurs usually pursue radical and disruptive ideas (Jong & Wennekers, 2008), it is more challenging for them to drive their officials forward. The greater the degree of innovation, the higher the hesitation and scepticism (Baer, 2012). Consequently, such highly innovative ideas are abandoned, leaving the intrapreneurs unsatisfied, subsequently undermining the innovation capability of the firm. In this case, leaving the organisation could be the choice of dissatisfied employees. A survey shows that 70% of entrepreneurs got their ideas from companies they were working (Buekens, 2014). Compared to their external counterparts, existing bureaucracies constrain intrapreneurs in ways that cause a severe lack of flexibility (ibid). As stated, companies always have to adapt, renew and research their products, processes in order to survive and develop. Therefore, understanding the behaviours of intrapreneurs and aiming to facilitate their activities has great implications on the company's policy and development path. This challenge is identified as one of the four central problems in innovation management (Ven, 1986).

1.2. The case

IKEA is a multinational furniture manufacturer. During its lifetime development, the company has been well-known for a wide range of affordable products, high quality of design and service. This outcome is known as a result of continuous efforts on innovation. As a multinational corporation, the company have many business units across the globe, operating independently to fulfil the corporate's vision and mission.

In this thesis, Genomtänkt is a new and radical business concept developed by one of its business units. It is the combination of furniture provision, interior design and other services,

targeting workspace. Currently, the adoption of sustainable furniture and interior design in this market is minimal due to high pricing. The new concept is expected to bring furniture to a greater reach and in a meaningful way, as well as addressing the issue of sustainability.

Castellum, one of the leaders in office leasing, expresses interests in Genomtänkt. The two big players have decided to work together in a project to bring the concept to life. However, the project has been delayed unexpectedly due to disturbances in IKEA's internal procedure, especially getting formal approval from decision-makers. Although IKEA is as an excellent example of innovation, practices are much more problematic. In this study, IKEA's intrapreneurs have not successfully got approval for formal collaboration with Castellum. Therefore, this case is typical for exploring intrapreneurs' idea promotion within a well-known innovative organisation.

1.3. Research gap

Recent studies have focused on factors that initiate idea selling, such as leadership (Detert & Burris, 2007) and perceived support from organisations (Dirk De Clercq, Castañer, & Belausteguigoitia, 2011; Simsarian Webber, Bishop, & O'Neill, 2012), instead of the actual steps during the process of idea selling. Dutton & Ashford (1993) provide a useful conceptual framework to explore such activities. Based on this, Dutton et al. (2001) further validate and refine this framework from an empirical study. However, these studies still provide little clues on the types of ideas and somewhat limited to its context (hospitals). In response to this, some idea-selling research was conducted to examine emerging kinds of idea or issue, especially social-related ideas (Wickert & de Bakker, 2016). Regarding the unit of analysis, recent studies have been focusing on the aggregated actors (for example, subsidiaries sell ideas to parent companies) rather than individual actors (Ling, Floyd, & Baldrige, 2005). On this, Howell & Boies (2004) find that idea champions (promoters) apply different methods to promote their ideas effectively. Through networking, innovators could gain sufficient resources to support their innovations (ibid). Nevertheless, idea promotional activities within organisations remain unexplored and overlooked (Bishop, Webber, & O'Neill, 2011; Christiansen & Varnes, 2008; Unsworth et al., 2000). Idea promotion is a complicated social-political process (Baer, 2012),

and there is no magic formula for a successful case (Howard-Grenville, 2007). Therefore, further research to explore the idea promotional activities are necessary.

1.4. Research question

As stated, studying intrapreneurs and their promotional activities has great implications on a company's policy and development path. The widely-cited framework of Dutton et al. (2001) provide details on describing idea promoting tactics (Howard-Grenville, 2007). However, as considered by the authors, the framework is still somewhat limited in its context. Therefore, I expect to contribute to the existing knowledge by validating the framework, as well as providing more insights regarding the context of my case study. Instead of being static over time, I expect tactics to change during the process of idea promotion, which is associated with the changeable nature of the surrounding environments. I am also interested in studying how they make such decisions. Therefore, the research question is:

How do intrapreneurs change their idea promotional tactics during the process of idea promotion?

Throughout the paper, the terms *idea promoting/idea promotion* and *idea selling* are used interchangeably. In addition, idea promotional *tactics* are also referred as *moves* as proposed by Dutton et al., (2001).

1.5. Disposition

This study consists of six main sections. Section 1 is the background and a brief introduction of the unit of the analysis, followed by the research question, and limitation. Section 2 presents the theoretical framework, including the idea promotion framework and concepts. Section 3 is the methodology, including the choice of research method as well as data collection and data analysis approaches. Next is the presentation of empirical findings (section 4) and discussion (section 5). Finally, section 6 answers the research question and concludes.

2. Theoretical background

2.1. Defining intrapreneurship

Intrapreneurship is a particular type of entrepreneurship that employees within organisations create and promote new business activities for their employers (Jong & Wennekers, 2008). Approaching innovations bottom-up, intrapreneurs are individuals who practice innovative behaviours within the workplace (Gapp & Fisher, 2007). There are two features to distinguish intrapreneurs from other employees. Firstly, intrapreneurs proactively take responsibility for new ideas beyond their regular tasks. *The type of ideas that intrapreneurs are usually pursuing is more radical than incremental* (Jong & Wennekers, 2008). Radical and incremental ideas differ based on the amount of new knowledge (Dewar & Dutton, 1986). Thus, employees who seek approval for incremental or functional enhancement are not intrapreneurs. Secondly, the required resources for idea implementation is out of the control of the intrapreneurs, which excludes managers from this definition itself (Jong & Wennekers, 2008). On the one hand, intrapreneurs have to mobilise resources while on the other hand, decision-makers usually focus on short-term enhancement (Ven, 1986). Therefore it is challenging for intrapreneurs to pursue their radical ideas.

The intrapreneurial activities form a sequential process, which could be generally grouped into three stages, namely idea generation, idea promotion and idea realisation (Jong & Wennekers, 2008). This typology is similar to the view of Scott & Bruce (1994) that innovative activities of employees in workplace comprise of three different behaviours: imagination, preparation, exploitation. In the first stage, individuals actively benchmark external environments and engage their findings with the internal conditions they belong to (Molina & Callahan, 2009). Possessing a great vision, intrapreneurs can generate new idea outside of the box while others in the organisations do not.

Although ideas might bring enormous benefits to the company, they are usually rejected (Deloitte, 2015). Therefore, an idea promoter has to spend much effort on getting approval. While the second stage is indispensable for an idea to be realised, research has somewhat overlooked the field of promotion and take it for granted (Magadley & Birdi, 2012). I infer a

clear bias that people embrace the beauty of new ideas and tend to ignore the roughness of idea promotion, or the failure of most ideas. As a result, attention is allocated to the first stage. Additionally, several researchers point out that some factors facilitating the ideation might produce a negative impact on the second stage of promotion, and vice versa. For example, authoritarian leadership might hinder creativity but probably increase the likelihood of idea promotion and implementation (West, 2010). In term of organisational structures, managers encounter innovation dilemma of either decentralisation or centralisation. The former is ideal for creative ideas to emerge, but the latter might be more effective for promotion (West, 2010). Recognizing our puzzle, the potential bias in current research, plus the importance of idea promotion, in the next section I discuss factors around it, as well as present the tactics founded from idea promotion and issue selling literature.

2.2. Idea promotion

Idea promotion is the combination of moves that create interaction, direct others' attention to understand the idea (Gammelgaard, 2009). This is a social-political process which requires the involvement of stakeholders from various levels within one organisation (Baer, 2012).

Firstly, intrapreneurs are idea champions, who have been documented as crucial actors for any idea development (Howell & Boies, 2004). "The new idea either finds a champion or dies" (Schon, 1963, p.84). As usually being involved in the stage of ideation, champions have the best understanding and belief about the idea. Therefore, they play a decisive role in bringing ideas forward by intensively communicating values, gathering support and mobilising necessary resources (Howell & Boies, 2004). However, idea champions are not necessarily idea creators (Ye, Jha, & Desouza, 2015). As creators usually embrace the beauty of their ideas, they tend to ignore practical challenges. To push an idea forward, Howel & Higgins (1990) reveal that champions use formal channels (i.e. board meetings) and informational channels (coffee breaks, lunch, etc.) to build a coalition of supporters. Idea promoters usually operate from a disadvantaged position with weaker power due to constraints of hierarchy or culture (Howard-Grenville, 2007). The success of idea promotion is dependent on the ability of champions to cultivate and use their social network (Baer, 2012).

Secondly, there is a society of peers, lower/higher managers, and top managers (i.e. CEO) around an idea promoter. They could be either wonderful supporters or lifetime opponents that prevent ideas from blooming. Rather than just a formal approval, support from higher managers and top managers could potentially allow idea promoters to get necessary resources and block potential fiction far way. Support from managers plays a decisive role in the success of a new idea (Ling et al., 2005). Regarding peers, intrapreneurs might encounter negative indirect influence. In a social context (i.e. public speaking), idea promoters have to deal with four types of threats, which are fear-mongering, delay, confusion, and character assassination (Kotter & Whitehead, 2010).

- Fear mongering: This is the situation that the objectiveness of evaluation of new idea appears to be impossible due to emerging anxieties. It is often that new ideas might be linked to failure and unpleasant consequences; for example, heavy workload or derailed plan. When this happens, it is difficult for idea promoters to get positive results.
- Delay: This kind of situation seems normal as it happens so frequently in the business context. However, opportunities for a particular idea is not always open and therefore, the idea might be no longer relevant in a new context.
- Confusion: Irrelevant questions kill ideas. When this happens, it is impossible to present the innovation on track gather support and attention
- Character assassination: Directly or indirectly, there will be concerns about the credibility of idea promoters.

These threats are unavoidable in practical contexts (Kotter & Whitehead, 2010). Therefore, they argue that idea promoters should acknowledge such challenges in advance, and be well-prepared to transform threats into opportunities. For example, by providing a clear and understandable response to a broader audience, idea promoters could positively gain more attention than being criticised by a few opponents (ibid). As idea promotion is a social-political process (Baer, 2012), an identification of surrounding environments is essential to create a greater understanding of idea selling tactics.

2.3. Idea promotion tactics

From descriptive research, Dutton et al. (2001) propose a useful framework (see table 1) to study idea promotional activities. Their framework highlights three primary tactics, including packaging, involvement and process-related moves.

Tactics	Explanation
Packaging moves	
- Use of logic	- Using common logical thinking (i.e. business plan)
- Continuous proposal	- Pitching attempts to the same receivers in a certain period
- Incremental package	- Presenting ideas in small bits until the whole story adds up
- Bundling	- Connecting the idea to types of organisational values
Involvement moves	
- Target of involvement	- Involving insiders (higher/peers/lower managers) and outsiders
- Nature of involvement	- Deepening and extending people's engagement
Process-related moves	
- Formality	- The degree to which the formal process follows
- Preparation	- The amount of investigation that sellers made
- Timing	- The identification of when to moves

Table 1 Summary of idea promotion framework, adapted from Dutton et al. (2001)

2.3.1. Packaging moves

The first major tactic is packaging moves, referring to the content of the idea. In other words, it is about how to frame the idea linguistically (Dutton & Ashford, 1993). Depending on their experiences with the surrounding context (i.e. language, accepted logics), idea sellers make decisions about what message to deliver. For example, some might try to emphasise the potential values of the idea itself, while others possibly focus more on increasing their credibility. Although idea receivers might have their interpretation about the messages, it is still possible for the sellers to navigate through strategic-minded attempts. The way of packaging the idea, hence, has a direct impact on receivers' responses and idea acceptance (Howell & Boies, 2004). Dutton et al. (2001) propose several considerations around this.

Firstly, it is the use of relevant logic. People are more attentive to the logical thinking or idea framing that they feel familiar with. Such logic triggers the thinking that ideas' related activities are actionable so that benefits are more perceivable. For example, managers with financial expertise are more likely to grasp ideas along the cost-benefit line. Therefore, identifying who the idea receiver is and tailor a presentation to his interests would be critical. Wickert & de Bakker (2016, p.61) call it as providing "catered solution" and adapting to buyers' worldviews. In business, the use of logic relating to a business plan is the most common (Dutton et al., 2001). In addition to that, existing studies suggest that the idea could be framed as either threat or opportunity, internal or external, urgent or nonurgent, and certain or uncertain (Dutton & Ashford, 1993). Ideas which are packaged as problematic (i.e. threat, urgent) gain more attention from top management than opportunities (Ling et al., 2005).

Secondly, there is consideration of the size of the idea. Frohman (2004) finds that breaking a full-scale idea into smaller portions makes it more acceptable. Presenting the whole idea at first implies a large number of resources, therefore hinder others' acceptance (Ling et al., 2005). Palmer (2006) notes that managers are always concerned with resource allocation. Thus, more competition in resource distribution might not be a wise move. Therefore, idea promoters should sell smaller parts of the whole idea first and finally hit their audience with a full-scale package later (Dutton et al., 2001). Additionally, promoters can make proposals continuously, repeating the ideas over a period of time, so that the receivers get more familiar (ibid).

Finally, it concerns what type of organisational values to be connected to the idea. Not surprisingly, the work of Dutton et al. (2001) shows that connecting the idea to organisational values (vision, mission, profit, market share, etc.) is the most common tactic. Depending on the specific contexts, an organisation might value profitability over customers.

Adding to the three considerations mentioned above, Howard-Grenville (2007) highlights the importance of making an idea relatable but still stand out. These two characteristics should come together to ensure the effectiveness of idea selling. Even though an initiative is relatable and understood by receivers, the lack of differences or novelty means that the potential

benefits already captured by other planned solutions. In reverse, a very innovative idea but not relevant appears to be elsewhere, not controllable by the recipients.

2.3.2. Involvement moves

The target of involvement refers to who should be contacted during the idea selling process (Dutton et al., 2001). The targets are both insiders and outsiders. The presence of outsiders could increase the credibility of the idea seller, as well as putting pressure on targeted audiences (Magadley & Birdi, 2012). Considering the nature of involvement, Dutton et al. (2001) suggest two dimensions: depth of involvement (the degree to which people are included formally) and breath (the range of involvement). However, not all people should be included formally. In previous research, Dutton & Ashfor (1993) raise concerns about whether an intrapreneur should sell solo or get others involved as a team. Although more people seem to be better a solution, the original purpose of the idea might be compromised when the number of team members increases (Ling et al., 2005). For the range of involvement, there should be more awareness because extending a network might create more opponents than supporters (Dutton & Ashford, 1993). In an organisation that people are highly responsible for their actions, bad performance links to a punishment. Employees are sceptical and actively object new things that might affect their own plans, even if it is not directly relevant to their business. Therefore, widening the range of involvement might only spread threats instead of opportunities.

2.3.3. Process-related moves

Formality refers to the degree that sellers use formal processes and procedures (i.e. scheduled meetings, reports) (Dutton et al., 2001). Informal channels (i.e. peer-to-peer conversation, café talk) are also used in tandem (Howel & Higgins, 1990). The empirical work of Howell & Boies (2004) reveals that successful idea champions use informal channels more often than non-champions. The choice of what channel to be used depending on the context of each organisation (Dutton et al., 2001). In companies where formality is highly appreciated,

informal channels are considered less effective than the formal one. There might be a failure if sellers do not take formality seriously (ibid).

Timing refers to the degree of persistence and sensitivity to act at the right times (Dutton et al., 2001). Unlike entrepreneurs that they can work on their idea full-time, intrapreneurs have responsibility for other tasks in organisations. As an idea can be developed in the time horizon of many years with significant changes in the context, it is important for intrapreneurs to decide when it is appropriate to move. However, promoters' cognitive bias might hinder rational assessments of such a decision (Nouri, Imanipour, Talebi, & Zali, 2018).

Preparation relates to the activities that sellers get to know more about the context before and during the selling process (Dutton et al., 2001). The authors suggest that there are three kinds of *contextual knowledge* as critical inputs for successful idea selling, namely strategic, relational, and normative knowledge. An in-depth understanding allows idea promoters to package and customise selling attempt effectively (Howell & Boies, 2004).

- *Relational knowledge* is the ability to recognise the key actors in the innovation process (Dutton et al., 2001) or social networking capability. This piece of information is necessary to moves of involvement.
- *Strategic knowledge* refers to the understanding of the organisational goals, objectives, strategies (Howell & Boies, 2004). An idea that connects to organisational values is easier to be accepted (D. De Clercq, Castaner, & Belausteguigoita, 2011).
- *Normative knowledge* is the extent to which idea promoters understand the procedure, structure, behaviour and norms of their organisation (Howell & Boies, 2004). Therefore, this knowledge is relevant to process-related moves where idea promoters decide what channel to be used.

Aiming to revise the previous work of Dutton & Ashford (1993), the idea selling framework of Dutton et al. (2001) contain more details in describing the behaviour of idea sellers. The framework highlights the importance of contextual knowledge that supports the decisions protomers. However, as contended by the authors, the proposed tactics are still somewhat

static, and the rationale behind those moves are limited to the informants' point of view within the study (ibid). Howard-Grenville (2007) finds that idea promoters change their selling tactics over time due to the earning of relevant knowledge. Also, intrapreneurs possess some common traits as their counterparts, such as a passion for their ideas (Jong & Wennekers, 2008), which shapes the decision-making process of idea promoters. Therefore, the next section discusses the intrapreneurial learning and intrapreneurial heuristics that constitute to the rationales behind idea selling behaviours.

2.4. Intrapreneurial learning and heuristics

Contextual knowledge is the inputs for idea promoters to make decisions regarding selling tactics (Dutton et al., 2001). From quantitative research, Bishop et al., (2011) find that a better preparation (i.e. prior experience, effort in investigating contexts) could increase the likelihood of successful idea selling. Contextual knowledge should not be taken for granted, but is the result of accumulation and learning from experience (Howard-Grenville, 2007). By continuous learning from the emerging contexts, idea promoters can modify and enact new selling tactics effectively (Calisto, 2018). Compared to entrepreneurs, intrapreneurs formulate their knowledge by relying on the internal rather than external conditions (Honig, 2001). Therefore, an intrapreneur might spend considerable time learning from internal instead of the external environment. For example, meetings in general and portfolio management meetings, in particular, are important settings for learning (Christiansen & Varnes, 2008). Going beyond the outcomes documented in the minutes, meetings are interpreted as an occasion for debate, exchanging information, demonstrating commitment. Meeting send signals about what is considered as appropriate (ibid). Therefore, participants could observe and build relevant knowledge for their idea promotional activities.

In addition to learning, intrapreneurs still possess some heuristics and biases when making their decisions. Nouri et al. (2018) propose five major problems that an idea promoter might encounter:

- Overconfidence: Trusting one's instincts and neglect new and objective information.

- Escalation of commitment: Pouring more resources to course of failure actions.
- Illusion of control: Overestimating personal capability when handling issues
- Affect: Relying on emotional feelings when making decisions
- Representative: Making decisions based on non-random samples

Being influenced by these biases and heuristics, intrapreneurs might make unwise decisions when promoting ideas, even though they have sufficient contextual information (Baron, 2008). Therefore, understanding these biases is necessary to provide a possible explanation on the rationality of selling tactics, especially when the moves are somewhat irrational, contrasting to the ones suggested in the above framework (table 1).

3. Methodology

3.1. Research strategies

Qualitative and quantitative methodology are two basic orientation when it comes to business research (Bryman & Bell, 2012). While the former focus on the numerical representation of data, the latter relies on words and subjective interpretation of data providers. The two approaches not only differ in data collection methods but also reflect the researchers' point of view about the social world. In quantitative research, social reality is considered as external to participants, and a social phenomenon should be objectively examined by natural scientific models. On the contrary, qualitative research proposes that the world is socially constructed by individuals' perception and interaction. Therefore, studies of a social phenomenon should be done with an interpretation from its participants (ibid). In this thesis, I take the latter view on social constructivism, and promotional activities contribute to a complicated social process. The actors have their senses about the world and are conscious of the decisions they have made. In idea promotion, sellers have their reasons for each move. From this view, therefore, the qualitative methodology is appropriate for the study.

This study applies an abductive approach, which is the combination of induction and deduction (Bryman & Bell, 2012). Starting from a deductive point of view, a comprehensive literature review is conducted to facilitate the author with relevant knowledge of the field, as well as to construct the theoretical framework. To avoid the bias of confirmation, no specific hypothesis is established before and during the process of data collection. Finally, the collected data is abductively analysed by consulting the literature to draw conclusions (Gioia, Corley, & Hamilton, 2013).

3.2. Research design

Research design provides a framework for data collection and analysis (Bryman & Bell, 2012). According to Yin (2009), there are three conditions to decide what kind of research design to be used, namely (1) form of research questions (2) control of events (3) focus on contemporary events. Firstly, with the research question of how, the choices of suitable

designs are limited to experiment, history and case study. As this study pays attention to a contemporary event, in which idea promoting activities are not in the control of the researchers, a case study design is the most appropriate (ibid). Also, because this study is to provide useful lessons of an everyday situation instead of making comparisons between cases, single-case design is then chosen. This kind of design is a common choice in business researchers (Lilien, 2016) for two reasons. Firstly, it allows researchers to use multiple sources of data to provide an in-depth elucidation of the case, allowing the research to gain a more in-depth insight. The sources include interviews and relevant archived documentation. Secondly, a single-case study is more feasible in terms of resources (time, monetary, efforts) compared to a multiple-case study.

3.3. Data collection

3.3.1. Semi-structured interviews

Semi-structured interviews are the primary sources of data in this study. Adopting the perspective that the world is socially constructed, insiders in this project are “knowledgeable agents” (Gioia et al., 2013, p.17). They are aware and can explain their actions and intention. Semi-structured interview as a study design is flexible enough for the researcher to ask further questions when needed, providing a chance to get in-depth information while keeping the talks relevant to the research question (Yin, 2009). An interview guide (see Appendix: Interview Guide) is used to make sure that the conversation is not off-track (Bryman & Bell, 2012). Questions are designed to identify the contexts, the moves, and the rationale of the actions. Discussion about the moves focuses on the period that idea promoting activities are acknowledged by the intrapreneurs. Specifically, this period starts from the point that the idea promoters have *decided* to sell their ideas to the time of this thesis, when *a formal approval is still pending*. After the interviews, follow-ups were in order if clarification would be needed.

I choose respondents who are actively involved in the project, mainly intrapreneurs. Because the case study requires an understanding of the real context, which is complicated, the interviews with respondent 1 and 2 are conducted in multiple rounds. The first round is to create a picture of the context, the moves they have made. The second round is to validate

the empirical data and seeking more explanation for idea selling' movements. As Dutton et al. (2001) note that idea promoters usually involve people outside organisations, insights from Castellum and First to know (an external advisor) were also collected to bring more perspective, as well as cross-validating information.

Respondent	Company	Date	Length
1	Intrapreneur 1, IKEA	26/02/2019	30 mins
		03/05/2019	30 mins
		06/05/2019	120 mins
2	Intrapreneur 2, Former IKEA Employees	26/02/2019	30 mins
		07/05/2019	40 mins
		17/05/2019	90 mins
3	Project advisor, First to know	06/05/2019	60 mins
4	Project manager, Castellum	12/03/2019	60 mins

Table 2 List of respondents

3.3.2. Documentations

Documents have a clear role in any data collection in case studies (Yin, 2009). Written documents contain rich and transparent information, providing useful insights about the case, help the researcher inquire further from the informants. Also, the use of written materials serves as a means for triangulation (Bryman & Bell, 2012). In this study, the author has collected various versions of the idea's PowerPoint presentation, proposal, and other documents from all respondents (see Appendix). These documents provide insights on the selling tactics employed by the intrapreneurs, especially for the packaging moves. In addition, the variation between the different versions reveals valuable information about the changes in selling tactics over time.

3.4. Data analysis

Gioia methodology is employed to analyse the collected empirical data (Gioia et al., 2013). There are three significant steps in the process. Firstly, open coding is applied to make sense

of interview transcripts and insights from empirical data. In this process, the informant's terms and codes are maintained to generate a comprehensive picture of the phenomena. At this stage, a large number of concepts emerge, the so-called first-order concept (ibid). To make them manageable, I categorise the concepts into new themes in the second step. This stage was done multiple times to make sure that the themes answer the research question. Finally, these findings are compared to the original framework to provide a conclusion and theoretical contribution.

3.5. Quality

In qualitative business research, Bryman & Bell (2012) suggest four criteria to ensure the trustworthiness of a study (Bryman & Bell, 2012). Firstly, credibility refers to whether the results reflect the view of insiders. As taking the point that the world is socially constructed, this requirement is crucial. In this study, the author has applied the technique of respondent validation and triangulation to meet credibility. The transcript of each interview is sent to the respondent to ask for their confirmation. Any unclear points were then discussed to reach an agreement. Also, data are cross-checked from multisource to create greater confidence.

Secondly, transferability considers whether the knowledge from this study applies to other situations. Single-case design is critical of generalisation. However, the transferability of this design goes beyond its limited setting, contributing to a broader theory (Yin, 2009). Transferability should also be inferred as the possibility to apply to other situations, regarding its context (Mariotto, Zanni, & Moraes, 2014). In this study, the author has established transferability by providing details about the case context and its situation.

Thirdly, dependability refers to whether the result could be replicated in future research or not. To ensure this, a clear research procedure has been employed.

Finally, confirmability refers to which the finding is not affected by research biases. The author applies the Gioia methodology to make sure that the data is rigorously analysed and reflected from theoretical points of view.

4. Empirical findings

The following chapter presents findings from the interviews with people involved in the project. The interviews are complemented with internal documents provided by the insiders. As the decision of involvement relates to how to employ process-related moves, these two selling tactics are combined to increase coherence.

4.1. The context

4.1.1. The creation of the idea

Genomtänkt (though through in English) is a comprehensive package, a new offering to the office furniture market. This package is the combination of different components (i.e. rental revenue model, interior design service provision). In addition to the arrangement of space and furniture, the idea also includes a digital platform to support interaction and management. According to the respondents, the way that ideas deliver values to customers is its innovativeness. The values are compacted experience rather than merely the functionality of single products. Comparing the current business model of IKEA, which is almost transaction-based, the respondents regard the new idea to “Workplace as a service”.

“While our products are built with the intention to enable an experience, and while our customers want to purchase our products with that intention, we often sell them in a way that neglects the experience.” – The problem statement from an internal document

Originally, the concept is an internal project that IKEA implements new design to its own working office, and respondent 1 was a part of that. Joining together in the Department of Business Solution, respondent 1 and 2 exchange some ideas. In addition to their given tasks, they have chances to share information about the internal project and its potential development to various stakeholders, especially outside customers. The feedback they received is exceptional. In addition to that, nine out of approximately thirty-five external customers would like to buy the idea. This kind of proposal gradually raises the interest among

the intrapreneurs to create a new offering based on that internal project. As expected, they decide to package their thoughts and seek approval for formal development.

“Spotify changed the music industry. IKEA Genomtänkt can change the interior design industry” – an input from one of potential customers from an internal document

Regarding respondent 1, he has been working at the IKEA for about 30 years. In his career, he primarily works as a project manager and moves between functional departments and locations in Europe. Respondent 2 was at IKEA just about a year when the idea emerges. Before that, he had a long time working at SKF (15 years). Interestingly, his LinkedIn profile reveals that he was a founder of a small IT-consulting firm. In the department of business solution, respondent 2 is the direct manager of respondent 1. With regular tasks, they are mainly responsible for the creation of new digital solutions and innovations. Given the role and experiences they have, it is no surprise that they are familiar with the development of new ideas. However, Genomtänkt is a radical innovation and different from what they have done in the past, which were mostly functional and incremental.

“It is a super big idea compared to other stuff we have done” – Respondent 2

4.1.2. The context of the case

IKEA’s vision is to “create a better everyday life for many people” (IKEA, n.d.). The company has been doing this by offering low-price products with good quality and design. However, the world is changing, and it is updating itself to be more relevant in the new context. As a part of this, IKEA has implemented new strategies around three pillars (1) sustainability (2) affordability (3) availability and re-organising the organisational structure to be compatible. Figure 1 represents some part of the structure that is relevant to this study. IKEA has two large entities, namely Ingka Group and Inter IKEA Group. The latter owns IKEA brand and franchising businesses in general. Even though the two entities function separately, their activities are much connected, and employees could move between them if necessary. At Ingka, there are different lines of business (i.e. centres, retails) and functional departments (i.e. business

solutions). In this case, intrapreneurs come from the department of business solutions, which is responsible for the development of new business solutions as well as maintaining existing ones to be relevant. Specifically, they work with digital innovation and its application to support other business activities of the company.

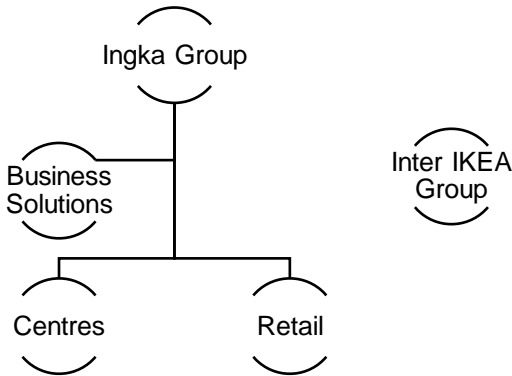


Figure 1 Organisational structure

In order to handle new initiatives from internal employees, the company (both Ingka and Inter IKEA) have the same formal 3-stage procedure for an initiative to go, starting from concept exploration to becoming a business case at the end. To enter each stage, ideas must be approved by a group of decision-makers, which is a so-called decision council. Members of each council come from many lines of business, including employees from both Ingka and Inter IKEA. As a result of the new structure, Inter IKEA Group first establishes a new council of innovation and concept development. A few months later, Ingka Group also creates ten councils specialising in ten different types of “jobs” to do. In total, there are 11 councils that the idea promoters could seek approval, and they only need one of these to go forward. As soon as an idea is accepted, it gets a project control number and the legitimacy to issue or receive invoices.

Before the 3-stage formal process, there is a so-called preparation period, when the intrapreneurs have to prepare sufficient information and documents for an idea assessment

(Figure 2). In addition to that, the company also have an internal platform where employees around the globe can post and share their idea to the whole organisation.

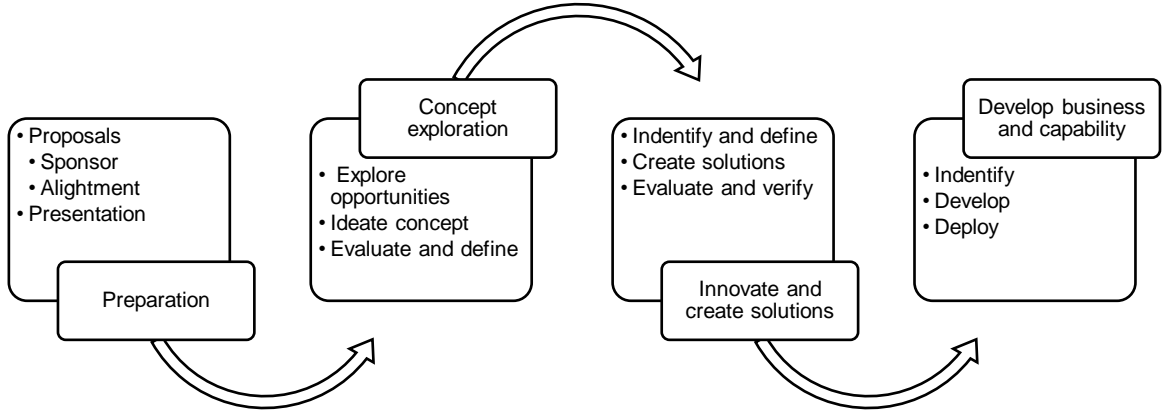


Figure 2 The process of handling new initiatives

In the period of preparation, idea promoters need to prepare an idea proposal. This is a formal document that requires careful consideration from submitters. Apart from problems, solutions, and financial sections like traditional business proposals, this one should include the name of a sponsor, and the peers to make sure that the new idea is aligned other activities in the organisations. The sponsor is the manager of a line of business, and willing to formally support the idea and its development. After the proposition is submitted, there will be a chance to formally present an idea to the board of decision-makers. Then, the final decision will be released.

4.1.3. Overview of timeline

The idea has been undergoing a 2-year of promotion (figure 3), which can be generally divided into three periods. In the following sections, this timeline is used to describe the moves, as well as capturing the changes between periods.

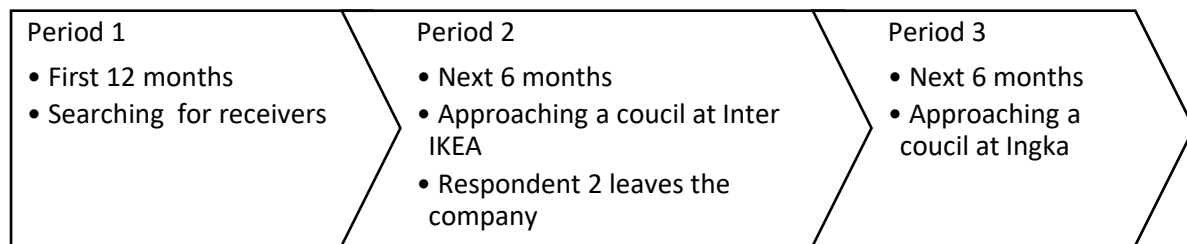


Figure 3 Timeline of the case

In the first period (about a year), the change of management and restructuring create fluctuation, and the team could not find a place to submit their idea. Later, new councils are created, and they have certain places to go.

In the second period, the team targets the council of innovation and concept development at Inter IKEA, but it fails to get the chance for a formal presentation. In addition, respondent 2 leaves the company around this time. However, he keeps working on the idea as a team member as usual.

In the third period, after the creation of the council at Inter IKEA, Ingka Group finally establishes ten councils for itself. Thus, the team navigate the idea to the job council number 2, hoping to enter the first phase of concept development. This time, things go better as they manage to get a chance to formally present the idea at that job council. However, the final decision has been delayed. Looking into the future, the intrapreneurs still have a long way to go. After the phase of concept exploration, the idea has to undergo other phases of solution and business development, where necessary operational capabilities and other issues are addressed. According to the respondents, the initiative handling process appears to be a one-gate keeper, but it could take years for movement. More importantly, getting a “yes” from a sponsor is very challenging.

“Three years and it's not uncommon but there's added an extra year between the gateways as well... Best case it takes five years.” – Respondent 2

4.2. Promotional activities

4.2.1. Packaging moves

There are different kinds of materials that have been used by the intrapreneurs, including PowerPoint presentation, idea proposal, reports and even a demo website. As the idea is based on a past project, many materials have been reused (i.e. pictures, mock-up of a digital platform). Among the others, PowerPoint presentation has been used the most during the time, clearly changing from version 1 to version 3, corresponding to the three periods. In two years, a figure shows that it has been revised more than 400 times, with around 20 days of editing. Along the way, the presenters consider who is the receivers and tailor the message regarding their interests. However, the tailored messages were mostly made in conversation, depending much on the context at the time of discussion. For this reason, inquiries of tailor-made packaging are mainly based on available documents.

“We need to present it in different ways with different stakeholders a little bit... I've been trying to get their interest by focusing on what they are interested in.” –

Respondent 1

In the first period, there is no specific presentation for this idea. In order to present their thoughts, the idea promoters make connections with the origin project and *refer the idea as an upgrade or a newer version*. The slides of the so-called presentation version 1 firstly showcase the past project, followed by the introduction of potential development. According to respondent 2, the whole idea is solution-oriented, bringing more values to customers rather than fixing a specific problem. Therefore, the frame is dominated the potential solutions, and it works well to spread probable benefits.

In the second period, the team start to approach the council at Inter IKEA, and some problems about how the idea is framed start to emerge. Even though the idea's values are somewhat recognized, the receivers don't see its uniqueness when comparing to other projects in the company. In addition, the thinking logic of decision-makers is problem-oriented instead of solution-oriented. Though the solutions for it remain unknown, an idea can still be raised and

get support because of the problems it presents. On the contrary, ideas which raise only solutions are not preferable by decision-makers.

“It's been in our heads and when we kind of explained it to the stakeholders... they said: ‘Yeah but this is already finished solution. So, you don't need any funds to explore it. Then you could just find a stakeholder who could do it’ – Respondent 2

This kind of logic is a real challenge for intrapreneurs, who mostly see the opportunities rather than threats from problems. Therefore, they ask some experienced people to help them create a brand-new and dedicated presentation for the idea, which will be named as PowerPoint presentation version 2. In this version, the first page put three emotional and strategic questions relating to the company' vision and mission. The next slides are named as “problem statement” and “strategic contribution”. Throughout the presentation, the solution is generally mentioned as a “new business model” or giving a “certification” to customer. According to respondent 1, the presentation at that time is just a visualisation of their initiative, and a clear approach to the solution has not been defined. This vagueness is well documented by the multiple uses of words like: “we will explore”, “our dream”. In general, the presentation version 2 is simple, and only had around ten text-included slides with many aesthetic pictures in the background. Also, the slides also use many inspirational words, potentially triggering attention to the beauty of their idea. Even though the idea is not picked up to formally presented in the job council at Inter IKEA, the idea still gets positive feedback from the decision-makers. Therefore, the team is motivated to proceed with the application at the Ingka group.

Taking the motivation, the team keeps build up the idea and prepare to reach decision-makers at Ingka. During that period, the solutions become more visible and the presentation is updated to version 2.5. In this version, different components of the package are clearly identified. More details, the word “Genomtänkt” comprises of 10 characters, and each one represents one desired function (i.e. interior design, furniture implementation, subscription, maintenance, etc). As mentioned above that a digital platform is the unique selling point of this concept, there is a considerable focus on how it could be achieved, in terms of allocated

time and number of slides. Besides the newly added information, the slides about problem statement and strategic contribution are removed. According to the respondents, version 2.5 aims to attract external customers as they would like to make some preparation in advance. Once the idea is formally approved, there are some customers ready for immediate deployment.

This version 2.5 with an inclusive package is very appealing. The positive feedback received from these stakeholders infuses a lot of energy to the intrapreneurs. However, when the idea goes deeper into the formal process, it appears to be unrealistic and would be modified later. Respondent 2 realises the existing way of packaging is a wrong approach. Such an inclusive package with general strategic contribution is so big, and only suitable when presenting to CEOs or board of management. Lower managers whom they could reach are only in charge of specific areas. Again, the idea should be packed to match their interest.

“At first we painted this great vision of how fantastic it could be and...we soon found out that that's totally an uninteresting approach... if we had presented it to the CEO or actually the board then I think it could have gotten much more attraction.” –

Respondent 2

Consequently, version 3 of the presentation is required, accompanied by the removal of the ten-element description, which are derived from the word “Genomtänkt”. Also, financial appendix is added. This new way of packaging appears quite successful as it starts to gain interest from several internal stakeholders. One of them is a country sale manager, who is responsible for sales performance within a region. Even though IKEA has been doing very good at the consumer market, they are facing some challenges because the demand in this market is not growing as expected. Therefore, the business-to-business (B2B) market becomes more important, and become one of the main drivers for future growth. Acknowledging this, the team collects data about the B2B market, painting the picture of how this idea is linked to the problem of growth and standing out as a promising solution.

Finally, the teams get chances to formally present the idea at the job council number 2, Ingka Group. As the respondent already left the company at this time, the formal presentation is fully responsible and carried out by the respondent number 1. As mentioned, the decision has been pending from this point.

Even though the package is resized, it still includes some critical information that potentially reduces the possibility of acceptance. Proving an explanation of why this project was so difficult when comparing to previous ones, respondent 1 contend that it could be the use of the brand. However, through different versions of the presentation, they keep mentioning the company brand for certification.

“if you want to use that IKEA brand in the way that I suggest... it is important that you don't damage the brand” – Respondent 1

Adding more on that, respondent 2 confronts that this way of packaging and attaching the idea with these specific goals means that you are competing with something already in the plan, and people don't like to share that. Therefore, they have reduced the required funding to make it more acceptable.

“They had set up a goal of increasing their table for years... And that's a big challenge for them to increase B2B sale... But at the same time, they had made plans for other activities” – Respondent 2

4.2.2. Involvement and process-related moves

Initially, there are two visible challenges for the intrapreneurs. Firstly, the company is undergoing a change in the management and structure, so there is no clear target for them to submit the idea. Secondly, the scope of the idea is too big to fit within a certain line of business. Therefore, finding the idea's formal receivers have been the most critical concern for the team. The general strategy is looking for anyone who could have an interest in the idea, exchange conversation as well as speculating for the future.

“Since there was a reorganization there was no stable organization and there was no solid ground ...It was a bit struggling in its first who should be the receivers ...our strategy was to look at what our stakeholders within the company, but also looking at what will happen in the future” – Respondent 2

In period 1 (see figure 3), the idea is very much primitive. The intrapreneurs have a general vision about what values could be provided to customers, but it remains unknown how to deliver such values in practice. Therefore, they start to approach various lines of business that might be relevant and potentially have interests in the idea. They expect that some stakeholders with entrepreneurial mindset might actively back the idea up and becoming a team member or even the idea owner. Along with this approach, the intrapreneurs gradually develop different components that relate to each stakeholder. According to respondent 1, most of the components they think about are underdeveloped or not even exist when they started to talk to these people. For example, the idea brings the value of sustainability, so they have a talk with a sustainability manager with a discussion focusing on a rental model, taking back furniture, etc. Even though the idea is well received with positive feedback, greater support from these stakeholders is not achieved. Respondent 2 think that the idea might be too big that out of their control at that moment. The period I ends without much advancement in the idea promotion.

“We have kind of nudged different parts of our organisation to kind of create these functional areas, but they don't [take action] ... it's kind of a big vision they don't control it” – Respondent 2

In the second period (see figure 3), there are many main events happening. Firstly, at Inter IKEA, a new council for innovation and concept development is created, and the team now has a clear target to go. As one member of the council was a colleague of respondent 2, it is easier for the team to sell the ideas to reach decision-makers there. At first, the intrapreneurs face trouble as the receivers do not appreciate the PowerPoint version 1 with so many solutions. If solutions were already identified, the team would not need a fund for exploration. Instead, they could find stakeholders to implement it. However, if they could find someone to

take the idea, they do not have to apply a fund for exploration. To get out of this situation, intrapreneurs look for external help. They get support from an external consulting firm to make the idea more problematic (the PowerPoint version 2). By doing this, the team manage to get some informal acceptance, but the idea is still not given a chance to be presented formally in front of the decision-makers at Inter IKEA. Instead, they are referred to do it with Ingka Group's fund. For why the idea is not picked up by this council, respondent 2 thinks that people are intimidated to support it because of the burden it brings. Also, being in its fetus stage, the council lacks leadership or authority to drive this challenging idea forward. Therefore, they might have the potentials, but for the time being it is apparently not the case.

“So, they get guess this is my kind of perception in retrospect that they were not mature in how to handle this kind of opportunities. What I've seen. They should already have had at the network team a network where they could be more have more and more leadership or authority in it.” – Respondent 2

Secondly, at the end of the talk with the people at Inter IKEA, respondent 2 leave the company to start his own business (a management consulting firm. However, the team was still working on this idea with all contacts were maintained. Besides the internal promotion, they start to think about developing the idea externally. By doing this, IKEA is just a partner instead of the owner. In other words, the idea could be developed and managed by an external partner, and IKEA joins as a traditional supplier. Then, the team talks with various external idea developer (i.e. interview 3) to elaborate it. The respondents believe that the team could do it on their own.

“One way it could have been done is to find a sponsor external sponsor for it and say that this is OK” – Respondent 2

However, this external approach is not prioritized as that time because the team is motivated for an internal development with promising pledges from decision-makers. Even though the team fails to approach Inter IKEA, there are some positive signs to show they would be successful.

“We will do it. It should be here. This is the process we have with a newly formed group here as well...You only have to do this and then it's just a formality” –

Respondent 2

In the third period (see figure 3), taking such motivation, the team starts to approach some job councils at Ingka group. In addition, they also plan ahead to make sure that the idea could be deployed once it gets formal approval. Therefore, they have developed the presentation version 2.5 to attract potential customers. Through the network of First to Know (where respondent 3 works), they establish a connection to Castellum, one of the leading players in the office retail market.

“They more or less [job council] shook hands and said Yeah we will take it up on the next council meeting and then we started to approach Castellum” – Respondent 2

Back to the internal process at Ingka Group, where the team belong to, there are ten councils and the team could approach multiple of them. Thanks to the support of the country key manager, the team was able to get closer to the job council number 2, where its leader is also responsible for the growth of the Swedish market. As suggested, the idea is too big and even the presentation 2.5 is so extensive, therefore the idea's scope and demanding fund are reduced to avoid hurdles. Finally, the concept is sponsored by the leader of job number 2 and get the chance to formally present at the job council.

In addition to looking for a formal sponsor, the idea proposal should be well-prepared. It is a lot of work to do because the proposal requires the alignment of the idea with other activities in the company. As the concept is new and extensive, respondent 1, who is still working at the company, has talked with a lot of people. Finally, he has it done with approximately 40 people and includes their names in the proposal. There are some names from higher managers, but they are all indirectly cited. Results from the talks about the idea are very positive, just only one of them concerns some potential issues regarding supply chain capability. For why the team could do such intensive work in a short period of time, respondent 2 think that there are very motivated by entrepreneurial spirits.

“when you have an idea you almost fall in love with the idea ... you kind of go ahead maybe too far before you had and have kind of things approved and things like that but that's how an entrepreneur do it” – Respondent 2

Despite their enormous effort, everything goes the more unexpected way. From the council number 2, the idea is formally approved but there is an extra note with some contents, implying time is still needed to implement the idea. Although they have anticipated the challenge by tailoring the idea into smaller projects, some people express scepticism.

“There were some internal politics where other strong people started to question. Should we really do it now? Is this the right timing? Maybe we should do this and that first. Maybe we should wait and so on...” – Respondent 2

In addition to the question about the idea itself, there are also comments about the credibility of respondent 1, who is still staying in the company and propose the concept. Even though councils have been established to handle new initiatives, the roles of many employees are dissolved. Respondent 1 is one of these, waiting for a new position or assignment.

“Should [respondent 1] really do this? Where is he working now?” – Respondent 2 recalls from an email thread

At best, the concept in general and the project with Castellum in particular is pending. During the selling process, the involvement of people outside the organisations was ample. Not only helping the team connect to find external players, but the outsiders also have contact with stakeholders inside and exert influences, with and without the presence of the intrapreneurs. However, the bureaucratic formality is deemed as too rigid, and such informal interaction from outsider do not yield concrete influence as expected.

“I talk to him (one of the decision-makers) ...and he wanted me to write some big brief to him about what happened, but I don't feel the obligation to help” – Respondent 3

After a few months of self-employment, respondent 2 runs out of money and he gets a new job at a new company. In retrospective, the respondent believes that the project could have been better if they keep approaching external stakeholders for development. At some points in time, they were about to start it seriously but interaction from the decision-makers hold them back.

“the best approach would have been to go to an external stakeholder totally and we had some external stakeholders... stakeholders said that if IKEA doesn't want to do this we are willing to do it but the challenge here was that IKEA said ‘yes...but’ and then kind of dragged on it” – Respondent 2

‘yes...but’ really means the idea is good but the team should be a bit more patient and wait. The cycle keeps going as it is dragged on. At this point, there is no more effort made but waiting.

*“I think the problem at the moment is the time timing that we are doing so much change at the moment but that we should wait until we have a different situation.”
– Respondent 1*

4.2.3. Summary of tactics

The table below consolidates tactics that are observed from the empirical findings, based on the framework from the theoretical background section.

TACTICS	PERIOD 1	PERIOD 2	PERIOD 3
Packaging Moves			
- Use of Logic	- Solution-oriented	- Problem + Solution (PP ver. 2)	- Solution-oriented (PP ver. 2.5) - Solution + Financial appendix (PP ver. 3)
- Continuous Proposal	Not available	- Stakeholders at Inter IKEA	- Leaders at Ingka Group
- Incremental Package	- General concept	- Comprehensive package	- Small project
- Bundling	Not available	- Strategic contribution	- Sale enhancement for B2B market
Involvement Moves			
- Insider	- Any potential stakeholders	- Former college leads to a council at Inter IKEA	- Country sale manager leads to council number 2 at Ingka Group
- Outsider	- Any potential stakeholders	- Asking a consulting firm to prepare presentations	- Connecting to First to Know to find a potential partner for deployment (via First to Know) opportunities
Process Moves			
- Formality	- Informal conversations	- Formally approach to stakeholders	- Formal idea submission
- Preparation		- Continuously learning and assess new information	
- Timing	- Wait	- Proceed	- Proceed and Wait

Table 3 Summary of tactics from empirical findings

5. Discussion

In this section, the empirical data are compared to the idea selling framework as presented earlier from table 1. Based on that, each primary move is discussed separately to see whether or not it has been practice as suggested from the literature. In addition, some explanations are also provided, in response to the research question.

5.1. Packaging moves

Literature suggests that idea promoter should start to sell a project by breaking it into small portions (Bishop et al., 2011; Wickert & de Bakker, 2016), from incremental to radical proposals. When receivers are more familiar with single parts of a big idea, it is easier for them to understand the whole concept. However, this project is observed to have an opposite approach instead.

As introduced in 4.1, the case is a radical idea that is very ambitious at the beginning, aiming to become a new business model. By naming the project as “Genomtänkt” (though through), the intrapreneurs mean that many factors should be considered together, Therefore, just doing single components separately does not provide the values they are seeking for.

The problem is that intrapreneurs are driven by their ambitions, they keep presenting the whole concepts to whom they think might be relevant. Even though respondent 1 acknowledges the differences between stakeholders, and tailors his messages to their interests, the promoters do not present the idea in a small way as suggested by Dutton et al. (2001). After every meeting with a specific receiver, aiming at tailoring to their interests, intrapreneurs unintentionally make the ideas more extensive by compiling many tailored messages. Though one’s interest can be irrelevant to others’, it appears that the idea promoters are not willing to remove things that are not really linked to the specific audiences. For this reason, the more people they approach, the more complex the idea is. Although the receivers are interested, they got scared by how big the idea is and not strongly support it.

This could be a reason why the initial selling effort is not effective. Finally, the idea reaches the point that it is no longer fits to the formal idea handling process in the organisation. Recognizing this, the intrapreneurs are compromised to resize their idea into a smaller initiative for exploration. Then, the scope and the required funds for the idea are minimised in their proposal.

In overall, the idea promoters, in this case, appear to be influenced by *affect heuristic*, which suggests that the intrapreneurs make decisions based on their emotions (Nouri et al., 2018). The heuristic suggests that a rational decision relating to idea selling, such as how to make the idea fit within a corporate situation, is rarely achieved as idea promoters are emotionally influenced by the beauty of their idea. Thus, it helps explain why the intrapreneurs initially keep presenting as big as it is, even though they acknowledge that stakeholders have different interests.

Regarding the tactic of continuous proposal, this move has not been observed at the beginning because the team do not have a specific target. They are more about looking for potential stakeholders rather than trying to get attention from certain people. However, things change in the later periods as they have clear targets - the decision-makers at councils. Dutton et al. (2001) suggest that the continuous attempts could cultivate more connections to the topic, make the receivers more familiar with the idea. Particularly, in this case, many PowerPoint presentation versions have been used to get the attention of the leader of job council number 2. When the intrapreneurs firstly use PowerPoint presentation version 2.5, the idea is too big according to the leaders' perception. Therefore, the team modifies the slides by removing ten elements regarding the word "Genomtänkt". In addition, they also adding a financial appendix to make the idea more concrete and relevant. According to respondent 1, they actually step back to reduce the amount of requested fund to avoid some financing assessments.

Next, the kind of values connected to the idea has changed from strategic contributions to the creation of new revenue, particularly the improvement of the B2B market. As suggested by De Clercq et al., (2006), idea promoters are more willing to start their selling process when they are obsessed with corporate strategies and the strategic importance of their initiative.

Similarly, in this case, the intrapreneurs start their journey with ambition in potential benefits and strategic contribution to the company development. As stated in the presentation version 2, the idea is a new business model that brings the company closer to customers and contributes to the company's new strategy. However, this attribution is later changed to a sale contribution in B2B as they get better identification of who are the receivers. Even though the councils are established to handle various types of initiatives or innovations, the members of these councils come from specific lines of businesses. The approach with strategic contribution is only appealing to top high-end managers, instead of those they are in contact with. Once realising the situation, the values tied with the idea is then changed to a specific contribution.

This is consistent with the argument of Bazerman & Moore (2009). From an attention-based view, the authors assert that managers, in general, are biased towards their own interests, and therefore only accept ideas that match with them. In addition, when a specific goal is set, it implies that some other initiatives already in plans to reach that goal. Therefore, idea promoters should identify the least resistant option (Wickert & de Bakker, 2016), avoiding having to compete for resources with other projects that are already in line.

“The members of the council are managers of the line of business areas so they decide on what should be picked up and they will only decide on things that are relevant for themselves and not for the others” – Respondent 2

Finally, the use of presenting logic has been changing a lot through the three periods (see figure 3). Firstly, the team are locked into the potential's benefits of the idea, neglecting the importance of relevant problems. When the team has initial discussions with stakeholder's, especially with decision-makers at Inter IKEA, they are not convinced that the idea is worth funding. This problem is consistent with the argument of Howard-Grenville (2007). The author suggests that an effective idea selling has to establish both difference and dependence. Dependence captures how the idea is relevant to receivers, and difference relates to an idea's novelty when compared with existing solutions. In this case, decision-makers do see the values of the idea, but they don't think it is problematic enough to be explored. In other words, the

solutions are linked to identified problems, and there is no need for exploration. To tackle this challenge, the team relates their solutions to some strategic problems, building the presentation version 2. Finally, they get some informal acceptance from the people at Inter IKEA. As they approach external customers to find some partners in advance, it is understandable that the presentation version 2.5 is dominated by solutions, with the removal of internal problems.

In version 3.0 presented to Ingka group, however, the PowerPoint lacks problem statement even though a financial appendix is added to be more appealing. A possible explanation is that the problem-related section is already included the idea proposal, which was sent in advance to decision-makers for pre-assessment. However, it seems to be a careless move. Many pitching models suggest using a logic structure from problem to solution, such as the NABC model (Christian, 2012), is more productive. In addition, the intrapreneurs experience from previous attempts that decision-makers prefer fixing problem-related applications than merely new solutions. An idea with innovative solutions but few problems are found to be ineffective to sell (Howard-Grenville, 2007). Similar results occur when opportunities dominate (Ling et al., 2005), which is what this case is about. Considering the relevant context, this is the point that respondent 2 two already left the company. The presentation is fully carried out respondent 1. Interestingly, intrapreneur 2 do not aware of version 3, and he thinks that this could be a problem for such failure.

5.2. Involvement moves

Dutton & Ashford (1993) propose that the very first decision is to go solo or involve others in idea selling. However, this decision is not really considered in this case. According to the respondents, the team are established naturally as they exchange some idea in daily work. From the number of two members, they start to target more people to gather support and attention. The target of involvement could be upper managers/peers/lower employees from inside the organisation, or even outsiders (Dutton et al., 2001). In this case, the appearance of lower employees has not been observed during the selling process. This is not to say that

the intrapreneurs are at the lowest level in the company, but rather due to the nature of work and the structure of the organisation.

Also explained by the respondents, they work on project-based assignments, crossing various lines of business and departments. Even though the intrapreneurs are project manager, they do not have a resource to work on ideas out of their assignments. Therefore, the first targets of the team are managers from various lines of business that the idea might be relevant. They are the ones who have certain control of resources and ability for implementation. By targeting these people, the idea promoters expect to find idea champion with an entrepreneurial mindset, willing to take idea within their lines of business. Since the idea is too extensive, the managers are more or less afraid of overlapping the other business. Finally, this move of going from different lines of business is not successful. However, they still get some informal support from such engagement. This is the foundation for them to reach and involve decision-makers at councils formally.

In addition to the inside engagement, the team did make connections with potential customers, consulting firms, as well as project advisors outside the organisations. Not just a virtual presence, the outsiders do make contacts with stakeholders inside the company directly. According to Magadley & Birdi (2012), outsiders can provide support, increasing the credibility of promoters, as well as creating the legitimacy for ideas from external contexts. Therefore, it is likely that they can exert a certain influence to some extent. However, outsiders' involvement is considered ineffective and insufficient. As explained by respondent 3 - an outsider, he is willing to provide any information if necessary but is not responsible for helping the idea promoter fix the internal puzzle. Consistent with Dutton et al. (2001), the benefits of involving outsiders are not significant in selling ideas internally.

Regarding the nature of involvement, Dutton et al. (2001) make a clear distinction between the wide range and the depth of involvement. In other words, it is involving people formally and opening the network extensively. In this case, the findings show that the two tactics are *not* mutually exclusive as it is from the authors' framework. During the whole selling process, the team have in total of 11 places (councils) to go. They try to reach as many as possible but

was only able to reach two of them effectively. For both targets, the decisions makers are reached by an extensive range of involvement. Three are some mid-way stakeholders, acting as bridges to connect the idea sellers with their buyers. More details, the job council number 2 at Ingka Group and the one at Inter IKEA are reached through a country sale manager and a colleague of respondent 2, respectively.

Overall, the idea promoters have utilized their broad network to influence the decision-makers formally. However, it entails risks that the idea has been populated around the organisation. According to Kotter & Whitehead (2010), fear mongering is one of the four common factors that kill an idea. Fear mongering refers to the situation that an idea assessment is affected by the prevalence of anxiety and past failure (i.e. workload, feasibility). In this case, the intrapreneurs unconsciously sell the idea to a wide range of stakeholders with an ambitious intention. Although the project is tailored in smaller portions eventually, the decision is affected by side-talks from people who are not decision-makers. The perception about how big the idea is still prevailing in the minds of these stakeholders, triggering their anxiety to prevent from being approved. As respondent 2 expressed, the project was approved, but it requires a few extra steps to be officially effective.

5.3. Process-related moves

The formality refers to the degree to which idea seller follow formal protocols and processes in organisations when raising the idea. In an organization, especially a large one, formality is the only way to manage and structure the process of innovation effectively (Tatikonda & Rosenthal, 2000). Besides resource allocation, formality provides a stable platform for legitimacy (Concannon & Nordberg, 2018). In this case, the idea promoters have strictly followed this, and make selling decisions regarding the outcome of the process. As proposed by Dutton et al. (2001), the formality in the case also appears in two formats: as a formal process and as stipulated in written documentation. Regarding the formal process, it is the sequence of document preparation, submission, presentation, and waiting for the decision. Although the intrapreneurs already establish some contacts with external partners in advance, they have to wait for approval to make further moves. This reflects the inflexibility that

intrapreneurs encounter, compared to external entrepreneurs (Jong & Wennekers, 2008). Considering the written documentation, it requires much effort to be finished, such as alignment with other stakeholders in the companies. However, respondent 1 see it as valuable because he could get more knowledge to develop the idea from such practices.

Regarding the preparation, Dutton et al. (2001) suggest that normative, strategic, relational knowledge are fundamental for idea promoters to make tactical moves. In this case, the team can be considered as possessing a good amount of such knowledge when they start. For example, respondent 1 has been working in the company for about 30 years as a project manager; he has accumulated a broad network as well as knowledge in working procedures.

However, this study finds that the knowledge about the idea itself is also important for making effective selling movements. As documented from different versions of the presentation, the promoters do not have a clear vision about how the offering looks like. Later on, from the conversation with stakeholders, the promoters discover more details about each component in the package, as well as what is more acceptable to different stakeholders. While research on idea selling suggests that an idea should be divided into small pieces of information (Dutton & Ashford, 1993; Wickert & de Bakker, 2016), it appears impossible for idea promoters to employ this move as they have little knowledge about their idea during the initial stage. Jong & Wennekers (2008) make the distinction between idea creation and idea promotion, but this study points out that the two stages happen together through common activities. The idea promoters only find that this project might require an upgrade in supply chain capability after a talk with a supply chain manager.

As the company is undergoing a reform, the idea has been on hold for the first period. Later on, the establishment of councils finally provide the idea promoters with favourable conditions, so that they can take formal steps in period 2 and 3. Also, it is the time that one of the two intrapreneurs decides to leave the organisation to start his own company. However, he still believes in the potential of this idea and actually makes some steps to continuously develop it outside of the organizational context that the idea is initially developed. Compared to the literature, this movement is found common among those with entrepreneurial minds

(Buekens, 2014). The article suggests when meeting a certain threshold, all else equal, the decision to leave happens because intrapreneurs have acquired sufficient contact and technology. Regarding respondent 1, he chooses to stay and wait for the appropriate timing with regards to the current context (Dutton et al., 2001). The difference in their decision making between the two also depends on their personal traits and backgrounds. Respondent 2, who has entrepreneurial experience and has switched job several times, might be more risk-tolerant and self-efficacy. Respondent 1, on the other hand, as suggested by Douglas & Fitzsimmons (2013), has lower risk tolerance and is considerably associated with intentions to stay as an intrapreneur.

6. Conclusion

Intrapreneurs are the ones who proactively pursue and promote new ideas to bring benefits to their employers. The ideas are usually radical, which are against a company's current way of doing business. Therefore, they are rarely taken by decision-makers. In order to enter a formal loop of idea development, intrapreneurs have to employ multiple tactics to gather attention and support from stakeholders. Dutton et al. (2001) proposed a useful framework to study such idea selling activities. However, the framework provides little connections between tactics, their relations to each other, and how tactics change as idea selling proceed. From studying a *not-yet-successful* project, the author makes further contributions to the framework by exploring the selling activities of intrapreneurs in practice. As stated, the research question is:

How do intrapreneurs change their idea promotional tactics during the process of idea promotion?

6.1. Answering the research question

Firstly, changes in idea promoting tactics are affected by the development of the idea itself. In the initial period, idea promoters do not have the ability to fully and precisely make rational decisions about the tactics to use. Much information about the idea itself remains unknown. Thus, the employment of some selling moves proposed by Dutton et al. (2001) seems not feasible to promoters. For example, as mentioned in the theoretical background (2.3.1), the incremental packaging requires knowledge of what might be relevant to a specific stakeholder. In order to be noticeable, each piece of delivering information should be small enough but still being different (Howard-Grenville, 2007). This requirement could only be achieved by continuously learning and experience from the surrounding environments, and from the development of the idea itself. Rather than being separated, the stage of idea creation and promotion are highly overlapping. Many activities could be seen as either idea selling or idea generation. In this case, the intrapreneurs go from a general concept to develop

the idea more advanced and eventually compromise themselves to have the idea fitted within the context of the company.

Secondly, the decisions of idea promoters are affected by *affect* heuristic, which is commonly founded among people with entrepreneurial spirits (Nouri et al., 2018). This bias refers to the situation when idea promoters are emotionally locked into the beauty of their ideas, naturally neglecting rational assessments. In this case, many important decisions have not considered by the intrapreneurs. For instance, a wide range of involvement has been employed from the beginning of the selling process. Although Dutton & Ashford (1993) warn that broadening the range of involvement might create more opponents than supports, the idea promoters do not take it into consideration. Being obsessed with the benefits of new ideas, the intrapreneurs are ignorant and involve more people than needed. Instead of supporting the idea, some of them cause a disturbance, preventing the idea from a formal decision. To conclude, idea promoters are affected by the emotional bias that hinders their decision of who should not be involved.

Finally, formal processes have a strong impact on the moves that promoters employ, especially in the context of a large organization. While Dutton et al. (2001) propose that idea approval could be done either formally or informally, this study finds that the informal channel is well-embedded within a formal process. In order to be legitimate, the intrapreneurs from the case have to gather informal alignment from many stakeholders to fulfil the proposal requirement. Simultaneously, this requirement implies an extensive range of involvement. There are a lot of talks to be done accordingly. Overall, the formal process is the critical point that altering formality into a social-political process, where the quality of the idea is no longer the greatest concerns.

6.2. Implications and future research

These findings may help us understand the situation that intrapreneurs encounter during their idea promotion process. This result may be explained by the fact that intrapreneurs are obsessed with ideas, thus limiting their rational decisions regarding idea selling promoting

activities (Nouri et al., 2018). Busenitz & Barney (1997) see that a strong yet irrational belief is what distinguishes a traditional manager to the ones with intrapreneurial spirits. As suggested from literature, the idea promoters are motivated to sell their ideas as they believe it is strategic importance to their organisations (Alt & Craig, 2016; Bishop et al., 2011). This affect heuristic thus fosters the intrapreneurial capabilities to work with constraints and inflexibility within an organisation, allowing them to personally develop the idea for many years.

Under the affect heuristic, intrapreneurs would unconsciously mitigate the negative result and heavily relying on positive outcomes (Baron, 2008). In a broader picture of intrapreneurial activities, the stages of idea creation and promotion are highly overlapping (Jong & Wennekers, 2008). One activity could belong to either idea generation or idea selling. In other words, an activity can be located in the grey zone of idea creation and idea promotion. Put the affect heuristic into the intrapreneurial cognitive process, negative feedback for such an activity is considered constructive for idea promotion rather a sign of failure in idea promotion. Overall, the not-yet-successful situation in this case study suggests that the affect heuristic might negatively affect the decision of idea promoters. However, this heuristic in particular and biases, in general, are what constitute the emerge of intrapreneurs. Thus, it is challenging to say whether or not those heuristics and biases should be controllable or not.

Seeing that idea promoters' cognitive bias is unavoidable (Robert A. Baron, 2007), more work should be done regarding the intervention of organisations, especially the formal process of handling new ideas. In this case of a not-yet-successful idea, disturbances from the formal process actually kill their spirits. When unsatisfied, employees perhaps leave the company, which undermines the firms' innovative capability (Ven, 1986). To avoid this, firstly, organisations should create a transparent process for handling initiatives. Many research in innovation management have proposed clear processes and best practices to manage new ideas (Cooper, Edgett, & Kleinschmidt, 2002). Adding on this, I further suggest that the new processes should also reduce the burden of informal requirement. Otherwise, it is just merely relocating formal criteria into informal negotiation. In other words, the idea handling process should not divert a formal idea development to a social-political process completely (Baer,

2012) but should have a balance between them. Additionally, the board of decision-makers could be established independently, reducing the potential conflict of interest when assessing ideas (Buekens, 2014).

Considering the existing literature, this thesis has provided a more in-depth insight into the idea selling framework of Dutton et al. (2001). The framework is rich in details with many sub-categories. The authors generate clarification between three kinds of promotional tactics: packaging, involvement and process-related moves. In the context of this case, however, many of these appear to be distinguishable and impractical. Instead of being mutually exclusive, each promotional move is highly related to each other. For example, the decision to create a presentation (packaging moves) is related to who is the receiver (target of involvement in involvement moves), and the level of formality (required format in process-related moves). Although the framework is highly cited, such complexity explains why the use of the framework is not unified among existing studies; for example, works by Bishop et al., (2011), and Howard-Grenville (2007). This limitation might hinder the development of this research domain in general.

Finally, this thesis has its limitation. Since the data collection is mainly semi-structured interviews, and the respondents give answers due to their retrospective, it is likely that this study has not captured some promotional activities. Additionally, constraints on time and resources are visible: this study was carried out in a relatively short period compared to the time span of the project. Therefore, future research could focus on exploring selling activities in different contexts to make the framework, in particular, and idea promotional research, in general, more relevant and applicable. Because this study mainly focuses on the moves themselves, future research could provide a more in-depth explanation for the behaviour of idea selling tactics by focusing on intrapreneurial learning, and the effect of heuristics and biases.

7. Reference

- Alt, E., & Craig, J. B. (2016). Selling Issues with Solutions: Igniting Social Intrapreneurship in for-Profit Organizations. *Journal of Management Studies*, 53(5), 794–820. <https://doi.org/10.1111/joms.12200>
- Baer, M. (2012). Putting Creativity to Work: The Implementation of Creative Ideas in Organizations. *Academy of Management Journal*, 55(5), 1102–1119. <https://doi.org/10.5465/amj.2009.0470>
- Baron, R. A. (2008). The role of affect in the entrepreneurial process. *Academy of Management Review*. <https://doi.org/10.5465/AMR.2008.31193166>
- Bazerman, M. H., & Moore, D. A. (2009). *Judgment in Managerial Decision Making*. John Wiley. <https://doi.org/10.1017/CBO9781107415324.004>
- Betz, F. (2011). *Managing Technological Innovation: Competitive Advantage from Change: Third Edition*. *Managing Technological Innovation: Competitive Advantage from Change: Third Edition*. <https://doi.org/10.1002/9780470927564>
- Bishop, K., Webber, S. S., & O'Neill, R. (2011). Preparation and prior experience in issue-selling success. *Journal of Managerial Issues*, 23(3), 323–340. Retrieved from <http://www.scopus.com/inward/record.url?eid=2-s2.0-83655193004&partnerID=40&md5=ecaa2d8e8a899c181528d7cf03e7b1f9>
- Bryman & Bell. (2012). *Business Research Methods - Alan Bryman, Emma Bell*. *Business Research Method*.
- Buekens, W. (2014). Fostering Intrapreneurship: The Challenge for a New Game Leadership. *Procedia Economics and Finance*, 16(May), 580–586. [https://doi.org/10.1016/s2212-5671\(14\)00843-0](https://doi.org/10.1016/s2212-5671(14)00843-0)
- Busenitz, L. W., & Barney, J. B. (1997). Differences between entrepreneurs and managers in

- large organizations: Biases and heuristics in strategic decision-making. *Journal of Business Venturing*. [https://doi.org/10.1016/S0883-9026\(96\)00003-1](https://doi.org/10.1016/S0883-9026(96)00003-1)
- Calisto, M. de L. (2018). Do Intrapreneurs Learn by Doing? In *Experiential Learning for Entrepreneurship* (pp. 185–203). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-90005-6_10
- Christian, N. (2012). The NABC Method from Stanford Research Institute, SRI. *Speaker's Corner*.
- Christiansen, J. K., & Varnes, C. (2008). From models to practice: Decision making at portfolio meetings. *International Journal of Quality and Reliability Management*, 25(1), 87–101. <https://doi.org/10.1108/02656710810843603>
- Concannon, M., & Nordberg, D. (2018). Boards strategizing in liminal spaces: Process and practice, formal and informal. *European Management Journal*. <https://doi.org/10.1016/j.emj.2017.03.008>
- Cooper, R. G., Edgett, S. J., & Kleinschmidt, E. J. (2002). Optimizing the Stage-Gate Process: What Best-Practice Companies Do—I. *Research-Technology Management*, 45(5), 21–27. <https://doi.org/10.1080/08956308.2002.11671518>
- De Clercq, D., Castaner, X., & Belausteguigoita, I. (2011). an Attention-Based View on Intra-Organizational Entrepreneurship. *Academy of Management Proceedings*, 2006(1), UU1–UU6. <https://doi.org/10.5465/ambpp.2006.22897081>
- De Clercq, Dirk, Castañer, X., & Belausteguigoitia, I. (2011). Entrepreneurial Initiative Selling within Organizations: Towards a More Comprehensive Motivational Framework. *Journal of Management Studies*. <https://doi.org/10.1111/j.1467-6486.2010.00999.x>
- Deloitte. (2015). Five insights into intrapreneurship. *Deloitte Digital*, 1–11. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/de/Documents/technology/Intrapreneurship_Whitepaper_English.pdf

- Detert, J. R., & Burris, E. R. (2007). Leadership Behavior and Employee Voice: Is the Door Really Open? *Academy of Management Journal*, 50(4), 869–884. <https://doi.org/10.5465/amj.2007.26279183>
- Dewar, R. D., & Dutton, J. E. (1986). The Adoption of Radical and Incremental Innovations: An Empirical Analysis. *Management Science*. <https://doi.org/10.1287/mnsc.32.11.1422>
- Douglas, E. J., & Fitzsimmons, J. R. (2013). Intrapreneurial intentions versus entrepreneurial intentions: Distinct constructs with different antecedents. *Small Business Economics*, 41(1), 115–132. <https://doi.org/10.1007/s11187-012-9419-y>
- Dutton, J. E., & Ashford, S. J. (1993). Selling issues to top management. *Academy of Management Review*, 18(3), 397–428. <https://doi.org/10.5465/amr.1993.9309035145>
- Dutton, J. E., Ashford, S. J., O’Neill, R. M., & Lawrence, K. A. (2001). Moves That Matter: Issue Selling and Organizational Change. *Academy of Management Journal*, 44(4), 716–736. <https://doi.org/10.2307/3069412>
- Frohman, A. L. (2004). Igniting organizational change from below: The power of personal initiative. *Organizational Dynamics*. [https://doi.org/10.1016/s0090-2616\(97\)90046-2](https://doi.org/10.1016/s0090-2616(97)90046-2)
- Gallo, C. (2014). The Science Behind TED’s 18-Minute Rule. Retrieved June 2, 2019, from <https://www.linkedin.com/pulse/20140313205730-5711504-the-science-behind-ted-s-18-minute-rule/>
- Gammelgaard, J. (2009). Issue Selling and Bargaining Power in Intrafirm Competition: The Differentiating Impact of the Subsidiary Management Composition. *Competition & Change*, 13(3), 214–228. <https://doi.org/10.1179/102452909x451341>
- Ganzer, P. P., Chais, C., & Olea, P. M. (2017). Product, process, marketing and organizational innovation in industries of the flat knitting sector. *RAI Revista de Administração e Inovação*. <https://doi.org/10.1016/j.rai.2017.07.002>

- Gapp, R., & Fisher, R. (2007). Developing an intrapreneur-led three-phase model of innovation. *International Journal of Entrepreneurial Behaviour & Research*, 13(6), 330–348. <https://doi.org/10.1108/13552550710829151>
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*. <https://doi.org/10.1177/1094428112452151>
- Howard-Grenville, J. A. (2007). Developing Issue-Selling Effectiveness over Time: Issue Selling as Resourcing. *Organization Science*, 18(4), 560–577. <https://doi.org/10.1287/orsc.1070.0266>
- Howel, J. M., & Higgins, C. A. (1990). Champions of Change: and Supporting Champions Innovations. *Organizational Dynamics*.
- Howell, J. M., & Boies, K. (2004). Champions of technological innovation: The influence of contextual knowledge, role orientation, idea generation, and idea promotion on champion emergence. *Leadership Quarterly*, 15(1), 123–143. <https://doi.org/10.1016/j.leaqua.2003.12.008>
- IKEA. (n.d.). Inter IKEA Systems B.V. - Worldwide IKEA franchisor: Who we are. Retrieved June 9, 2019, from <http://franchisor.ikea.com/worldwide-ikea-franchisor/index.html>
- Jong, J. de, & Wennekers, S. (2008). *Intrapreneurship: Conceptualizing Entrepreneurial Employee Behaviour*. *The Journal of business strategy*. <https://doi.org/10.1108/eb039227>
- Kanter, R. (1996). When a Thousand Flowers Bloom: Structural, Collective, and Social Conditions for Innovation in Organizations. In *Knowledge Management and Organisational Design* (pp. 93–131). Elsevier. <https://doi.org/10.1016/B978-0-7506-9749-1.50010-7>
- Kim, J., & Wilemon, D. (2002). Focusing the fuzzy front-end in new product development. *R*

and D Management. <https://doi.org/10.1111/1467-9310.00259>

Kornish, L. J., & Ulrich, K. T. (2012). *The Importance of the Raw Idea in Innovation: Testing the Sow's Ear Hypothesis*. SSRN. <https://doi.org/10.2139/ssrn.2035643>

Kotter, J. P., & Whitehead, L. A. (2010). *Buy-In: Saving Your Good Idea from Getting Shot Down*. Harvard Business Press.

Lilien, G. L. (2016). The B2B Knowledge Gap. *International Journal of Research in Marketing*, 33(3), 543–556. <https://doi.org/10.1016/j.ijresmar.2016.01.003>

Ling, Y., Floyd, S. W., & Baldrige, D. C. (2005). Toward a model of issue-selling by subsidiary managers in multinational organizations. *Journal of International Business Studies*, 36(6), 637–654. <https://doi.org/10.1057/palgrave.jibs.8400166>

Magadley, W., & Birdi, K. (2012). Two sides of the innovation coin? An empirical investigation of the relative correlates of idea generation and idea implementation. *International Journal of Innovation Management*, 16(01), 1250002. <https://doi.org/10.1142/S1363919611003386>

Mariotto, F. L., Zanni, P. P., & Moraes, G. H. S. M. DE. (2014). What is the use of a single-case study in management research? *Revista de Administração de Empresas*, 54(4), 358–369. <https://doi.org/10.1590/S0034-759020140402>

Nouri, P., Imanipour, N., Talebi, K., & Zali, M. (2018). Most common heuristics and biases in nascent entrepreneurs' marketing behavior. *Journal of Small Business and Entrepreneurship*. <https://doi.org/10.1080/08276331.2018.1427406>

Palmer, B. (2006). Selling Quality Ideas To Management. *Quality Press*, 39(5), 27–34.

Robert A. Baron, S. A. S. (2007). *Entrepreneurship: A process perspective*. Nelson: Education.

Schon, D. A. (1963). Champions for radical new innovations. *Harvard Business Review*, 41(.), 77–86.

- Scott, S. G., & Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace. *Academy of Management Journal*, 37(3), 580–607. <https://doi.org/10.5465/256701>
- Simsarian Webber, S., Bishop, K., & O’Neill, R. (2012). Trust repair: the impact of perceived organisational support and issue-selling. *Journal of Management Development*, 31(7), 724–737. <https://doi.org/10.1108/02621711211243917>
- Tatikonda, M. V., & Rosenthal, S. R. (2000). Successful execution of product development projects: Balancing firmness and flexibility in the innovation process. *Journal of Operations Management*. [https://doi.org/10.1016/S0272-6963\(00\)00028-0](https://doi.org/10.1016/S0272-6963(00)00028-0)
- Toubia, O. (2006). Idea Generation, Creativity, and Incentives. *Marketing Science*. <https://doi.org/10.1287/mksc.1050.0166>
- Unsworth, K., Brown, H., & McGuire, L. (2000). Employee innovation: The roles of idea generation and idea implementation. In *RUNNING HEAD: Employee Innovation*.
- Ven, A. H. van de. (1986). Central Problems in the Management of Innovation. *Management Science*. <https://doi.org/10.1039/c2cc36589h>
- West, M. A. (2010). Innovation implementation in work teams. In P. B. Paulus & B. A. Nijstad (Eds.), *Group Creativity: Innovation Through Collaboration* (pp. 245–276). Oxford University Press.
- Westrup, U. (2013). Internal entrepreneurship in the public sector: the challenges of integrating innovative project into the regular organization. *Scandinavian Journal of Public Administration*, 16(4), 97–112.
- Wickert, C., & de Bakker, F. G. A. (2016). Pitching for Social Change: Toward a Relational Approach to Selling and Buying Social Issues. *Academy of Management Discoveries*, 4(1), 50–73. <https://doi.org/10.5465/amd.2015.0009>

- Ye, C., Jha, S., & Desouza, K. C. (2015). Communicating the Business Value of Innovation. *International Journal of Innovation Science*. <https://doi.org/10.1260/1757-2223.7.1.1>
- Yin, R. K. (2009). Case study research :Design and methods (4th Edition). *Applied Social Research Methods Series*. <https://doi.org/10.1097/FCH.0b013e31822dda9e>
- Zhou, J., & George, J. M. (2003). Awakening employee creativity: The role of leader emotional intelligence. *Leadership Quarterly*. [https://doi.org/10.1016/S1048-9843\(03\)00051-1](https://doi.org/10.1016/S1048-9843(03)00051-1)

8. Appendix

8.1. Interview guide

Introduction

My name is Trinh Vo, from the Master program of Knowledge-based Entrepreneurship at the School of Economics, Business and Law, the University of Gothenburg. I am writing my thesis about idea promotion, particularly how employees within an organisation gather support and formal approval to develop their own ideas. The thesis is a case study about the concept of Genomtänkt at IKEA. Because you are one of the stakeholders involved, I would like to have a discussion with you about the idea in general, and the promotional activities in particular. To start with, I would like to ask for your permission to record the interview if you are comfortable with that.

Interview questions

- Respondent's background
 - Name
 - The role/connection with the idea
 - Years of experience
- Understanding the context
 - How do you know about the concept?
 - What are the values of the idea? How is it different from other things in the markets?
 - Could you describe the process of idea development?
 - What is a general process in developing an idea?
 - What is the point when you decided to sell the idea to stakeholders?
- Discovering selling activities
 - Packaging moves
 - What kind of material has been used in presenting the idea?
 - Did you tailor the idea to match the interest of a specific receiver?
How did you do that?
 - Involvement moves
 - What are the potential stakeholders in this idea? (Insiders/Outsiders)
 - Who did you contact first?
 - What are the results of that connection?

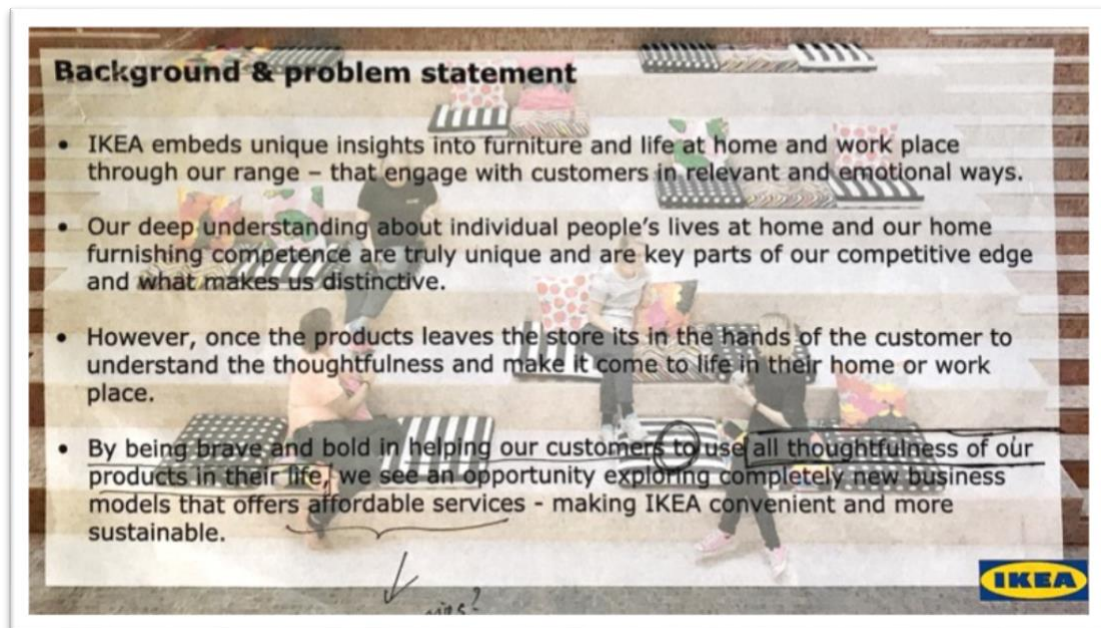
- Process-related moves
 - What is the formal process of developing this idea? To what extent you follow that process?
 - Do you consider when the idea is good/not good to go?
- Asking for rationales behind the moves
 - How did you make that decision?
 - Do you think it is the right approach? Why/why not?
 - What is your perception about the whole process? What could have been done differently if you had had a chance to go back?

End of interviews

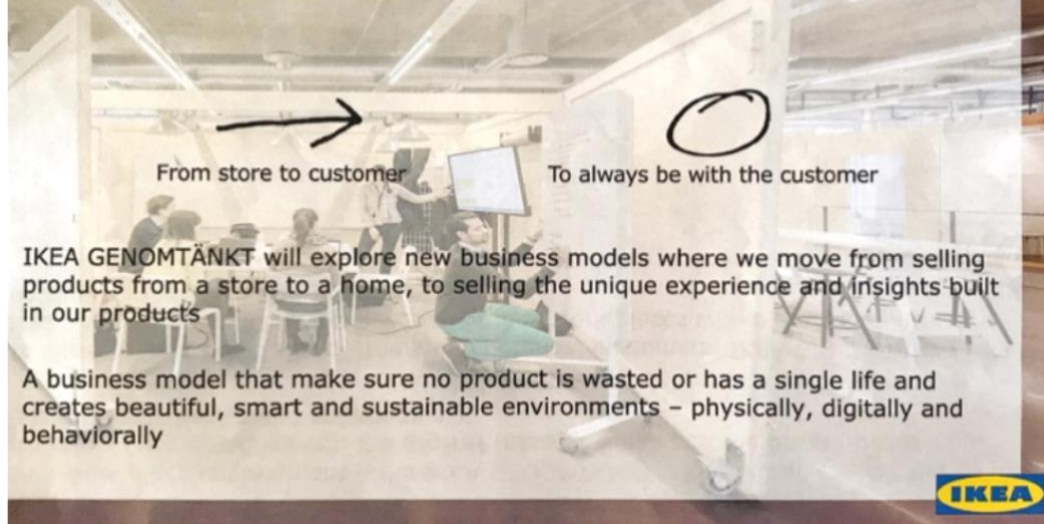
Thank you. I am very thankful for your time. I shall share with you my findings and expect to get more contact for further inquiries if you are comfortable with that.

8.2. PowerPoint slides

Version 2



A GENOMTÄNKT business model



From store to customer

To always be with the customer

IKEA GENOMTÄNKT will explore new business models where we move from selling products from a store to a home, to selling the unique experience and insights built in our products

A business model that make sure no product is wasted or has a single life and creates beautiful, smart and sustainable environments – physically, digitally and behaviorally



Ambition & Strategic contribution

We will understand how IKEA can be even more customer and market relevant by taking the knowledge and magic from our stores and offices to the customers.

We will explore how IKEA can provide a convenient service that ensures that all thoughtfulness in our products come to life to our customers - physically, digitally and behaviourally.

We will elaborate with strategic partners and potential customers to create fully sustainable business model for home and work place furnishing

In Jesper's words – *"we enable mass consumption to mass circularity and a one planet living, by developing ways to not only sell sustainably but also make it easier for the many people to close the loop"*



Designing Workplace as a Service



Workplace Design

To fit with your company brand qualities and values. A holistic perspective of physical, digital and behavioural.



Implementation

Design realisation, project delivery, integrated services, carpentry, painting, assembly, digital solutions, facilities services, security etc.



Assurance and Sustainability

Maintenance and quality assured through a holistic circular and sustainability perspective, with integrated facilities management.

This Workplace has been certified as

GENOMTÄNKT



Physical space



Digital solutions



Behavioural



Sustainability



Visual communication



Variation



Work areas

by



Version 3



FINANCING & RESOURCING

Discover & Describe phases

TYPE OF COST	Total costs		To be funded by Development Council	
	FY19	FY20	FY19	FY20
Internal costs (fte, travel)	75 000 €	0 €	0 €	0 €
Internal costs	75 000 €			
Sum internal costs	150 000 €			
External project costs (Explore & Ideate)	257 295 €	0 €	0 €	0 €
External project costs (Evaluate & Define)	241 924 €			
Other costs (please specify by adding more rows)	0 €	0 €	0 €	0 €
Sum external costs	499 219 €	0 €	0 €	0 €

We have not estimated for the Co-Create and Scale phases as the teams and skills required will depend on the prioritised concept approaches that we agree to progress at the end of the Describe Phase. Any technology licence costs, hardware or physical materials are not included in this table.

8.3. A simplification of the idea proposal

IKEA GENOMTÄNKT

DNS EXPLORATION CASE

PORTFOLIO	IKEA GENOMTÄNKT	
BUSINESS ORDERER:	TBD	
SPONSOR	DEPLOYING	TBD
ORGANISATION		
EXPLORATION LEADER:	...	



BACKGROUND

The world is changing, fast. Leaving us with three big problems to address:

How can we help many more of the many people have an affordable and better everyday life at home?

How can we be more convenient and serve more of the many where they are?

How can we become truly people and planet positive?

PROBLEM STATEMENT

Our GENOMTÄNKT vision is lost in transaction

While our products are *built* with the intention to enable an experience, and while our customers want to *purchase* our products with that intention, we often *sell* them in a way that neglects the experience.

How can we help our customers to use all the thoughtfulness of our products in their life by exploring completely new business models that offer affordable services making IKEA convenient and more sustainable?

BUSINESS AMBITION

We want to understand how IKEA can be even more customer and market relevant by taking the knowledge and magic from our stores and offices to the customers.

The three dimensions of GENOMTÄNKT

In addition to the physical offering (e.g. a chair/sofa/table/etc) we must consider and include a behavioral and a digital dimension to meet the fast-moving environment to be able to create more sustainable, smart and healthy spaces.

Physical – such as furniture, lights, air quality, acoustic and more

Behavioral – such as mood, engagement, energy, social, interaction, concentration and more

Digital – such as high speed wifi, intelligent room, smart screens, mobility, energy supply and more

IKEA GENOMTÄNKTK will explore new business models where we move from selling products from a store to a customer, to selling the unique experience and insights built in our products

Business models that make sure no product is wasted or has a single life and creates beautiful, smart and sustainable environments – physically, digitally and behaviorally.

Our dream is that IKEA GENOMTÄNKTK support the vehicle to make IKEA accessible to more of the many people, wherever they are in life.

RELATED PROJECTS

SUGGESTED APPROACH

The suggested approach is divided into three main phases; Explore and Ideate with a duration of 12 weeks and then Evaluation & define during 8 weeks. Each of the phases with different durations and characteristics with a total project duration 20 weeks. The 20 weeks are used for a practical approach in exploring together with real and concrete potential customers and cases, e.g. Skanska, Castellum, The Park, etc. It is therefore estimated for more stakeholder coordination and involvement.

EXPLORE, IDEATE CONCEPT & EVALUATE AND DEFINE CONCEPT - ACTIVITIES

Explore	Ideate	Evaluate & define
Opportunities (8 weeks)	Concept (4 weeks)	Concept (8 weeks)
From 01-19	To 02-19	To 03-19
		To 05-19

ALIGNMENT AND ANCHORING

Stakeholder 1
Stakeholder 2

EXPLORATION PARTNERS

Castellum

ENABLERS, DELIVERABLES & TIME PLAN

FINANCING / INITIAL FUNDING

Specification of external cost

RESOURCES (Internal only)

Employee 1
Employee 2