FIELD : CULTURE OF ENTREPRENEURSHIP & INTRAPRENEURSHIP

Your Host :
Erick Mueller

$240,000,000,000

Amount of Cash Apple Has in the Bank!

…started from just $5, a passion to change the world…and the entrepreneurial way of thinking…

Overview

- Entrepreneurial lessons
- Entrepreneurship / intrapreneurship – huh?
- Entrepreneurial competencies and how to evaluate/cultivate
- How to foster entrepreneurship/intrapreneurship in your companies
- Q&A
- Wrap-up

Who is Erick?

- 1 of 12 kids
- Founded 4 companies + other companies
  - Sold 1, 1 flaming failure, countless lessons and fun
- Angel investor
- Live by key tenets: to be happy!
  - Passion, make a difference, challenge, always learn/grow, have fun
  - Tour de Happiness, travel/adventure, help others/volunteer, amazing relationships
  - Empowering entrepreneurs in Africa
  - Empowering disabled veterans to start their passion

Leeds School of Business
UNIVERSITY OF COLORADO BOULDER
DEMING CENTER FOR ENTREPRENEURSHIP

FUNOVATION®

LD Bo

WHAT DO YOU WANT TO TAKE AWAY FROM OUR TIME TOGETHER?

LEMONADE STAND

- 5 years old, sold lemonade to 100,000+ thirsty Michigan fans
- LESSON LEARNED
  - Target a big enough market

PAPER ROUTE

- 50+ customers in the unpredictable MI weather
- LESSON LEARNED
  - Going beyond in customer service makes a big difference/sets you apart

DOT FIRST AID & SAFETY

- First aid kits & training for OSHA requirements. Grew from 52 customers to 5,000+
- LESSON LEARNED
  - BE DIFFERENT! Innovation is a powerful differentiator

VISION JEWELRY DISTRIBUTION

- Earrings, necklaces for spas throughout Denver metro. Flaming disaster. Couldn't have failed more if I tried.
- LESSON LEARNED
  - What is the REAL need/value proposition?
  - DO WHAT YOU LOVE, PASSION!

ACHIEVE.COM

- Internet communication tool for schools. To increase parent participation in schools.
- LESSON LEARNED
  - Be deliberate in funding your business. Want investor problems or customer problems?
  - Maintain the founder passion, vision

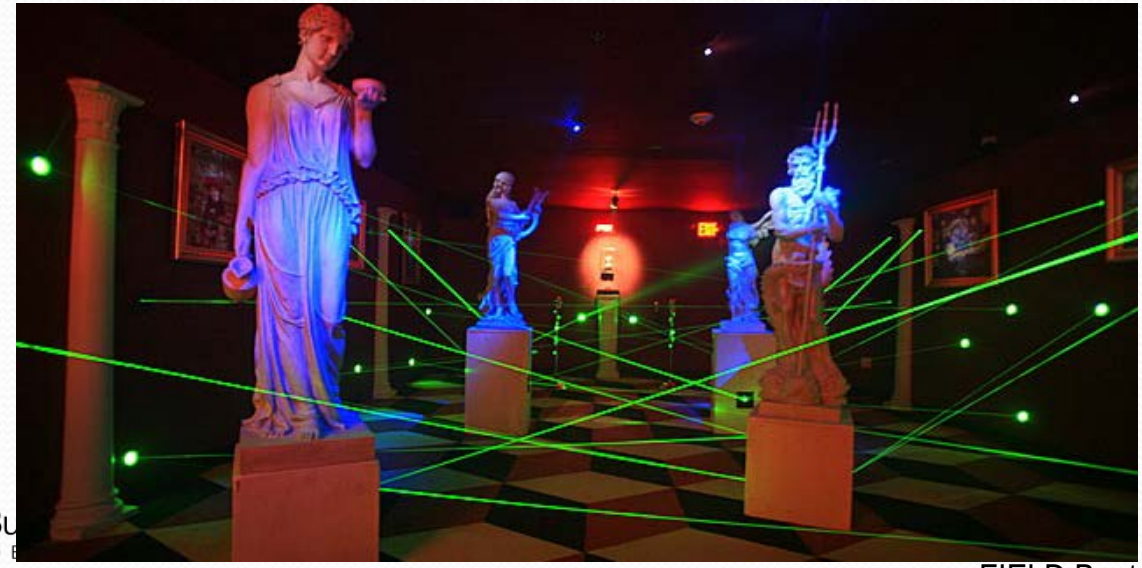
REAL MEASURE

- Engineering in a box.
- LESSON LEARNED
  - Make it easy for your customers. To use, to purchase, to maintain, to pay, etc. Leads to TRUE benefits.

REAL™ MEASURE

FUNOVATION

- Amusement attractions to fun centers and theme parks around the world.
- LESSON LEARNED
  - Your team is the most important! And a huge value add/differentiator.



ENTREPRENEURSHIP & EMPOWERMENT IN SOUTH AFRICA

- Empower disadvantaged entrepreneurs in the townships (slums) of Africa
- LESSON LEARNED
  - Keep it simple!!! And allow your passion and drive for making a difference be your rudder.

GrowBox

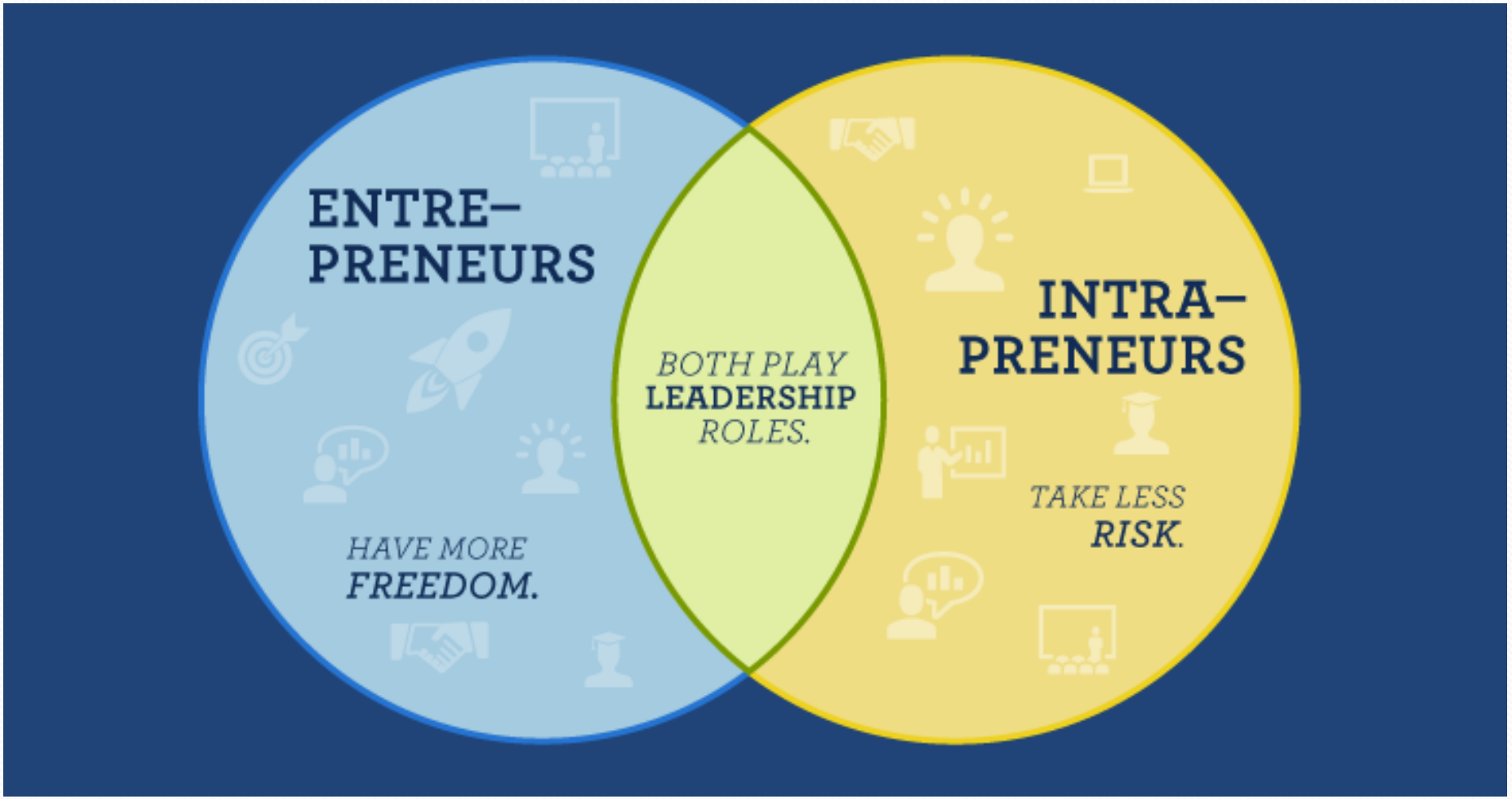
Entrepreneurship Huh?

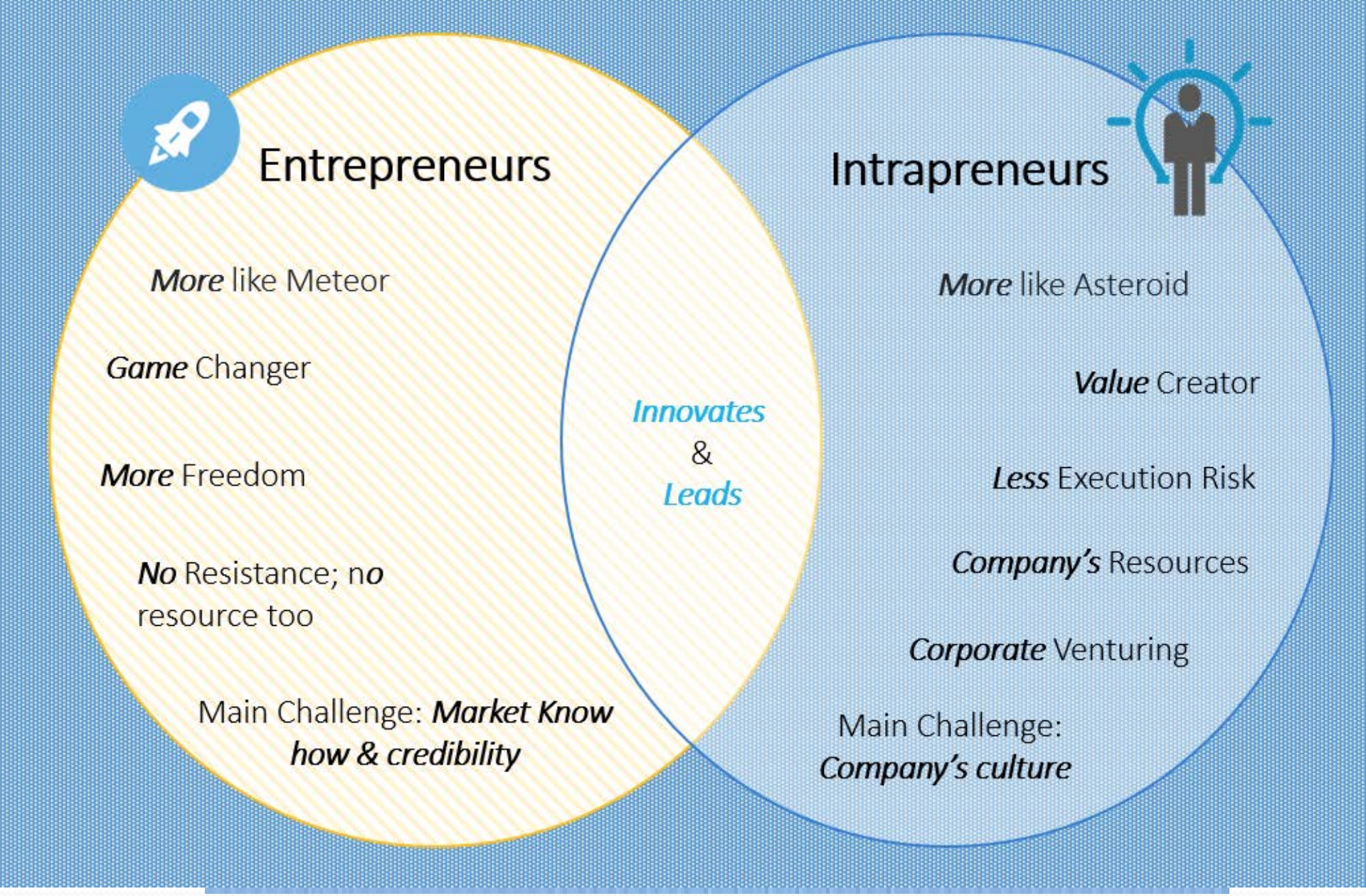
- Entrepreneurship defined
- Why is entrepreneurship important?
- Who are entrepreneurs?
- Traits of entrepreneurs
- Motivations of entrepreneurs
- Break-out session

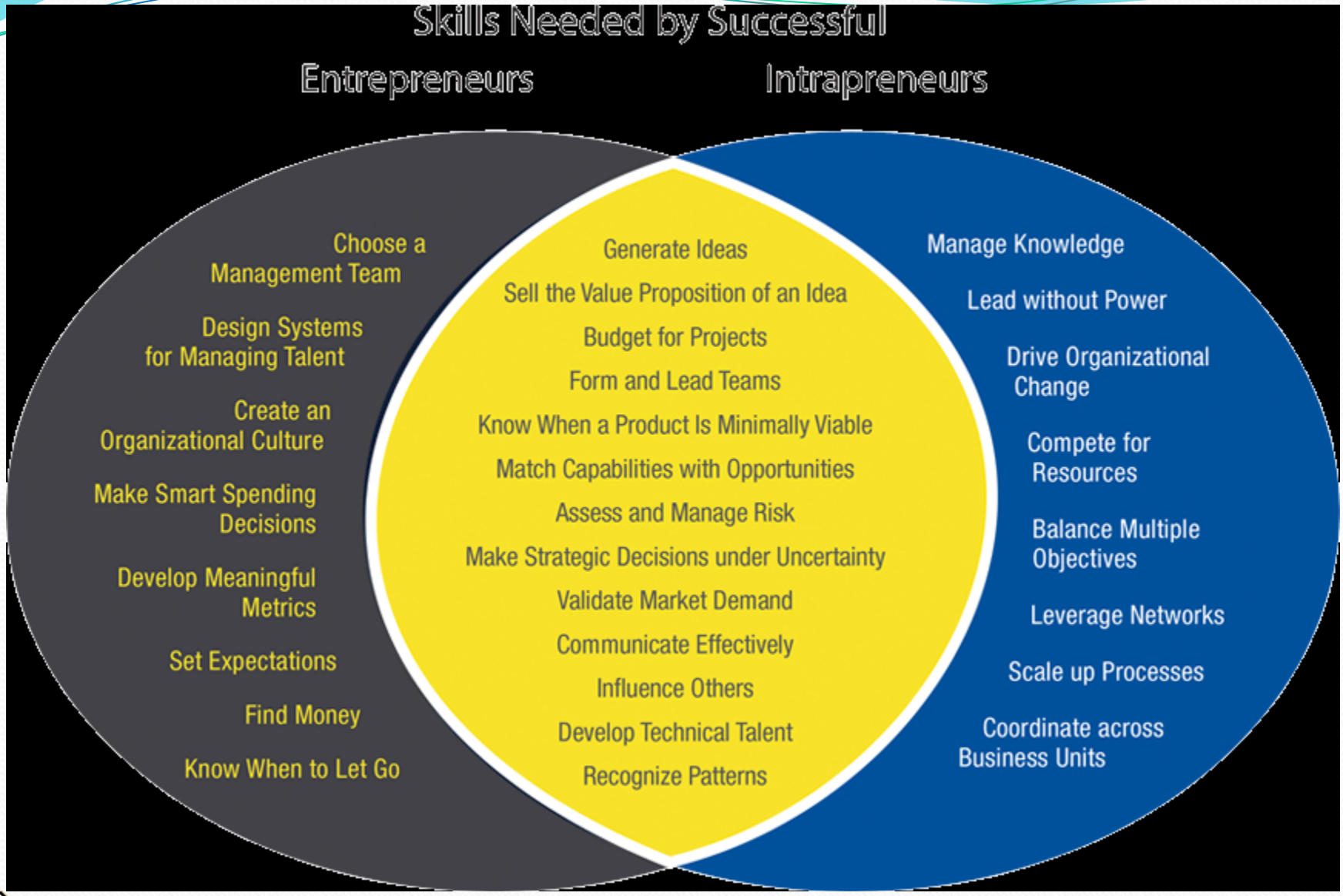
Entrepreneurship?

- Merriam-Webster: “one who organizes, manages and assumes the risks of a business or enterprise.”
- Dictionary.com: “a person who organizes and manages any enterprise, especially a business, usually with considerable initiative and risk.”
- Forbes: “Its about creating, discovering, evaluating and acting on opportunities”
- Key words : create, act, risk, initiative

What's the difference between an entrepreneur & an intrapreneur?


ENTRE–
PRENEURS
HAVE MORE
FREEDOM.
BOTH PLAY
LEADERSHIP
ROLES.
INTRA–
PRENEURS
TAKE LESS
RISK.

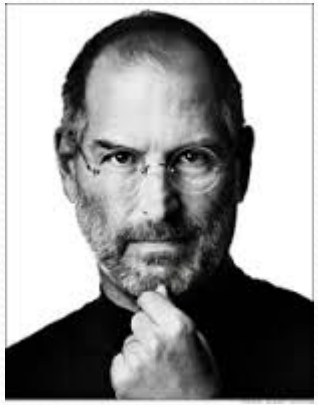

Entrepreneurs
More like Meteor
Game Changer
More Freedom
No Resistance; no resource too
Main Challenge: Market Know how & credibility
Innovates
&
Leads
Intrapreneurs
More like Asteroid
Value Creator
Less Execution Risk
Company's Resources
Corporate Venturing
Main Challenge:
Company's culture

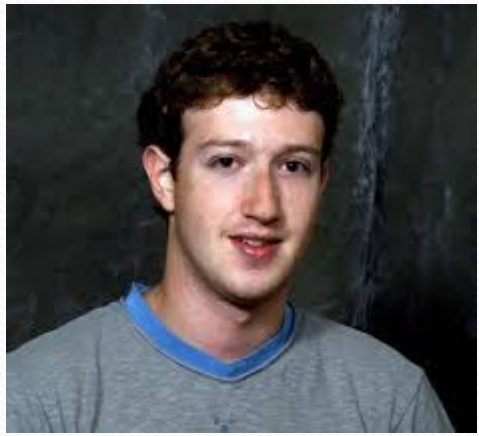

Skills Needed by Successful
Entrepreneurs
Intrapreneurs
Choose a Management Team
Design Systems for Managing Talent
Create an Organizational Culture
Make Smart Spending Decisions
Develop Meaningful Metrics
Set Expectations
Find Money
Know When to Let Go
Generate Ideas
Sell the Value Proposition of an Idea
Budget for Projects
Form and Lead Teams
Know When a Product Is Minimally Viable
Match Capabilities with Opportunities
Assess and Manage Risk
Make Strategic Decisions under Uncertainty
Validate Market Demand
Communicate Effectively
Influence Others
Develop Technical Talent
Recognize Patterns
Manage Knowledge
Lead without Power
Drive Organizational Change
Compete for Resources
Balance Multiple Objectives
Leverage Networks
Scale up Processes
Coordinate across Business Units

Why is Entrepreneurship Important?

- Creates employment: yes, 40-43% of new jobs created annually in the US are from startups
- Creates innovation: studies across countries show that if you invest in R&D without entrepreneurship/commercialization, you don't get a good return on those investments
- Creates economic growth: in 2009, US govt report showed that for every $1 the govt spent to encourage entrep, it returned $2.87 to the economy, adding $7.2b to the economy in 2008.
- It's a way of thinking. Very important in a world and economy that is always changing. Adaptive.
- End of the day, studies show…your investment in cultivating entrepreneurial thinking returns higher profits, happier employees and a bigger impact!

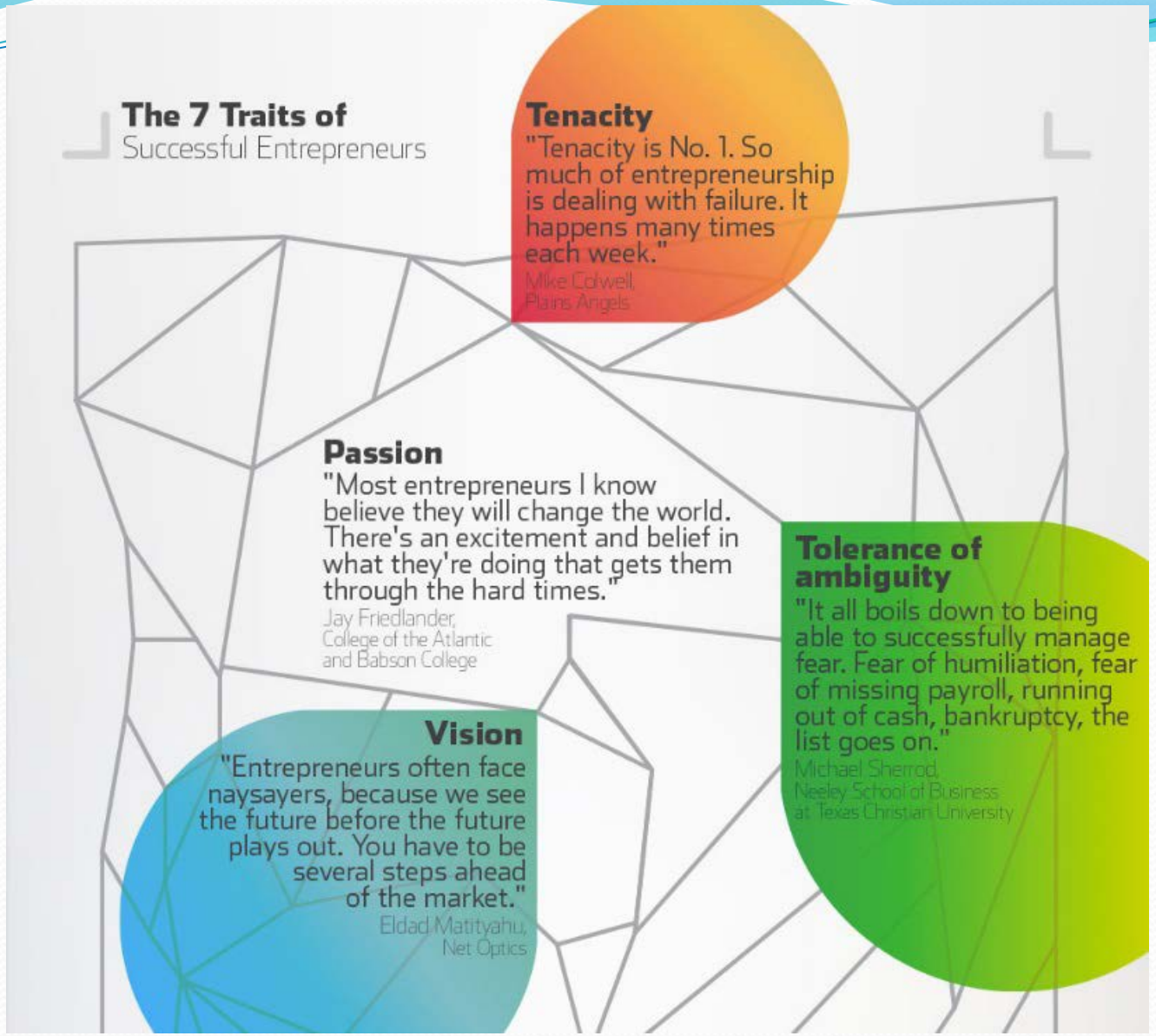
Who do you think of when you hear “entrepreneur”?

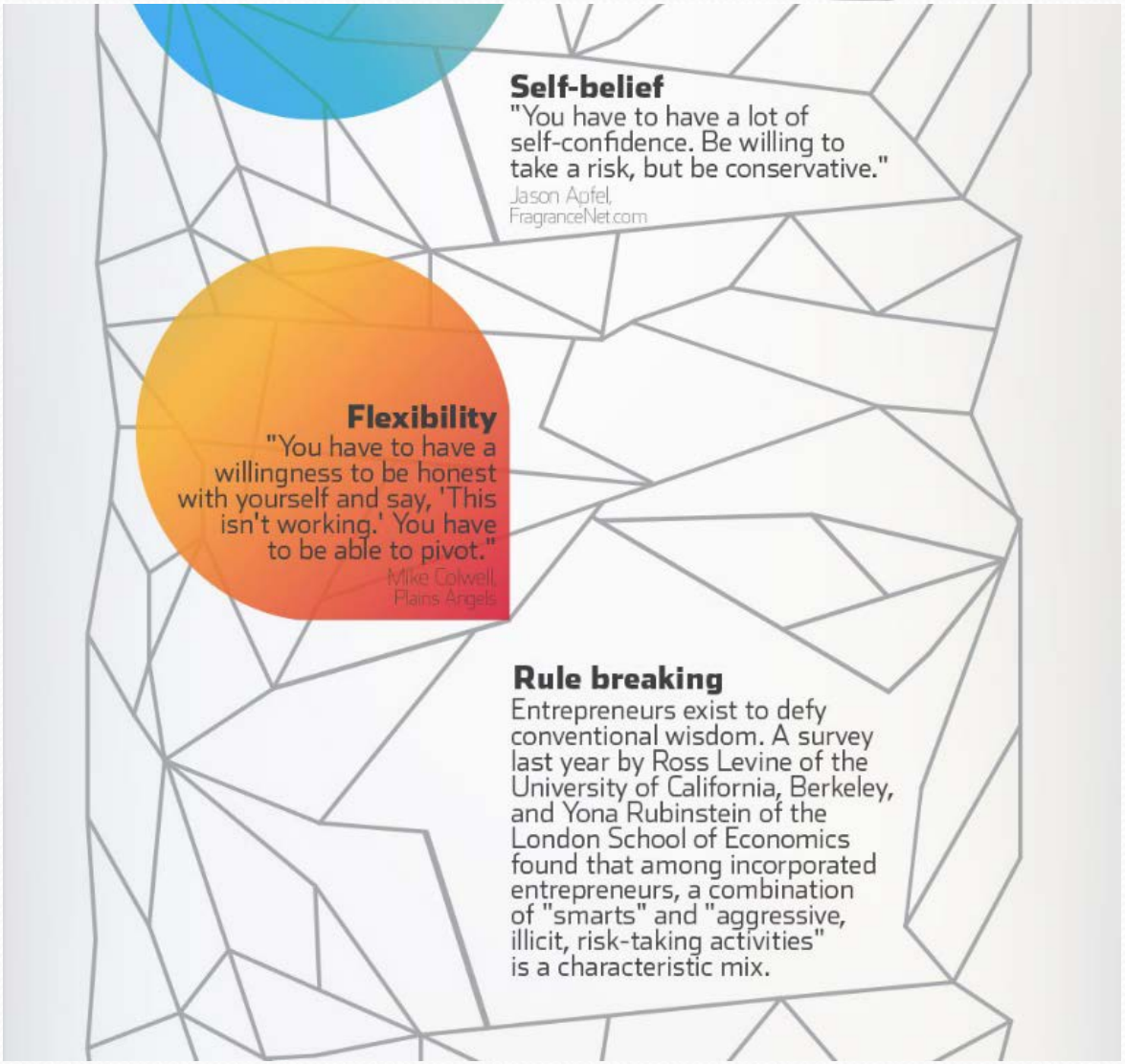




Traits of entrepreneurs

- Tenacity/perseverance
- Passion!
- Tolerance of ambiguity
- Vision
- Self-belief
- Flexibility
- Competitive
- Break the rules!


The 7 Traits of
Successful Entrepreneurs
Tenacity
"Tenacity is No. 1. So much of entrepreneurship is dealing with failure. It happens many times each week."
Mike Colwell, Plains Angels
Passion
"Most entrepreneurs I know believe they will change the world. There's an excitement and belief in what they're doing that gets them through the hard times."
Jay Friedlander, College of the Atlantic and Babson College
Tolerance of ambiguity
"It all boils down to being able to successfully manage fear. Fear of humiliation, fear of missing payroll, running out of cash, bankruptcy, the list goes on."
Michael Sherrod, Neeley School of Business at Texas Christian University
Vision
"Entrepreneurs often face naysayers, because we see the future before the future plays out. You have to be several steps ahead of the market."
Eldad Matityahu, Net Optics


Self-belief
"You have to have a lot of self-confidence. Be willing to take a risk, but be conservative."
Jason Apfel, FragranceNet.com
Flexibility
"You have to have a willingness to be honest with yourself and say, 'This isn't working.' You have to be able to pivot."
Mike Colwell, Plains Angels
Rule breaking
Entrepreneurs exist to defy conventional wisdom. A survey last year by Ross Levine of the University of California, Berkeley, and Yona Rubinstein of the London School of Economics found that among incorporated entrepreneurs, a combination of "smarts" and "aggressive, illicit, risk-taking activities" is a characteristic mix.

Break out

- Ask : Entrepreneurs made or born?
- Each group will share one key point
- **Born**
  - The E Gene
  - Studies show our genetics predispose us for all, including E
- **Made**
  - You can learn and do anything
  - Elements of E, perhaps not founder

COMBINATION OF BOTH!!

How to evaluate the level of entrepreneurship/intrapreneurship

#1 Opportunity Recognition

- the capacity to perceive changed conditions or overlooked possibilities in the environment that represent potential sources of profit or return to a venture

#2 Opportunity assessment

- the ability to evaluate the content structure of opportunities to accurately determine their relative attractiveness

#3 Risk Mitigation

- the taking of actions that reduce the probability of a risk occurring or reduce the potential impact if the risk were to occur

#4 Resource Leveraging

- skills at accessing resources one does not necessarily own or control to accomplish personal ends

#5 Conveying a Compelling Vision

- the ability to conceive an image of a future organizational state and to articulate that image in a manner that empowers followers to enact it

#6 Bootstrapping Skills

- the capacity to take advantage of one's surroundings, employ unconventional, low cost tactics not recognized by others, and do more with less

#7 Focus & Adaptation

- ability to balance an emphasis on goal achievement and the strategic direction of the organization while addressing the need to identify and pursue actions to improve the fit between an organization and developments in the external environment

#8 Creative Problem Solving

- the ability to relate previously unrelated objects or variables to produce novel and appropriate or useful outcomes

#9 Value Innovation / Create

- capabilities at developing new products, services and/or business models that generate revenues exceeding their costs and produce sufficient user benefits to bring about a fair return

#10 Tenacity/Perseverance

- an ability to sustain goal-directed action and energy when confronting difficulties and obstacles that impede goal achievement

#11 Building/Using Networks

- social interaction skills that enable an individual to establish, develop and maintain sets of relationships with others who assist them in advancing their work or career

#12 Entrepreneurial Self-Efficacy

- ability to maintain a sense of self-confidence regarding one's ability to accomplish a particular task or attain a level of performance

#13 Resilience

- the ability to cope with stresses and disturbances such that one remains well, recovers or even thrives in the face of adversity

Let’s complete the tool!

Now, let's brainstorm ways to help improve each of these

- Break into 13 teams and identify 1 idea for your peers to explore in helping cultivate this entrepreneurial competency
- 2 mins and call-outs!

9 Practical Ways to Promote Entrepreneurial Thinking in your Companies

#1 Promote a single focus: the customer

- Entrepreneurial: see themselves as self-employed and act is if they own the company personally
- Corporate: doing their jobs and pleasing their superiors
- Questions
  - What does the customer want?
  - How can I make the customer interaction better, faster, more hassle-free
  - What does the customer consider so valuable that price becomes a lesser consideration

#2 Fire ‘em up on PURPOSE!

- Funovation example
- What’s the purpose or meaning behind your product or service?
- How does it make the customer’s life better?
- How does it improve the community and world?

#3 Diversity in teams

- Breeds creativity and innovation! Proven!
- Gender, age, ethnicity, global and very importantly, thinking styles
- Many tools to understand thinking styles – Myers Briggs, etc
- Be deliberate in creating teams in this way

#4 Make space for new ideas

- Internal blog
- Brainstorming sessions (done well!)
- Earmark a fund for playing
- Encourage personal growth, tradeshow visits, etc

#5 Create environment of psychological safety

- Fear of reprisal or fear of taking a risk is BAD!
- Mistakes = learning opportunities. This is what you say in meetings!
- Funovation example – worst idea award!

#6 Empower ownership!

- Discourage excuses, blaming and passing the buck
- Offer stock options
- Tie ownership incentives to productive outcomes
- Celebrate intrapreneurs that take action

#7 Instill a bias for action

- Guard against analysis paralysis, long meetings, unnecessary emails, outdated formalities…and other bureaucratic hallmarks.
- Internal hackathons

#8 Develop internal entrepreneurial/Intrapreneurial champions

- Internal mentoring program, including yourself
- The "challenge challenge"
- Offer personal development/training to further this way of thinking

#9 Hire wisely!

- Pick teammates who show an entrepreneurial bent
  - 13!
  - Optimistic
  - Self starters, self-resource
  - Proactive
- CRITICAL to hire the right folks in the beginning
  - Can still cultivate intrapreneurs, but longer runway

Let's evaluate how your organization/team is doing?!

- Let's use the tool!

What to do tomorrow

- Where are learning/growing opportunities for you as entrepreneur/intrapreneur (13)
- What are learning/growing opportunities for your team and/or organization (9)
- Determine 2 things today around what you'll do to implement this way of thinking more.
- Don't forget to enjoy the ride!!

Resources

- Kaufmann Foundation
- Flipboard – online app curated content for your Passions/Interests
- Entrepreneur.com
- Inc.com
- Forbes.com
- Book: Zero to One, Peter Thiel
- Book: The Lean Startup, Eric Ries
- Anything about Selling!
- Podcast: NPR How I Built this with Guy Raz

Happy to help!

- Erick Mueller : Erick.Mueller@Colorado.edu

Wrap up

- Entrepreneurial lessons
- Entrepreneurship / intrapreneurship – huh?
- Entrepreneurial competencies and how to evaluate/cultivate
- How to foster entrepreneurship/intrapreneurship in your companies
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Questions?