

Contingency Factors of Corporate Entrepreneurship in Traditional and Modern Sectors: The Case of Morocco

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What is Corporate Entrepreneurship?

- Polyphonic, polysemic and polymorphic concept
- Some basic definitions:
 - “The implementation of an innovation by an employee, a group of employees or any individual working under the control of the enterprise.” Carrier (1991)
 - “Entrepreneurship within an existing organization.” Antoncic et Hisrich (2001)
 - “Manifestation of entrepreneurial characteristics among employees of the company.” (Allali, 2003)

Put in a nutshell, corporate entrepreneurs are innovative employees

Paradox of Corporate Entrepreneurship

We want our employees to be innovative, to take initiatives, to participate in the company's development and success

But

We cannot accept that

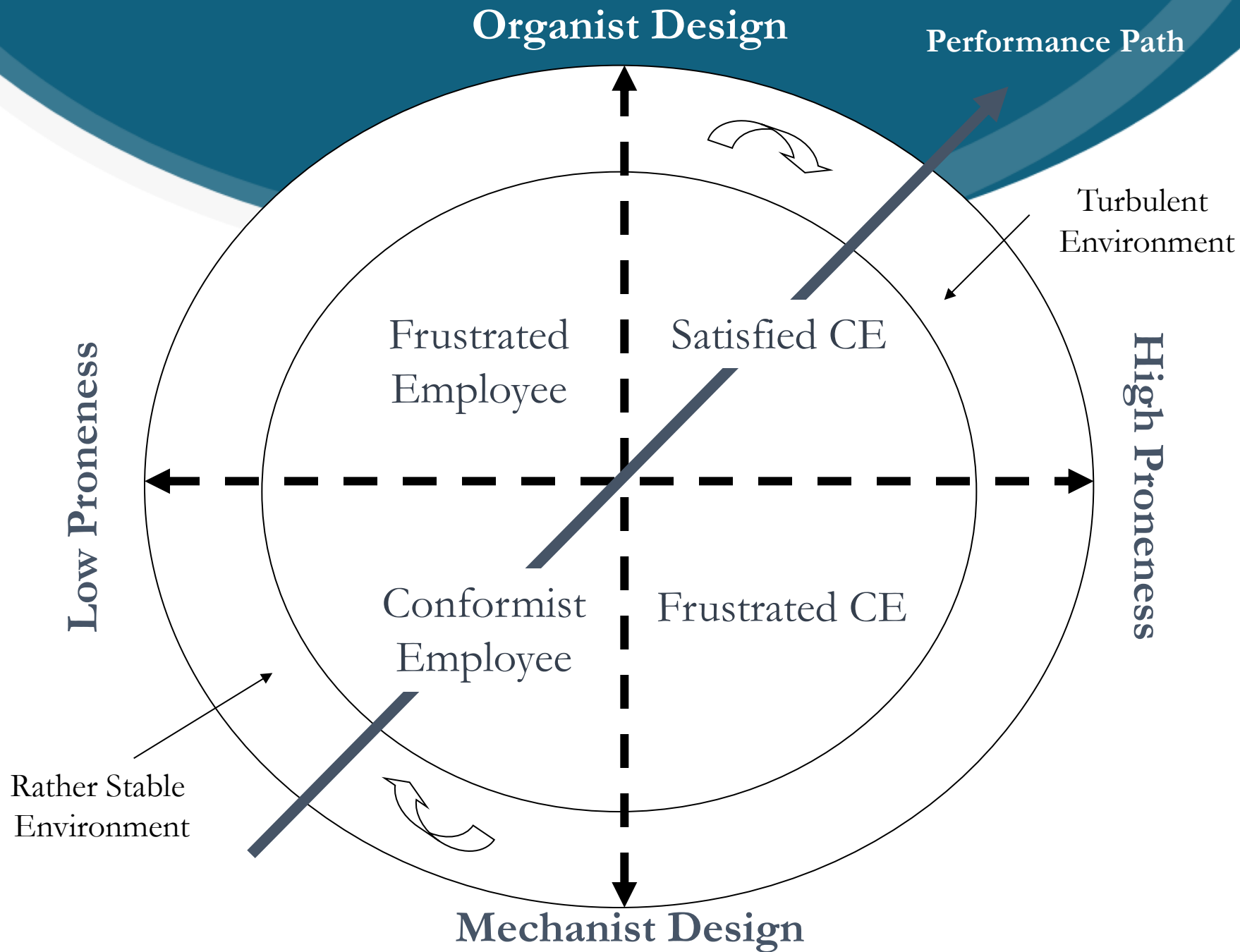
- they ignore our orders
- they do not respect their job description, they do not do the work for which they are paid
- they behave as they wish

Then, do we need CEs in our organizations?

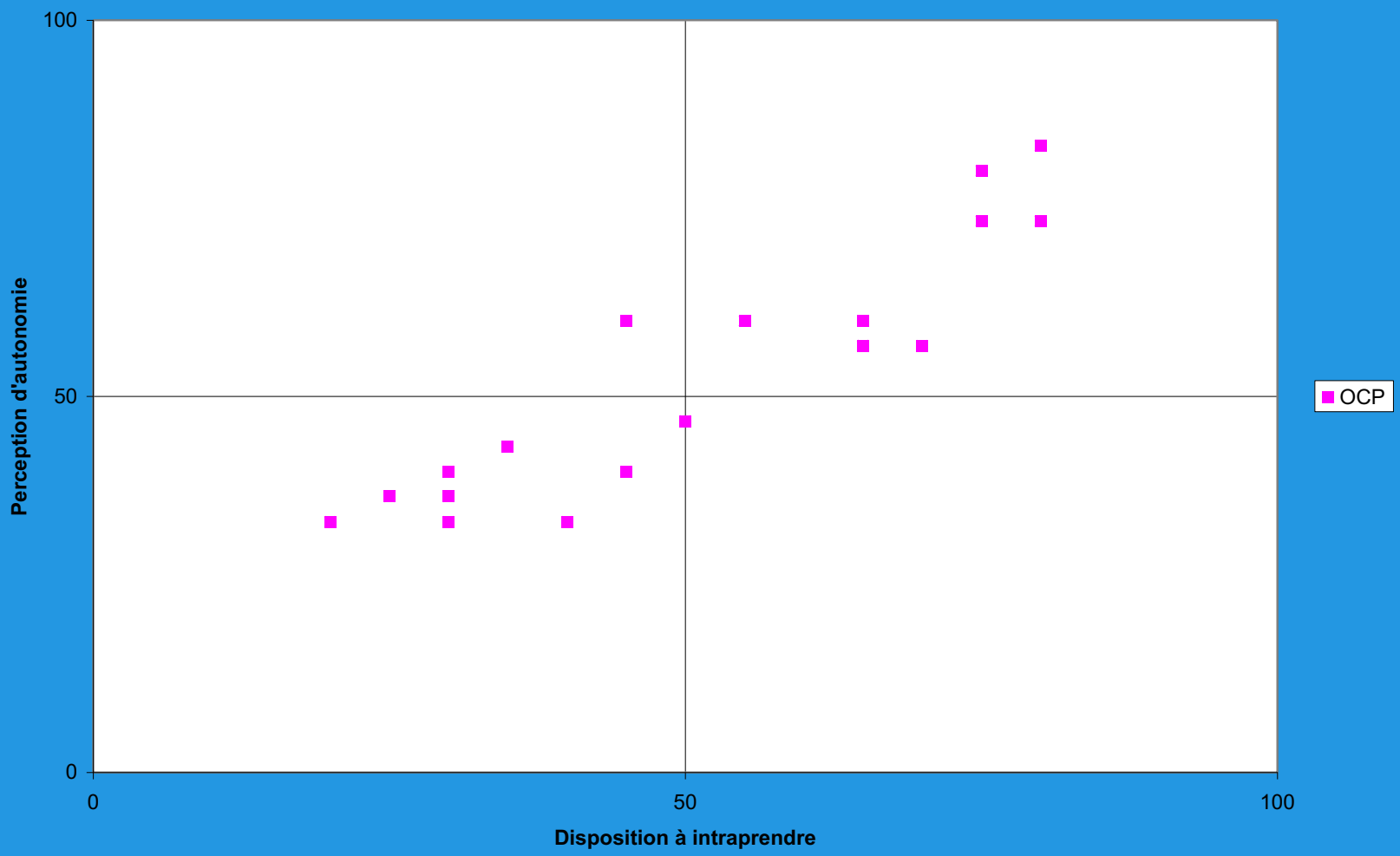
- **YES!** Because they are change drivers in our companies
- **NO!** Because they create chaos and mutiny
- **Our answer: It depends**

Three Main Contingency Factors

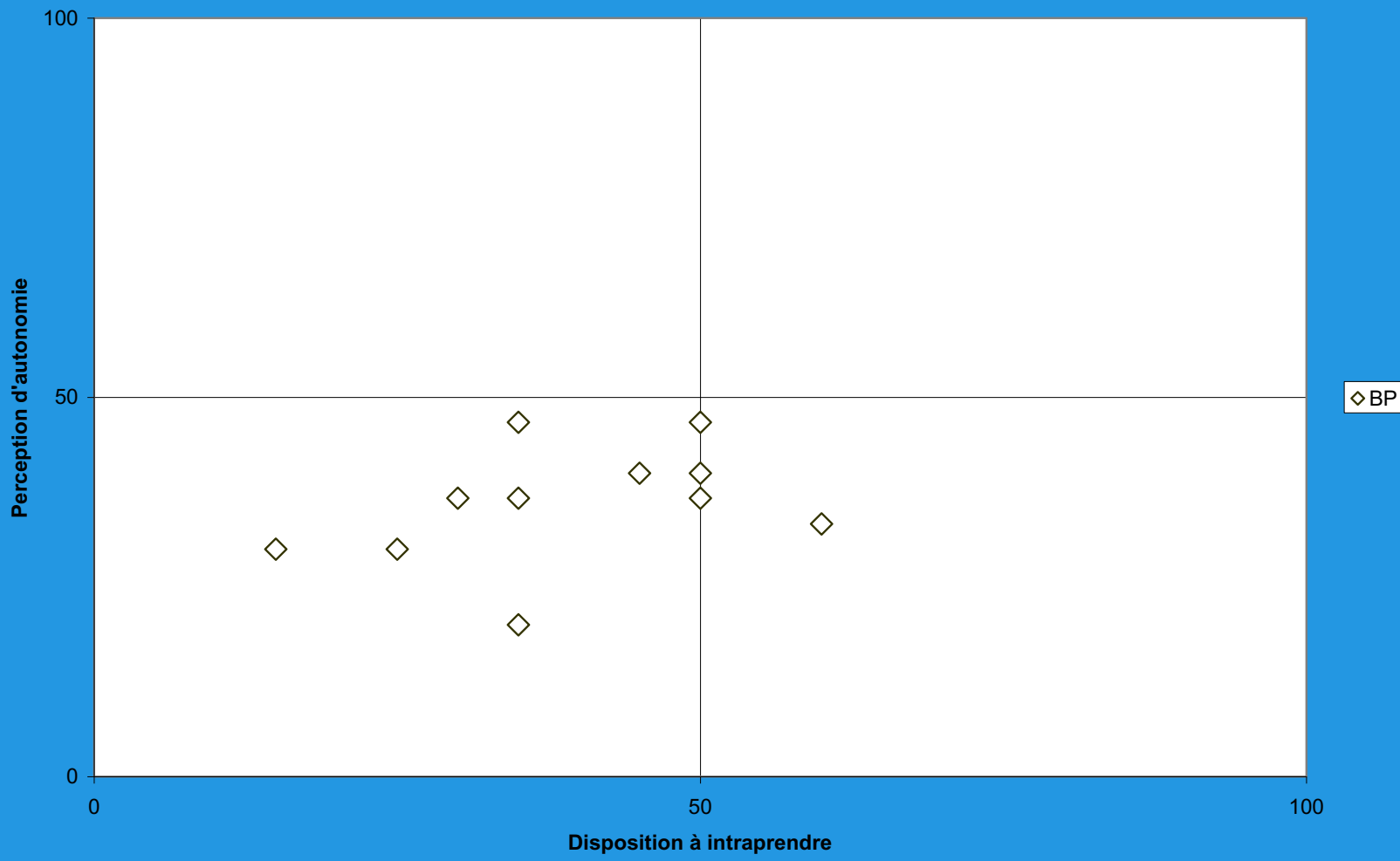
- 1. Environment: Rather stable vs. turbulent**
- 2. Organizational design: Mechanist vs. organist**
- 3. Employee's attitude: Proneness to taking initiative vs. proneness to sticking to job description**



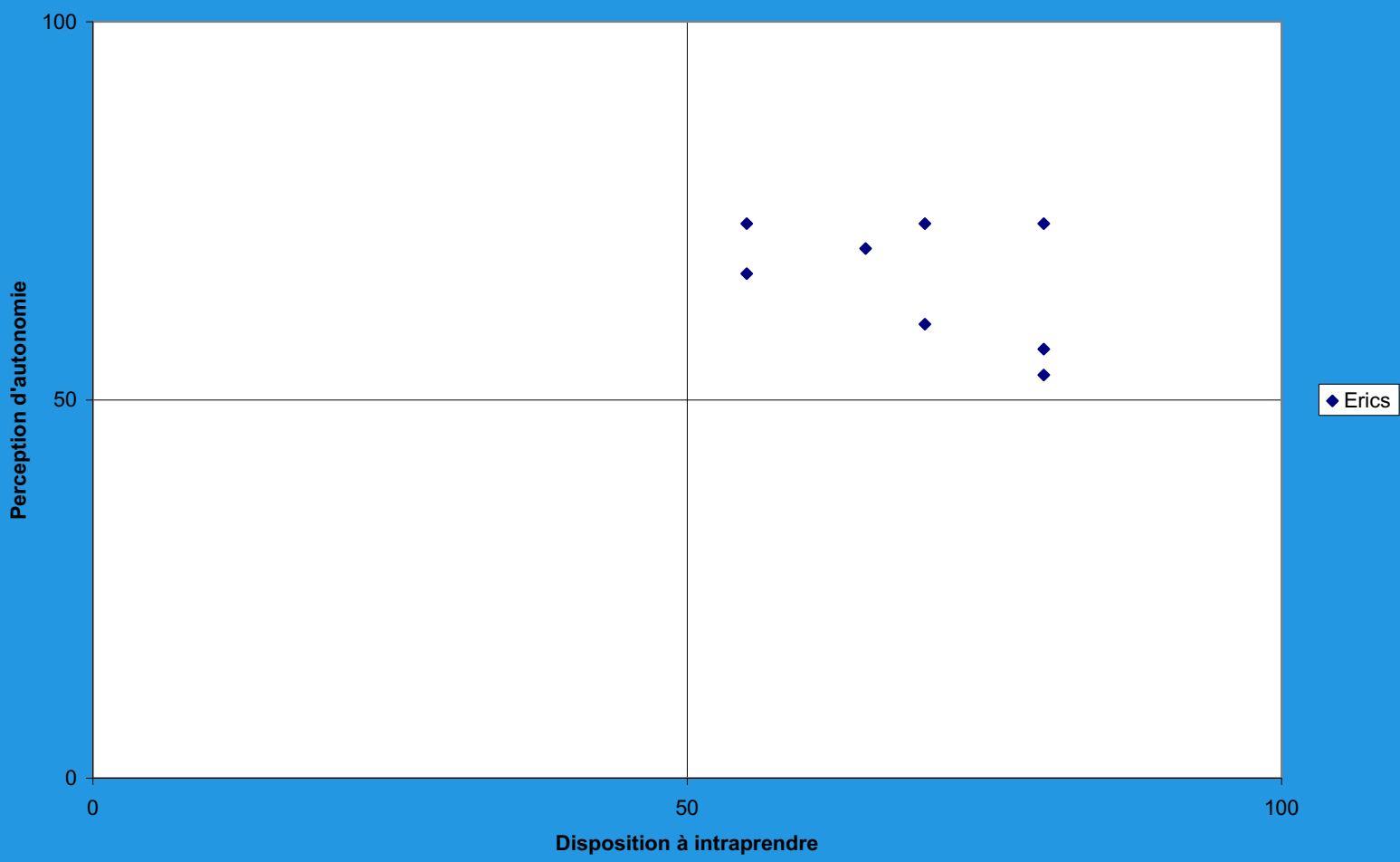
Répartition des employés de l'OCP



Répartition des employés de BP



Répartition des employés d'Eric's



Our Conclusions

1. Companies need both CEs and conformist employees
2. Companies without enough CEs tend to lose their agility and innovativeness
3. Without conformist employees, no or limited follow-up of products and markets
4. Whether the company needs more CEs or conformist employees is contingent upon the environment type as well as upon the selected organizational design

Thank you so much for
your kind attention!

Research Roundtable

Please select another Research Roundtable session to attend.

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Integrating Innovation into the Mining and Oil Industry through Partnerships between Industry and Academia: **Oak Room**

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Contingency Factors of Corporate Entrepreneurship in Traditional and Modern Sectors: **Tanzanite Room**