Intrapreneur: CSR Innovator
A conceptual Study on Social Intrapreneurship

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Abstract

Aspen Institute describes Social Intrapreneurs as, 'Business innovators who integrate profitability and social values while working inside major organisations'.

Established companies and other sustained institutions such as administrations or welfare organizations have more power to effect social change. However, some structural and environmental obstacles prevent this potential from being realized and dampen innovation. Major potential for social change is wasted because of this unawareness. Large and established organisations thus loose opportunity of being economically successful and at the same time creating value addition solutions for society. One innovative solution in such pressing situations is Social Intrapreneur.

More research is required on this topic, hence in this research paper, researchers tried to explore Social Intrapreneurship by understanding the concept and phenomena. This paper is conceptual, theoretical and empirical (limited) presentation of the Social Intrapreneurship phenomena. Gaps in current literature are analyzed and Core concept delineation, understanding and differentiating social Intrapreneur from Social Entrepreneur, identification of major challenges for Social Intrapreneurship and recommendations are provided.

This paper mainly focuses on Knowledge Creation: How organisations can impart social responsibility into the way they do business by incorporating Intrapreneurial efforts.

Key Words: Intrapreneur, Social Entrepreneur, Social Intrapreneur, Social Value Addition, CSR Innovator.

Introduction

"The key challenge is to align the corporation of the future with societal trends", Orlando Ayala.

To provide rapid improvement for the problems faced by the society we need a system that draws in innovators and transforms business the way they are operated today.

According to Osberg and Martin social intrapreneurs — who are confronted by a suboptimal state in society that: "causes the exclusion, marginalization, or suffering of a segment of humanity that lacks the financial means or political clout to achieve any transformative benefit on its own." Social entrepreneurs or intrapreneurs recognize such disequilibrium as "the opportunity to transform the situation by developing a

social value proposition and bringing to bear inspiration, creativity, direct action, courage, and forge a new, stable equilibrium that releases trapped potential and alleviates suffering."

Social Intrapreneurs regard global and social challenges as opportunity for innovation. They look beyond their specified job duties to solve societal problems such as- water scarcity, environmental issues, climate changes, poverty and inequality. While tackling these problems they also create commercial value for their organizations.

How this new breed came into corporate? What makes them the way they are? How to identify them? How to nurture them? What are the challenges and opportunities faced by them? Answering these several interesting questions formed the basis of this research paper.

Delineating Social Intrapreneurship involves understanding concepts like - Corporate Social Responsibility, Social Entrepreneurship, and Intrapreneurship as SI (social Intrapreneur) are evolved from these terms.

Social Intrapreneurship is transforming the way of doing business. It is a new approach to CSR and business sustainability. Social Intrapreneur thrive for shared value to the society and their business.

Objectives of the Study:

- To explore the concept of Social Intrapreneurship.
- To identify the similarities and differentiate Social Intrapreneurship from other related concepts.
- To understand the enabling environment for nurturing Social Intrapreneurship.
- To identify the challenges and opportunities for Social Intrapreneurship.

Method and Framework for the Study:

Researchers used three methods to select articles and books for review-

- A systematic search of the academic and professional literature on social intrapreneurship and other entrepreneurship concepts like corporate social entrepreneurship and intrapreneurship.
- A random search of articles and books on social intrapreneurship and CSR.
- A review of bibliographic references from articles and discussions with industry and academic experts.

Literature Review:

Decoding Social Intrapreneurship-

The term Social Intrapreneurship was first coined in a report by SustanAbility in 2008.

Social Intrapreneur defined by Grayson et al. (2011) as, "People within a large corporation who take direct initiative for innovations which address social or environmental challenges profitable. Typically they go against the grain and challenge their employers. In contrast to social entrepreneurs, social intrapreneur can leverage existing infrastructures and organizational capabilities to deliver social value on large scale. While fulfilling social and environmental goals they also generate profit for their employers".

As discussed earlier the concept of SI relates to the concepts of CSR, CE (corporate entrepreneurship), SE (Social Entrepreneurship) and Intrapreneurship, it is important to describe these concepts to draw similarities and differences.

Corporate Social Responsibility

CSR can be defined as "a startegy of dealing with the context and its constituencies, initiating a process of reciprocal interactions in which social responsibility translates into trustworthieness and, as a direct result the ability to deliver profitable growth (Perrini, 2006).

Weber broadly defined CSR as "*voluntary corporate activities to tackle social and environmental aspects*."

Acoording to Michael Porter and Mark Kramer, CSR offer "many of the greatest opportunities for companies to benefit society." Further author asks organizations to analyse their CSR framework to discover that "CSR can be much more than a cost, a constraint, or a charitable deed - it can be a source of opportunity, innovation, and competitive advantage."

Marrewijk & Verre, (2003) stated in their study that corporations around the world are struggling with a new role, which is to meet the needs of the present generation without compromising the ability of the next generations to meet their own needs. Organizations are asked to take responsibility for the ways their operations impact societies and the natural environment. Organisations need to apply sustainability principles to the ways in which they conduct their business.

The importance of CSR is discussed and accepted by all as it impacts performance and profitability, enhances employee relations and company culture, provides access to social opportunities, and helps to build stronger relationships with communities.

Organisations willing to successfully practice CSR activities should follow few strategies such as assessment of existing CSR activities, developing CSR strategies aligned with business objectives, developing sustainable CSR programs and verification and evaluation of results.

Weather CSR is forceful response or activity for brand enhancement one cannot deny that CSR is a very crucial part of global business today.

Social Entrepreneurship

A process involving the innovative use and combination of resources to pursue opportunities to catalyse social change and/or address social change (Mair and Marti, 2004).

Social entrepreneurship creates innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources, social arrangements required for sustainable social transformations (Alvord et al. 2004).

Mort et al. (2005) explains social entrepreneurship as a multidimensional construct. According to authors it involves the expression of entrepreneurially virtuous behavior to achieve the social mission, a coherent unity of purpose and action in the face of moral complexity, the ability to recognize social value creating opportunities and key decision making characteristics of innovativeness, proactiveness and risk taking.

Zahra et al. (2008), described the importance of social entrepreneurship in their study. Authors state that though this starts usually with small, local efforts, it targets problems that have a local expression but global relevance, such as access to water, promoting small business creation or waste management. Authors further claim that the innovative solutions that social entrepreneurs validate in their local context often get replicated in other geographies and can spun new global industries.

Santos (2009) in his research paper concludes that the phenomenon of social entrepreneurship challenges our assumptions about human behavior and economic action. It also challenges our beliefs about the role of entrepreneurship in society. To explain the concept author adds that social entrepreneurship is a complementary economic approach that is based on value creation and operates by its own rules and logic. Yet it is an approach that seems able to address some of the most pressing problems in modern society.

Social Entrepreneurship is important for economic development because it creates social and economic values by employment development, innovation of products and services, social capital investment and equity promotion.

Social Entrepreneur

A *social entrepreneur* is an entrepreneur with a social or environmental mission at the core of their venture (John Elkington, 2008).

Bosche (1998) describes social entrepreneurs as not-for-profit executives who pay increasing attention to market forces without losing sight of their underlying missions, to somehow balance moral imperatives and the profit motives and that balancing act is the heart and soul of the movement.

Social entrepreneurs play the role of social change agents adds Dess (1998). He continues his thoughts by stressing that social entrepreneurs adopt a mission to create and sustain social value. To serve that mission they recognize and relentlessly pursue new opportunities. Get engage in a process of continuous innovation, adaptation and learning by acting boldly without being limited by resources currently in hand, and exhibit a heightened sense of accountability to the constituencies served and for the outcomes created.

Andre Nijhof et al. extracted some common elements from available literatures as-

- Social entrepreneurs are people with social vision or passion, that are ambitious but also realistic and that are persistent in realizing their 'dreams'
- They recognize a social problem and want to solve it.
- They use entrepreneurial methods to organize, create and manage a venture to achieve social change.
- They deal independently with mistakes and failures, profit and losses
- They measure performance primarily in terms of the realization of societal goals
- They are most commonly active in the not for profit sector.

Difference between CSR and social enterpreneurship –

- CSR is likely to be companies response to external pressure steaming from laws or public interests, while social goals are at the core of social entreprises.
- For CSR, socially responsible activities have limited connection to the underlying business, in other words the creation of social value appears to be supplementary to companies long term financial interests (Porter and Kramer 2011). Commercial activities in social entreprenurship are closely related to social value creation. Therefore while CSR leverages profit generation through economic value creation, social enterpreneurship leverages social changes through economic value creation, this is the fundamental difference.

Corporate Entrepreneurship

Zahra (1991) defined CE as "formal or informal activity aimed at innovations and market development in established organizations".

Covin and Slevin (1990) presented structural characteristics of entrepreneurial behavior of organizations. According to authors an organization pursuing entrepreneurship spirit display following characteristics.

- Freely varied operating style
- Top-managers as experts
- Flexibility to environmental changes
- Result-orientation rather than on the processes
- Friendly cooperative atmosphere with informal control
- Diversified team with a flexible on-the-job behavior
- Concentration on team-creating and team-working
- Free communication

Corporate Entrepreneurship is mainly led by management. These actions results in response to environmental and new technological changes, mergers and acquisitions, organizational forms and leadership. CE is initiated and directed by management; individual self initiated role of employees is basis of Intrapreneurship.

Corporate Social Entrepreneurship

Austin et al. defines CSE as, "An innovative, social, value-creating activity that can occur within or across the non-profit, business, and public sectors".

Schumpeter (1934) pointed out that the personal profit motive is a central engine that powers private enterprise and social wealth. Entrepreneurship is particularly productive from a social welfare perspective when, in the process of pursuing selfish ends, entrepreneurs also enhance social wealth by creating new markets, new industries, new institutional forms, new jobs, and net increases in real productivity.

Saatci and Urper (2013) in their research paper differentiated CSR and CSE based on their purposes, structures, targets, profit related policies, compliance issues and shareholdersperspectives.

CSR	CSE
• Profit sharing	• Non-dividend
• Profit Maximizing	• Social benefit maximizing
• Project based /Time Limitation	• Company based/Enduring-Sustainable
• Social projects within thecompanies" core business strategies	• Social projects within the recognition of diversified social problems
• Targeting general society /satisfaction of stakeholders expectations	• Targeting the poorest of the poor, or the ones in most urgent needs
• Temporarily solutions to social problems	• Consequences oriented-permanent solution
• Devoting a small portion of profit	• Raising its financial funds
• Compliance with the moral /religious or legal obligations to engage in a social problem solving	• Compliance with the "selflessness" to engage in a social problem solving
• Shareholders and entrepreneurs bias on allocating profit on social problems	• Shareholders and entrepreneurs full support on allocating profit on social problems

Intrapreneurship-

This term was first coined by Pinchot in 1985.

Vesper (1994), defines Intrapreneurship as, "Employee initiative from below in the organization to undertake something new, an innovation which is created by subordinates without being asked, expected or perhaps even given permission by higher management to do so".

Intrapreneurship is to existing businesses what entrepreneurship is to the larger market. Just as an entrepreneur creates an enterprise in the marketplace, an intrapreneur creates enterprises within an organization by driving innovation.

Jordon (2008) identified seven dimensions of Intrapreneurship-

- Innovation: new ideas, creativity and experimentation.
- Pro-activeness: acting in expectation of future problems, changes or needs.
- New business venturing: new business or business units within the organisation.
- Risk taking: venturing into uncertainty and committing assets.
- Organisational self-renewal: reformulation of strategic plans, organisational change.
- Autonomy: self-direction and independent action.
- Competitive aggressiveness: strongly challenging competition to achieve entry or improve position and the value of the organisation.

Intrapreneurs serve challenging role in organizations, individual or team acts as entrepreneurs to achieve organizational objectives. They do so with or without management support. They nurture innovative ideas by incubating them in the existing organizations structure. Intrapreneurs have less risk as they utilize organizations resources and customer base, but still they have risk of losing their jobs. Innovation and testing of their ideas is continuous process for them, converting creative idea in profitable finished product or service is at the core of their mission.

Social Intrapreneurs

Ellis, (author of The New Pioneers) defines social intrapreneurs as, "Social intrapreneurs are corporate change-makers – leaders or employees who build their actions on inner values and apply the principles of social entrepreneurship by developing socially innovative solutions that have both ethical fiber and business potential for mainstream companies."

According to Stewart, (sustainability expert) Social intrapreneurs are individuals who can take an idea from concept to prototype to market testing to validation to commercialisation, just as the founder of a start-up would, but without needing to worry about securing the next round of venture funding or shuttering their doors.

Susan Foley (2014) describes a social intrapreneur is an entrepreneur inside an existing organization that is creating new products, services, processes or businesses that have a social or environmental impact. She further claims that the emergence of social intrapreneurs is in response to rising expectations about the role of business in society.

Social Intrapreneurs are employees who understand how to make things happen with the resources they have, to reconfigure traditional relationships and working methods, creating strategy for both social and commercial success (Kiser, 2013).

Social intrapreneurs are employees who want to positively impact the world and they are driven by business, social and sustainability goals together. Aligning these all together is their driving force. Social Intrapreneurs are concern about the social and environmental impact their organization will have on the people they do business with. They wish to create lasting social change.

Comparison between Intrapreneurship, Social Intrapreneurship and Social Entrepreneurship-

	Intrapreneurship	*Social Intrapreneurship*	*Social Entrepreneurship*
Type of people	Visionary and ambitious Employees from below In the organization, who Are able to inspire Others	Visionary and ambitious employees from below in the organization, who are able to go against the grain	visionary, ambitious, realist and persistent individuals
Focus of the innovation	Who recognize new Economic and/or technological opportunities for their organization	Who recognize a social problem and want to solve it with the help of their organization	Who recognize a social problem and want to solve it within the context of an own business
Methods used	Who use uncommon Methods within the Context of the Organization	Who use uncommon And game changing Methods within the Context of the Organization	Who use entrepreneurial Methods to organize, Create and manage a Venture
Primary motivation	To achieve organizational advantage (though this does not preclude societal goals)	To achieve social change (though this does not Preclude making a profit)	To achieve social change (though this does not Preclude making a profit)
Background of innovation	Who deal with mistakes And failures in the Context of the Organization	Who deal with mistakes, social challenges and responsibilities in the context of the organization	Who deal independently with mistakes and failures, profit and losses
Performance measure	Who measure performance in terms of realization of their project	Who measure performance in terms of realization of a specific societal goal	Who measure performance in terms of realization of a specific societal goal
Sector	Who are most commonly associated with the profit sector	Who are associated with all sectors (profit, not) for profit and public)	Who are most commonly associated with the (not for) profit sector

Source- Andre Nijhof et al

Social intrapreneurs view companies and individuals as integral to solve societal challenges and they align their personal values with their careers.

At the core of the SI concept appears a shift in personal motivations. Social Intrapreneurs refuse to trade off values for career.

Social Intrapreneurship and Corporate Social Responsibility

Many social intrapreneurs are involved in their organizations corporate social responsibility (CSR) efforts (Foley, 2014). According to the Doughty Center for Corporate Responsibility, a social intrapreneur is a person within a large organization who takes direct responsibility for CSR innovations.

To be socially relevant, a company needs employees who create innovations that work both commercially and socially (Kiser, 2013). Employees who are empowered and encouraged to explore solutions to CSR issues can lead to incredible innovation and impact (Brennan, 2012).

Over the past two decades, the expectation that businesses will be good corporate citizens has increased to a point where most companies have a corporate social responsibility (CSR) program. CSR has an important role in supporting communities as well as enhancing corporate culture and employee engagement. Encouragingly, a growing number of companies are becoming more strategic with their CSR programs, lending their expertise to issues and organizations closely aligned to their core business to achieve maximum effect for the communities served.

Today, many progressive businesses are looking at the next stage of evolution in CSR by investing in social innovation, a model of innovation squarely focused on addressing the most pressing social and environmental challenges in a way that contributes to the success of the business.

Belinfanti (2000), in the research article found that Social Intrapreneurship offers potential gap-filling benefits for today's organizations. According to author in its most successful form, social intrapreneurship redefines the boundaries of a corporation's business and social potential. The four main benefits described are-

- It offers a model for traditional corporations to compete with new business forms, such as benefit corporations or social purpose corporations, which have been explicitly created to address the profit-public interest divide.
- Social intrapreneurship is a means for keeping socially conscious employees in the corporate sector rather than crowding them out.
- It provides a more organic, advanced, and more sustainable approach to the profit-public interest divide than CSR initiatives or other corporate philanthropic endeavors.
- Social intrapreneurs help corporations navigate the axiomatic divide between profit and public interest.

By enabling a culture of innovation, employees can often come up with ideas that can benefit business. Social intrapreneurs work to develop and promote practical solutions to social or environmental challenges and take on the role of a social entrepreneur inside a major organization. They also have a remarkable ability to inspire others, build coalitions and find people across the organization with the expertise and clout to help realize their vision.

Spotting Social Intrapreneur

Social Intrapreneurs stand out with unique skill set and new approach to do business by utilizing power of corporations to leverage society.

Cranfield University conducted a study to identify the behaviours Social intrapreneurs show. As per the findings of the study Social intrapreneurs demonstrate some dominant behaviours in the process of

becoming aware of societal challenges and their approach to resolve them. These behaviors are persistency and self belief, learning, and outreach.

This study also described some key skills that social Intrapreneurs possess –

- Marketing and communications
- Developing in-depth business case for action
- Designing and implementing a project
- Working with partners
- Deep knowledge of business
- Ability to inspire others

According to Belinfanti (2000), there is no singular model for social intrapreneurs. Author found two common traits of successful intrapreneurs. One is that they are able to see connections between their corporation's capabilities and outside societal needs. Another is their ability to tap into their corporation's business model to create products, services, or internal solutions that reshape the corporation's relationship with society in a mutually beneficial way.

From the literature we can draw some characteristics of Social Intrapreneurs such as-

- Understand and navigate corporate culture, strategy and process.
- Focus on social value creation
- Identify and apply practical solutions to social problems
- Come up with innovative product or service for addressing social problem
- Risk takers
- Proactive
- Networking Skill (communicating with different groups like NGO's)
- Negotiating Skills (stakeholders should understand the social and economic value addition).

Social Intrapreneurship Framework

Lumpkin and Dess (1996) described what features the corporate shows while supporting Social Intrapreneurship. According to them there has to be some social goal to qualify as socially active organization. Next there should be structural entrepreneurship feature related to earned income strategies.

Schmitzand and Scheuerle (2012), in their study of three German Christian based NPOs summarized five features of entrepreneurial organisations. According to them Social Intrapreneurship also shows risk taking as one feature as it is one major feature of entreperenurship which is base of Social Intrapreneurship.

Analytical Framework of Social Intrapreneurship-
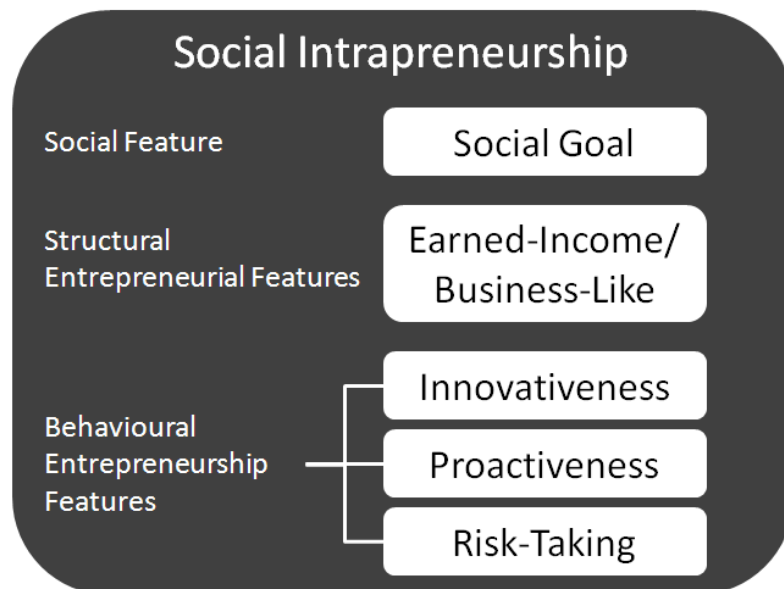
Source- Björn Schmitz and Thomas Scheuerle (2012)

Enabling Environment for Social Intrapreneurship

"Every social issue is a business problem in disguise" **– Peter Drucker.**

Literature review and expert opinions extract one same point that, large corporations must nurture their social intrapreneurs if they wish to navigate social and economic complexities.

Business model transformation is the prime requirement of SI, as existing models may not solve the social problems at an appropriate level. SI first analyse the situations and use their core competencies to do more good. Corporations need holistic approach to support SI.

Kanter in his book 'Transforming Giants' writes: "large corporations have long been seen as lumbering, inflexible, bureaucratic — and clueless about global developments. But recently some multinationals seem to be transforming themselves: They're engaging employees, moving quickly, and introducing innovations that show true connection with the world."Kanter and her team interviewed 350 experts; they reach to the sense that we are witnessing the dawn of a new model of corporate power.

David Grayson et al. (2014) interviewed social intrapreneurs to understand the enabling environment for Social Intrapreneurship. With the interview results and literature review they described the enabling environment inside companies. According to the authors these enablers are culture, human resources, organisational processes and infrastructure, strategy, and the external environment.

Available literature proposes that corporate need some basic factors to fuel social intrapreneurship. We summarized it into enabling environment for SI as fallows-

- **Structural modification**-Corporate needs to give authority and freedom to employees to present their ideas.
- **Innovation Incubator**- Innovation incubator cell can be developed to incubate ideas proposed by creative employees.
- **Intracapital-** Funds should be made available to test the product or service innovation.
- **Rewards Systems**- Successful projects should receive appreciation and recognition by top management
- **Feedback Mechanism**- Whenever possible team or individual should be provided with necessary words of improvements and encouragement.
- **External Organisation's Support**- Collaboration with NGO's and other groups who have similar interests will make social Intrapreneurs work

Social Intrapreneurship and Sustainability-

People inside the organizations can be incredible source of value creation if they are encouraged and guided in right way.

Social Intrapreneurship creates value by economic and social value creation simultaneously; this makes social intrapreneurship different and important. If a corporate creates social value without creating economic value, it will have effects on sustainability. If a corporate creates economic value without social value addition, it will no longer sustain in current market scenario. Hence a corporate needs to align both these and innovate.

To promote social innovation globally, corporations need to fulfill two conditions. One if you want to employ top talent you need to have social value proposition, as the new generation talent cares about the value of the work they do. Other is opportunities in emerging markets for growth. To enter in new market the corporation now cannot just do business and use the resources of local market, they have to prove that they are also going to offer more than just making money to the local society.

Existing business can use the power of established brands to transform the value chain of sustainability. When people are engaged, that results in more creativity, more commitment and more drive to make their initiatives a success (Hennesey 2000). This makes companies more sustainable and creates more positive impact on society.

Social Intrapreneurship will also become major tool to engage employees and attract the talent. This engaged workforce can become source for innovation and sustainability. Organisations need to work on creating enabling environment for embedding sustainability as part of employees work life. Social Intrapreneurs by their nature of questioning status quo, create commercially sustainable solutions to social problems.

Research has shown that Intrapreneurs enjoy high level of engagement with their work and employer. Encouraging social intrapreneurship enhances motivation and moral of Social Intrapreneurs and other employees who care for sustainability and also understands and relates to their employer's value system.

Outcomes of Social Intrapreneurship

Social intrapreneurship impacts on society, organization and individual employee.

Society
- Improved Environmental Impacts
- Innovative affordable products and services
- Improved Health
- Financial Improvements
- Income for Communities

Organisation
- Sales Growth
- New products and Services
- New market development
- Reduced cost
- Talent Retention
- Employee Engagement

Individual Employee
- Improved Satisfaction
- Chance to show Entrepreneurial Skills
- Improved Moral
- Rewards and Recognition
- Accepetance and recognition by Society

Source- Extracted from literature.

Challenges confronting Social Intrapreneurship

Literature and Intrapreneurship practitioners agree Social Intrapreneurship has the potential to generate social and economic value but it also has to wrestle with structural obstacles. Some prime concern obstacles are-

- **Management Support**- Many a times Social Intrapreneurs have to struggle for getting permission from the management. Traditional thinking and stagnant structures lower the Social Intrapreneurial spirit.
- **Internal Climate**- Social Intrapreneurs face internal politics to find their path ahead. Other business priorities come before social projects, success of such projects is major criteria of criticism.
- **External Forces**- Global environmental changes, recession, government support, social acceptance. These many factors keep mounting up challenges before Social Intrapreneurship.
- **Stakeholders Views**- Social Intrapreneurship cannot nurture without the stakeholders trust and support. If they are not ready to work with external parties like NGO's it will be hard to take further the projects.

Challenges or Opportunity?

Research and available literature distills that Social Intrapreneurs see challenges as opportunity for innovation. There are many global challenges which corporations can stich in as opportunities by encouraging Social Intraprenurship. Fallowing are ten divides which describe the challenges faced by

people around the globe. Social Intrapreneurs can perceive them as opportunities for innovation and more good.

Divides	Realities	Opportunities
1 Demographic	The world is heading to a population of 9 billion by 2050, with 95% of growth expected in developing countries.	To meet the needs of billions of people affected by market failures in both developing and developed countries.
2 Financial	40% of the world's wealth is owned by 1% of the population while the poorest 50% can claim just 1% of the wealth.	Help the have-nots become bankable, insurable and entrepreneurial.
3 Nutritional	The world now produces enough food for everyone, but over 850 million people still face chronic hunger every day.	Address the needs of those with too little food — and too much.
4 Resources	60% of ecosystem services, such as fresh water and climate regulation, are being degraded or used unsustainably.	Enable development that uses the earth's resources in a sustainable way.
5 Environmental	The loss of biodiversity, droughts, and the destruction of coral reefs are just some of the challenges facing the globe.	Create markets that protect and enhance the environment.
6 Health	Some 39.5 million people live with HIV/AIDS in the world, now the fourth largest killer disease.	Create markets that encourage healthy lifestyles and enable equal access to healthcare.
7 Gender	Two-thirds of the world's 1 billion illiterate people are women.	Enable and empower women to participate equally and fairly in society and the economy.
8 Educational	About 100 million children within emerging economies are not enrolled in primary education.	Provide the mechanisms to transfer and share knowledge and learning that empowers all levels of societies.
9 Digital	Internet users worldwide topped 1.1 billion in 2007, but only 4% of Africans and 11% of Asians have internet access.	Develop inclusive technology that enables all levels of society to tackle each of these divides more effectively.
10 Security	Between 1994 and 2003, the majority of the 13 million deaths caused by intra-state conflict took place in sub-Saharan Africa and western and southern Asia — regions that are home to 75% of the world's 37 million refugees and displaced people.	Work to promote security and reduce conflict based on inequity and exclus

Source- David Grayson et al. (2014)

Corporate who wish to take these challenges as opportunities can adopt few guidelines as follows-

- Product innovation: socially and/or environmentally responsible product development
- Supply chain: innovative approaches to enhancing supplier or producer welfare; reduction in social or environmental footprint
- Human capital: processes or systems to harness employee talent and skills for corporate changemaking
- Business models: new models for reducing the environmental footprint of consumption and increasing social prosperity

Some Global Social Initiatives

There are many social enterprises and corporate social entrepreneurs that are addressing important social needs. They are pursuing with the approach to be efficient, effective and financially sustainable.

Organisation	*Initiative*
Vodafone	M-pesa, serves millions of Kenyans with financial services via mobile phone.
Greyston	Provides the homeless employment in a bakery that makes brownies for Ben & Jerry's ice cream. Greyston says, "we don't hire people to bake brownies, we bake brownies to hire people.
D. Light	Designed affordable solar-powered devices that provide an option to people that lack access to reliable energy sources. In its eight-year history, D.Light has sold more than 10 million solar lamps, improving the lives of 50 million people.
Terra Cycle	Upcycled packaging and other non-recyclable consumer waste, keeping it out of landfills and turning it into new products. Today, Terracycle has established a recycling network of more than 31 million consumers and 100 major corporate brand partnerships, resulting in more than 3 billion units of garbage averted from landfills and transformed into new, 100% recycled products.
Warby Parker	Sells fashionable eyewear to customers in developed markets, and makes a contribution to VisionSpring for each pair sold that enables access to affordable prescription glasses to people in developing countries who are otherwise functionally blind. So far, this partnership has distributed nearly 2.5 million pairs of glasses to those in need.
Grameen Bank	Provides small loans to the poor for small business development and other uses. Since its inception in the 1970s, Grameen has provided $10 billion in loans to more than 10 million people, and has proven the need and viability for financial services to the poor. Grameen received the Nobel Peace Prize in 2006 as a reflection of its efforts and success.
Dispensary of Hopes	Aggregates prescription medications that are nearing their expiration date and redistributes these drugs to free clinics in low-income communities. Clinics pay Dispensary of Hope a monthly subscription fee that covers basic expenses, and drug manufacturers save money by avoiding costs associated with destroying expired products.
Benetech	Develops and uses technology to create positive social change. One of Benetech's signature programs is Bookshare, the largest literacy resource for people with disabilities. Before Bookshare, only 5% of printed materials were accessible to people with disabilities. Today, Bookshare's more than 330,000 subscribers have access to more than 300,000 titles in a variety of accessible formats.

Source- Social Enterprise Alliance

Social Intrapreneurs worth Following

Though this phenomenon is new some Social Intrapreneurs are leaving mark by their value creation. Few names which we can highlight are-

Social Intrapreneur	Organisation	Initiative
Orlando Ayala	Microsoft	He promoted accessible, affordable technology to lower income populations.
Vijay Sharma	Hindustan Unilever	Provided training and financial aid to female entrepreneurs in India.
Sue Mecklenburg	Starbucks	Pioneered opportunities for livelihood enhancement within the supply chain at Starbucks.
Dan Vermeer	Coca Cola	Developed solutions to water scarcity by Coca cola global water initiative.
Kazi Huque	Intel	He worked within Intel to develop a new organization that combines Intel's Intel's technology expertise with Grameen's social impact to create healthcare and agriculture software serving the rural poor in Bangladesh.
Gib Bulloch	Accenture	Helped to built Accenture Development Partnership, a not-for-profit group which has already served more than 120 international development organizations and completed 700 projects.
Aslihan Denizkurdu	Citigroup	She works to bring together public/private/NGO entities in emerging markets to explore innovative financial solutions to meet financial requirements of emerging markets.
Regula Schegg	Hilti Corporation	She is working to develop alternative building materials and modular housing systems for low income groups in Manila.
Arun Pandey	Tata Consultancy	He pioneered Digital Consultancy
Karl Feilder	DHL	Sustainable Consumption
Paul Ellingstad	HP	Education
Tom van den Nieuwenhuizen	Van Nieuwpoort Group	Pollution and Waste
Kenan Aksular	Athlon	Mobility
Jon da Silva	Arup	Urbanisation

Source- Jasen Greene (2013), Melissa (2013), Skoll World Forum (2013), David Grayson et al. (2014)

Limitations of the Study

Conceptually this study articulated knowledge on social Intrapreneurship. Empirical exploration of the concept is needed. Research is limited to secondary data available. However, researcher discussed the topic in detail with academic and industry experts to reach in depth of the topic. A quantitative analysis of the features of this phenomenon is not done and can be scope for future research.

Contribution of the Study

Purpose of this paper was to create and raise awareness about the potential of Social Intrapreneurship. This phenomenon is very exciting and important for research; researchers explored this topic with a view to get closer to this inspiring means to create social and economic value.

In this paper researchers reviewed the literature, which explores entrepreneurship, Corporate Entrepreneurship, Social Entrepreneurship, Corporate Social Entrepreneurship, Intrapreneurship and Social Intrapreneurship. An important outcome of the literature review is the comparison of Social Intrapreneur with Intrapreneur and Social Entrepreneur. Study contributed to find similarities and differences in these concepts along with challenges and opportunities before Social Intrapreneurship.

Researchers tried to present the concept before the new generation employees who are willing to work for lasting results. This new breed needs support by management, HR and stakeholders to flourish. The enabling environment should be flexible enough to respond to the social need. Employees are the source of sustainable business and achieving social goals becomes easy with these change agents. Inside and outside networks work well for Social Intrapreneurs to grow. Organisations can use this tool for social value addition and profitable business.

Future Research Focus

In future the organizations should concentrate more on academic networks to create pool of social intrapreneurship from the students by developing curriculum and resource material for teaching Social Intrapreneurship in B Schools. Exploration of the forces which lead to social Intrapreneurial behavior by employees is also important for their identification and development.

Measuring the impact of social Intrapreneurship is major task; organizations should focus on innovations which will lead to fulfillment of the social goals. Measuring the strength and potential of the organization for social Intrapreneurship is also interesting to study and research should be done to explore this parameter.

Researchers should focus on more case studies to understand this phenomenon in depth to come up with some analytical framework to develop Social Intrapreneurship at all levels. Different types of social intrapreneurhip would also be interesting to investigate further. Social Intrapreneurs are less represented in management theory and organisational practices along with literature. Therefore there are no defined tools or practices to navigate social Intrapreneurs. Through the empirical case studies researchers can identify the ways to engage social intrapreneurs in more productive manner.

Conclusion

Social Intrapreneurship is not only a new approach to corporate social responsibility and sustainability practice but it's an entirely new way of doing business. Social Intrapreneur act as change agents for the business transformation. Organizations need to be prepared for investing their important resources like money and time for enabling environment development for Social Intrapreneurship. Supporting

Intrapreneur, developing networks and working with other social organizations to create and add value to society in which they operate.

Enlightened Social Intrapreneurship might create ways for individuals and organizations to reconcile their social responsibility with their work. This paper tried to highlight how social Intrapreneurship is important for organizations, individuals and society for value creation and sustainability.

Concluding this study in the words of Mahatma Gandhi, *"Be the Change you want to See!!!"*

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