

Corporate Entrepreneurship: Theoretical Concerns and Research Agenda

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ABSTRACT: Entrepreneurship has been defined in economic, sociological and idiosyncratic perspectives. Corporate entrepreneurship characterized as an economic perspective of entrepreneurship venturing into a business environment for growth and sustainability. Initially, psychological studies investigated motivations and personality traits that underlie start-up and entrepreneurial success over time, the focus turned increasingly towards models that integrate individual and environmental factors. In fact, recent research highlights ties between personal (motivations, aptitude, risk-taking tendencies, innovativeness etc.) and contextual elements. Sociological studies have been oriented towards understanding social and family backgrounds of entrepreneurs and infer that entrepreneurial choices comprise on family traits, roles, and social life. Economic factors (paucity, opportunity, costs, and income), technological development, its' effects on industrial environment/development, demographical and psychographic factors of entrepreneurs have been key constructs in economic sciences.

Index Terms: Entrepreneurship, Corporate, entrepreneurial theories, innovations.

1. Introduction

The corporate entrepreneurship is mainly of three types [1]. The first one is of creating a new organization within the existing organization which is also known as developing intrapreneurship. The secondly reviewing or rejuvenating the existing organization and forming a new one, or transforming the existing organization into a distinguished business and third is of organization which changes its' own 'rules of competition' for industry [2].

[3] argued that defining success or failure of corporate entrepreneurship has not been addressing properly and identified various theories of corporate entrepreneurship and challenges. An entrepreneur is the owner of organization and the personality traits have more influence in the process of developing corporate entrepreneurship. Entrepreneurship is considered to be a vital component in the process of economic as well as the industrial growth of a country. It is a mechanism by which individual convert scientific information into products and services [4]. The entrepreneurially driven innovation in the development of products or services and production processes is an essential process for the change from agriculturist society to industrialist society [2]. Entrepreneurship discovers and mitigates not only technological advancements but also sequential and spatial inefficiencies in an economy of a country [4]. It makes clear that the study of entrepreneurship is an essential component of the study of business administration/management.

Entrepreneurship has been supposed for establishing new small firms for making a profit out of investment and creating employment. Theories were developed on entrepreneurship as how to create, monitor, run the enterprises. The theory of entrepreneurship aims at clarifying and proposing entrepreneurial spirit among individuals as they can establish new ventures. Constructs and variables have stimulated entrepreneurship as a field of research and practice for establishing and managing new enterprises. These variable and other relevant factors have professed the strength/weaknesses of individuals regarding establishment and management of enterprises. Now entrepreneurship is thought of not only establishing new enterprises but also rejuvenating and revitalizing existing enterprises. Enterprises management have been brought into practice as a tool for business development, revenue growth, profitability, enhancement and pioneering the development of new products, services and processes etc. ([5]; [6], [7]; [11]; [12]; [13]).

2. Theories of Entrepreneurship

Theories on entrepreneurship begin with Cantillon (1815) and probably end with Schumpeter in present. In two hundred years of entrepreneurial study, there is no single theory that explains different dimensions of entrepreneurship. Most of the persuasive theoretical concepts have at least fulfilled two conditions. First, the definition of the concerned domain must allow building theory and carry out effective empirical research, to enhance the understanding of the phenomenon and to improve the quality of the predictive findings. Second, researchers in the field have shared the definition so as to promote the accumulation of knowledge [14] and identifying the research questions for the topics of interest in the field, an exploration of the entrepreneurship construct and how it has been critically analyzed in the study.

Cantillon, a noted economist and author in the developed one of the early theories of the entrepreneur and is regarded by some as the founder of the term. He viewed the entrepreneur as a risk taker, observing that merchants, farmers, craftsmen, and other sole proprietors "buy at a certain price and sell at an uncertain price".

[2] was among the first to identify the entrepreneur as an entity worthy of study, distinct from business owners and managers. He described entrepreneurs as individuals whose function was to carry out new combinations of means of production. To

Schumpeter, this function was fundamental to economic development. Entrepreneurs, therefore, warranted study independent of capitalists and business managers.

Table 1: Important characteristics highlighted by various Authors

Year & Author(s)	Characteristic(s)
1848 Mill	Risk-bearing
1917 Weber	Source of formal authority
1934 Schumpeter	Innovation, initiative
1942 Schumpeter	Leadership and a contributor to the process of creative destruction.
1954 Sutton	Desire for responsibility
1959 Hartman	Source of formal authority
1961 McClelland	Risk taking, need for achievement
1963 Davids	Ambition; desire for independence; responsibility; self- confidence
1964 Pickle	Drive/mental; human relations; communication ability; Technical knowledge
1986 Leibenstein	Who marshals all resources necessary to produce and market a product that answers a market deficiency
1971 Palmer	Risk measurement
1971 Hornaday & Aboud	Need for achievement; autonomy; aggression; power; recognition; innovative/independent
1973 Winter	Need for power
1974 Borland	Internal locus of control
1974 Liles	Need for achievement
1975, 80 Fishbein & Ajzen	Planned behavior, behavioral intentions
1977 Gasse	Personal value orientation
1978 Timmons	Drive/self-confidence; goal oriented moderated risk taker; internal locus of control; creativity/innovation
1980 Sexton	Energetic/ambitious, positive reaction, setbacks
1980 Vesper	Introduction of new goods, the introduction of new methods of production, the opening of new markets, opening of new sources of supply, industrial reorganization
1981 Welsh & White	Need to control; responsibility seeker; self-confidence/drive; challenge taker; moderate risk taker
1982 Dunkelberg & Cooper	Growth-oriented; independence oriented craftsman oriented
1983 Miller	Firm's actions relating to product-market and technological innovation
1985, 89 Gartner	The process of new venture creation; the process by which new organizations come into existence
1985 Kanter	Creation of new combinations
1985, 1989 Gartner	The process of new venture creation; the process by which new organizations come into existence
1985 Drucker	The act of innovation that involves endowing existing resources with new wealth-producing capacity.
1985 Kirzner	Perceived profit opportunities and initiated action to fill currently unsatisfied needs or to improve inefficiencies.
1986 Schuler	The practice of creating or innovating new products or services within existing businesses or within newly forming businesses
1988 Ajzen & Fishbein	Theory of Planned Behaviour, self-reports, control, Behavioral Intentions, subjective norm
1990 Stevenson & Jarillo	The process by which individuals—either on their own or inside organizations pursue opportunities without regard to the controlled resources
1992 Jones & Butler	The process by which firms notice opportunities and act to creatively organize transactions between factors of production so as to create surplus value

Year & Author(s)	Characteristic(s)
1994 Krueger & Brazeal	The pursuit of an opportunity irrespective of existing resources
2000 Kouriloff	The process of creating a new venture
2000 Shane & Venkataraman	Discovery, creation, and exploitation (including by whom and with what consequences) of opportunities to bring into existence future goods and services
2001 Low	Creation of a new enterprise

If we look into the characteristics of entrepreneurship highlighted by various authors the risk taking, innovation, proactivism knowledge acquisition, opportunity creation and exploitation are key factors and this all could be made easy with corporation of likeminded stakeholders to achieve the desired output with scar resources. Corporation gives entrepreneurs legal identity, limiting it's liability and continuing its existence. Therefore, entrepreneurship through corporation is a corporation entrepreneurship.

3. The entrepreneurship construct

Apart from the above, there are other many authors who have put on entrepreneurship as the domain of study and concluded with relevant factors/constructs that play influential roles in corporate entrepreneurship. The relevant authors are J. B. Say (1767-1832), J. H. Von Thunen (1785-1868), Leon Walras (1834-1910), Alfred Marshall (1842-1924), Frank Knight (1885-1972), Joseph Schumpeter (1883-1950), Ludwig von Mises (1881-1972).

[2] argued that economic development emerged when "new combinations appear discontinuously". New combinations might include: (1) the introduction of a new good, or a new quality of a good, (2) the introduction of a new method of production, (3) the opening of a new market, (4) the conquest of a new source of supply of raw materials or components, or (5) the reorganization of any new industry. He also asserted, "The carrying out of new combinations we call 'enterprise' the individuals whose function it is to carry them out we call 'entrepreneurs'. Entrepreneurs are not only independent business people in an exchange economy but all who fulfil the functions, including dependent employees of an organisation. This definition "does not include all heads of firms who merely may operate an established business, but only those who actually perform that function."

A shareholder may be an entrepreneur, but "shareholders", however, are never entrepreneurs, are merely capitalists, who in consideration of their submitting to certain risks participate in profits. Everyone is an entrepreneur when he actually 'carries out new combinations,' and loses that character as soon as he has built up his business when he settles down to running it as other people run their businesses. [17] argued that the inherent character of entrepreneurship creates so much ambiguity that effort to create a consensus model of entrepreneurship may be abortive. The authors suggest the study of five paradoxes of entrepreneurship, i.e., independence vs. dependence, process vs. personal attributes, revolution vs. evolution, vision vs. action, and social vs. business orientation. They believe that resolution or cementing of one or more of the paradoxes will add insight and understanding the important objectives of theory.

[18] provide a model that attempts to show how entrepreneurial skill and training is affected by such factors as personality traits and motivation, resulting in entrepreneurial behaviour. However, the outcome of the behaviour (the entrepreneurial act), i.e., value creation performance, is further affected by the environmental context in which it is undertaken, the security of the external environment, and the strategy adopted by the entrepreneur. It speculate that existing research which fails to consider the mediating and moderating influences of motivation, environmental context, and strategy has shown little success in either explaining or predicting entrepreneurial activity.

Most of the remainder of the paper is devoted to providing the support from existing literature. That support is drawn from research involving the other three categories offered at the outset, i.e., success strategies for existing entities, the formation of new ventures, and the effect of the environment on entrepreneurial actions. The theory is stated as a new combination, causing discontinuity, will be created, i.e., entrepreneurship will occur, under conditions:-

1. Task-related motivation (some vision or sense of social value embedded in the basic task itself that motivates the initiator to act)
2. Expertise (present know-how plus the confidence to be able to obtain know-how needed in the future)
3. The expectation of gain for self (economic and/or psychic benefits) and
4. A supportive environment (conditions that either provides comfort and support to the new endeavor, or that reduce discomfort from a previous endeavor).

[19] identified three characteristics of entrepreneurs that he related to their need for achievement:

- i. the desire to accept responsibility for solving problems, setting goals and reaching those goals through their own efforts;
- ii. a willingness to accept moderate risks, not as a function of chance, but of skill, and
- iii. a desire to know the outcomes of their decisions. Perhaps creating the new venture provides the pleasure and satisfaction of independence and acceptance of responsibility for outcomes.

[20] suggest the "entrepreneurial event" is often the result of interaction between social, cultural and personal factors. Negative displacements-being fired, retired, angered, insulted, bored, divorced or widowed-can provide the immediate shock that precipitates the entrepreneurial event.

4. Proposition and development of Cognition

There is a premise assumption for the study of entrepreneurial cognition that the concept of entrepreneurship itself represents the different thinking and behavioural approach. Recently, the use of social psychology, especially the social cognition, in the entrepreneurial field brings a powerful support for the link of thinking-doing. The entrepreneurial cognition literature relevant to concepts from institutional theory research begins with [20], who suggested that new venture formation would occur when entrepreneurs thought about desirability first and later, about feasibility.

[21], then proposed that desirability and feasibility cognitions were actually concurrent-more gestalt-like. This idea has been adopted by some entrepreneurial cognition researchers because it explains how individual behaviour is shaped by person-environment interaction. Later, talked about entrepreneurial cognition emerged in the study of the entrepreneurial decision, as well as entrepreneurial intention and effectiveness. Entrepreneurial Cognition gives an explanation of the difference between entrepreneur and non-entrepreneur.

[22] studied the risk-taking with cognition theory; [23] showed that interactive education from the perspective of entrepreneurial cognition has a better effect than the only entrepreneurial knowledge teaching. With the development of cognition theory in the entrepreneurial field, researchers began to study the difference between entrepreneur and non-entrepreneur from a deeper level. [24] thought cognitive mechanism, such as counterfactual thinking, planning fallacy, self-justification, self-serving, affect infusion etc, has a higher level of effectiveness when explaining the entrepreneurial behaviour. [25] gave an explanation of why the entrepreneurs' cognitive heuristics based logic is seemed to be better than the normal person with the cognition model. [26] also used the cognitive theory to explain the cross-cultural risk decision. They built their explanation of how the expert information processing theory-based notion of arrangements, willingness, and ability cognitive scripts influenced the venture creation decision.

Entrepreneurial cognition focuses on the entrepreneurs, investigating their ways' of thinking [27]. Entrepreneurial cognitions are defined to be-the knowledge structures that people use to make assessments, judgments, or decisions involving opportunity evaluation, venture creation, and growth [23]. During the last decade, research on entrepreneurial cognition has achieved substantial developments in both theory and empirical testing and found that entrepreneurs have knowledge structures that are different from non-entrepreneurs and that these differences influence the venture creation decision.

5. The trait approach theory

A first approach containing a substantial body of research in the entrepreneurship field has focused on the person of the entrepreneur. The research question of interest here is "why do certain individuals start firms when others, under similar conditions, do not?" [16]. However, many authors have answered this 'why' question with 'who': the reason why an individual started a venture is that that individual possesses a number of inner qualities, characteristics or traits. This approach is known as the "trait approach". In this approach, researchers try to identify traits and characteristics of individuals in order to differentiate entrepreneurs from non-entrepreneurs. The entrepreneur's traits are seen as the key to explain the entrepreneurship phenomenon [16]. Specific entrepreneurial traits often mentioned in literature are the locus of control, the need for achievement, risk-taking, the personal value system and age ([29], [30], [16], [31]; [32]).

Two schools of thought as distinguished by [33] belong to the trait approach: the great person school and the psychological characteristics school. The great person school is built around snippets of the life story of inspirational individuals such as Henry Ford, J.D. Rockefeller or Enzo Ferrari. Central to this line of thinking is the intuitive ability of "great" individuals to recognize an opportunity and make the appropriate decision, suggesting that they are endowed with certain qualities or traits. The great person school as such is an extreme case of the psychological characteristics school. The latter is but a different label for the trait approach described by [16].

Notwithstanding, the trait approach still seems to be unable to capture the entrepreneurship phenomenon to the full extent. The flaws in this approach are well documented by [16]. Above all, the trait approach remains one-dimensional; focusing solely on the person of the entrepreneur and lack of a shared definition seriously threatens the accumulation of knowledge in this area of entrepreneurial research. The research findings of this approach provide a psychological profile and characteristics that the entrepreneur would have to be a sort of generic approach [16].

6. From traits to Behavior

The weak points of the trait approach have lead entrepreneurship researchers to a second approach i.e. behavioral approach. This approach takes the organization being created ('the project') as the primary level of analysis to gain understanding as to why the entrepreneurial achievement has come into existence. The behavioral view stresses the contextual nature of the creating process. The entrepreneurial project is therefore seen as an outcome of a complex process with many influences. The role of the individual boils down to a series of actions or behavior undertaken to enable the creation of the project and personal characteristics are considered ancillary to the behavior approach.

The behavioral approach increases the complexity of the entrepreneurship phenomenon compared to the trait approach. Within the behavioral view, entrepreneurship is generally accepted as a multidimensional construct, as the nexus of several dimensions or process components that can be distinguished but not separated from each other. However, this common ground within the behavioral approach does not eradicate all differences with regard to the conceptualizing of the entrepreneurship phenomenon.

Even within the behavioral approach, reaching agreement on a definition of entrepreneurship remains problematic. For the purpose of illustration and comparison, a few entrepreneurship definitions are brought together in Table 1 and stress that all definitions of Table 1 belong to the behavioral view on entrepreneurship and that they all explicitly use the label 'entrepreneurship'.

There seems to be considerable variation in the locus of entrepreneurship as where entrepreneurship is taking place. [34], [21], [4] and [35] either leave the locus aspect open for interpretation or explicitly state that entrepreneurship can take place in both newly forming and existing businesses. [15], [16], [67] and [68], on the other hand explicitly restrain entrepreneurship to a process taking shape in new organizations. [69] and [9] connect entrepreneurship with actions of existing firms.

The pursuits in the process of entrepreneurship vary considerably. For [15]; [16], [67] and [68], the formation of a new organization or venture is the ultimate aim of entrepreneurship. Entrepreneurship ends once the formation process is finished. According to [16], innovation is not necessarily an issue since relating entrepreneurship to innovation only serves to increase the ambiguity in what already is a definitional dilemma. Other authors take an opposite stand and explicitly relate entrepreneurship to innovation ([69]; [34]; [70]). The group of entrepreneurship researchers chooses to avoid this discussion. They put forward that entrepreneurship concerns the noticing and pursuing of opportunities ([9]; [21]; [4]; [35]). As already mentioned, Table 1 use the label 'entrepreneurship' and belong to the behavioral approach of entrepreneurship. The behavioral approach does not bring

unanimity among researchers about what constitutes entrepreneurship. In the absence of a universally accepted definition, it is the responsibility of every author to state clearly what is meant when the term entrepreneurship is used [36].

As discussed earlier, a condition that must be fulfilled in order to obtain a good definition of entrepreneurship is that researchers in the field must share this definition so as to promote the accumulation of knowledge [14]. [37], describing the entrepreneurship domain by mapping its dimensions or process components can lead entrepreneurship researchers to some degree of consensus.

7. Towards a framework for the entrepreneurship field

Within the behavioral view, entrepreneurship is generally accepted as a multidimensional construct, as a nexus of multiple components. The study of entrepreneurship then requires taking into account the various components. However, there seems to be no agreement as to the number of components involved. The definitional problem discussed before undoubtedly spurs the discussion about the components.

Researchers have different views the essence of the process components constituting entrepreneurship. Authors' views with regard to the essence or description of the different components differ. [14], acknowledge that any organized living body can act as an entrepreneur. [15] and [36] on the other hand only recognize the individual entrepreneur. The varying views on the essence of the 'individual' component are equally applicable to the other process components. Furthermore, as far as the number of components is concerned, there seems to be a minimum and a maximum approach. Authors as [36], [14] and [16] represent the minimum approach. They see entrepreneurship as the nexus of two components, i.e. the individual and the entrepreneurial process or project. The maximum approach considers entrepreneurship to be the combination of four components, i.e. the individual, the creating process, the organization and the environment [15].

We elucidate our proposition with regard to entrepreneurship as a nexus of multiple components and focus the perspective of obtaining a solid framework describing the domain of entrepreneurship, we believe for various reasons that the maximum approach is the most promising view. First, by considering the maximum number of dimensions described above the diversity of the entrepreneurship research field is respected. After all, the behavioral approach views entrepreneurship as a series of actions or behavior undertaken to enable the creation of the entrepreneurial project. This behavior (opportunity recognition, resource assembling etc.) can come in many diverse forms [4], some of which may not be specified at this point in time. For a field still in its infancy [14]; [38] it is imperative to keep an open view on the diversity of entrepreneurial behavior [10]. The maximum approach fulfills this requirement since it is less likely to exclude as-yet-unspecified entrepreneurial behavioral forms. Excluding the components of the environment and the organization from a framework describing the entrepreneurship field (thus relying on the minimum approach) would imply an inexcusable loss of entrepreneurial diversity.

Second, although incorporating all four components in the entrepreneurship research field makes it more difficult to point out which project is entrepreneurial and which is not, we think this complexity actually supports the behavioral view of entrepreneurship. After all, trying to identify factors that can distinguish entrepreneurial from non-entrepreneurial projects could lead ending up sooner or later with the trait approach or a variation on that particular theme. [16] has warned entrepreneurship researchers about the persistence of the trait approach and about the merging of behavior and trait issues in real life entrepreneurship research. Thus, the maximum approach avoids arbitrary decisions that delineate entrepreneurial from non-entrepreneurial projects.

Third, a condition that must be fulfilled in order to obtain a good description of the entrepreneurship field is that the definition should allow building theories and carry out effective empirical research in order to enhance the understanding of the phenomenon [14]. Following the social system framework developed by [75] trying to map the social complexity of the entrepreneurial infrastructure (or resource provider) it becomes clear that the 'project' or 'opportunity' dimension ([15]; [36]; [4]; [14]) is itself a nexus of multiple components, encompassing the environment and/or the organization. Working towards the inclusive understanding of the entrepreneurship phenomenon, therefore, requires that these components should not be a priori excluded from the description of the entrepreneurship domain. [39], exhibited the mounting evidence that components such as the environment significantly influence entrepreneurship activities.

Finally, the maximum approach is more likely to be acceptable to most researchers since most will find a place for the research topic they are interested in. By doing so, the maximum approach prevents researchers from speaking after one another, rather than to one another.

8. The framework of the present study

For the reasons described above, we prefer the maximum approach in developing a framework to describe the entrepreneurship as promising research field, we would like to put forward is slightly different from the approach suggested by ([15]; [16]). As mentioned, Gartner's view encompasses four components: the individual, the creating process, the organization is created and the environment. Instead of looking upon entrepreneurship as the creation of an organization, we propose to see entrepreneurship as the process of creating new value. This new value creation could lead to a new organization but does not necessarily have to do so. For instance, creating new business in an existing company by means of introducing a new product can also be labeled as new value creation. This broad view on new value creation is in line with [4] appeal to consider the variation in entrepreneurial opportunities that can be identified. Thus, our framework describing the entrepreneurship domain entails five components: the creator, the creating process, new value creation, the close environment and the remote environment. A graphical representation of this approach to entrepreneurship is depicted in Figure 1.

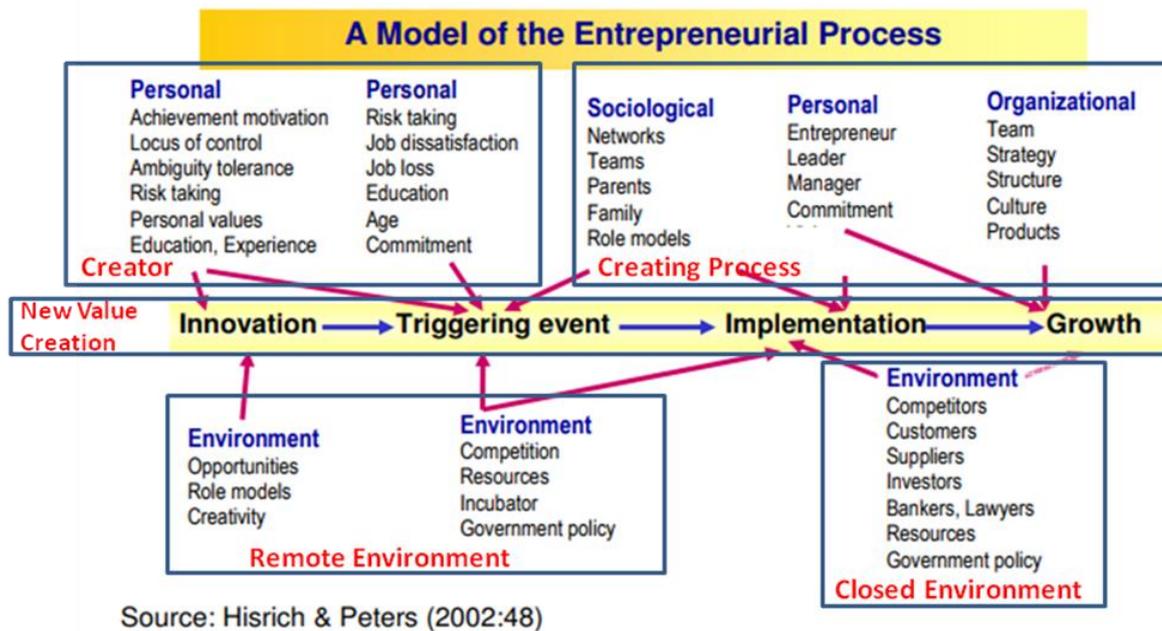


Figure 1: Entrepreneurial process model by Hisrich & Peters

A complete behavioral model for the purpose of describing entrepreneurship of whatever nature (novel start-up, corporate entrepreneurship) should include all five components in some degree. After all, the maximum approach is, as mentioned, the most appropriate approach to develop a descriptive framework for the entrepreneurship domain.

9. Alternative classifications of the entrepreneurship field

The behavioral view of entrepreneurship with its five dimensions as outlined above is of course but one of several frameworks to describe the entrepreneurship research field. In mapping the entrepreneurship domain, it is, therefore, useful to explore and differentiate alternative classifications. [35] argue that the plethora of entrepreneurship studies can be divided into three main categories: what, why and how. In the first category of studies, the researcher is mainly concerned with the results of the actions of the entrepreneur/creator. 'What happens when entrepreneurs act?' is the central research question. These researchers thus concentrate on the new value creation dimension, leaving aside the creator and the creating process. Economists, such as Schumpeter, Cantillon or Say, generally take this approach. The second strand emphasizes the creator dimension (background, values, motivations etc.). The causes of the entrepreneurial action ('why') constitute the primary interest of the researcher. If this strand of research concentrates on the individual entrepreneur, it can be considered as a synonym for the trait approach discussed earlier. Finally, how entrepreneurs act can become the center of research. In this case, the characteristics of entrepreneurial management and of the creating process are the center of attention.

Two of these three research categories ('what' and 'why') can be assembled under the label of 'content research', as opposed to process research. The content/process dichotomy originates from the strategic management literature and usually reflects the disciplinary orientation of the researcher [40]. This dichotomy is also useful for entrepreneurship research since the latter originates from the strategic management discipline [37]. The content approach in strategy literature focuses solely on the makeup of strategies actually implemented. Similarly, the content approach in entrepreneurship is limited to either the makeup of the creator, the creating process or the new value creation. Content research is therefore one-dimensional. For instance, studying individual entrepreneurs and their background tells us why these individuals have become entrepreneurs. Or still, novel start-ups or new entry explains what entrepreneurship consists of in term of new value creation [35].

On the other hand, the behavioral approach of entrepreneurship we suggested earlier can be labeled as 'process research'. Behavioral scientists usually focus on processes [40] and studying the entrepreneurship process ('how') all five dimensions must be taken into account in some degree in order to gain an understanding of the phenomenon, as discussed earlier. The content/process dichotomy enables us to distinguish entrepreneurship as a behavioral approach from several related views. First, this dichotomy allows us to discern the trait approach from the behavioral view. Second, it differentiates the economic approach from the behavioral view on entrepreneurship. As mentioned, economists are mainly interested in the effects of entrepreneurial actions on the economic environment ([14]; [35]). Their goal is not to penetrate the black box or nexus of entrepreneurship. Similarly, the dichotomy allows us to distinguish the population ecology view from our approach. Population ecology focuses on the makeup of the environmental conditions and does not aim to penetrate the entrepreneurship nexus ([14]; [36]).

The content/process dichotomy is, however, no 'one for all' solution. It does not help us in differentiating entrepreneurship from small business research. The field of small business shows a high degree of parallels with the entrepreneurship field. After all, it recognizes the crucial role of the owner-manager in understanding the functioning and performance outcomes of a small business. In other words, small business research also studies a nexus or black box, i.e. the nexus of the owner-manager, the management process, and company performance. However, small business management research studies all companies that meet certain size criteria, regardless of their new value creation [14]. Yet, in entrepreneurship research size does not matter and new value creation is a core element.

10. Advantages of our framework

As mentioned, our framework pertains to the behavioral view of entrepreneurship. The behavioral perspective has several distinct advantages. [41], listed three advantages of behavioral models of entrepreneurship. First, entrepreneurship is shaped by behavior

or actions, not by attributes such as psychological characteristics or organizational culture. To build on [16], it is the dance that you can know the dancer while he is dancing. Behavior is, therefore, the central element in entrepreneurship and this process view significantly contributes to our understanding of the entrepreneurship phenomenon. Second, the behavior is by definition overt and demonstrable [41]. By measuring the behavioral manifestations of entrepreneurship we can reliably, verifiably and objectively measure the entrepreneurial level of individuals and firms. Third, a behavioral model of entrepreneurship is also appealing to practitioners since behavior is manageable. In this sense, the entrepreneurial process is open for intervention.

In addition to the general advantages of a behavioral view on entrepreneurship mentioned by [41], our specific approach has the following strengths. First, it does not try to give an explicit definition of entrepreneurship, which would only add to the profound disagreement there already is on this topic. Instead, it aims at mapping the entrepreneurship field by describing its components. For reasons described earlier a maximum approach is hereby preferred. Second, it merges two constructs frequently introduced as separate concepts on the firm level, i.e. entrepreneurship and entrepreneurial orientation (EO). Although there are authors who use both constructs as synonyms [42], other researchers make a clear distinction between entrepreneurship and entrepreneurial orientation. [6], for instance link entrepreneurship and entrepreneurial orientation to the content/process dichotomy explained earlier. In their view, entrepreneurship refers to the content dimension (what kind of new value has been created: novel start-up, new business unit) while entrepreneurial orientation is linked to the process view ('how').

In our behavioral approach, entrepreneurship itself is conceptualized from a process point of view. Our approach, therefore, eliminates this extra, futile conceptual disagreement in literature. A disagreement that is likely to be due to a labeling problem, i.e. labeling firm-level new value creation as entrepreneurship. Third, our approach enables us to see entrepreneurship as a reiterative process that does not end with the creation of a specific type of new value, as proposed by [33].

So entrepreneurship does not stop when the organization has been created as [16] suggested. Instead, having finished one type of new value creation, it is possible to begin a new one. Yet, the specific features of the 'creator-creating process-new value creation' nexus and its close and remote environment can change, as mentioned earlier. Fourth, the five components we used in our approach should allow us to capture and reflect most (if not all) of the variability in all appearances of entrepreneurship. Thus, by studying all five components we should be able to distinguish all forms of entrepreneurship in an accurate way, such as novel start-ups, corporate ventures, and corporate renewal activities. In the subsequent paragraph, we will use these five components in order to clarify the corporate entrepreneurship construct by describing its domain.

11. Entrepreneurship intention

Psychological characteristics of aptitudes, personality traits, attitudes, motivations, and values, had led research to reflect on the possibility of creating instruments which are effectively able to detect and measure these characteristics. [43] have described eight factors-

- i) **Goal orientation** – tendencies toward creativity and innovation, the degree of determination in reaching goals, and personal perception as to the overall handling of work situations.
- ii) **Leadership** – aptitudes in management and leadership.
- iii) **Adaptability** – ability to perceive environmental change and adaptability.
- iv) **Need for achievement** – the desire for fame, success and social affirmation and respect from others.
- v) **Need for self-empowerment** – the desire to realize oneself through one's job which, apart from any economic goals, must be enjoyable, satisfying and interesting.
- vi) **Innovation** – curiosity for what is new.
- vii) **Flexibility** – tendency to reorient one's goals according to the external situation.
- viii) **Autonomy** – the necessity of having one's own independent space to make decisions and choices.

Cognition is an important theoretical perspective for understanding and explaining human behaviour and action [44] has been widely applied in industrial and organizational psychology. There has also been an interest in the role of cognition for entrepreneurship ([45], [46]; [47]; [48]; [49]; [26]; [50]) because entrepreneurial action is emergent, arising out of the entrepreneur's underlying cognitive processes [23].

Within entrepreneurial cognition research, the cognitive style perspective defined as a stable characteristic way in which individuals process and evaluate information, solve problems, and make decisions ([78]; [79]) have been identified as promising in explaining entrepreneurial behaviours ([80]; [26]). Cognitive styles are stable attributes, preferences, or habitual strategies determining how individuals perceive, remember, think, solve problems, and relate to others. Most theorists further claim cognitive styles to be stable, pervasive, consistent across different areas of cognitive functioning and stable over time.

Corporate entrepreneurship is a widely accepted label for the strand in entrepreneurship theory aiming at bewildering existing companies with an entrepreneurial spirit. In its early stages, it was seen as a means to re-energize large companies. [1] use the term 'rejuvenation'. As [51], state the purpose of corporate entrepreneurship is "to harness the entrepreneurship spirit of the small organization and blend it into the culture of the larger, more established firm". Yet, later on, it has been recognized that small organizations too can benefit from bringing corporate entrepreneurship into practice [52]. Corporate entrepreneurship or intrapreneurship is often seen as a school within entrepreneurship theory [33]. However, as the previous sections have made clear, there is no generally accepted definition of entrepreneurship. The same definitional gap thus also burdens the corporate entrepreneurship construct. As explained earlier, [37] propose two distinct ways to bridge a definitional gap: (1) operationalizing the terms used in empirical studies and (2) defining a term by describing its domain. The remainder of this paper will explore both approaches in reverse order.

12. The corporate entrepreneurship domain

Despite the fact that there remains a considerable degree of definitional ambiguity about the corporate entrepreneurship construct, entrepreneurship and corporate entrepreneurship literature seem to agree on the differentiation between the nature of independent entrepreneurship and corporate entrepreneurship. Independent entrepreneurship is seen as the process whereby a single individual or a group of individuals create a new organization, acting independently of any association with an existing organization [10]. Corporate entrepreneurship is then considered as entrepreneurial activities being established in association with one or more

existing organizations. However, the process of corporate entrepreneurship remains less well understood and why corporate entrepreneurship works remains a mystery ([53]; [58]; [54]).

Additionally, the differences in terminology used to describe those particular entrepreneurial activities have created confusion, and still continue to do so. Throughout the years, researchers have used a variety of terms to describe the entrepreneurial efforts associated with existing organizations: corporate entrepreneurship ([52]; [58]; [41]; [54]; [71]; [1]; [38]; [11]; [39]; [65]; [71]), intrapreneurship ([55], [52]; [73]; [5]; [74]), corporate venturing ([76]; [7]; [8]), and internal corporate entrepreneurship [9]. Table 1 contains a list of exemplary definitions used in literature for each of these terms. We refer to [10] for a more detailed overview of definitions for these related terms.

Lessons with regard to corporate entrepreneurship definitions, first, it illustrates that some researchers use different terms to label the same phenomenon. Second, it shows that different authors define the same term differently. Finally, it demonstrates that sometimes the same author defines the terms differently in subsequent articles. All of this clearly reveals that the corporate entrepreneurship construct is still evolving, not only through contributions of various researchers but also within the work of individual researchers. So, at this point in time a generally accepted definition of corporate entrepreneurship is lacking ([52]; [11]).

13. Corporate entrepreneurship dimensions

In an attempt to gain more understanding of the corporate entrepreneurship phenomenon we can try to describe its domain by mapping its dimensions. Yet, in literature, the term 'dimension' itself have been understood in diverse ways, for instance, [55] see corporate entrepreneurship dimensions as a synonym for forms, instances or even characteristics of corporate entrepreneurship: new business venturing, innovativeness, self-renewal, and proactiveness. It is clear that these categories cannot always be clearly differentiated from each other, as for example, self-renewal can stimulate innovativeness and new business venturing can be undertaken proactively. Corporate entrepreneurship dimensions are indeed related, but they are also distinct [56]. Thus, a clear differentiation of corporate entrepreneurship dimensions is necessary. The robustness of such a classification lacking a clear differentiation between dimensions remains doubtful and is not likely to contribute to our understanding of the corporate entrepreneurship phenomenon. Therefore, the dimension we discuss must-each separately-look at corporate entrepreneurship from a completely different angle.

Several corporate entrepreneurship authors have proposed diverse corporate entrepreneurship dimensions, be it explicitly or through their definitions or distinction of forms of corporate entrepreneurship. In what follows, we will list and explain these dimensions. Table 2 contains a number of sources and the corporate entrepreneurship dimension they propose.

Table 2: Corporate entrepreneurship dimensions

Dimension	Source
Content	Antoncic & Hisrich (2001), Covin & Miles (1999), Dess et al. (1999), Hornsby et al. (1999), Hornsby et al. (2002), Kuratko et al. (1990), Merrifield (1993), Rothwell & Zegveld (1982), Shortell & Zajac (1988), Stopford & Baden-Fuller (1994), Ucbasaran et al. (2001), Zahra (1993a), Zahra (1995), Zahra & Covin (1995), Zahra et al. (1999a), Zahra et al. (2000)
Formality	Zahra (1991), Zahra (1993a), Zahra et al. (1999a), Zahra et al. (1999b)
Locus	Miles & Covin (2002), Zahra (1991), Zahra et al. (1999a)
Within/outside	Rothwell & Zegveld (1982), Zahra (1993a)
Direct/indirect	Miles & Covin (2002)
Domestic/international	Zahra (1993a)

The table above reveals that *content* is the most widely used dimension to create corporate entrepreneurship categories. The content dimension refers to what new value creation the corporate entrepreneurship process is actually about. Based on this dimension, literature distinguishes several forms or types of corporate entrepreneurship. [57] for example distinguishes two types of corporate entrepreneurship processes: the birth of new business within existing organizations and organizational transformation through strategic renewal.

[1] see three types of corporate entrepreneurship: corporate venturing, renewal activities and Schumpeterian innovation or frame braking change altering the rules of competition in the industry. [58] discern four types of corporate entrepreneurship: sustained regeneration, organizational rejuvenation, strategic renewal and domain redefinition. [59] limit the different corporate entrepreneurship types to two: innovation and venturing. In order to obtain mutually exclusive categories within the content dimension, we will follow [57], distinguishing two categories: *corporate venturing* (birth of new business out of existing organizations) and *strategic renewal*. Strategic renewal refers to the transformation of organizations through the renewal of the key ideas on which they are built [3].

Formality is a second corporate entrepreneurship dimension. Corporate entrepreneurship activities can be formal or informal ([60]; [11]). The formality dimension is also known as the source dimension of corporate entrepreneurship [59]. Formal corporate entrepreneurship activities are developed in pursuit of the organization's established mission and goals ([13], [39]). Informal corporate entrepreneurship activities are initiated by individuals and groups in pursuit of particular areas of interest ([11]; [56]).

These informal efforts occur autonomously and can result from individual creativity or pursuit of self-interest. Some of these efforts eventually receive the organization's formal recognition. The formality dimension corresponds directly to [53] distinction between autonomous and formal strategic actions.

The third dimension focuses on the *locus* of corporate entrepreneurship. It separates internal from external entrepreneurial activities. Internal corporate entrepreneurship activities are conducted strictly within an organization's boundaries [59]. External entrepreneurial activities transcend these boundaries, e.g. when one organization joins another in order to set up a joint venture. Thus, the locus of corporate entrepreneurship refers to the locus of the corporate entrepreneurship creator. It does not refer to the locus of the created new value (venture), although some authors have made this proposition ([61]; [10]; [11]).

A fourth dimension, very close to the locus dimension, is the *residence* (within/outside) dimension. This dimension points at the locus of the created new value (venture). Corporate entrepreneurship activities within the organization often cover product, process or administrative innovations at various levels of the company ([60]; [11]). But also a newly created venture can reside within the creating, official organization. An internal venture directly controlled by the corporation serves as an example [61]. Alternatively, it can be constructed as a stand-alone venture or a spin-off ([77]; [56]). In the latter case, it stands *outside* the creating, official organization. The outside ventures can be further distinguished by means of the *domestic/international* dimension. The venture is domestic if the stand-alone venture is situated in the same country as the parenting organization.

Investment intermediation is a sixth and final variable of relevance in the context of corporate entrepreneurship, particularly in the case of corporate venturing [61]. On this variable a corporate entrepreneurship typology can be built, leading to *direct* and *indirect* corporate entrepreneurship activities. In the case of indirect investment, the creating organization invests in an independent financial investment mechanism functioning as a financial intermediary between the organization and the venture being created. This independent financial investment mechanism operates outside the organization's operating or strategic budgets [61]. In the case of direct investment, the investment mechanism operates inside the new value-creating organization.

The six corporate entrepreneurship dimensions described above show us that corporate entrepreneurship can appear in many diverse forms. The complex appearance of the construct is thus recognized again. Nevertheless, we are convinced that the corporate entrepreneurship construct can be clarified if the dimensions can be grouped in some way, according to their relatedness. Indeed, some authors recognize that the corporate entrepreneurship dimensions are distinct, but related, capturing different aspects of firm-level entrepreneurship [56]. However, a comprehensive framework structuring the related corporate entrepreneurship dimensions is lacking. Yet, such a framework has the potential to contribute to our understanding of the process of the corporate entrepreneurship phenomenon. In what follows we will link the six corporate entrepreneurship dimensions (Table 2) with the three core components of the behavioral view on entrepreneurship as described earlier. As we recall, the entrepreneurship nexus encompasses three components: creator, creating a process and new value creation. By linking these dimensions, we aim to clarify the corporate entrepreneurship construct from a process view. The framework we want to achieve in this way should help us to describe the corporate entrepreneurship domain in a subsequent step.

A link between the core entrepreneurial process components (creator, creating process and new value creation) and the corporate entrepreneurship dimensions can be established. It reveals (by marking with 'X') which corporate entrepreneurship dimensions can have an effect (major or minor) on each entrepreneurial process component. Once more, it demonstrates the complex appearance of corporate entrepreneurship. Formality and locus dimensions will have an impact on the creator and the creating process components but not on the type of new value being created. Residence, domestic/international and investment intermediation, on the other hand, do not affect the creator component but have an impact on the creating process and the new value creation. A more detailed description of the various links is provided in a subsequent section of the paper.

There is one corporate entrepreneurship dimension that is linked to only one process component, i.e. the content dimension of corporate entrepreneurship linked to new value creation. As mentioned, we distinguish two content categories of corporate entrepreneurship: corporate venturing and strategic renewal. Linking the entrepreneurial process and the remaining five corporate entrepreneurship dimensions for each content type separately could perhaps contribute to our understanding of the corporate entrepreneurship phenomenon.

The corporate venturing and strategic renewal are indeed distinct but related [56]. Both types of corporate entrepreneurship have common dimensions, namely locus and formality. Yet, corporate venturing also entails corporate entrepreneurship dimensions that are not shared with strategic renewal. For instance, the within/outside dimension is applicable to corporate venturing, as ventures can be created both inside and outside the organization. Strategic renewal, however, cannot be created outside the organization, the within/outside dimension (with both its instances) does not play a role as far as strategic renewal is concerned.

Corporate venturing entails dimensions that are not shared with strategic renewal, as already mentioned. The reverse does not hold, however. So it is clear that on the whole more corporate entrepreneurship dimensions apply to corporate venturing than to strategic renewal. These differences in applicable dimensions confirm [56] appeal to recognize the different requirements of the various types of entrepreneurial activities. As corporate venturing and strategic renewal are subject to different (whether in number or in nature) corporate entrepreneurship dimensions, treating them as requiring the same managerial skills and company resources would be misleading. Specifying the link between the type of corporate entrepreneurship activity and the appropriate dimensions as accurately and detailed as possible is therefore useful in setting the stage for researching corporate entrepreneurship.

Corporate entrepreneurship dimensions play a role in multiple entrepreneurial process dimensions. The locus dimension of corporate entrepreneurship, for instance, is linked to the creator and the creating process components of the entrepreneurial process. This strengthens the idea that also in the case of corporate entrepreneurship (both corporate venturing and strategic renewal) the three entrepreneurial process components form a nexus. They can be distinguished from each other, but not separated.

14. Describing corporate entrepreneurship

The impetus for corporate venturing can be both formal and informal. Corporate venturing is formal when the venture is developed in pursuit of the established organizational mission and goals. The venture creator can be located internally or externally. Internal venture creation can be handled without external partners. In this case, the venture creation is a purely internal affair. External venture creation entails cooperation with an external partner, thus transcending the organizational boundaries.

This could be labeled as corporate joint venturing [62]. The newly created venture can reside within the organization, or outside. An outside venture can be domestic or international. The latter refers to ventures not only located outside the creating organization, but also outside the national borders of the country in which the creating organization resides. Setting up a new venture can in some cases incorporate investment intermediation. If such an independent financial vessel is present, then corporate entrepreneurship is labeled as indirect.

The description above requires an important remark. Although the main impact of a corporate entrepreneurship dimension may be conceptually situated at a particular entrepreneurial process dimension, it may bring with it collateral effects on other process dimensions. For instance, the within/outside dimension is a dimension that essentially refers to the location of the newly created venture, as mentioned earlier. So it is conceptually linked to the new value creation dimension. But it is clear that the within/outside dimension also affects the creating process (acquisition of resources), the internal environment and the external environment. Another example is the direct/indirect dimension, which is in fact mainly situated at the creating process dimension (resource gathering). But again, the direct/indirect dimension will also leave its mark on the internal and the external environment. Taking into account the nexus idea of corporate entrepreneurship the 'side effects' of dimensions are not surprising. In Table 2, the corporate entrepreneurship dimensions having their main impact on a specific entrepreneurial process dimension are indicated in bold and italic.

Just as with corporate venturing, the impetus for strategic renewal can be both formal and informal. Locus also plays a role in the case of strategic renewal. After all, corporate renewal can be internally generated, or in cooperation with partners, e.g. by forming strategic alliances [63]. As with corporate venturing, the formality and locus dimensions (conceptually linked to the creator dimension) equally affect other entrepreneurial process components, such as the creating process and the internal and external environment.

To conclude, by providing a link between the entrepreneurial process components and the corporate entrepreneurship dimensions, the classification of Table 2 allows us to describe the corporate entrepreneurship domain quite accurately. Once more, we have followed the maximum or broad approach to map the research field. While no single classification can be all-encompassing, the maximum approach ensures us of incorporating as much corporate entrepreneurship forms as possible. In aiming to describe the corporate entrepreneurship field as accurately as possible, we think that this is necessary. This classification recognizes that corporate entrepreneurship is not a straightforward construct but may take several forms.

As we recall, bridging the definitional gap in the case of corporate entrepreneurship can be attempted in two ways [37]: (1) operationalizing the terms used in empirical studies and (2) defining a term by describing its domain. After having described the domain in the paragraph above, the last section in this paper will focus on how the construct has been operationalized in previous empirical studies.

15. Corporate entrepreneurship measures

Corporate entrepreneurship has been operationalized in empirical research in many diverse ways. Undoubtedly, the diversity in measures has contributed in some degree to the definitional gap and the labeling problem discussed earlier. For the purpose of illustrating this diversity, Table 3 gives a non-exhaustive overview of variables used to model corporate entrepreneurship. All variables of Table 3 refer to practices or circumstances that can in some degree be controlled by the organization. In other words, measures for the remote environment are not included in this table. This does not mean that these variables are not important in the context of corporate entrepreneurship. In fact, research has revealed that they can have important director moderating effects on corporate entrepreneurship ([64]; [39]). However, in view of our aim to describe the corporate entrepreneurship phenomenon by means of its measures, it seems more appropriate to concentrate on those measures that are intrinsically linked to the internal functioning and 'being' of the organization. Moreover, the remote environmental variables are not uniquely associated with corporate entrepreneurship as they equally apply to independent entrepreneurship. Thus, four dimensions are considered: the creator, the creating process, the new value creation and the close environment.

Table 3: Corporate entrepreneurship variables

Variable	Source
Innovativeness/innovation	Antoncic & Hisrich (2001); Knight (1997); Lumpkin & Dess (2001); Zajac et al. (1991)
Risk-taking	Hornsby et al. (2002); Kuratko et al. (1990); Lumpkin & Dess (2001); Zahra & Covin (1995);
Proactiveness	Antoncic & Hisrich (2001); Knight (1997); Lumpkin & Dess (2001); Zahra & Covin (1995)
Competitive aggressiveness	Lumpkin & Dess (2001)
Prior venture experience	Zajac et al. (1991)
Slack resources; resource availability	Zajac et al. (1991); Hornsby et al. (2002); Kuratko et al. (1990)
Autonomy	Zajac et al. (1991)
Rewards and sanctions	Hornsby et al. (2002); Jennings & Lumpkin (1989); Kuratko et al. (1990); Sykes (1986)
Centralization of decision making	Jennings & Lumpkin (1989); Sykes (1986)
Specialization	Jennings & Lumpkin (1989)
Organizational support	Antoncic & Hisrich (2001); Hornsby et al. (2002); Kuratko et al. (1990)
Time availability	Hornsby et al. (2002); Kuratko et al. (1990)
Organizational structure	Hornsby et al. (2002); Kuratko et al. (1990)
Organizational communication	Antoncic & Hisrich (2001); Zahra (1991)
Environmental scanning	Antoncic & Hisrich (2001); Zahra (1991)
Organizational values/culture	Zahra (1991)

Variable	Source
Self-renewal	Antoncic & Hisrich (2001); Zahra (1993b)
New business venturing	Antoncic & Hisrich (2001); Zahra (1993b); Zahra (1995); Zahra & Covin (1995); Zahra et al. (2000)
Ownership	Zahra et al. (2000)

The above table 3 does not list all variables associated in the literature with corporate entrepreneurship, it shows that corporate entrepreneurship has been operationalized using many diverse variables. The domain thus covered is very broad. Yet, in our opinion, it is possible to classify the various variables and measures (including those not listed in the table by means of a two by two matrix. This should help us uncovering the structure of the way in which corporate entrepreneurship has been operationalized and researched until now and stimulate our understanding of the phenomenon. The two by two matrixes contains two dimensions, each composed of two categories.

The first dimension refers to *what* has been operationalized. Some variables (innovativeness, self-renewal, new business venturing) are linked to the type of new value being created through corporate entrepreneurship. The other variables belong to the creating process (resource availability, environmental scanning, proactiveness etc.) or to the close environment of the organization (organizational support, rewards, specialization, communication etc). The creating process and the close environment are very closely linked to each other. For instance, centralization of decision making (an element of the internal environment) affects the creating process, which encompasses opportunity recognition, resource acquisition, and allocation etc. The creating process is likely to be different in a centralized environment compared to a decentralized environment. Moreover, the type of resources acquired and the way in which they have been allocated is also likely to influence the way in which decisions are made. In view of the tight link between the creating process and the close environment, we propose treating them as one.

The second dimension of the two by two matrixes classifying the corporate entrepreneurship measures refers to *how* the variables have been operationalized. Some authors have used factual questions or data to operationalize the variables. For instance, [65] Zahra (1995) has measured venturing by means of the number of new businesses generated in the course of a particular year. Other authors have turned to opinion questions using items that have to be scored on a Likert-type scale. For example, [39] asked the respondents to indicate the degree of emphasis (5-point scale) in their organization on several items referring to new business creating, e.g. "entering new businesses by offering new lines and products". Thus, the second dimension encompasses two categories: variables aiming at facts versus variables referring to opinions.

16. Conclusion

The literature on corporate entrepreneurship stresses its importance for rejuvenating and revitalizing existing organizations. Yet, the enthusiasm for the practice seems to have outgrown the solidness of the theoretical framework and the availability of empirically grounded, sound prescriptions. Research has only allowed deriving a large body of very general and often contradictory principles for corporate entrepreneurship ([57]; [66]). A major source for these conflicting results can be found in the absence of a sound and coherent theoretical framework defining and delineating corporate entrepreneurship. Corporate entrepreneurship is generally considered to be ill-defined [1]. The absence of such a framework makes it difficult to study the phenomenon in a proficient way and threatens the field's legitimacy, being unable to differentiate it from other, related schools.

It is clear that the need for a solid theoretical framework is pressing. This paper aimed at creating such a basis by means of a clarification of the concept of corporate entrepreneurship and its measures. This framework has been built in three subsequent steps. First, we have explored the entrepreneurship domain in order to create a platform for the study of corporate entrepreneurship. Second, we have described the corporate entrepreneurship field by mapping its dimensions and linking it to the entrepreneurial process model. Third, we have investigated how corporate entrepreneurship has been researched in the past. This study of the past operationalizations of corporate entrepreneurship provides us with a second means to bridge the definitional gap characterizing the corporate entrepreneurship domain. It has led us to a classification of the measures used in previous studies.

The combination of the theoretical description of the construct by means of its dimensions and the empirical research approach classifying the variables provides us with a clear theoretical base. Several advantages characterize this theoretical framework. First, it helps to set the boundaries for the field of entrepreneurship and corporate entrepreneurship. By doing this, it enables the differentiation of the corporate entrepreneurship domain from other, related schools. And, it thus helps to preserve the field's legitimacy. Second, the proposed classification allows consistency in the use of labels for constructs related to entrepreneurship and corporate entrepreneurship. It supports researchers in dissecting past research (whatever the label used) and in setting up clearly labeled new research. Third, the classification offered in this paper provides the corporate entrepreneurship field with a blueprint of the "common ground".

It thus enables linking past research attempts to each other and, doing so, it stimulates researchers talking to one another instead of after one another. Fourth, the theoretical framework forms an excellent base for future empirical research aiming to forward our understanding of the entrepreneurship and corporate entrepreneurship phenomenon. Finally, the presence of a solid theoretical framework creates challenging research possibilities to provide those responsible for the management, advice, and policy with empirically grounded, unambiguous guidelines to enhance the practice of entrepreneurship and corporate entrepreneurship.

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