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## **CORPORATE ENTREPRENEURSHIP: STATE, ORGANIZATIONAL DESIGN, PROBLEMS AND DEVELOPMENT PROSPECTS**

*The article is devoted to the exploration of relevant issues of the development of corporate entrepreneurship organizational design in Ukrainian organizations. The implementation of corporate entrepreneurship organizational design provides acceleration of internal innovation process, increase of its effectiveness, identification and intensification of new opportunities for growth and creation of new businesses. The implementation of structures, definition of their functions, and description of the processes and formal relationships, which may encourage potential corporate entrepreneurs to generate and commercialize internal innovative initiatives, are becoming extremely relevant for Ukrainian business environment.*

*A research map and questionnaire were developed in order to conduct the empirical investigation of existing design practices for corporate entrepreneurship in Ukrainian organizations, and a survey was compiled through questionnaires with the use of Google forms. The results of the research revealed that Ukrainian organizations implement structures, processes, systems and norms, which stimulate corporate entrepreneurs, and initiate internal innovative projects.*

*At the same time, design practices for corporate entrepreneurship in Ukrainian organizations are characterized by a lack of integrity. This blocks quick development of innovations by internal venturing teams and their transformation into a value for business. Potential corporate entrepreneurs often leave the organization to start their own businesses because of the absence of internal organizational conditions for realizing their innovative ideas. The consequence of this situation is the emergence of a powerful ambitious competitor, thus, the strategic competitive position of the organization may suffer. The practical value of the research is to obtain empirical data about the state of implementation of the corporate entrepreneurship system in Ukrainian organizations and explore the parameters of its organizational design, such as: quality of internal organizational climate and human resources for the implementation of the corporate entrepreneurship process, development and implementation of corporate entrepreneurship programs, mechanisms for financing internal*

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*entrepreneurial initiatives of employees, legal support of corporate entrepreneurship, incentives and rewards for internal entrepreneurial behavior, and information distribution models and organizational forms of corporate entrepreneurship. The research results can serve as an information base for the formulation of recommendations for implementation of integral and effective organizational design aimed at retention and development of corporate entrepreneurs, and realization of their internal entrepreneurial initiatives in organizational context.*

**Keywords:** corporate entrepreneurship, corporate entrepreneur, organizational design, innovation, entrepreneurial activity

**Introduction.** The corporate sector of Ukrainian economy is considered a source of economic development and growth of our country, because it plays the role of the accumulator of financial and investment resources and the driver of innovative development. The corporate sector has significant potential to intensify innovation processes and innovative development of the Ukrainian economy due to the possibility of accumulating a significant stock of all types of resources (financial, investment, human, and material).

Introduction and intensification of innovation processes through the involvement of managers and employees of business organizations is one of the key avenues of development of the Ukrainian corporate sector.

Effective functioning and increasing the level of innovativeness of corporate sector entities contributes to the development of the national economy, thus the study of internal conditions and factors contributing to the implementation of innovation processes, as well as achieving efficiency and effectiveness of internal innovation processes of corporate sector entities becomes an urgent scientific task today. Solution of this scientific problem will help increase the efficiency of innovation and investment activities, identify and use internal reserves to increase the level of innovativeness, form a long-term focus on implementation of innovation and development of entrepreneurial competencies of employees in the corporate sector, which, in our opinion, will create conditions for improving overall macroeconomic indicators of the country's development.

The activation of employees' entrepreneurial potential and adjustment of internal innovation processes of Ukraine's corporate sector entities will influence the increase in the frequency of innovation implementation and the degree of their novelty. This will cause the increase of products competitiveness in domestic and foreign markets, upgrading of production assets, investment attraction, enhancing the effectiveness of internal processes through the introduction of new technologies and, as a consequence, the formation of a stable competitive position of Ukrainian business organizations.

The deployment of entrepreneurial potential of managers and employees in the internal innovation process of corporate sector entities is the basis of the concept of "corporate entrepreneurship", meaning entrepreneurship within existing business organizations. Managers and employees become subjects of entrepreneurial activity through active participation in the processes of proposing new business and innovation ideas, and their commercialization.

The formation of employees' entrepreneurial orientation of the corporate sector entities, which means the formation of innovativeness, willingness to take balanced risk and responsibility, and proactiveness, creates a basis for greater supply of employees' innovative ideas, testing the market and technical feasibility of innovative ideas and their active implementation. Thus, the enhancement of entrepreneurial behavior at the level of an individual entity causes an increase in their innovativeness and competitiveness, resulting in the growth of the national economy.

The task of managers of corporate sector entities is to determine the internal factors and conditions for the formation of long-term orientation and entrepreneurial behavior of employees, as well as to implement tools to encourage employees to participate in the internal innovation process.

Despite the international interest in the phenomenon of corporate entrepreneurship, the accumulated knowledge gained from previous research is not systematized. The practice of the implementation of the corporate entrepreneurship system in business organizations indicates the existence of many different approaches for stimulating employees to think and act as entrepreneurs. Although there is no single recipe for implementing the corporate entrepreneurship system that will have a positive effect on organizations' innovativeness, the exploration of internal organizational variables needed to activate the employees' entrepreneurial potential has a significant practical value.

The term "corporate entrepreneurship" has become widespread in the Ukrainian and international business environments in recent years, although it still does not have a clear definition. Summarizing the existing interpretations [1-3], we define corporate entrepreneurship as a set of prerequisites and relationships that provide the institutional realization of entrepreneurial goals developed within the existing business organization, in which management creates internal environment for the generation and implementation of employees' entrepreneurial ideas, meaning commercialization of new technical, technological and other achievements.

The implementation of the corporate entrepreneurship system requires the institutionalization of an appropriate organizational design — identifying and documenting the components (structures, processes, mechanisms, systems of relations and standards, etc.) aimed at creation of an internal organizational environment favorable for successful realization of employees' entrepreneurial initiatives.

The success of the implementation of the corporate entrepreneurship system can be achieved through the development of an effective organizational design that would ensure the fullest possible implementation of all existing internal entrepreneurial initiatives of employees. The exploration of existing design practices for involving employees of all hierarchical levels in proactive development of new businesses and innovative ideas is extremely relevant for Ukrainian and international business organizations.

**Literature overview.** A huge number of examples of successful implementation of corporate entrepreneurship instruments proves the importance and practical value of research in the field under consideration. A lot of organizations achieved financial and strategic goals due to stimulation of corporate entrepreneurship, among them:

PHNIX [4], Samsung Electronics [5], Degussa [6], Qualcomm [7], General Electric, Intel [8] and others.

The identification of internal organizational factors required for successful implementation of the corporate entrepreneurship system has become an important scientific task.

For instance, R. Burgelman [9; 10] focused on the structural decisions for corporate entrepreneurship. The researcher proposed nine alternative designs for the implementation of internal ventures in the current structure of the organization based on strategic importance and operational relatedness: from direct integration to complete spin-off.

H. Chesbrough [11] also offered design principles for structuring internal corporate ventures within corporate venturing programs.

The works of J. Hornsby, D. Kuratko, D. Holt and W. Wales [12; 13] were devoted to the study of pro-entrepreneurial organizational architecture. Researchers have analyzed the internal organizational factors that influence firm-level entrepreneurship and its results. The Corporate Entrepreneurship Assessment Instrument was improved and important internal organizational factors for corporate entrepreneurship manifestation were highlighted. They are as follows: 1) management support; 2) autonomy, delegation of power and freedom in decision-making; 3) time availability; 4) mechanisms for evaluation, selection and commercialization of innovations; 5) incentive / reward systems for stimulating internal entrepreneurial behavior.

J. Chen, Z. Zhu and W. Anquan [14] developed a model for the manifestation of corporate entrepreneurship and for increasing the effectiveness of organizations' innovative activities. The incentives from top managers and shareholders, implementation of strategic entrepreneurial management, entrepreneurial thinking and potential of staff were identified as key factors that influence the intensity of corporate entrepreneurship.

D. Kelley [15] argued that managers must adjust such elements of organizational design as strategy, structure and processes for the successful implementation of corporate entrepreneurship.

Ph. Hartmann [16] pointed out the importance of institutionalizing systems for creating new businesses based on radical innovations. The researcher singled out seven important elements of the new business creation systems: 1) organizational structure with clearly defined roles; 2) mechanisms of interaction of the new business creation system with other organizational systems (interface mechanisms); 3) processes for managing innovation activities and for accumulating new knowledge (exploratory processes); 4) multifunctional employees with ability to work in uncertain conditions and to identify new opportunities (requisite skills); 5) decision-making mechanisms and criteria; 6) performance metrics for innovation activities; 7) organizational culture and leadership.

G. Shirokova and Ya. Ezhova [17] divided the elements of organizational design into systems that eliminate obstacles to implementing corporate entrepreneurship (such as information and communication systems, entrepreneurial training program,

rewards / incentives for corporate entrepreneurs, project management, characteristics of organizational structure) and those that directly activate the firm-level entrepreneurship (such as strategy).

Despite the existence of a large number of researches aimed at identifying parameters of organizational design that encourage employees to think and act as entrepreneurs, there is no empirical data on existing design practices for stimulating corporate entrepreneurship in Ukrainian organizations.

**Research objectives.** The purpose of the article is to assess the dissemination and the level of development of corporate entrepreneurship in Ukrainian business organizations, as well as to explore the parameters of its organizational design.

**Methodology.** The survey was conducted in March 2021 on the basis of Kyiv Vadym Hetman National Economic University. The link was posted on the online survey platform - Google forms and on social networks, and sent by email to interested parties. The obtained information reflects the general tendencies concerning the features of formation and development of the corporate entrepreneurship system in the Ukrainian corporate sector entities. The questionnaire was written in Ukrainian. The survey was conducted in accordance with the previously developed research map "The development of corporate entrepreneurship and its organizational design", which was divided into three blocks of questions: 1) corporate entrepreneurship: essence, meaning and prerequisites; 2) components of organizational design for corporate entrepreneurship; 3) general information about the surveyed business organizations and respondents (Table 1). The logic, structure and list of research objects were determined by the purpose and objectives of the study.

Table 1

**The structure of the research map "The development of corporate entrepreneurship and its organizational design"**

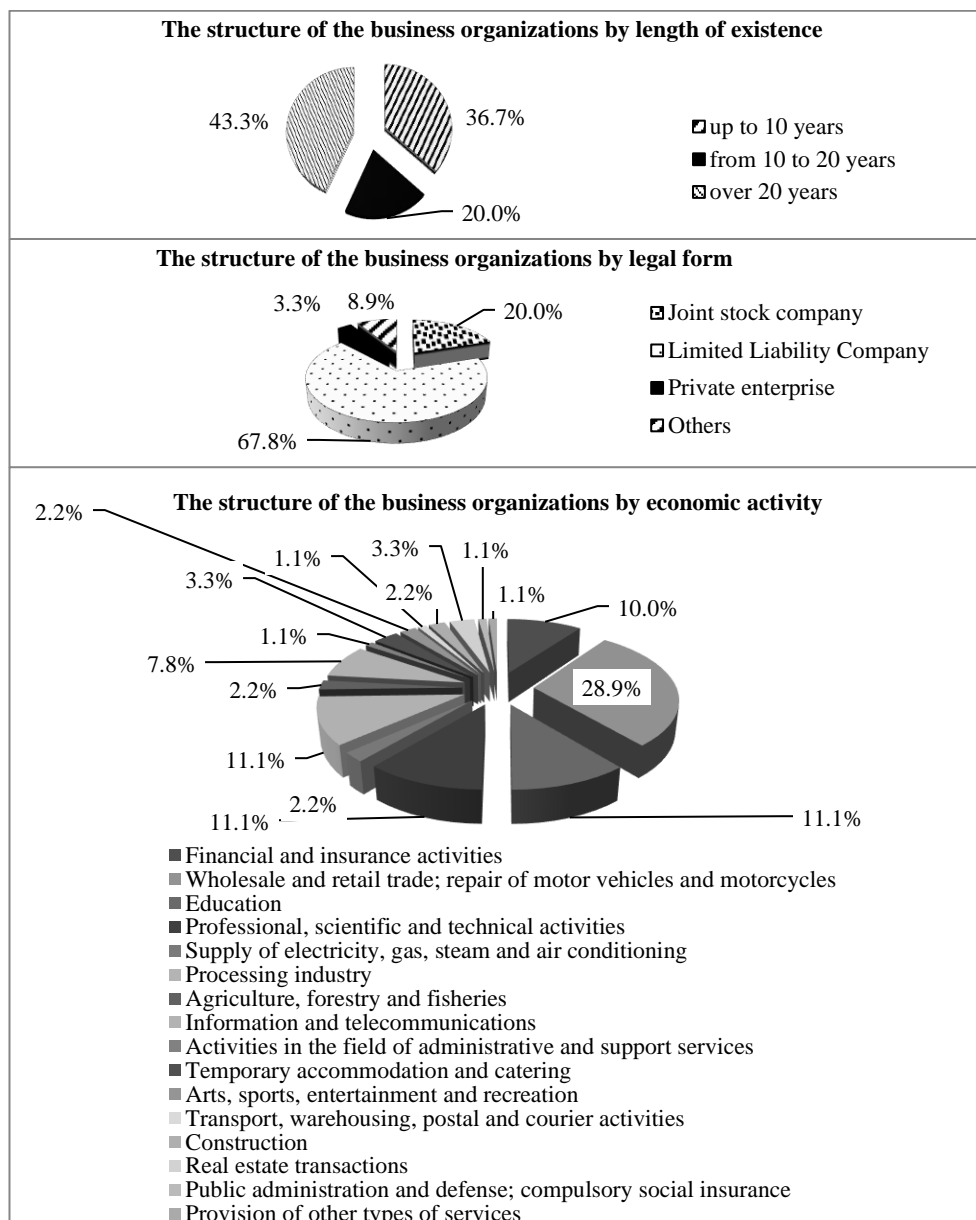
I. Corporate entrepreneurship: essence, meaning and prerequisites.	1. The corporate entrepreneurship phenomenon: essence and importance for business organizations. 2. The assessment of the internal corporate climate for corporate entrepreneurship. 3. Human potential.
II. Components of organizational design for corporate entrepreneurship	1. General characteristics of the corporate entrepreneurship programs. 2. The institutionalization of the corporate entrepreneurship programs. 3. Partners and funding mechanism of corporate entrepreneurship programs. 4. Legal support of the corporate entrepreneurship programs. 5. The effects of the introduction of the corporate entrepreneurship programs. 6. Reinforcement and reward of internal entrepreneurial behavior. 7. Information distribution model. 8. Organizational forms for corporate entrepreneurship.
III. General information about the surveyed business organizations and respondents.	General information about the business organizations and respondents.

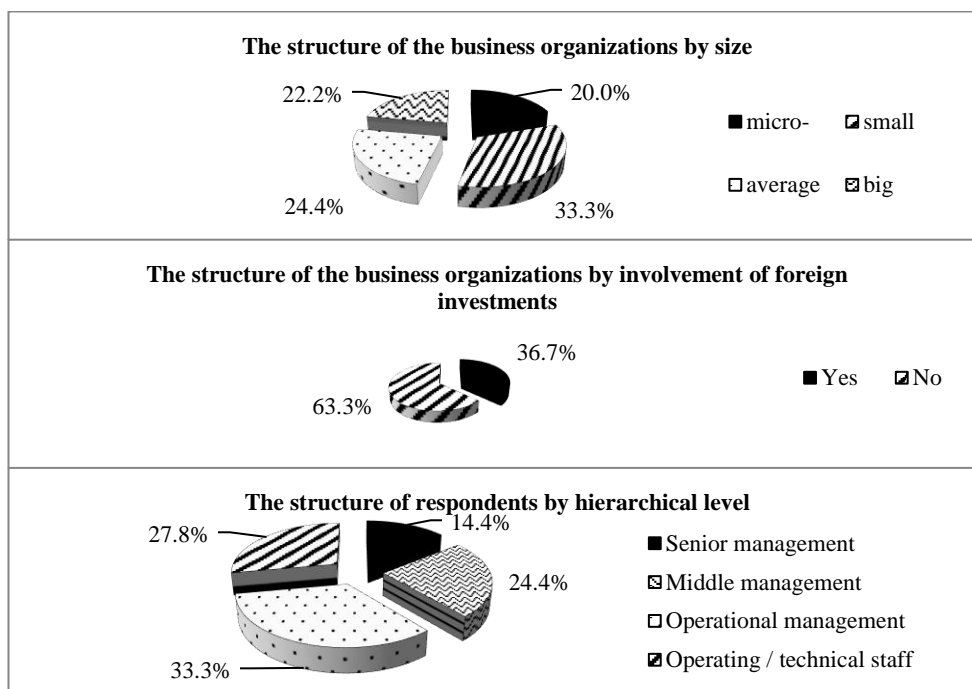
Source: developed by the authors.

Computer Assisted Web Interviewing (CAWI) is a survey technique of this empirical exploration. The functionality of the Google forms survey toolkit was used. The sample consists of 90 respondents. Statistical processing of empirical data was carried out using the software product Microsoft Excel.

Respondents of this empirical research are representatives of the Ukrainian corporate sector entities, which differ in such features: length of the existence, legal form, economic activity, size, and involvement of foreign investments. Respondents are managers and employees of different hierarchical levels: senior management, middle management, operational management, operations / technical staff.

The profile of the researched business organizations and respondents is presented in Figure 1.





**Figure 1. The structure of the surveyed business organizations and respondents, %**

Source: systematized by the authors based on the results of the study.

The obtained empirical data are relevant for formulating conclusions about the state of implementation of the corporate entrepreneurship system and outlining the avenues for the implementation of innovation processes in Ukrainian business organizations.

The results of the survey and their analytical interpretation are presented below.

**Research results.** The investigation of the specificities of the implementation of innovation processes in business organizations, where the central actors and leaders of innovation are managers and employees, is an interesting scientific task in terms of the potential to increase innovativeness and strategic renewal of business organizations.

Innovations are a source of added value, change, and enhancing the effectiveness of internal processes of business organizations, but their implementation is preceded by a complex process of assessing the relevance of innovation regarding market situation, consumer demand, state of technology market, resources, competencies, capabilities of business organizations and other factors. Entrepreneurship as a process that links innovation ideas with market demand, enables the commercialization of innovation, and achievement of economic results becomes an important factor in the efficiency and effectiveness of internal innovation processes of business organizations.

The focus of scientists is changing: the study of entrepreneurial activity in the external environment and the impact of independent entrepreneurship on the growth and development of the national economy was the central topic previously, but now there is an increasing number of publications containing research results on employees' entrepreneurial behavior and its impact on the organization's performance.

A manager or employee, who has an entrepreneurial idea and / or proactively promotes this idea and tries to commercialize it in the internal corporate

environment, is a corporate entrepreneur. Corporate entrepreneurs exhibit entrepreneurial behavior within existing organizations and are characterized by entrepreneurial thinking, high professionalism, autonomy, proactiveness, risk taking, and willingness to take responsibility for their decisions and actions. The knowledge, competencies and experience of corporate entrepreneurs are a reserve for increasing the effectiveness and efficiency of implementation of innovations (product and business process innovations) in various areas of activities of business organizations.

The activities of corporate entrepreneurs require legitimization and institutionalization of internal entrepreneurial behavior in business organizations, that is the implementation of an appropriate organizational design. The survey was conducted to collect empirical data and examine the features of design practices for enhancing corporate entrepreneurship used in Ukrainian business organizations.

**The essence and importance of the corporate entrepreneurship phenomenon.**

The results of the survey revealed that 77.8% of respondents believe that the implementation and development of the corporate entrepreneurship system is important for their organizations, because: 1) internal venturing teams ensure the effectiveness of the organizations' innovative activities; 2) innovative ideas are created and tested by employees rapidly; 3) employees are given a high degree of autonomy and responsibility.

The question about organizational preparedness for corporate entrepreneurship revealed that only 58.9% of respondents indicate the readiness of their organizations to implement the corporate entrepreneurship system: 1) employees are encouraged to generate and commercialize new products and services; 2) management adjust internal structures, processes, mechanisms and systems for stimulating potential corporate entrepreneurs proactively promote innovative ideas and create new businesses. However, 37.8% of respondents admitted the unwillingness of their organizations to implement design practices for enhancing corporate entrepreneurship.

**The assessment of the internal climate for corporate entrepreneurship.** The results showed that 52.2% of respondents consider their organizations as entrepreneurial and 45.6% - as those with a traditional management structure.

The attitude to innovation is also an important internal factor for manifestation of corporate entrepreneurship. According to the respondents' answers, organizations were divided into two categories: organizations with positive (53.3%) and negative (46.7%) trends in innovation management. The following negative situations were identified: 1) total absence of innovations (2.2% of respondents' answers); 2) innovation management is unsystematic and uneven (30%); 3) most innovations are accidental phenomena (14.4%). At the same time, 26.7% of respondents confirmed that special internal venturing teams for proactive development of innovative ideas and new businesses were created in their organizations.

The organizational culture was studied in conjunction with the predefined parameters in order to assess the organizational climate for corporate entrepreneurship. The parameters were as follows: 1) preparedness of managers for risk-taking activities associated with the realization of internal entrepreneurial initiatives; 2) focus on continuous improvement and search for innovations; 3) stimulation of employees to generate innovative ideas; 4) tolerance to failures; 5) the employees' awareness in tools for successful implementation of innovations; 6) development of a culture of experimentation; and 7) orientation of each employee on the identification of new market opportunities.



The intensity of organizational culture parameters was assessed by respondents based on the following scale: the characteristic is absent, weak intensity, moderate intensity and strong intensity. A three-point scale was developed to transform qualitative data (respondents' answers) into quantitative ones (the level of intensity of organizational culture parameters). Then, points were summed up for each organization. The climate for corporate entrepreneurship was assessed based on the following scale: 1) 0-7 points - prerequisites for the implementation of the corporate entrepreneurship system are absent; 2) 7-14 points - prerequisites for the implementation of the corporate entrepreneurship system exist, but more incentives and strong support is needed from the shareholders and the top management; 3) 14-21 points - internal environment is favorable for manifestation of corporate entrepreneurship.

The results of the research revealed that only 40% of organizations (with 14-21 points) are characterized by favorable internal context for involvement of employees in the process of identification and exploitation of new market opportunities. Approximately 38.9% of organizations (with 7-14 points) have the prerequisites for implementation of the corporate entrepreneurship system, and the remaining 21.1% of organizations (with 0-7 points) are not prepared for the implementation of the corporate entrepreneurship system.

**Human potential.** Respondents were offered four statements to determine whether employees of their organizations exhibit entrepreneurial behavior or not. The results showed that 1) the top management usually make decisions that involve significant risk, but have significant commercial potential in 52.2% of organizations; 2) middle managers usually express information about the emergence of innovative ideas aimed at the improvement of performance and efficiency in 80% of organizations; 3) operation level managers usually express information about the emergence of innovative ideas aimed at the improvement of performance and efficiency in 67.8% of organizations; 4) operational and technical staff usually express innovative ideas in 52.2% of organizations.

The analysis of respondents' answers helped identify how many levels of the organizational hierarchy have employees who exhibit entrepreneurial behavior. It is important to involve employees of all organizational levels in the corporate entrepreneurship process in order to ensure the effectiveness of the internal innovation process. The results revealed that employees at all hierarchical levels exhibit entrepreneurial behavior in approximately 28.9% of organizations (26 organizations). Apart from this more than a half of the organizations accumulate significant human potential for the implementation of corporate entrepreneurship (Table 2).

The results of the survey showed that there is a high share of employees who exhibit entrepreneurial behavior among the top management of Ukrainian organizations: 51.1% of respondents believe that their organizations have people with entrepreneurial thinking and behavior among the top management, but their share is less than 50%. The share of people who exhibit entrepreneurial behavior among the middle management is also high: more than two thirds or 66.7% of respondents believe that their organizations have people with entrepreneurial thinking and behavior among the middle management, but their share does not exceed 50% of the staff of this category. More than two thirds or 68.9% of respondents have claimed that their organizations have people with entrepreneurial

Table 2

**The distribution of organizations by the number of hierarchical levels with employees who exhibit entrepreneurial behavior,**  
*percentage of the total number of surveyed organizations*

The number of hierarchical levels	The number of organizations	%
0	6	6.7
1	17	18.9
2	17	18.9
3	24	26.7
4	26	28.9
<b>Total</b>	<b>90</b>	<b>100.0</b>

Source: systematized by the authors based on the respondents' answers.

thinking and behavior among the operational level managers, but their share does not exceed 50% of the staff of this category. The distribution of shares of persons among the operational and technical staff who exhibit entrepreneurial behavior is as follows: 1) 11.1% of respondents believe that their organizations have people with entrepreneurial thinking and behavior among the operational and technical staff, but their share is less than 50%; 2) 67.8% of respondents stated that their organizations have people with entrepreneurial thinking and behavior among the operational and technical staff, but their share does not exceed 50% of the staff of this category (Table 3).

Table 3

**The share of the employees who exhibit entrepreneurial behavior,**  
*percentage of the total number of respondents' answers*

The share of the employees who exhibit entrepreneurial behavior	%			
	Senior management level	Middle management level	Operating level managers	Operational and technical staff
0	1.1	2.2	8.9	12.2
1-10%	13.3	12.2	13.3	21.1
11-20%	14.4	17.8	15.6	21.1
21-30%	5.6	11.1	10.0	7.8
31-40%	11.1	5.6	11.1	8.9
41-50%	6.7	20.0	18.9	8.9
More than 50%	32.2	18.9	13.3	11.1
Uninformed	15.6	12.2	8.9	8.9
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: systematized by the authors based on the respondents' answers.

**The development and implementation of the corporate entrepreneurship programs.** Corporate entrepreneurship programs are programs that stimulate employees with an entrepreneurial mentality to generate entrepreneurial ideas and implement them in the form of internal risky projects. Corporate entrepreneurship programs consist of two core blocks: 1) entrepreneurial training program; and 2) competitions of business projects, selection and implementation of the most promising business ideas. The results of the survey revealed that 76.7% of the surveyed organizations had not implemented corporate entrepreneurship programs and only 23.3% of organizations had implemented such programs.

According to the respondents' evaluations, the corporate entrepreneurship programs had significant economic results (Table 4): 1) the increase in the efficiency



of internal business processes was observed in 66.7% of organizations; 2) the improvement of the quality of products and services offered to consumers was observed in 57.1% of organizations; 3) the reduction of operating costs was observed in 33.3% of organizations.

Table 4

**The results of the implementation of corporate entrepreneurship programs,  
percentage of the total number of respondents**

<b>The results of the implementation of corporate entrepreneurship programs</b>	<b>%</b>
Increased efficiency of internal business processes	66.7
Improved quality of products and services offered to consumers	57.1
Exchange of experience between employees of different departments, verticals and regional branches	47.6
Building the image of an innovative organization	38.1
Creation of a personnel reserve of employees who can apply for key management positions	38.1
Development of organizational culture oriented on innovations and entrepreneurship	38.1
Reduced operating costs	33.3
Creation of opportunities for employees' self-realization	33.3
Increased income	28.6
Identification of potential corporate entrepreneurs and development of their entrepreneurial skills	9.5
Diversification of the pool of internal innovation projects	4.8

*Source:* systematized by the authors based on the respondents' answers.

The degree of involvement of employees in corporate entrepreneurship programs can be described as follows: 90.5% of respondents indicated that senior management of their organizations had participated in such programs; 85.7% of respondents indicated that middle managers had participated in such programs; 52.4% of respondents indicated that operational level managers had participated in such programs; 33.3% of respondents indicated that operational and technical staff had participated in such programs. Representatives of senior management and middle managers were the most active participants in corporate entrepreneurship programs because they have necessary theoretical knowledge, experience and authority. However, the potential of employees from lower hierarchical levels should not be ignored, because they have valuable information about the problems that exist directly at the workplace level.

Corporate entrepreneurship programs typically include educational courses aimed at leadership development, training on management and financial fundamentals. The training courses can have different lengths and include a broad range of modules chosen according to the needs of a particular organization. The development of topics and basic modules of the educational component is individual for each organization. For example, 60% of classes can be devoted to theoretical material, and 40% - to discussion, practice and case studies. In addition, special emphasis should be placed on the work of each team member on the project, which is expected to be defended after completion of the course. The most promising projects are approved and implemented, and participants of the venturing team receive monetary reward or an offer to take a higher-ranking position, etc.

According to the survey data, the main avenues and topics that constituted the educational block of corporate entrepreneurship programs were identified. The generalized data are presented in Table 5.

Table 5

**Modules of the educational programs, percentage of total number of organizations that implemented corporate entrepreneurship programs**

Modules of the educational programs	%
Project Management	52.4
Certified Agile Professional	47.6
Setting goals according to the SMART method	38.1
Design Thinking	33.3
Situational Leadership	33.3
Approaches to evaluating the effectiveness and efficiency of innovation, product teams and growth teams	33.3
Creating innovative business models	33.3
Customer Journey Map	28.6
Development of soft skills	28.6
Innovation leadership	28.6
Enterprise Agile Coach	23.8
Business Agility Professional	23.8
Lean Product Manager	23.8
Lean Startup Professional	23.8
Enterprise Business Modelling	19.0
Jobs To Be Done	19.0
Large Scale Scrum	19.0
Lean Kanban Method	19.0
Unit-economics	19.0
No special training was conducted	14.3
Customer Development	14.3
Growth Hacking	14.3
Market Size Analysis	14.3

Source: systematized by the authors based on the respondents' answers.

The most common modules of educational programs are: project management - more than half of the respondents (52.4%) said that project management was included in the corporate education program for managers, and training in Scrum team management, Kanban system creation and management of Agile frameworks - 47.6% of respondents.

**The identification of organizational roles and relationships for implementation of corporate entrepreneurship programs.** As a rule, project managers (52.4 % of respondents' answers), CEOs (33.3%), and innovation managers (33.3%) are responsible for the development and implementation of corporate entrepreneurship programs. Sometimes a special position - the head of the corporate entrepreneurship program is created (Table 6).

Table 6

**Persons responsible for the administration of corporate entrepreneurship programs, percentage of the number of organizations that implemented corporate entrepreneurship programs**

Positions	%
Project manager	52.4
Chief Executive Officer	33.3
Innovation manager	33.3
Human Resource Department	28.6
Chief Technology Officer	19.0
Owner	19.0
Chief Marketing Officer	14.3
Head of corporate venture fund	14.3
Head of the corporate entrepreneurship program	9.5

Source: systematized by the authors based on the respondents' answers.

The interaction of internal entrepreneurial projects and functional / operational units can be characterized as follows: 1) internal entrepreneurial projects were developed within the existing unit (47.6% of organizations); 2) internal entrepreneurial projects were developed outside the existing unit, but with its strong support (42.9%); 3) generation and development of innovative solutions were based on in-depth interviews with representatives of functional / operational units (61.9%).

**Partners and financing mechanism of corporate entrepreneurship programs.** The research revealed that 76.2% of organizations involved partners in the development and implementation of corporate entrepreneurship programs (Table 7). Among reasons that motivate management to involve a partner in the implementation of such programs are: lack of experience, the opportunity to attract business experts and additional funding.

Table 7

**Partners in the implementation of corporate entrepreneurship programs, percentage of the number of organizations that implemented corporate entrepreneurship programs**

Partners	%
Independent business incubator	28.6
No partners involved	23.8
Kyiv Vadym Hetman National Economic University	23.8
Consulting company	23.8
Financial institution (for example, bank)	23.8
Public organization	23.8
Kyiv Igor Sikorsky Polytechnic Institute	19.0
Organization operating in unrelated market	19.0
Independent venture fund	14.3
Uninformed	14.3
Independent business accelerator	4.8
Other higher educational and scientific institutions	4.8

Source: systematized by the authors based on the respondents' answers.

A wide variety of sources are used to finance the development of employees' entrepreneurial ideas: 1) from the general innovation fund (38.1% of organizations that implemented corporate entrepreneurship programs); 2) through the savings of



corporate entrepreneurs (38.1%); 3) through a fund of the unit, which acts as an internal business customer (33.3%); 4) from R&D funds (19%); 5) from a corporate venture fund (19%); 6) from the organization's non-specialized funds (14.3%); 7) from a partner fund (14.3%).

**Legal support of the corporate entrepreneurship program.** Most organizations (71.4% of total) that implemented corporate entrepreneurship programs, have internal documents aimed at stimulating corporate entrepreneurship. At the same time, approximately 28.6% of organizations need to improve the legal support of corporate entrepreneurship. This is important because the effectiveness of the innovation process depends on a clear understanding by members of their responsibilities and powers, as well as establishing clear procedures for developing promising business ideas in the internal corporate environment.

**The results of the implementation of the corporate entrepreneurship programs.** The most common forms of cooperation between the organization and internal venturing teams that had successfully passed the corporate entrepreneurship program were identified (Table 8). More than a third or 38.1% of organizations offered corporate entrepreneurs the organizations' infrastructure and capacity to develop an internal startup.

Table 8

**The most common forms of cooperation between the organization and internal venturing teams, percentage of the number of organizations that implemented corporate entrepreneurship programs**

Forms of cooperation	%
Providing the organizations' infrastructure and capacity for the development of the internal startups	38.1
Contract for the purchase of products / services and / or technology of the internal startups	28.6
Full-time employment for members of internal venturing teams during the process of internal incubation of their ventures	28.6
Access to the organizations' customer base	23.8
Integration of the ventures into the organizations' processes and products	23.8
Launching paid pilot projects	19.0
Direct investments in startups	14.3
Supporting the development of complementary services	9.5
Venture capital investments in promising technology startups	4.8

Source: systematized by the authors based on the respondents' answers.

**Reinforcement and reward of internal entrepreneurial behavior.** The system of rewards and reinforcement of employees' entrepreneurial behavior should be focused on encouraging both individual and collective entrepreneurial initiatives of employees. The instruments of reward systems that were used for stimulating entrepreneurial behavior of employees are as follows: 1) bonuses were applied in 68.9% of the organizations; 2) career growth (52.2% of the organizations); 3) increase in salaries (37.8%); 4) non-financial incentives (30%); 5) equity participation in a venture (2.2%).

The practice of implementing corporate entrepreneurship showed that time availability for participation in innovative projects that are not part of employees' job responsibilities has a significant impact on the development of employees'

entrepreneurial competencies. Employees can acquire additional knowledge and skills through participation in various innovative projects, and make an important contribution to the results of each project. For instance, managers of Google are allowed to spend about 70% of their working time on the main area of activity, 20% — on related projects and 10% - on the development of new ideas and businesses [18, p. 134-135].

The research revealed that about a half of senior managers are allowed to spend their working time on the development of internal entrepreneurial initiatives and 18.6% of senior managers are allowed to spend 4-6 working hours per week (15% of working time) on the promotion of new entrepreneurial initiatives. At the same time, 52.3% of middle and 53.5% of operational level managers are allowed to spend their working time on the development of the internal entrepreneurial initiatives. In 52.3% of surveyed organizations, operational workers are allowed to spend their working time on the promotion of new entrepreneurial initiatives and 23.3% of operational workers are allowed to spend 1-2 working hours per week (5% of working time) on the development of the internal entrepreneurial initiatives (Table 9).

Table 9

**Time availability for the development of internal entrepreneurial initiatives,**  
*percentage of the number of respondents*

Number of hours	%			
	Senior management level	Middle management level	Operating level managers	Operational and technical staff
1-2 hours	8.1	14.0	25.6	23.3
2-4 hours	15.1	20.9	7.0	8.1
4-6 hours	18.6	9.3	7.0	14.0
6-8 hours	5.8	7.0	10.5	4.7
8-10 hours	2.3	1.2	3.5	2.3
Only in free time	5.8	11.6	8.1	8.1
This possibility is not provided	16.3	16.3	23.3	31.4
Uninformed	27.9	19.8	15.1	8.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: systematized by the authors based on the respondents' answers.

**Information distribution model.** The organizational mechanism for providing information on employees' business ideas is presented in Table 10. The study identified that various organizational mechanisms for providing information on employees' business ideas are used in organizations: as general appeals - 34.4%, through the internal communication network - 28.0%, in written (electronic) form - 25.6%, through a special online platform - 21.1%. Only 1.1% of organizations do not have any mechanism for submitting business ideas. However, only in every ninth organization (11.1%) there is a special unit that provides submitting and communicating of existing entrepreneurial ideas.

Table 10

**The organizational mechanism for providing information on employees' business ideas, percentage of the number of respondents**

<b>The organizational mechanism for providing information on employees' business ideas</b>	<b>%</b>
Each employee can submit his innovative proposal to the management as general appeals	34.4
Each employee can submit his innovative proposal through the internal communication network with the corresponding message subject	28.9
Each employee can submit his innovative proposal to senior management in writing (electronic) form	25.6
Each employee can submit his innovative proposal through a special online platform	21.1
Each employee can submit his innovative proposal in writing or orally only to the immediate supervisor	17.8
There is a relevant organizational department where the employee can submit his proposal in writing	11.1
Uninformed	5.6
There is no such mechanism	1.1

Source: systematized by the authors based on the respondents' answers.

**Organizational forms for corporate entrepreneurship.** The results of the survey revealed that corporate venture funds<sup>3</sup> were created in 15.6% of the organizations, corporate incubators<sup>4</sup> - in 17.8% of the organizations; and corporate accelerators<sup>5</sup> - in 15.6% of the organizations (Table 11).

Table 11

**Organizational forms for corporate entrepreneurship, percentage of the number of respondents** (corporate venture fund - 1, corporate incubator - 2, corporate accelerator - 3)

<b>Organizational forms for corporate entrepreneurship</b>	<b>%</b>		
	<b>1</b>	<b>2</b>	<b>3</b>
Not created	54.4	55.6	63.3
Operates in the form of an internal unit	7.8	12.2	3.3
Operates in the form of a separate legal entity without the involvement of a partner	5.6	0.0	2.2
Operates in the form of a separate legal entity with the involvement of a partner	2.2	5.6	10.0
Uninformed	30.0	26.7	21.1
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: systematized by the authors based on the respondents' answers.

<sup>3</sup> Corporate venture funds are structural units of business organizations (separate legal entities or internal divisions) that implement corporate venture investment programs. Corporate venture funds are created to find attractive projects (both within and outside the business organizations) and make investments in their development.

<sup>4</sup> Corporate incubators are organizational units, representing spaces where employees' ideas (also possibly external ideas) are transformed into hypotheses, validated and tested at the level of minimum viable product. The best projects receive investments for further development and creation of startups or other organizational forms of partnerships.

<sup>5</sup> Corporate accelerators are organizational units, representing spaces opened within large business organizations or "under their wings". Corporate accelerators include acceleration programs, which give startups the opportunity to grow their business ideas. Startups can receive professional consulting and industry expertise support, gain useful connections in the market, use technologies of the business organizations, and in some cases attract investments or integrate into organizations' distribution channels.



Corporate venture funds differ in functions performed: 6.7% of corporate venture funds invest capital in the external entrepreneurial initiatives; 2.2% - in the internal entrepreneurial initiatives; and 6.7% - in both external and internal entrepreneurial initiatives. Corporate incubators and accelerators also perform various functions: 3.3% of the corporate incubators and accelerators test the viability of external entrepreneurial ideas; 5.6% - test the viability of internal entrepreneurial ideas; and 8.9% - test the viability of both external and internal entrepreneurial ideas.

Corporate venture funds, corporate incubators and accelerators are effective organizational forms of separating internal entrepreneurial projects from operating activities and eliminating bureaucratic obstacles. The results showed that organizations also create intrapreneurship support centers<sup>6</sup>, venture research units<sup>7</sup>, venture teams<sup>8</sup> and other organizational forms in order to support internal entrepreneurial initiatives of employees (Table 12).

*Table 12*

**Organizational forms designed for supporting internal entrepreneurial initiatives of employees, percentage of the number of organizations**

<b>Organizational forms</b>	<b>%</b>
Intrapreneurship Support Center	11.1
Venture research units	13.3
Venture teams	28.9
"Relatives" <sup>9</sup>	12.2
Innovation center	18.9
Research laboratory	25.6
Skunkworks <sup>10</sup>	8.9
Spin-off companies <sup>11</sup>	7.8

*Source:* systematized by the authors based on the respondents' answers.

### **Conclusions**

The following conclusions were made based on the results of empirical research.

1. The corporate entrepreneurship system is not common among Ukrainian business organizations: more than two thirds of Ukrainian business organizations do not utilize the entrepreneurial and innovative potential of their employees for

<sup>6</sup> Intrapreneurship Support Centers are organizational units, which ensure promoting internal corporate entrepreneurship, support of potential corporate entrepreneurs, assistance in project development, creation of intrapreneurship units, adjustment and monitoring of their activities, protection of intellectual property and sale of projects that are not implemented within the enterprise due to certain reasons.

<sup>7</sup> Venture research units are temporary or permanent risk units (research or project groups) of large business organizations designed to generate, select, finance and implement promising commercial ideas. Their purpose is to implement the production of new products and progressive technological processes. Venture research units are functional units that are formally part of business organizations, but operate as independent innovation firms.

<sup>8</sup> Venture teams are structural units of business organizations that are responsible for the development of innovative projects. Venture teams have features of creative organizations. Members of venture teams do not belong to the permanent hierarchical structures of organizations. Venture teams are extremely flexible.

<sup>9</sup> "Relatives" are permanent units of large business organizations that provide evaluation and selection of promising ideas and finance them from special funds.

<sup>10</sup> Skunkworks are separate small, informal, highly autonomous and often secret groups that focus on finding breakthrough business ideas. The goal is to give talented people time and freedom to show their creativity.

<sup>11</sup> Spin-off companies are projects developed inside business organizations and brought into a separate legal entity because of non-compliance with the key areas of development of the business organizations.

creating and implementing innovations, but rather rely on traditional approaches to innovation management or even do not pay attention to this management subsystem.

2. Ukrainian business organizations implement design practices for the formation and development of the corporate entrepreneurship system gradually. Human potential for the implementation of corporate entrepreneurship tools exists in Ukrainian business organizations, but it is not utilized in terms of involving employees in proactive development of innovations and new businesses for parent business organizations.

3. The formation of the mentality and behavior of entrepreneurs among employees is possible via the development of appropriate organizational design. Important internal factors that stimulate entrepreneurial behavior in employees are: implementation of organizational forms (organizational units, divisions) with entrepreneurial functions; identification of persons responsible for the introduction and enhancing of the corporate entrepreneurship system, establishing the scope of their powers; implementation of compensation and reward system for stimulating internal entrepreneurial behavior of employees; introduction of a mechanism for financing internal entrepreneurial initiatives of employees; preparation and implementation of internal documents aimed at regulating relations that will arise in connection with the commercialization of employees' entrepreneurial ideas with the support of the parent business organization; establishing communication between teams of internal innovators and employees from other divisions of the business organization, etc. Building an effective organizational design for corporate entrepreneurship is possible via the implementation of integrated corporate entrepreneurship programs, which provide institutionalization of all the above elements. However, only 23% of Ukrainian business organizations implemented corporate entrepreneurship programs, meaning that only every fourth business organization has certain elements of organizational design for corporate entrepreneurship.

4. In 36% of Ukrainian business organizations that seek to involve employees in the proactive development of entrepreneurial ideas and innovations, the level of organizational design for corporate entrepreneurship is far from perfect.

5. Business organizations that implemented corporate entrepreneurship programs achieved the following positive results: improving the efficiency of internal business processes, improving financial performance, improving the quality of goods and services, developing skills and knowledge of potential corporate entrepreneurs and creating conditions for their self-realization, etc. Nonetheless, the building of a coherent organizational design for corporate entrepreneurship is a necessary condition for achieving effective commercialization of internal business initiatives of employees.

6. The main problems with the introduction of the corporate entrepreneurship system, which impede internal innovation processes in business organizations, are as follows: the lack of persons responsible for the administration of the corporate entrepreneurship process, who work full time on this position; lack of special protected funds to ensure the financing of employees' internal business initiatives; the need to improve the regulatory framework for corporate entrepreneurship; the use of traditional incentive and reward tools for encouraging internal entrepreneurial behavior of employees; high workload of employees; and the establishment of less capital-intensive organizational forms for corporate entrepreneurship.

7. The majority (90.5%) of Ukrainian business organizations do not properly administer corporate entrepreneurship programs. Only 9.5% of organizations

implemented a special position - head of the corporate entrepreneurship program, who manages the employees' internal entrepreneurial activity on a full-time basis.

8. Organizations should invest in internal entrepreneurial projects financial resources protected from the results of operating activities in order to achieve the effectiveness of project execution. This approach ensures risky initiatives with longer periods to assess the return on investment and can be described by the concept of "patient money". However, in 38% of business organizations, innovation projects are financed by the general innovation funds, consequently employees' internal entrepreneurial projects become dependent on current innovation needs of the parent business organization, which are determined by its strategy. In 33% of business organizations that implemented corporate entrepreneurship programs, employees' entrepreneurial initiatives are financed from the budget of internal departments. Only 19% of Ukrainian business organizations use best practices consisting in the financing of internal entrepreneurial initiatives of employees through the creation of a separate fund that accumulates protected financial resources. The vast majority of Ukrainian business organizations, which implement the corporate entrepreneurship system need to improve the mechanism for financing internal entrepreneurial initiatives of employees.

9. Legal support of the corporate entrepreneurship process in the studied business organizations is satisfactory. Nearly a third (29%) of corporate sector entities need to improve internal documents aimed at regulating the relationship between internal venturing teams and business organizations.

10. The most common tools for stimulating and rewarding personal and collective entrepreneurial initiatives of employees are: bonuses (for example, bonuses for innovative proposals or achieved results, used in 69% of business organizations), career advancement for corporate entrepreneurs (52% of surveyed business organizations), salary increase (38%), etc. Equity-based rewards are used in only 2% of Ukrainian business organizations, though such rewards are more suitable for stimulating corporate entrepreneurs. Managers should pay attention to compliance of incentive and reward tools to the efforts and results contributed by corporate entrepreneurs.

11. Roughly a half of the respondents point to the lack of opportunity to engage in the development of entrepreneurial initiatives during working hours, others note the availability of such an opportunity to a greater or lesser extent. The high workload of employees with current tasks becomes an obstacle to the implementation of long-term innovation projects initiated by employees.

12. The common organizational forms for corporate entrepreneurship established in Ukrainian corporate sector entities are the following: venture teams (29% of surveyed organizations), skunkworks (9%), intrapreneurship support centers (11%), "relatives" (12%), venture research units (13%), corporate incubators (almost 18%), corporate accelerators (almost 16%), corporate venture funds (almost 16%), and spin-off companies (8%). The creation of separate organizational units for the development of internal entrepreneurial initiatives of employees is not a common practice among Ukrainian business organizations.

The results of the empirical study can serve as an information base for evaluating the effectiveness and efficiency of the implementation of internal innovation processes in Ukrainian organizations, where the central figure is semi-autonomous teams of internal innovators (corporate entrepreneurs). Providing such employees with a wide range of powers, the opportunity to go beyond their job responsibilities

and take responsibility for their own actions and decisions aimed at commercialization of internal innovation ideas, allows more active implementation of innovations and consequently improvement of the performance of corporate sector entities. This stimulates the growth and acceleration of innovation development of each business organization and the national economy as a whole.

The development and implementation of the corporate entrepreneurship system is a promising avenue of intensification of innovation processes in the Ukrainian corporate sector entities, increasing their innovativeness and, as a result, stimulating innovation and investment development of the national economy as a whole.

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## **КОРПОРАТИВНЕ ПІДПРИЄМНИЦТВО: СТАН, ОРГАНІЗАЦІЙНИЙ ДИЗАЙН, ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ**

Стаття присвячена дослідженню актуальних питань розбудови організаційного дизайну внутрішнього корпоративного підприємництва в українських бізнес-організаціях. Обґрунтоване проектування організаційного дизайну корпоративного підприємництва забезпечує прискорення інноваційних процесів, підвищення їх ефективності, дозволяє виявити та активізувати нові точки зростання існуючої бізнес-організації та процес створення нових бізнесів. Розробка організаційних структур, визначення їх функцій, опис процесів, а також формальних відносин, які зможуть сприяти розробленню та впровадженню внутрішніх

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інноваційних ініціатив корпоративних підприємців набуває дедалі більшої актуальності для українського бізнесу. З метою емпіричного дослідження існуючих практик організаційного дизайну корпоративного підприємництва в українських бізнес-організаціях було проведено анкетування працівників та менеджерів організацій з використанням сервісу Google forms за спеціально розробленою картою дослідження та анкетною формою. Результати проведеного дослідження показали, що в українських бізнес-організаціях наявні та поширені структури, процеси, системи та норми, що спрямовують та надають корпоративним підприємцям можливість ініціювати та надавати на розгляд керівництва різноманітні підприємницькі ідеї, ініціативи та проекти, які стосуються удосконалення різних аспектів діяльності їх організацій. Це дозволяє гнучкіше та ефективніше використовувати різноманітні організаційні та ринкові можливості. Водночас організаційний дизайн корпоративного підприємництва більшості українських бізнес-організацій ще не має цілісності, що блокує швидку розробку інновацій внутрішніми венчурними командами та їх трансформацію в цінність для бізнесу. Загроза такого стану полягає в тому, що потенційні корпоративні підприємці, не маючи можливостей для реалізації своїх підприємницьких ідей всередині існуючої організації, можуть звільнитися та створити власний бізнес. Наслідком такої ситуації стає не тільки втрата працівника, частини клієнтської бази, а також корпоративних знань, а й поява потужного амбіційно налаштованого та підготовленого конкурента. Практична цінність проведеного дослідження полягає в отриманні емпіричної інформації стосовно стану впровадження системи корпоративного підприємництва в українських бізнес-організаціях та ідентифікації поширених параметрів його організаційного дизайну, зокрема: якість внутрішнього організаційного клімату та кадрового потенціалу для здійснення процесу корпоративного підприємництва, розробка та впровадження програм корпоративного підприємництва, механізмів фінансування внутрішніх підприємницьких ініціатив працівників, правового забезпечення корпоративного підприємництва, системи стимулювання та винагороди внутрішньої підприємницької поведінки працівників, моделі розподілу інформації та організаційних форм корпоративного підприємства. Отримані результати можуть слугувати інформаційною базою для розроблення рекомендацій стосовно розбудови цілісного та ефективного організаційного дизайну корпоративного підприємства, спрямованого на утримання та розвиток корпоративних підприємців, підтримку та реалізацію їхніх внутрішніх підприємницьких ініціатив.

**Ключові слова:** корпоративне підприємництво, корпоративний підприємець, організаційний дизайн, інновації, підприємницька діяльність