JOIN THE..

OFFERING INTRAPRENEURS WORKING IN INTERNAL CORPORATE VENTURES AT ING A CAREER PERSPECTIVE

Luuk Verhoeven // August 2017

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JOIN THE PRIDE

Offering intrapreneurs working in internal corporate ventures
at ING a career perspective.

PREFACE

This thesis represents my final work as a TU-Delft student. It incorporates all I have learned over the past 7 years. I remember going through my Bachelor not knowing whether I made the right choice. Once I started Strategic Product Design however, it finally felt like I found my place. This Master, overflowing with ambitious and competitive people, has always asked me to take that extra step. I feel I was able to show this extra step as well during my graduation. I believe this work will show that.

As the first individual design project I have had to do during my Master, I would not have been able to do this on my own. First, I would like to thank my supervisory team for guiding me through this learning experience. Erik Jan, thank you for always being honest and having a skeptical mind. I know that each session I had with you made me rethink my work and improve it. You have helped me through multiple projects during my master and I was happy I could have you guiding me in my final one as well. Jurgen, you were all I needed in a coach by making sure I could always come to you for a 'sparsessie'. I found it nice we could do this informally while still making them very productive.

Next, I would like to thank Patrick. I think it was very interesting collaborating with you. You have kept my opportunistic self with both feet on the ground and were always very pragmatic when it came to making choices.

I hope I have also inspired you somewhat with my way of working and thinking.

Finally I need to thank my parents for constantly supporting me during my project and my studies. I am happy to honestly say I would not have been able to do it without you guys. Also, what a great milestone it will be when I do not depend on you financially anymore! Last, I have to thank my roommate Kaj for going through this graduation with me. Both working on our thesis has made it easier to constantly stay motivated during this project.

Furthermore, in my eyes the most valuable contribution to my progress were all the conversations I have had with everyone. All your names can be found on the right. You believe you helped me but cannot find your name? Let's talk about it over a beer!

I am excited to present to you my master thesis.

Enjoy!

Luuk Verhoeven

THANKS GUYS!

EGBERT JAN
MARK
NEMOS
ANGELIQUE
PATRICK
TESS
BART
ZOE
MICHEL
MANDY
COEN
MANDY
LUIGI
ODA
MAARTEN
JAN
ALEX
CHRISTIAN
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ETA: 30 MIN

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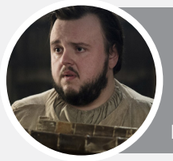
ETA: 1.5 HOURS



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DISCLAIMER

The pictures used to define these types of readers only make sense if you know the HBO hitseries Game of Thrones.

READING GUIDE

The intention has always been to turn this thesis into a book rather than a report. I believe I have succeeded in that with over 200 pages of content now in front of you. Most of this content is written in a way that it should be a story to enjoy instead of a list of conclusions. This is the reason why the report is this long. I however understand not everyone will be able to read everything.

Because of this, I used lots of concluding figures that should be sufficient to understand the story. To give you, the reader, an idea of what to read, I came up with three types of readers. You can look at these to see what type of reader you are and follow the instructions (i.e. hashtags) to go through this book in the way the type describes.

Each type of reader should understand the content of this thesis fully after going through this work (e.g. ofcourse those reading the entire book will have a deeper understanding than those only looking at the figures). Also, the estimated time of arrival (ETA) indicates how long each reader should take reading this work.

Good luck!

GLOSSARY

ACCELERATION // The phase functioning as the 'start-up' part of a corporate venture

AMBIDEXTERITY // Someone who is both left-and right handed

CAREER PLANNING // Policies and procedures used create perspective in an employee's career

CAUSATION // A way of logical reasoning

CHALLENGE // Something for which a solution does not yet exist in an organization

CINO // Chief innovation office

COMMUNITY // Group of people with shared values and ambitions

CORPORATE VENTURING // A way of organizing innovation within a corporate

DISRUPTIVE INNOVATION // Discontinuity of the past and change of frame

EFFECTUATION // A way of entrepreneurial reasoning to deal with uncertainty

EMPLOYEE JOURNEY // The steps an employee goes through in his career at a company

ENTREPRENEUR // An external person using effectuation

EXPERIMENT // A way of doing research to validate hypotheses

EXPLOITATION // The corporate part of the company focusing on making money of current business models

EXPLORATION // The innovation part of the company focusing on finding new business models

HORIZON // Level of future growth

HR // Human resources

ICEC // ING customer experience center

INTRAPRENEUR // An internal person using effectuation

MOBILITY // An internal program to retain talent in the organization

ONBOARDING // The process of introducing employees to a new program

PACE // ING's approach towards innovation projects

PEOPLE // Those working in an organization

PERFORMANCE ASSESSMENT // Policies and procedures used to assess how an employee has performed

PERFORMANCE MANAGEMENT // Policies and procedures to handle performance of employees

RECOGNITION // Policies and procedures used stimulate and reward employee performance

SOLUTION // That 'thing' used to solve a certain challenge

STA // Short term assignment

STRUCTURE // How the relationships in an organization are organized

EXECUTIVE SUMMARY

INTRODUCTION

In the ever changing world we live in, companies have to constantly adapt to stay relevant. More and more large organizations do this by starting up innovation hubs next to their established business. ING is one such company that has started up an hub which they call their innovation studio. ING sees this as a necessity due to developments of new technologies (e.g. blockchain and artificial intelligence) and the installation of new legislation (e.g. PSDII and MFIDII). ING's approach to this is by setting up corporate ventures (i.e. internal and external) guided by their own method on innovation: PACE. While the innovation studio has been established, the people working there are still influenced by ING's corporate conditions. Within the innovation studio the CINO team has observed that these corporate conditions potentially inhibit the ventures coming to disruptive or radical outcomes. The corporate conditions in this involve policies and procedures such as performance management. From this perspective, a research question for this thesis was established;

How can policies and procedures such as performance assessment, career planning and recognition be tailored to stimulate entrepreneurial behavior in corporate project teams at ING so that there is a higher likelihood of disruptive or radical outcomes.

DESIGN FRAMEWORK

To help structure the research and thesis, a design framework is derived from a model of organizational change called Leavitt's diamond. This design framework consists of four components (i.e. structure, challenge, people and solution) which all connect to part of the research question. The goal in this thesis was to come to a solution by first analyzing the other three components.

DISCOVERY & ANALYSIS

First an analysis is performed to come to a fundamental distinction between two parts (i.e. corporate and innovation) of ING's organization. This is done based on the theory of ambidexterity which states that for a company to be successful, it needs to be thrive in both exploitation of current business models and the exploration of new ones. A big difference between the two organizational parts is found in the journey an employee goes through. The exploitation part of the organization sees employees going through a linear journey climbing the corporate ladder while those in exploration go through more of a continuous process of joining and rejoining projects.

Following on this the challenge in this thesis ,performance management for innovation (i.e. exploration), is analyzed. To do this, a performance management framework is created.

By combining the performance management framework with the employee innovation journey, a matrix of micro challenges is established. These micro challenges are quantitatively tested to come to a challenge of focus of this thesis which is: "unclarity about what happens if-and when a venture ends". It is then tested how this challenge affects the people working in ING's internal ventures. The people working in these ventures mostly influenced are determined to be intrapreneurs. The challenge of unclarity creates an uncertainty regarding their own position with them. This uncertainty leads to them not performing optimally towards the end of their corporate venture's acceleration and thus is likely to inhibit this process
In order to create a solution for this, a design vision is composed:

To design a solution that allows intrapreneurs working in internal corporate ventures to perform optimally by taking some of their perceived uncertainty away.

SYNTHESIS & SOLUTION

Through a synthesis, it is determined that the best way to take some uncertainty away is by providing these intrapreneurs with an opportunity. This opportunity should consist of two perspectives: opportunity to 'explore' and to 'manifest'. Based on this, a framework of three boundary phases is conceived to create a concept on. This concept is developed through multiple brainstorms and eventually tested through validation with experts from five different fields. Key-takeaways from the concept validation are used to iterate the concept towards a solution. This solution, called PRIDE, intends to create a community of intrapreneurs. This community should function as both a poule of capable intrapreneurs for ING as well as a social group of them exchanging knowledge and experiences. PRIDE is established by a program consisting of three elements: onboarding, community building and innovation mobility. Facilitating this program is a digital community of intrapreneurs integrated into ING's portfolio application. Through this, possible journey of an intrapreneur through this program could be established. PRIDE is to be implemented over a period of more than three years based on ING's innovation strategy.

EVALUATION

Ultimately PRIDE should take away some perceived uncertainty regarding the personal position of intrapreneurs. Also, building the community through the proposed program can be seen as the first step towards a performance management system for innovation. What has to be kept in mind however is that other micro challenges from the matrix should also be solved before this 'exploration matching' system can be established. Such a system should eventually lead to a stronger exploration department within ING and thereby improve its status of being ambidextrous.
ING is not the only corporate attempting innovation. Further research could help to generalize the insights and proposal from this thesis. This, to establish a standardized model for corporate innovation to be used in similar situations to the one currently occurring at ING.

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CHAPTER 1.

INTRODUCTION

Figure 1.1 - Lion King's Pride Rock

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GOAL

The introduction of this thesis is used to make you, the reader, understand the relevance of this work. This is done by introducing **ING** as a company and the context it currently finds itself in. Furthermore, ING's approach to innovation, **PACE**, is explained. Finally a problem within the organization, potentially **inhibiting** the innovation power of ING is identified which serves as the focus of this thesis project. This problem is elaborated upon to define a **research question**. A process **overview** on how this research question is answered within this project finally follows.

METHOD

Multiple analyses have been done in order to create a proper introduction to this project. First, a **company analysis** is performed to understand ING as a company. Next, **context and competitor analyses** provide an understanding of the relevance of this project. Last, **observations and insights** from the author's time at the company alongside the 'question' from ING that has initiated this thesis project help to come to a focus for this project.

1.1 OUR WORLD IS CHANGING

How often is it that you start reading a piece about innovation and it starts with "It is undeniable that the world around us is changing" or "we live in an era where innovation is imperative", or something similar? It appears that innovation, disruptive innovation in special, is seen by a lot of authors as something that is unique to our time (i.e. late 20th and early 21th century). But is this in fact the case? It is clear that the rise of the internet and other revolutionary technologies have brought about ample change. This has asked companies to adapt and adjust their business models to ensure their own survival. The question here, however, is how different this is from the change we, our parents, our grandparents or our ancestors have seen in the past.

One period of time that easily comes to mind is that of the 'Industrial Revolution'. This era indicates the transition from hand-powered manufacturing to machine-powered and factory production. This change has had an immense impact on the way people lived at that time, brought to life multiple (new) companies and still has impact on the way we live our lifes now. Who are we to say that not then but the time we live in now is "the age of (disruptive) innovation" (Jansen, 2000). When going even further back to the ages of the Egyptians, Greek and Romans, can we say that them shaping the foundations of western civilization as we know it was less "innovative" than the growth of companies like Facebook, Google and Apple? Or can we say the transition of polytheistic religions (e.g. Roman, Greek and Egyptian gods (figure 1.2)) to monotheistic religions (e.g. Christianity, Islam and Judaism) has not been a 'disruptive innovative' development? Scientists are still trying to figure out how exactly those ancient Egyptians built the pyramids while no one in the world can actually prove whether or not Jesus Christ or the prophet Mohammed have actually performed miracles.

While these 'history-lessons' may be far-fetched, they serve the purpose of pointing out that innovation or even 'disruptive innovation' as Clayton Christensen defined and introduced in 1995 (Christensen, 1997), is not something necessarily unique to the time we live in now. It serves to argue that our world is ever changing and that we too live in another era of change driven by technologies such as the internet, artificial intelligence and blockchain. In such an era of change, it is evident that (some) established organizations have to change in order to stay relevant. Having said this, it does not mean that every single established organization is facing disruptive change with every (technological) development the world knows. Certain new technologies could mean the disruption of one business but at the same time only the incremental stretch or no effect at all on another one.

An example of this is the fall of a behemoth like the Bethlehem Steel Corporation. Established during the 'Industrial Revolution', this steel giant was responsible for building 1,127 ships during World War II and the famous Golden Gate Bridge in San Francisco. This company, who thrived on the list of the Fortune Global 500 for years, was not able to adapt to developments such as the establishment of light materials as aluminium and has since fallen into bankruptcy (Hall, 1997). Also an example, is the well known story of Kodak, who had invented the digital camera themselves to then be pushed into bankruptcy by competitors who were nót afraid to cannibalize their own businesses (Lucas & Goh, 2009). While these are both cases of technologies that disrupted an industry, there were ample companies not (directly) influenced by these technological developments.

This is where the subject of this work comes into focus. For years banks and financial institutions like the ING Group were able to (incrementally) adapt to technological developments and remain mainly with their established business models. This, while previous mentioned developments that have disrupted other industries, have had no direct impact on their businesses (Berry, Shankar & Parish, 2006). Since the financial crisis of 2008 however, the installation of new legislation as well as the uprise of new technologies have made it imperative for a bank like ING to innovate. This work will elaborate on ING and the reasons for the current necessity of this firm to start innovating. Also, it will focus on how innovation is managed and some of the challenges faced in innovation in this large financial institution.

Figure 1.2 - The Egyptian god Anubis

1.2 THE KING OF THE JUNGLE

"In the jungle, the mighty jungle, the lion sleeps tonight". This song, made a number one hit in the United States by 'the Tokens' in 1961, lays down a quick association to the acclaimed Disney hit of "The Lion King" of 1994. This musical movie tells the story of "the king of the jungle", a lion, ruling the animal kingdom from their 'pride rock' (figure 1.1). One could say this mirrors how the ING Group has been run as a large corporation to rule (as one of the big players) over the financial industry in the Netherlands and other countries all over the world. We will see the fact of ING's well known logo being a lion (figure 1.3) as a lucky accident.

With its roots in 1845, the now called ING Group can be traced back to insurers "De Nationale Levensverzekering Bank" and "De Nederlanden van 1845" and public bank services such as "De Rijkspostspaarbank" and "De Postcheque - en Girodienst", as well as to the "Nederlandsche Middenstands Bank". These can be seen as the legal predecessor's of ING's founding companies: "Nationale Nederlanden" and "NMB Postbank group". These two founding companies eventually merged in 1991 to form the "Internationale Nederlanden Groep", or ING after legal restrictions on mergers between banks and insurers were lifted in the Netherlands (ING, 2017).

Since this merger, ING has grown to become the world's largest banking/financial services and insurances conglomerate with more than 48 million individual and institutional clients in more than 40 countries (Tcazyk, 2012). This growth was partly 'organic' as well as realised by use of multiple acquisitions. This all has led to ING having multiple divisions including 'retail banking', 'ING direct', 'wholesale banking', 'insurance' and 'ING investment management'.

Figure 1.3 - ING's lion logo

Using their name as a large brand in the financial market, ING is known for sponsoring sporting events and artistic exhibitions throughout the world. They are for example well known for being the major sponsor of the Royal Dutch Football Association (KNVB).

As of 2017, ING formulates its purpose as follows (ING, 2017):

"We believe all sustainable progress is driven by people with the imagination and determination to improve their future and the futures of those around them. We empower people and organisations to realise their own vision for a better future - however modest or grand. Our purpose therefore is: ***Empowering people to stay a step ahead in life and in business."***

This purpose is invigorated by four promises ING makes to its customers/clients:

Clear and Easy : *"Banking doesn't have to be difficult and time consuming. Less is more. It's all about clear products, plain language, fair prices and simple processes. That saves both time and money."*

Anytime, Anywhere : *"We work to get our services where our customers are. Banking should be possible anytime and anywhere."*

Empower : *"The best financial decisions are informed decisions. Customers want relevant, up-to-date information at their fingertips. They need to understand their choices, and the implications, both today and for the future."*

Keep getting better : *"Life and business are about moving forward. We will keep looking for new ways to make things better with new ideas, new solutions and new approaches to make things easier for our customers. That way, we can all stay a step ahead."*

ING's purpose and customer promises indicate that the company has a clear vision for its future in the financial services industry. They seem to have a dedication to not only grow themselves but help their customers or clients grow as well. To be able to realise this vision however, ING has to remain a "king of the jungle" in the financial industry. This may prove to be difficult since the financial services industry is becoming more turbulent than it has ever been before.

1.3 THE HUNTER IS BECOMING THE PREY

Even though ING is still one of the big players in the financial services industry, the level of competitiveness has risen immensely (figure 1.4) since the financial crisis in 2008. The first cause of this rise in competitiveness is new legislation such as MFID II (Bis, 2011) , PSD II (PSD2, 2017) and Basel III (ESMA, 2017) which aims to make the market more stable and to rise the level of competitiveness. The objective with this is to create more choice for consumers and lower costs of financial services. PSD II will for example allow new, non-financial service providers, to enter the European payment market and thereby access sensitive consumer data that used to only be available to financial service providers such as ING (Donnelly, 2016).

Besides these regulations, new technological developments such as artificial intelligence (Culp, 2017) and blockchain technology (Tapscott & Tapscott, 2017) could have a huge impact on the way a large financial service organization such as ING has to provide its services and set up its business models. Moreover, these new technologies accompanied by the new legislation allows for new entrants in this industry. These entrants can be startups and the so called 'fin-techs' (Dapp, Slomka & Hoffmann, 2014) which are often smaller institutions that could eventually grow into competitive digital service providers like Adyen or Bunq. Next to these smaller entrants, larger service providers such as Google, Facebook, Amazon or Apple could also become a huge threat to the established financial service firms if they choose to enter the financial services industry (Reuters, 2017).

All of these (possible) new entrants make it vital for ING to react in a proper way. Acquisitions have helped them grow in the past as is mentioned previously and the acquisition of smaller entrants, most often 'fin-techs', will still be part of ING's strategy to stay relevant. Even though this 'hunting' strategy may provide solid business opportunities, it will probably not be sufficient to stay relevant. In order to do so, ING like many other large establishments, started to organize for innovation to be able to act in a similar fashion as the companies, the 'prey', they would otherwise acquire.

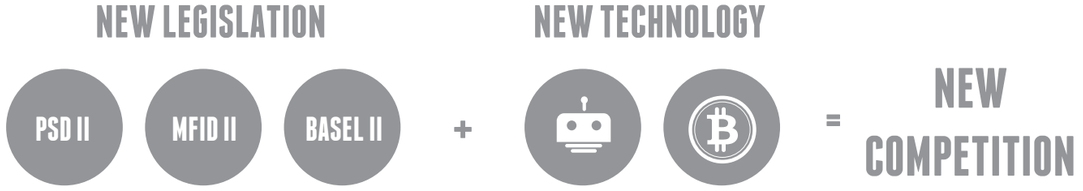


Figure 1.4 - ING's new competition

1.4 EAT OR BE EATEN

It is certainly not unique for large corporations to lose their 'innovative touch', however disruptive their origins might be. The Walt Disney Company for example, is world famous for introducing the world to animation classics such as "Snow White", "Beauty and the Beast" and "The Lion King", but was overwhelmed when a small computer-animation company called Pixar came along (Levy, 2017). Disney had not foreseen the potential of computer-animated movies and was eventually forced to collaborate with- and finally acquire Pixar for a huge amount of money. Since then, Disney has used Pixar's knowledge of computer-animated storytelling to rebuilt their own animation studio which for example led to one of their greatest box-office successes in the last decade; "Frozen" (Stedman, 2014).

Other major companies such as Philips and even consultancy firms such as BCG and Deloitte and many others, have taken it upon themselves to be 'innovative' by launching their own 'innovation hubs' (e.g. Philips Innovation Services (Philips, 2017), BCG Digital Ventures (BCG DV, 2017) and Deloitte Digital (DD, 2017)). This can be seen as quite a leap from the 'best practices' culture that normally rules these kind of companies. A similar approach was taken by ING with the launch of their corporate accelerator which they call their Innovation Studio (ING, 2017). This innovation studio is led by the Chief Innovation Office (CINO) that is responsible for transforming the corporate organization into one that embraces innovation by making it more 'agile'. Next to this, the CINO has the goal of executing innovation projects that could deliver new business models and revenue streams to ING.

To give structure to these innovation projects, the PACE process was developed (figure 1.5). PACE combines 'Design Thinking', 'The Lean Startup' and 'Agile Scrum' into a single process. By this process, a team is guided through five phases; 'Discover', 'Problem fit', 'Solution fit', 'Market fit' and 'Scaling'. The 'Discover' phase involves the exploration of new ideas that could become beneficial for ING's business. This is mainly done by a dedicated exploration team but 'normal' ING employees are also stimulated to come up with new ideas themselves. These employees are allowed the opportunity to present their idea in the 'Innovation Bootcamp' of ING.

Once an idea is selected, a team is constructed to guide the idea through the next phase(s). These next phases (i.e. Problem fit, Solution fit and Market fit) can be described as the acceleration of an idea. During acceleration, a team is intends to validate the need, value and market of an idea. If all goes well, the idea will transform into a validated minimal viable product (MVP) that can be taken to Scaling to 'grow'. In this last phase, multiple scenarios are possible with regard to where an idea or MVP will end up, depending on the business opportunity for ING.

Figure 1.5 - The PACE process for innovation

These scenarios include the project ending in a spin-off, spin-out or that it will be integrated in a current business line in the organization (i.e. spin-in).
While all of the innovation projects that are executed by ING are potentially beneficial to the business, not all of them focus on new business opportunities or disrupting the company and/or market. In order to create a clear distinction between the type of projects, ING has applied the three horizons framework of McKinsey (Bahgai, Coley & White, 1999) (figure 1.6). This framework describes how a company can manage for future growth without hurting the current profitability. Innovation projects in ING are therefore assigned to one of these three horizons. Horizon One (H1) is assigned to projects that are focused on improving the core business of ING by optimizing the performance of current business models. Projects that are focusing on emerging opportunities that still lie close to the main business (e.g. adjacent markets (Nagji & Tuff, 2012)) are divided into Horizon Two (H2). The third Horizon (H3) describes projects that focus on ground-breaking ideas or opportunities that could deliver new businesses in the future. Famous examples of this last group of projects at other companies are the 'Amazon Go' grocery store which allows consumers to walk in - and out of the store without a checkout (Neate, 2016) and 'Project Loon' by Google X which aims to create an internet network through connected helium balloons (Simonite, 2015).

By use of this approach to innovation, ING aims to stay relevant in the future and avoid being 'eaten' by all these new competitors. In contrast to most of these competitors however, ING, as an organization, is not necessarily built to innovate and explore new business opportunities. This could form a possible barrier to the elaborate view on innovation that was described above.

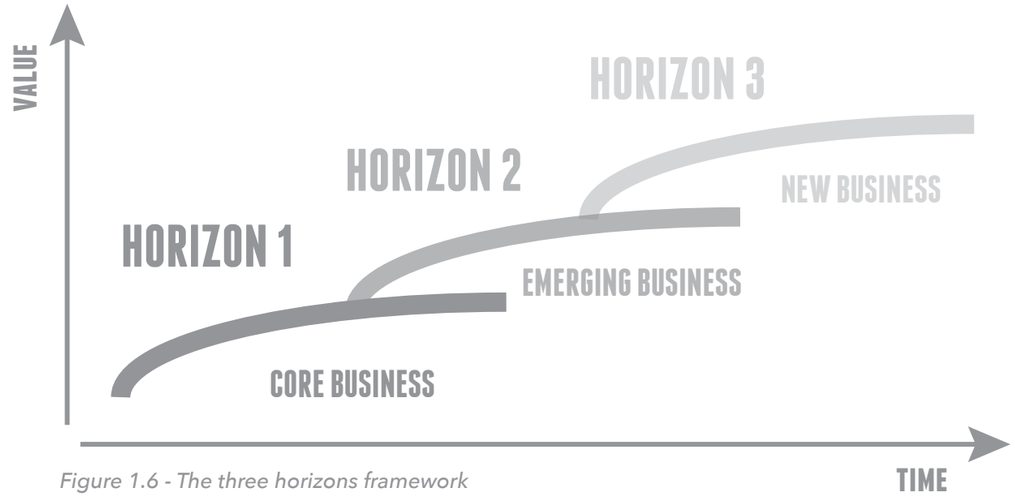


Figure 1.6 - The three horizons framework

1.5 A PROBLEM COMING TO LIGHT

It is not necessarily strange that a large organization such as ING is not a 'star in innovation' instantaneously. The problem is not (always) that an organization like this is by definition incapable to innovate, it is more that it is not used or has never learned to do so and therefore does not have the right conditions in place. Take a grown man that has never learned how to swim when he was young. It is not that this man is by definition incapable of swimming (eg. he has the same muscles and structure as many other men) but rather that he does not know how to do it. At a younger age he was more adaptable and flexible to learn swimming techniques, as most kids are. This makes the challenge of learning it years later even bigger than it was back then. We can compare the situation of this grown man to that of ING; a large organization that never had innovation at its core that suddenly starts to focus on innovation.

The conditions currently in place at ING are not automatically "bad policies and procedures" either. These are made to ensure that the current business provides high revenues, profits and returns. In other words, as the theory of ambidexterity (O'Reilly & Tushman, 2004) describes it; these conditions are designed to facilitate the 'exploitation' of the current business of ING. As is described in the explanation about the three horizons model ING uses, these conditions to 'exploit' the current business might not form a problem to the innovation projects in the first horizon (H1) since these are focused on improving the current business. However, since projects in horizon two (H2) to a lesser extent but especially projects in the third horizon (H3), are focused on 'exploring' new businesses, the 'corporate' conditions could have a negative impact on these projects.

Within ING, or more specifically the innovation department of ING, it is observed by the innovation management team that some of these conditions do indeed impact projects aiming to disrupt the company or market in a non-beneficial manner. While it is not the case that every single project is impacted in a negative sense, multiple projects seem to have been affected. The effects of these conditions can be seen in a project that is slowed down by them, is stopped or result in a project that does not have the 'disruptive' impact it was intended to have. Concluding, the problem definition of this thesis is as follows:

"Within the corporate innovation projects that focus on bringing disruptive and radical innovations to the market, problem owners are limited in getting the best performance out of their teams due to existing corporate conditions that are designed to facilitate exploitation of the current business model, rather than the exploration of new business opportunities. It is observed within ING that, in some cases, potentially disruptive or radical ideas are slowed down, are stopped or do not lead to disruptive or radical outcomes which ultimately limits the growth opportunities for ING."

1.6 DEFINING THE GOAL

The scope of the defined problem is still quite broad. This, mostly because 'corporate conditions' is a rather vague term that could be interpreted in multiple ways. Examples include the physical environment of the corporate or the policies and procedures within corporate. The focus of this thesis will be on the latter one.

One of the aspects of these policies and procedures is the performance management of project-teams and individuals. This includes the 'career planning', 'performance assessment' and the 'recognition' of these teams and the team-members. These conditions are currently not made to ensure the success of 'exploration' projects on the third (and partly second) horizon which more often ask for a more entrepreneurial kind of behavior (Dyer, Gregersen & Christensen, 2008). Tailoring these conditions accordingly will be the goal of this thesis project (figure 1.7). The main question guiding this work will therefore be:

HOW CAN POLICIES AND PROCEDURES SUCH AS PERFORMANCE ASSESSMENT, CAREER PLANNING AND RECOGNITION BE TAILORED TO STIMULATE ENTREPRENEURIAL BEHAVIOR IN CORPORATE INNOVATION PROJECT TEAMS AT ING

SO THAT THERE IS A HIGHER LIKELIHOOD OF DISRUPTIVE OR RADICAL OUTCOMES ?

Figure 1.7 - Research question of this thesis

1.7 THE ROAD TO SUCCESS

In order to answer the previous stated question, an approach is sketched out (figure 1.8). The approach taken involves multiple steps to come to logical conclusions with regard to the proposed research question. First, a design framework is set up that helps in structuring the analyses needed to come to valid answers. In order to do these analyses, all components that form the design framework are researched for innovation projects within ING. The research conclusions are eventually used to come to a (possible) solution which is validated and finally evaluated with use of the design framework. The framework is explained in chapter 2.

To gain a solid understanding of the context of the research question, the design framework helps to identify the different aspects of a given organization. These aspects are viewed from different perspectives; based on, (academic) literature, cases study examples and practical insights from within ING. The analysis of these different aspects is shown in chapter 3.

The general approach to this research is very similar to the PACE methodology of ING as it involves the diverging and converging found in 'design thinking' as well as multiple iterations as found in an 'agile' way of working.

The process follows that of the well known 'double diamond' (Council, 2005) based on the design framework. The 'first diamond' describes the 'discovery' and 'analysis' phase (i.e. the discover & problem fit phases in the PACE methodology) of the project. In reality this is not a step of sequential steps but rather an iterative process of constant iterations.

This 'first diamond' concludes with the formulation of a design brief that directs the process of coming to a solution. The 'second diamond' involves the 'synthesis and solution' phase (i.e. the solution & market fit phases in the PACE methodology). This phase is described in chapter 4. This part of the process also involves a 'lean way of working' since a possible solution is sought after quickly to then be tested with the people involved.

The 'final solution' that is constructed at the end of this process, will then be evaluated on the impact it has on the organization by use of the design framework. This is shown in chapter 5.

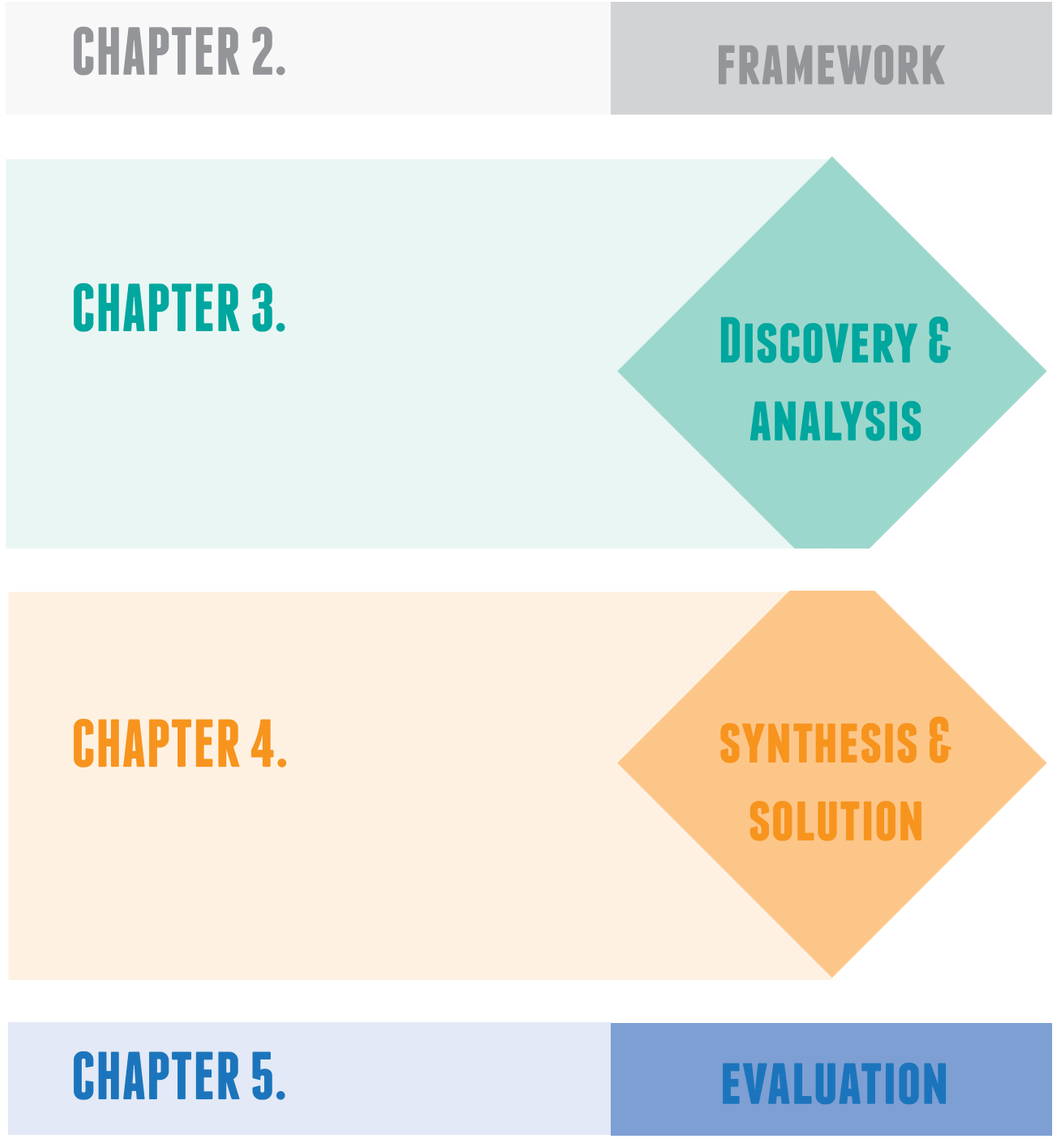


Figure 1.8 - Thesis approach

CHAPTER 2.

DESIGN FRAMEWORK

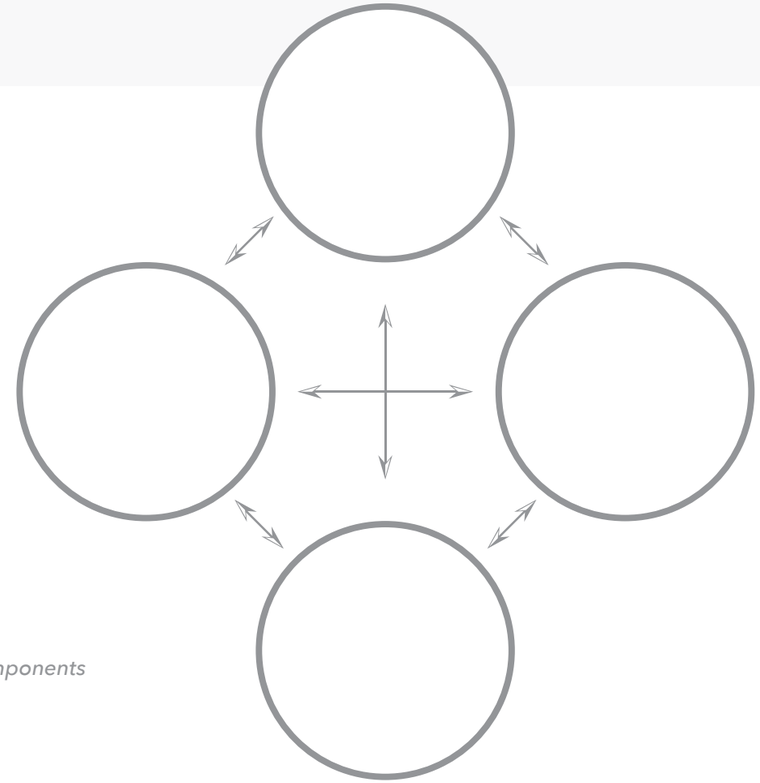


Figure 2.1 - Design framework components

About this chapter..

GOAL

This chapter aims to come to a composition that can work as a narrative for the thesis report as well as the analyses to answer the **research question**. This, because it should help to make it digestible and easily understandable for you, the reader. The composition is made in the form of a **design framework** (figure 2.1). The goal is to use this framework to analyse the components of the organization to thoroughly understand the current situation. This helps to formulate a **design brief** that can be used to design the final component (i.e. solution) of the organization. Ultimately this designed component can be **reflected** on the other organizational components.

METHOD

In order to create an appropriate design framework, multiple organizational models are researched. One of these, **Leavitt's Diamond**, is chosen as the one most suitable for this thesis project. Since this model is not normally applied within design assignments but rather organizational change, a free interpretation from the author was used to derive a design framework. This approach was **validated** with the TU-Delft coaches in order to test the appropriateness to use it in a design assignment. With use of this framework, three out of four components are **analyzed** in order to come to a solution.

2.1 A NEED FOR NARRATIVE

Every year, hundreds of movies are made by famous Hollywood studios like Warner Bros., Universal Pictures. and 20th Century Fox. These movies come in all kinds of genres but do have something in common most of the time; huge amounts of money are invested in 'top notch' special effects and A-list actors. Because of this, all movies we see in cinema (or at home) nowadays look incredible and lists all of our favourite actors. Still, many of these movies fail to impress the general public (e.g. Peter Jackson's King Kong in 2005 (figure 2.2)). These disappointing movies often fail due to the lack of a well-structured narrative. This leads to a clustering of many beautiful and incredible elements that do not connect well. Such a mix of unconnected pieces is also what often happens with research findings.
Many pieces of rich and valuable data are in that case found but not connected in a way that it forms a logical storyline.
This is the reason for this thesis to search for a way to clearly structure all elements of the analysis.

An often used method to structure research and analysis work by students of the Industrial Design faculty at the TU-Delft is by doing an 'internal' and 'external' analysis. These analyses include the research into a company, the competitive environment its customers or market and current trends and developments going on in the world. While these are all valid pieces of research to do, the structure of an 'internal' and 'external' analysis is not deemed sufficient to be able to answer the research question. This question is focused on the internal processes and policies of an organization. A framework is therefore needed to be able to independently identify, analyze and bring logical order to the different components of the organization.

Figure 2.2 - Peter Jackson's King Kong

2.2 LEAVITT'S DIAMOND

As previously described, this thesis is in need of a model that combines the different components of an organization touched upon in the research question. There is, however, no 'one holy grail' that is best used to treat these components. Examples of such models include the 'Creative recombination' model by Abrahamson (2004), the 'Organizational commitments' model by Sull (2005) and the 'Leidsche Octaeder' by Demenint, Van Der Vlist & Allegro (1989). All of these models allow to identify multiple components within a given organization as well as describe how these are connected to one another. Last mentioned model by Van Der Vlist et al. (1989) was established in the Netherlands but based on another well-known and widely used model by Harold J. Leavitt; 'Leavitt's Diamond' (1965).

Leavitt's Diamond (1965) describes four components within an organization that are all interdependent. The original intent of this model is to understand the connection between the key components of an organization and for building an integrated change strategy. The components described in this model are as follows; '**structure**', that describes how people are grouped within a work-unit, '**people**' the actual humans working in the organization, '**tasks**', that can be both the unit's main job(s) as well as working routines and '**technology**', which are often key equipments or tools used to fulfill certain tasks.

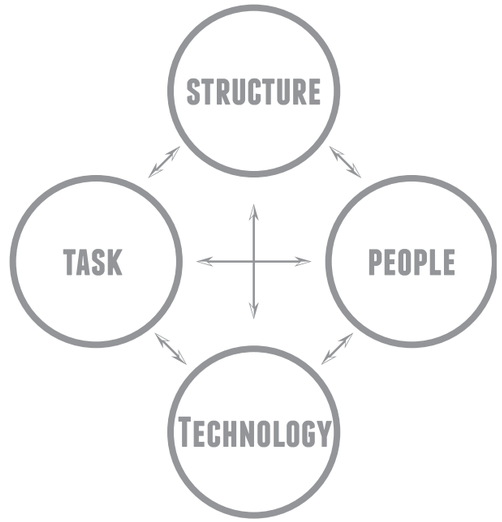


Figure 2.3 - Leavitt's Diamond

AN EXAMPLE..

PATRICK'S PANCAKE RESTAURANT

Patrick owns a restaurant selling 'Real Dutch Pancakes". He has 12 full-time and 5 part-time employees (**people**) that work for him. These employees have different roles such as chefs, waiters, cleaners and managers (**structure**). Each team has different chores and jobs to do. A waiter, for example, is responsible to take orders of the guests (**task**). To be able to do this, the waiters make use of a digital device that connects to the kitchen-staff when an order entered (**technology**).

Figure 2.4 - Leavitt's Diamond example

An example shown in figure 2.4 will help to show how Leavitt's Diamond can be used.

The story about Patrick's restaurant shows, in a simplified way, how the components of the model could be identified. Since Leavitt's Diamond is mostly a model of organizational change, it can help us to understand how each component is affected in case one of them changes. Patrick could for example decide that his waiters have to change the way they take orders. The employees then need to adapt and learn how this has to be done, while the software in the digital device might have to be updated to enable this change.

Even though this model can be used to predict organizational change, it does not immediately lent itself to structure a design project. A reason for this is because a design project is focused on creating a solution for a certain problem rather than looking how changing one component impacts the others. Because of this, a 'new interpretation' of Leavitt's diamond is needed to be able to structure this thesis.

2.3 DERIVING A DESIGN FRAMEWORK

Leavitt's diamond consists of four components. Since the goal with a design framework is to structure this thesis and the analysis, the components have to be able to answer the proposed research question. Each component connects to a part of the research question as can be seen in figure 2.5. In order to make this model suitable for composing a design brief, some of these components have to be altered slightly. Two components that are kept the same are the organizational **structure** and the **people** working in it. It is estimated that these cover the necessary information for answering the research question. An analysis into the organizational structure can provide context to the "corporate innovation project teams" on which the research question focuses. Besides this, the component of people working in this structure elaborates on "entrepreneurial behavior" and those who practice this. This leaves two components; **task** and **technology**.

As previously described, a task mainly focuses on the 'jobs to be done' in an organization. This does not fully encompass the need, problem or challenge indicated in the research question by "policies and procedures such as performance assessments, career planning and recognition". For this reason, the 'task component' is renamed '**challenge**'. The last component is that of 'technology'. This specifically focuses on the fulfillment of a task. Since, in the case of a design framework, the 'task' is redefined as 'challenge', the 'technology' component will be seen as the one solving this challenge for the people working in a certain structure of the organization. Due to the fact that 'technology' is seen as a rather specific term, this component is redefined as '**solution**' which essentially provides an answers the research question ("How can..."). Figure 2.5 shows how each of the components of the design framework answers one part of the research question proposed in chapter 1.

Figure 2.5 - Research question divided into framework components

The final design framework that is used in this thesis can be found in image 2.6. The definitions of the different components are elaborated upon as well.

The goal with this design framework is to come up with a solution by analyzing the other three components of the organization (i.e. structure, people and challenge).

Even though the main goal is to find a solution, the interconnectedness of the model's components allows for evaluation of the solution as well.
By this, the impact of the found solution on the other components (i.e. structure, challenge and people) of the organization can be assessed.

DESIGN FRAMEWORK

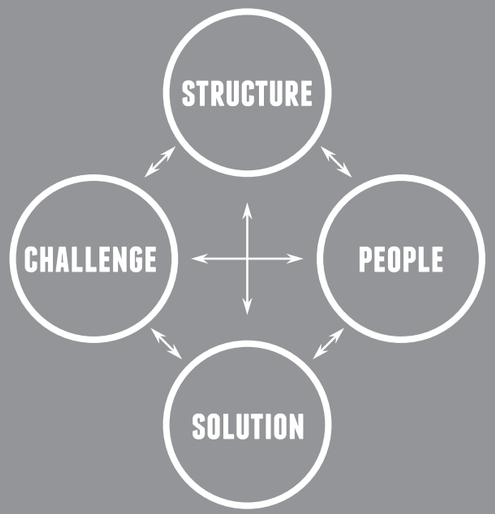


Figure 2.6 - The design framework

Structure
The structure describes how an organization is organized and the relationships between its people are formed. These include the different divisions of an organization as well as team-structures and project structures.

Challenge
A certain aspect, policies, practices or program for which a solution has not been made or integrated into an organization is defined as a challenge.

People
The people are those working within a certain (part of the) organization mostly called employees. These people are the ones dealing with the challenge in the organization.

Solution
The 'thing' that helps people in fulfilling or solving a certain challenge while working in a certain structure of an organization.

2.4 ANALYZING THE COMPONENTS

The design framework can be used to compose design briefs within any given organization. The focus of this thesis though, will be on ING or more specifically on the innovation department of ING. Each of the components of the design framework will be analyzed for this department to then be concluded in a design brief containing the design vision, design conditions and design directions. This design brief is used to provide direction to coming to a solution.

The analysis of the components is done by studies of literature, interviews within ING, sensitizing booklets and small case studies from other companies. The research methods are elaborated upon during each chapter's introduction.

Each analysis of a component will result in different aspects of the design brief. Key insights are formulated throughout the analyses which determine the content of each of these aspects. These key insights are divided in design focus, conditions and directions. These aspects and their definitions can be found in figure 2.7.

The design brief that is formed through these analyses is the direct input for the synthesis and solution phase of this thesis project.

Design focus
The design focus determines the core of each component and will be used to formulate the design challenge.

Design conditions
With each possible focus come certain conditions that have to be taken into account when a solution is to be designed. These conditions contain pieces of information that determine the context of each design focus. This context is needed to thoroughly understand the situation at hand.

Design directions
Intriguing questions and suggestions that come up during the analysis are used to form possible design directions. These directions will be the main input for the ideation phase and can be used during brainstorm sessions. This is done by formulating these directions as "How to's".

Figure 2.7 - Aspects of the design brief

2.5 PAVING THE ROAD TO SUCCESS

The design framework helps to detail the thesis approach described in chapter 1.7. This detailed approach can be found in figure 2.8.
As previously stated, the design framework is first used to analyse the different components of the research question. This is done in the '**discovery & analysis' diamond**.
By use of the design framework, this 'discovery & analysis' diamond can be divided into four components. Each of these components describes a process of diverging to then converge to a result. First, this is done in the **structure component**. Here, exploration is done to understand the difference between innovation within ING and their main business. Then, a dive-in is done on what this thesis focuses on (i.e. the corporate innovation projects stated in the research question) and the implications this has.

Similar to this approach are the exploration within the challenge and people components. For the **challenge component**, the policies and practices of the corporate are compared to those needed in innovation. This leads to the identification of what ING still needs to implement. Within the **people component**, employees in the corporate are compared to those in the innovation projects. Ultimately this gives an understanding of the latter ones and the effect the result found in the challenge diamond has on their work.

Using the input of the analyses, a **design brief,** making the **fourth component**, is formulated which is used as direct input for the 'synthesis & solution' phase.

The thesis goal is to come up with a solution that provides an answer to the research question. To be able to do this though, the second (large) diamond (i.e. **synthesis & solution**) is used. Within this diamond, the insights gathered in the design brief are used to come to ideas to solve the problem at hand. This is done through **synthesis**, **concept** creation and **validation**. These components describe an iterative way of working including multiple tests. Finally this leads to the final **solution** of this thesis project.

Ultimately, this solution is evaluated based on the impact it has on the **other components** of the design framework and thereby the impact it has on ING. It will assess how the found solution impacts the people, challenge and structure components. Furthermore, a chapter is devoted to describing how this work answers the **research question**. Next to this, the value of this work is evaluated with regard to it's **generalization** (i.e. usefulness outside of ING). Last, a **personal and process** evaluation is done.

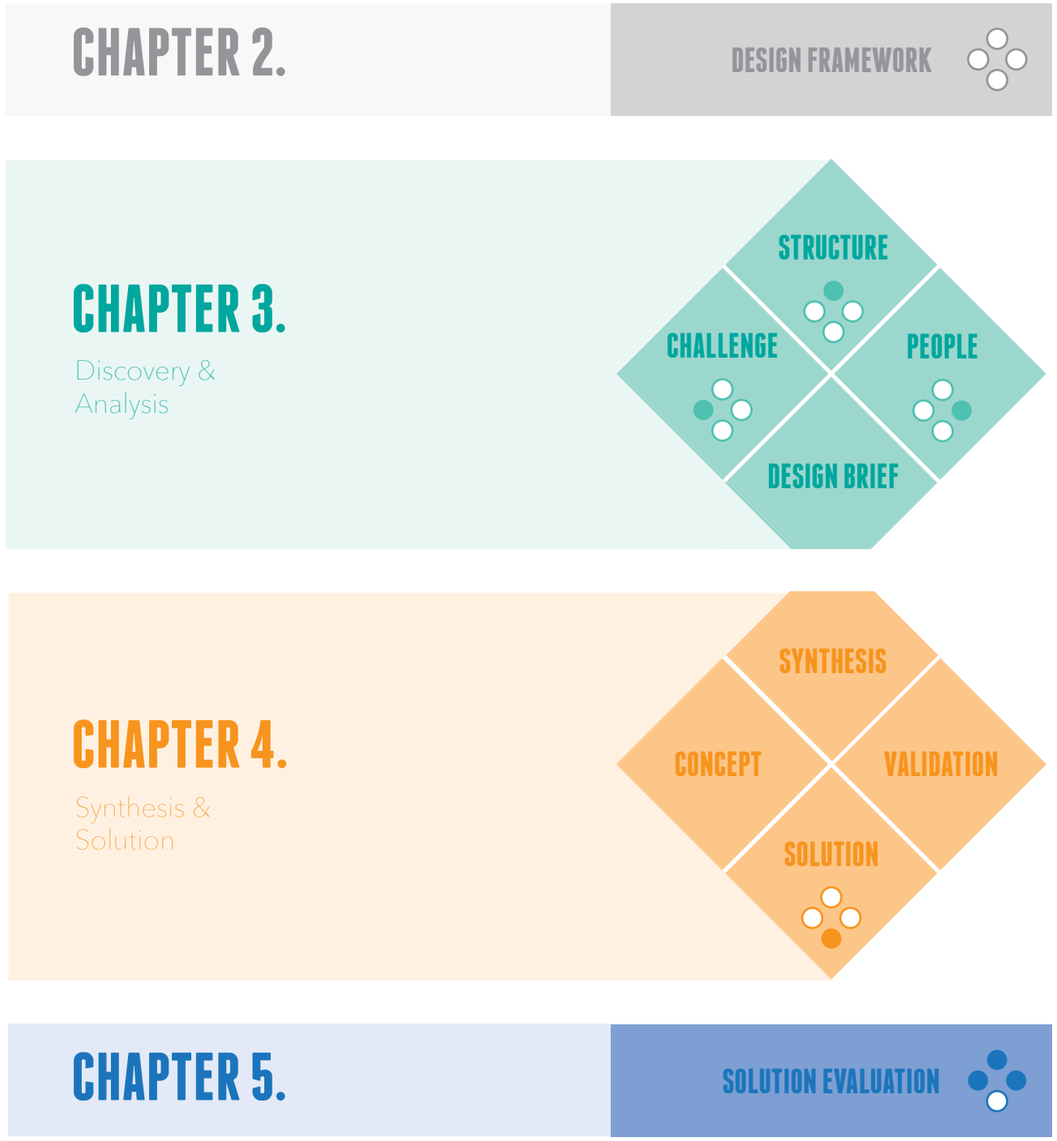


Figure 2.8 - Detailed thesis approach

CHAPTER 3.

DISCOVERY & ANALYSIS

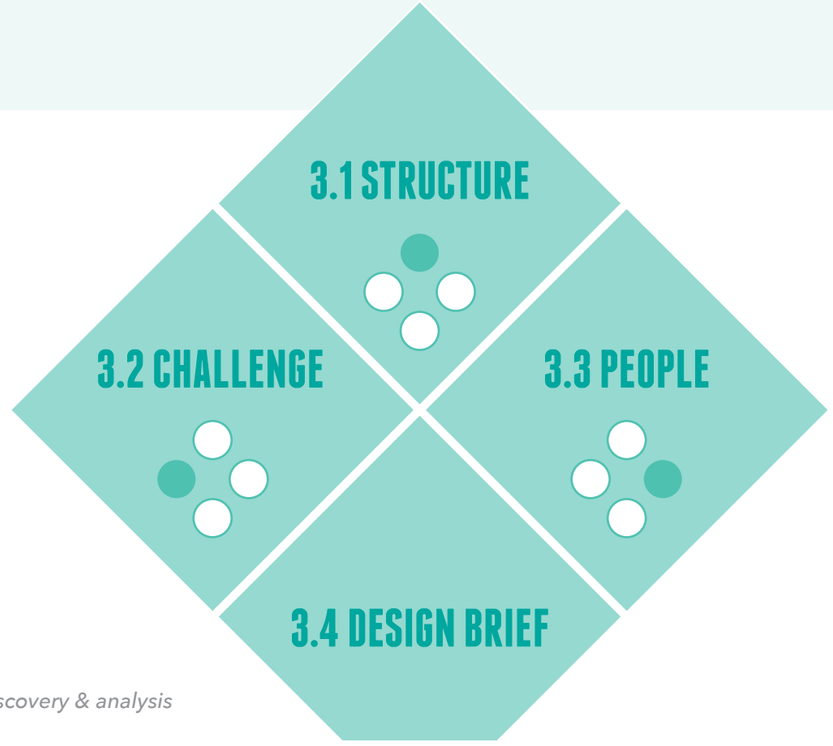


Figure 3.1 - Chapter overview discovery & analysis

About this chapter..

GOAL

Within the 'discovery & analysis' chapter of this thesis, the problem as indicated by ING is explored and defined. This is done by use of the composed design framework from chapter 2 (figure 3.1). First, the **structure** of ING's corporate and innovation departments are explored and analyzed on their differences. Next, the **challenge** of performance management is defined and compared based on the defined structure. It is subsequently shown how this challenge impacts the **people** working in the defined part of this organization. Finally, a **design brief** is constructed based on the considerations made as well as the key insights gathered throughout the analysis.

METHOD

The approach towards each part of the analysis is to compare the two different parts of the organization; corporate and innovation. This, focused on the structure, the challenge and the people found there. This is mainly done through exploring the academic **literature** regarding these topics, defining the **situation at ING** and discovering how the '**rest of the world**' does this. Each analysis chapter will specifically describe which research methods are used to come to the findings. Considerations and conclusions of each chapter are shown via '**key insights boxes**' and **visualizations**. The key insights are divided in focus, conditions and directions, as is described in section 2.4. All considerations and key insights are ultimately clustered to compose the design brief.

CHAPTER 3.1

STRUCTURE

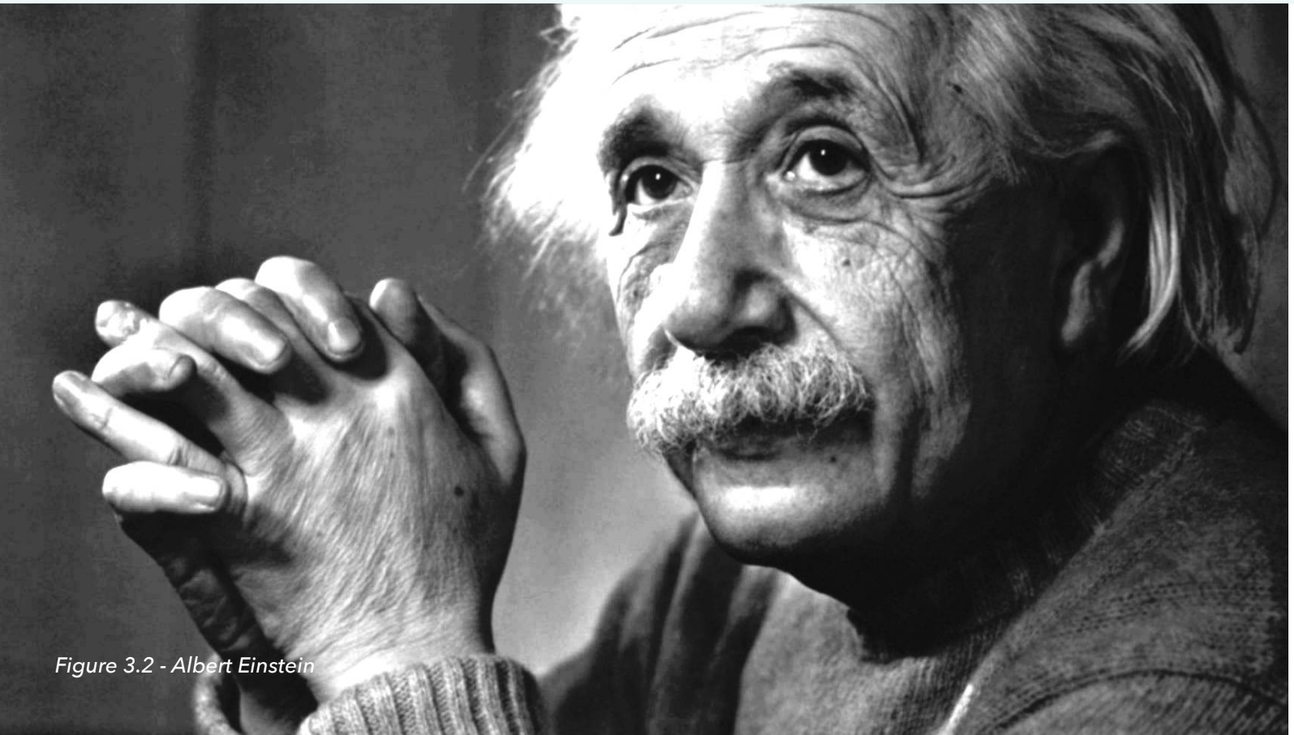


Figure 3.2 - Albert Einstein

A quick intro..

GOAL

The 'structure' analysis is focused on making you, the reader, understand the aspect of the research question containing '**corporate innovation project teams**'. In order to do so, a segmentation is done to create a clear distinction between the **corporate** part of ING and the part that focuses on **innovation**. These are defined as the **exploitation** and the **exploration** parts of 'the **ambidextrous** organization' that is ING. To highlight this difference, two structural aspects are focused on. The first is the composition of **teams**. These are elaborated upon with regard to both parts of the organization. Furthermore, the **steps** a person doing a project goes through are considered. This is concluded in a '**employee innovation journey**'

METHOD

The research methods used to do the structureal analysis start of with a thorough **literature study** into ambidexterity and corporate entrepreneurship. This is supported by **desk research** into other companies and ING documents. Next, to be able to really compare academic and 'desk' knowledge to ING's reality, **observations** within ING's innovation studio are done alongside multiple **interviews** (appendix I). These interviews are mostly with members of the CINO but also include some experts and members of innovation projects. The goal of these interviews is to understand the context and structure in which innovation is attempted at ING. Moreover, some interview quotes are used throughout the analysis.

3.1.1. BALANCING THE SCALE

Fifteen years ago, when you would have walked into any office of a large established corporate, you would probably have found a grey office full of 'suits'. These people would be working with their 'best practices' to optimize things like profit and 'return on investment' in a hierarchical manner. Nowadays however, these offices are changing. The grey color has transformed into many bright ones put into place by all sorts of furniture. These 'hip and trendy' offices are now often seen in large corporates such as Deloitte (i.e. 'the Edge' (Randall, 2015) (figure 3.3). They serve as an answer to the rise of innovative startups such as Airbnb, Google, Uber and Facebook.

The problem however, is that adapting some aspects of these startups, in this case their 'hip and trendy' environment, makes these corporates believe they are as innovative as these new competitors. This, while the focus on profit and 'return on investment' have remained the top priority even though their future survival may be in jeopardy.

Startups on the other hand, have troubles of their own. Even though many become successful in terms of popularity and use, they often fail for lack of a sustainable business model (Skok, 2016).

Figure 3.3 - Deloitte's Amsterdam office

One such startup is the popular music streaming platform Soundcloud. The streaming service has close to 200 million users but has failed to establish sufficient revenue streams in the decade since its foundation in 2007. This has made this company completely dependent on investors, placed in serious debt and left praying to be acquired by a large organization (Olsen, 2017). Soundcloud is not alone in this. Around 90% of startups fail, more than often due to an unsuccessful business model (Patel, 2015).

Since neither the corporate nor the startup way of creating a sustainable organization appears to (always) work, Steve Blank (2012) distinguished 'searching' versus 'executing' as key differences between a startup and a corporate.

In this, a startup is organized for constantly 'searching' new opportunities and business models, while a corporate focuses on 'executing' their current model. What Blank argued is for a company to be successful, it should be able to 'search' while they 'execute'. Such companies are called 'ambidextrous' organizations (O'Reilly & Tushman, 2004). Ambidexterity literally means that a person is both left- and right handed (e.g. like Albert Einstein (figure 3.2), which in this case is projected on an organization: being able to 'exploit' the current business model(s) as well as 'explore' new business opportunities (figure 3.4). Exploiting and exploring are alternative terms to Steve Blank's executing and exploring but essentially have a similar meaning; earning resources through 'exploitation' of the current business to allow investments in 'exploration' of new business models.

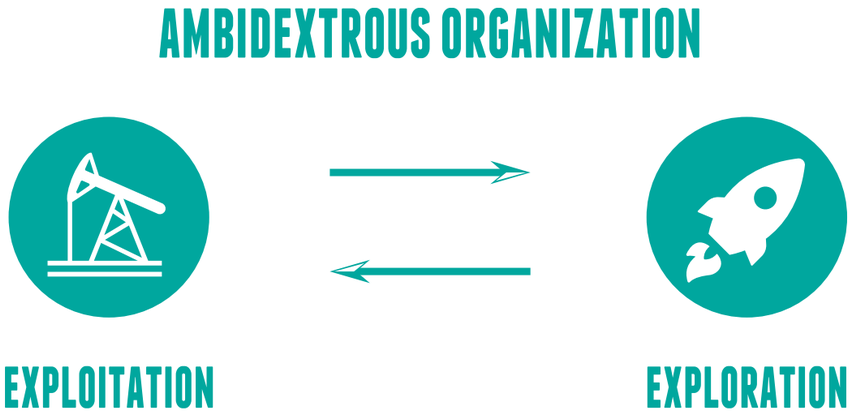


Figure 3.4 - The two sides of an ambidextrous organization

ING's attempts to establish itself as an ambidextrous organization is reflected in the CINO innovation vision & strategy for 2016 to 2020 (ING, 2016) (figure 3.5). This states that the company's innovation focus is on transformation and execution. Such a strategy focused on innovation within a corporate can be defined as 'corporate entrepreneurship' (Brizek, 2013). This aims to improve the current business (i.e. the exploitation part) as well as to establish a part of the organization that focuses on finding new business opportunities (i.e. the exploration part). These reflect the two aspects of an ambidextrous organization.

First the exploitation part of the organization is explained to then dive into the exploration part. The aspects that are highlighted in this analysis are the team structure and the journey an employee goes through during a project. This, to understand the stakeholders in a project as well as the different phases from an employee's' perspective.

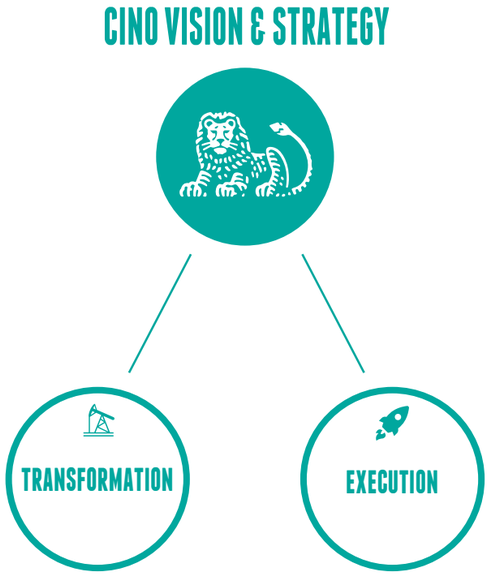


Figure 3.5 - Two objectives in ING's innovation strategy

KEY INSIGHTS		
	FOCUS	• Corporate innovation projects take place in the exploration part of the organization.
	CONDITION	• Exploring new business opportunities with innovation projects is not possible without the corporate exploiting the current business model.

3.1.2. THE MEANS NECESSARY

ING's vision on transformation is focused on its current business. The objective with this vision is to "Transform ING into an innovation enabled company" (ING, 2016). What this essentially means is that the current organization (figure 3.6) has to be structured in a way so it is able to allow for innovation. Besides this, it aims for the optimization of the 'exploitation' of current business model(s) and thereby things like profit and 'return on investment'. This can be seen as an 'organizational transformation' (Mokaya, 2012) or 'strategic renewal' (Guth & Ginsberg, 1990) strategy which is one of two dimensions in corporate entrepreneurship. To fulfill this purpose, ING aims to embed the PACE way of working, that is described in the introduction, into all of the organization.

While this vision does not seem complicated, the actual realization of it is. ING, like many other large enterprises, used to be one of business units that worked in silos and had employees that collaborated in a hierarchical fashion. The switch to a more 'agile' organization with a 'flat' way of collaborating together is immense. Not only would all divisions have to be structured in different ways, the culture of the people working within would have to change as well. This operation, how immense it might be, has been initiated as "The ING Way of Working" in the summer of 2015 (ING, 2015). With this program, ING is introduced to an ecosystem of multidisciplinary units developed within Spotify (Kniberg & Ivarsson, 2012).

Figure 3.6 - One of ING's corporate office buildings

This ecosystem, shown in figure 3.7, has since also been implemented by startup companies such as Netflix and Google in an attempt to start to 'exploit' current business models. Within these ecosystem, multidisciplinary 'squads' are formed that are responsible for the development of certain products. Also, employees with a similar expertise or competency (eg. UX designer or IT specialist) are clustered into 'chapters'. Next to these types of collaborations, 'guilds' describe groups of people with shared interests such as "Internet of Things" or "Artificial Intelligence". Last, all 'squads' working in the same working areas form a 'tribe' together. While this way of working has been implemented structurally over the last two years, difficulties such as the change in culture are still difficult to overcome.

The transformation of the current organization can be seen as vital for optimizing the 'exploitation' of the current business model(s) (Thornberry, 2001). As previously described in the introduction, this includes incremental innovations seen in the first horizon (H1) (Bahgai, Coley & White, 1999). These 'H1' projects are therefore seen within ING as those in the 'business unit accelerator' providing incremental improvements to the main business. By constantly improving the current business incrementally, (financial) resources will come available to the organization. These are necessary to allow for the 'exploration' of new business opportunities.

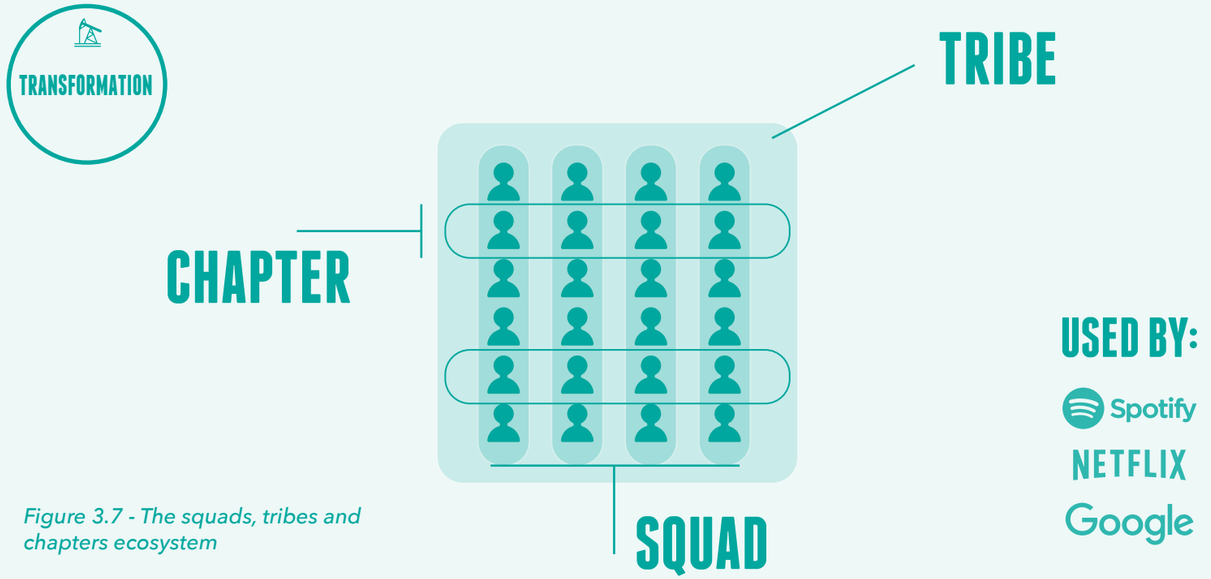


Figure 3.7 - The squads, tribes and chapters ecosystem

Organizational transformation, rather than only introducing innovation as a separate unit (Birkinshaw & Gibson, 2004), can therefore be seen as an essential step for ING. This part of innovation is not the main focus of this thesis though. As is stated in the research question, this thesis aims for "a higher likeliness of disruptive or radical outcomes". These outcomes, often less close to the current business, are explored through ING's second vision for innovation; execution.

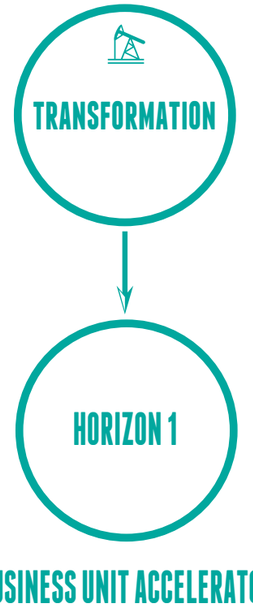


Figure 3.8 - ING's transformation strategy

KEY INSIGHTS		
	FOCUS	• Horizon 1 projects are not considered in this thesis as they do not focus on the exploration of new business opportunities .
	CONDITION	• The Squads-model for team composition is not used for smaller innovation projects but rather to create a more agile exploitation part of the organization.

Figure 3.9 - A wall in ING's innovation studio

3.1.3. TO INFINITY... AND BEYOND

As he climbs onto a wooden pedestal, getting ready to take the leap, he exclaims: "To infinity… and beyond"(Lightyear, 1995). This, of course, was famously said by Buzz Lightyear in the first Toy Story movie in 1995. The phrase indicates a certain faith in the unknown while it assures the listener there are always new opportunities to be found. Until only recently, no one would have associated such a phrase with a bank like ING. Nowadays though, due to the circumstances described in the introduction, statements like this could be found in documents or even on walls at ING (figure 3.9). Stretches of the organization indicated by such a statement are sought after through the execution vision on innovation by ING. As mentioned before, the projects focused on by this part of the vision are those positioned in the second and third Horizon (i.e. H2 and H3). These aim to 'explore' new business opportunities. H2 and H3 projects can be done in multiple ways but the overall term to describe them in this thesis will be 'corporate venturing' (Thornberry, 2001), which forms the second dimension of a corporate entrepreneurship strategy (Felicio, Rodrigues & Caldeirinha, 2012) .

One of the main reasons for ING to start looking for new business opportunities is to ensure their relevance in the future. As an Innovation Driver at ING, declared; "If Facebook and Google are going to step into our territory, let us then step into theirs".

IF FACEBOOK AND GOOGLE ARE GOING TO STEP INTO OUR TERRITORY, LET US THEN STEP INTO THEIRS..

Innovation Driver @ ING

In order to do so, ING aims to identify the extension to which it can stretch its position within the financial services industry as well as service industries (e.g. such as e-commerce) in general. While the first focus (i.e. financial services industry) lies close to ING's core, the second (i.e. service industries in general) does not. For this reason, a 'beyond banking' initiative has been launched. Through this initiative, areas of opportunity outside of the financial services industry are identified. This is done by determining main competences of the bank (e.g. such as trust) and the extent to which they can be stretched to other domains. By doing so, ING can find out which industries to target and which markets to approach. In case of a clear perspective, a choice can be made between setting up an internal or an external venture. Ventures like this are initiated with the goal of setting up new businesses. These options are called "internal corporate venturing" respectively "external corporate venturing" (Sharma & Chrisman, 2007) (figure 3.10). Another option, as was described in the introduction, is that employees take their own initiative (i.e. intrapreneuring (de Jong et al., 2011)), which will, in most cases, also lead to "internal corporate venturing".

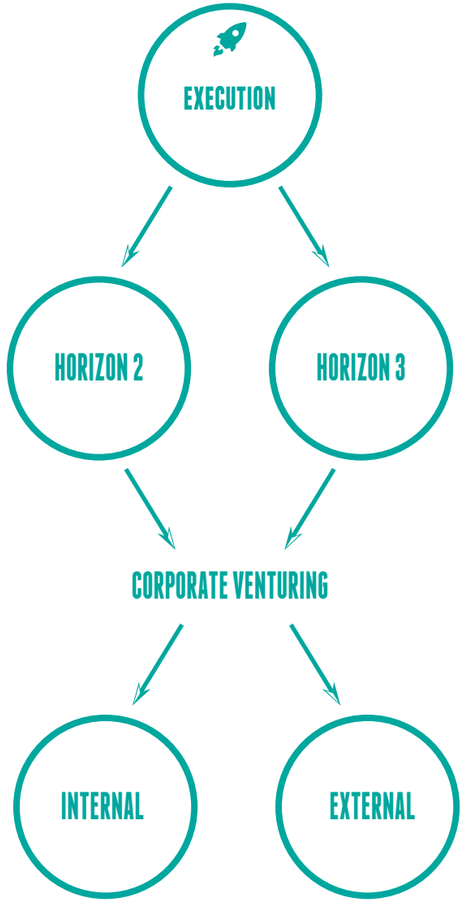


Figure 3.10 - ING's execution strategy

External corporate venturing activities can result in the creation of semi-autonomous or autonomous entities that reside outside of the existing organization. Such entities include spin-offs, joint ventures and venture capital initiatives (Sharma & Chrisman, 2007). In such cases ING may only be involved as a partner or stakeholder. A section within ING that is focused on external corporate venturing is the so called 'Fin-tech team'. These people constantly scout the market for startups and organizations that use new technology to compete in the financial services market. This is deemed necessary because ING realises it will not be possible to be the first and the best with every new opportunity or idea. An example of this is that ING identified that there might be huge potential in 'banking for kids'.

Initially, an internal venture, called KID'ING (KID'ING, 2016), was set up to work on this opportunity. Eventually this internal venture did not succeed but the opportunity was still seen as a relevant one. Therefore, ING now scouts fin-tech's specialized in this such as 'Otly' (Otly!, 2017), 'Ernit' (Ernit, 2017) and 'Wiggy' (Wiggy, 2017) to investigate possibilities of collaboration or acquisition. Having said this, external corporates ventures could become internal corporate ventures in case of acquisition. While internal projects could also result in spin-offs or spin-outs (i.e. entities outside of the organization) when the outcome does not fit the main business as expected (Ginsberg & Hay, 1994).

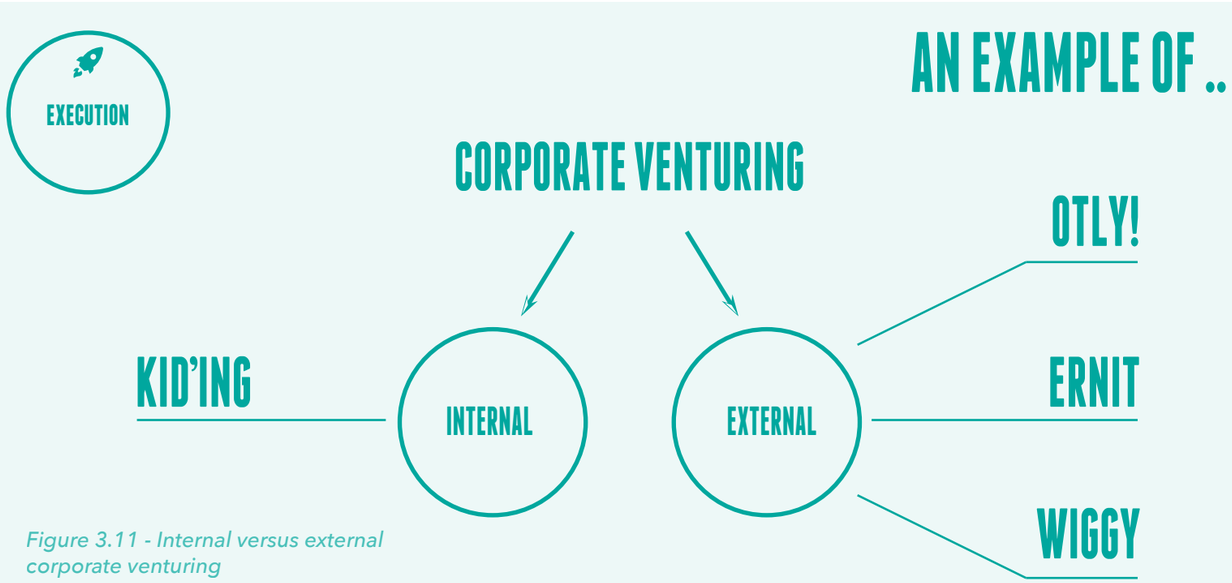


Figure 3.11 - Internal versus external corporate venturing

As previously stated, internal corporate venturing involves those that are set up from within the organization. Such venture do often result in entities that reside within the existing organization's domain (Sharma & Chrisman, 2007). This indicates that such internal ventures, rather than the external endeavors, are most likely to be influenced by the corporate conditions described in the problem definition of this thesis. In order to look into this problem, the focus of this work will therefore be on internal corporate venturing. Internal corporate venturing asks for different team structures than the exploitation part of the organization (i.e. squads). What this involves is explained going further.

KEY INSIGHTS		
	FOCUS	• Projects focusing on new business opportunities are those in horizon 2 and 3 and are executed as internal corporate ventures.
	CONDITION	• Even though the initial focus is on internal corporate ventures, these projects could also become external through spin-off, spin-outs and joint ventures.

3.1.4 MEET THE TEAMS

Wherever an innovative idea for a new venture may come from, it is rare to see only one person working on it. Pinchot & Pellman (1999) even state there can be no significant innovation without teams. This is also the approach ING takes when initiating internal corporate ventures. As is stated in the introduction, once an idea is selected, a team is composed. The composition of such a team (e.g. such as in figure 3.12) can be a challenge. Especially since it involves people from within the organization as well as externals. In an attempt to provide direction in selecting the right people for these teams, multiple models exist.
An example of this is that of nine types of personality necessary for a successful innovation team (Wulfen, 2013). These models could be seen as useful on paper. Practice, however, can be a lot different.

The focus of this thesis will be on the structure necessary during the acceleration phase (figure 3.13) of internal corporate ventures. This, because this is the stage in which an idea is developed into a product or service that is ready to scale (i.e. exploration). The scaling phase that follows can be seen as one the corporate is already familiar with; exploiting.

In order to provide structure, ING has setup its own 'perfect team' composition. These include multiple layers that include different roles (figure 3.14). The core of the team is multidisciplinary by preference and exists of four people; an 'Initiative lead' (i.e. problem owner), an 'Experiment lead', a 'Customer lead' and a 'Technology lead' (ING, 2016). These all need to have their own unique qualities and responsibilities that are deemed necessary for a successful innovation project.

Figure 3.12 - Example of an internal venture team

THESIS FOCUS IS ON:

ACCELERATION

PROBLEM FIT → SOLUTION FIT → MARKET FIT

Figure 3.13 - Thesis focus is on the acceleration phase

Supporting the core team is a flexible team of experts and coaches. Experts are those needed in specific phases of a project. Examples are 'service design', 'growth hacker' and 'data specialist' experts. Since these areas of expertise are not needed in each stage of the acceleration, experts only support teams when these lack the knowledge themselves. Furthermore, coaches are used to guide the teams through the PACE process, with which members are often unfamiliar.
Last, and one of the most important positions, is that of the (business) sponsor. The person or people functioning as the sponsor of an innovation project provides the necessary funding from within the business. What this means is that without a satisfied sponsor, there is no project.

As previously stated, a theoretical structure can be useful but practice is often completely different. This is also the case with the 'perfect team' composition of ING. Finding the right people and assessing whether they are, is one of the difficulties in composing internal corporate venture teams. Or as an Innovation driver at ING stated: "Very nice that we have this structure, but how do we really know these people will perform the way they should?".

> **VERY NICE THAT WE HAVE THIS STRUCTURE, BUT HOW DO WE REALLY KNOW THESE PEOPLE WILL PERFORM THE WAY THEY SHOULD..**
>
> Innovation Driver @ ING

INTERNAL CORPORATE VENTURE COMPOSITION

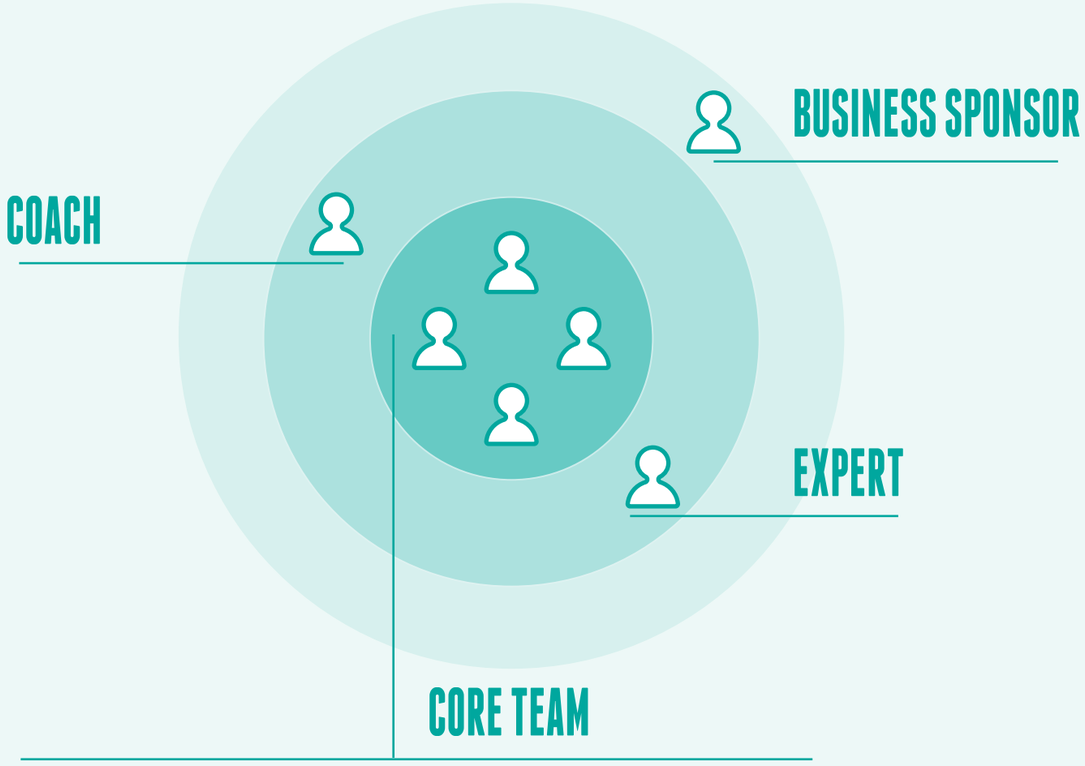


Figure 3.14 - Ideal team composition for an internal venture

This indicates that while team composition is a challenge, the conditions to let teams perform optimally are so as well. One of the H2 projects currently being accelerated was for example not able to find sufficient competent people for the core team, leaving them with only two core members. Also, since every internal venture has a different focus, it is difficult to generalize with regard to an optimal team composition.

What can be concluded is that, despite an optimal situation is sketched out, it is difficult to actually realize this. The venture teams are structured so that everyone participating has his/her own unique contribution to realize a successful venture. This, opposed to the squads ecosystem used in the exploitation part of the organization. Besides the team composition, a structural difference also exists with regard to how employees go through a project. This 'journey is described in the next part.

KEY INSIGHTS		
	FOCUS	• The phase in the PACE process this thesis considers is that of acceleration since this asks for a different approach than in the exploitation part of the business.
	CONDITION	• During a venture's acceleration, mutliple stakeholders from within- and outside of the business are involved. These heavily influence the progression of a project.
	DIRECTION	• How can the conditions around a project be made in such a way that any given team will be able to perform optimally?

3.1.5 THE EMPLOYEE INNOVATION JOURNEY

The difference in collaboration and team composition is not the only structural distinction between the exploitation and exploration parts of the organization. This distinction also comes to light when considering the steps an employee goes through over the course of a venture. We will call the combination of these steps the "employee journey". The employee journey starts when someone 'comes on board' in an organization or venture and ends when this person leaves. The steps in between can be seen as those in which an employee develops himself and contributes to the organization.

A general journey of an employee in the exploitation part of the organization can be described as linear (Buzzanell & Goldzwig, 1991). The process starts with someone joining the organization (i.e. someone being recruited by ING) and ends when someone leaves (e.g. by quitting or being fired). This journey can involve internal promotions and it often called 'climbing the corporate ladder' (figure 3.15). Because of this, such a journey could even last for decades.

This fits the process which people working in the squads model as previously described can go through. Someone can for example start as a data analyst in one of ING's squads to then work himself up to being the manager of such a squad before eventually retiring after thirty years of being a loyal ING employee. While it may be arguable whether the current generation of employees (i.e. millennials) would actually take this career approach (Lukasik, 2015), it is still how it (mostly) works within the exploitation part of an organization. Such a linear employee journey can therefore be seen as plannable, predictable and quite often, long-term based.

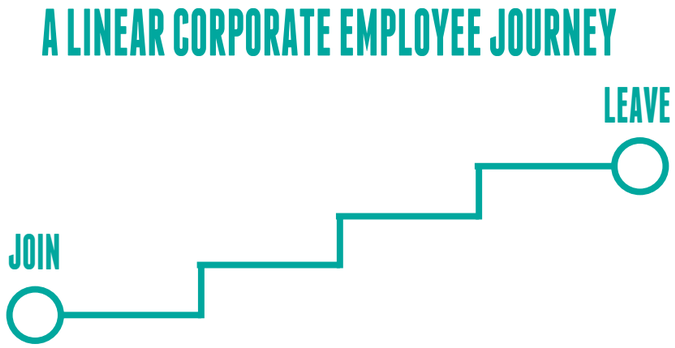


Figure 3.15 - A linear employee journey

Exceptions include special, often short-term, projects within an organization that requires employees to leave their current function temporarily. Such projects are very similar to the innovation projects executed by ING as internal corporate ventures.

As is described in the introduction of this thesis, the PACE method is used within internal corporate ventures to aim for innovation. This method includes multiple stages which are all supposed to be fulfilled in order to start the exploitation of an idea. It, however, often happens that projects do not continue due to invalidation or that the composition of a team has to be changed.

These situations ask for a more flexible employee journey since it cannot longer be seen as plannable, predictable and long-term based, was used to describe the employee journey of someone in the exploitation part of the organization.

WITH SPECIAL PROJECTS LIKE THESE INNOVATION PROJECTS, WE CANNOT TELL ANYMORE WHERE SOMEONE WILL EVENTUALLY END UP.

Global head of performance management @ ING

As the global head of performance management at ING, states it: "With special projects like these innovation projects, we cannot tell anymore where someone will eventually end up". Moreover, it can be argued that such flexible journey happens in every phase of the PACE process during the exploration (i.e. discovery, problem fit, solution fit & market fit).

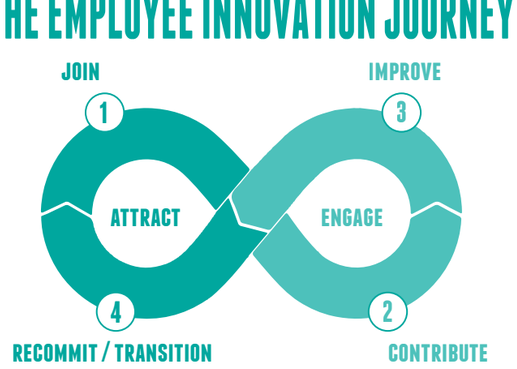


Figure 3.16 - A continuous employee journey

STEPS OF THE EMPLOYEE INNOVATION JOURNEY

JOIN

1. In the first step of the employee innovation journey someone joins an innovation project. The responsibility for finding these people lies with the Chief Innovation office.

CONTRIBUTE

2. The contribution step describes how and if someone adds value to a project. This therefore determines whether someone actually has impact on the progression of an internal corporate venture.

IMPROVE

3. The third step indicates how people grow during a project. In other words you could say this indicates whether someone leaves the project better than he came in.

RECOMMIT/TRANSITION

4. Last, recommitment and transition involves the final or new stage of an innovation project. Multiple possibilities include that of a new project, the next stage of the current project, the employee going back to his own job, spin-off and spin-out projects or integration of the project into ING's current business.

Figure 3.17 - Steps of the employee innovation journey

Each phase asks for other capabilities. This may even lead to a change in core team members or experts. To describe this flexible journey, an 'employee innovation journey' is composed (figure 3.16). This model is based on a similar journey for innovation employees by Deloitte University Press (2016).

Opposite to the linear employee journey in the exploitation part of the organization, the employee innovation journey describes a continuous process. This process consists of two main phases; attract and engage. 'Attract' involves the continuous process of getting the right people (to stay) in the internal corporate ventures. 'Engage', on the other hand indicates how someone adds value to the project and himself.

Underlying these phases are four steps that form the journey; join, contribute, improve and recommit/transition. These steps are elaborated on in figure 3.17, based on how they appear in ING's internal corporate ventures.

This journey describes the flexibility an employee joining an innovation project has to show as well as the unpredictability of the project itself. This, in opposite to the journey someone within the exploitation part of the organization follows. At the moment, the policies and procedures of the exploitation part are also used on people following the employee innovation journey. These will therefore be defined as the challenge in this thesis and treated in chapter 3.2, '**challenge**'.

KEY INSIGHTS		
	FOCUS	• The process employees in internal corporate ventures go through is a continuous one and can be considered unpredictable and flexible.
	CONDITION	• During each phase of a venture's acceleration, an employee goes through the 'employee innovation journey'.
	DIRECTION	• How can a certain structure offer support to employees following an flexible and unpredictable sequence of steps in the employee innovation journey?

SO WHAT?

This chapter has explored the part of the research question describing corporate innovation projects (i.e. the structure). First, it is defined that these projects are executed inside the 'exploration' part of the organization through ING's execution strategy. In here, horizon 2 and horizon 3 projects are executed. The scope of this thesis is on those focusing on disruptive or radical outcomes and therefore (mostly) horizon 3 (i.e. since not many of these projects are currently run within ING, horizon 2 projects are also taken into account).

Furthermore, such projects can be done externally as well as internally. The conditions described in the problem definition of this thesis most influence the acceleration phase of theinternal projects. This is therefore seen as the core of this work.

All of these considerations are highlighted in figure 3.18. For these internal corporate ventures, team composition and employee innovation journey are explained. These are necessary since they sketch the context previous named conditions and employees take place in.

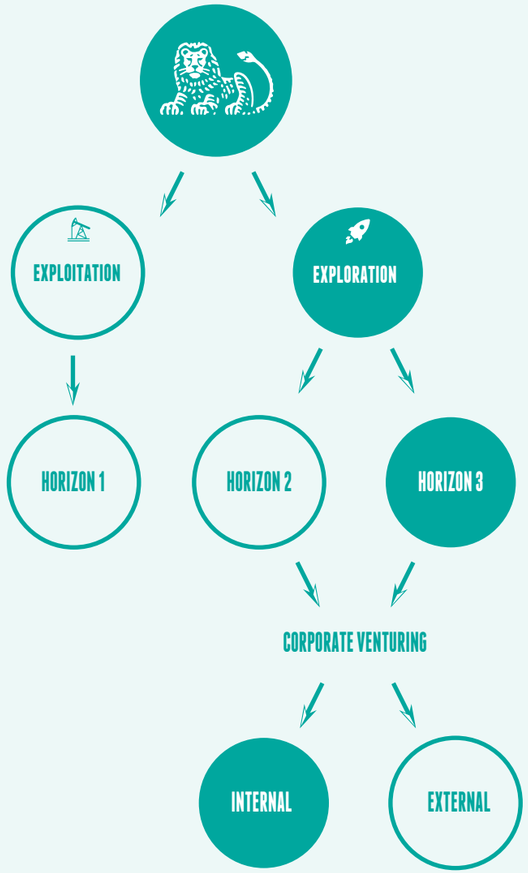


Figure 3.18 - Structural considerations made in this thesis

UP NEXT..

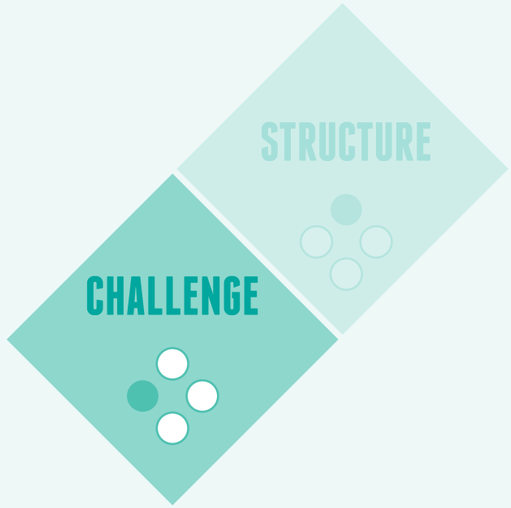


Figure 3.19 - The upcoming chapter: challenge

The analysis of ING's structure has provided insights that are used to understand how innovation works within this organization and how it differs from the exploitation part of the business. Creating this distinction is relevant to understand why the corporate conditions described in the problem description of this work could potentially inhibit the performance of the internal corporate ventures.

These corporate conditions, more specifically performance management, is elaborate upon in the next chapter "challenge" (figure 3.19).

The chapter will make use of the structural distinction created in this chapter to create a clear understanding of the challenge ING is currently facing with regard to these conditions.

CHAPTER 3.2

CHALLENGE

Figure 3.20 - Performance management is like a dog chasing a bone

A quick intro..

GOAL

The 'challenge' chapter describes the analyses of the **corporate conditions** that are mentioned in the problem statement of this thesis. Within these corporate conditions, the focus is on **performance management** systems. These describe the '**policies and practices**' piece of the research question. First a definition and a framework describing performance management is presented. Following on this, a **distinction** between how performance management is done in the exploitation- versus the exploration part of an organization is considered. This input is then used, alongside the 'employee innovation journey' of chapter 3.1 to create a '**challenge matrix**' to identify a key challenge for ING in performance management for innovation.

METHOD

ING faces a 'challenge' which is explored through different types of research. First, a performance management framework is defined through **literature research** as well as **practical insights** from within ING. Furthermore, **interviews**, **desk research** and **observations** are used to come to an understanding how performance management is arranged in the exploitation part of the organization. Next to this, a **literature review** alongside **three case studies** are performed in order to gain an understanding how performance management could be arranged for innovation. Ultimately, the **quantitative results** of a **research booklet** (i.e. survey) (appendix II & III) are used to define a key challenge for ING in performance management for the exploration part of its organization.

3.2.1. ONE SIZE FITS ALL

As is mentioned in the introduction of this thesis, the 'Industrial Revolution' started an era in which hand-powered manufacturing was replaced by machine-powered manufacturing and factory production. This resulted in a way for corporations to work together more easily because everything was now mass-produced and had equal guidelines for measurements. While this was and is a very efficient way of making products, it takes away the uniqueness of the craftsmanship used in hand-powered manufacturing. This ultimately initiated a shift towards mass customization (Pine, 1993) (figure 3.21), which allowed for a more diverse range of products. With this shift, producers were more easily able to offer specific types of products to certain target segments of customers. Finally, a shift from mass customization towards mass personalization took place (Kumar, 2007). This allowed for unique offerings to specific people rather than groups of people. While this shift has taken place in the production of products and services, policies and practices such as performance management within large organization are often still 'mass-produced'.

This mass-production of policies and procedures is used to treat every aspect and person in the organization in an equal way. Especially for large organizations this can be seen as necessary in order to create harmony; a non structured way of doing this would probably result in chaos. Such mass produced policies and practices are therefore not necessarily bad. Even more so, these standardized measurements are very useful in the exploitation part of an organization. This, as is described in previous chapter (i.e. 3.1), because this part of an organization often includes a linear and predictable way of working. Policies and practices should therefore also work in a similar fashion.

Figure 3.21 - Mass customization of shoes

When considering the exploration of new businesses within an organization however, these 'mass-produced' policies and practices do not suffice. As is described in the previous chapter (i.e. 3.1), this part of the organization asks for flexibility and often has an unpredictable outcome. A shift towards more customized or personalized policies and practices is therefore required.

Meanwhile, the 'mass-produced' ones are still used for ING's internal corporate ventures (figure 3.22). This, while such organizational policies and procedures are of big influence on the performance of corporate ventures (Rule & Irwin, 1988). ING realises the necessity of this though. Or as a member of the global innovation management team at ING, stated: "It is not that we don't know that we have to do this, it just has not been a top priority with regard to the innovation projects up until now". While the realization is there, an understanding of what needs to happen to tailor these policies and practices for the exploration part of the organization does not.

> **IT IS NOT THAT WE DON'T KNOW THAT WE HAVE TO DO THIS, IT JUST HAS NOT BEEN A TOP PRIORITY WITH REGARD TO THE INNOVATION PROJECTS UP UNTIL NOW**
>
> Global innovation management team @ ING

THE CHALLENGE FOR ING IN THIS THESIS

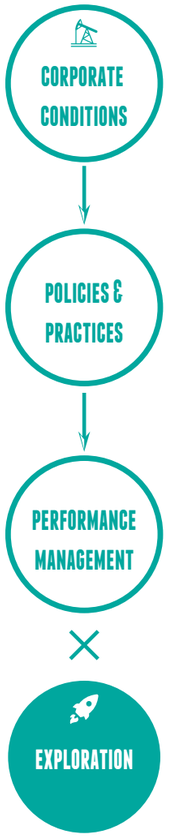


Figure 3.22 - The current system is not suitable for exploration

This chapter will focus on performance management as one of these policies and procedures. As is stated in the research question of this thesis, this includes several factors that are of influence on the performance of the internal corporate ventures. This is one of the policies and practices not yet defined by ING and will thus be elaborated upon in this chapter. In order to do so, performance management is first specified. Following this, the difference in performance management between the exploitation and exploration parts or the organization is elaborated upon. This, to ultimately dive into the key challenges ING (i.e the complete challenge of performance management for exploration divided into smaller challenges) faces in introducing performance management within the exploration part of their organization.

KEY INSIGHTS		
	FOCUS	• Currently no suitable performance management exists within ING to support the exploration part of the organization.
	CONDITION	• Since the absence of an appropriate system for exploration of new business opportunities, performance management made for exploitation is still used in exploration.

3.2.2. SO, WHAT IS PERFORMANCE MANAGEMENT?

Fans of cartoons or animated movies might be familiar with the often used trick of a character trying to make his pet do something for him by binding a fishing rod with a bone on its back (figure 3.20). This is can be seen as a way to provide an incentive so that someone does something that benefits you. Essentially, this is also what performance management does; providing incentive and structure for employees to perform for the organization. In a more academic sense, performance management can be defined as:

"Process by which the company manages its performance in line with its corporate and functional strategies and objectives" (Bititci, Carrie & McDevitt, 1997).

In other words, it is a process ensuring employee performance so the company may thrive.

The process of performance management consists of multiple factors. Ample models exist that describe these factors. What is striking about most of these models is that the factors form a continuous loop. This, because performance is not something arranged in a single moment but has to be planned, reviewed and revised constantly. One such model is that composed by Michael Armstrong (1998) (figure 3.23). This model describes four steps: Plan, Act, Monitor and Review. These steps, as previously stated, form a constant loop.

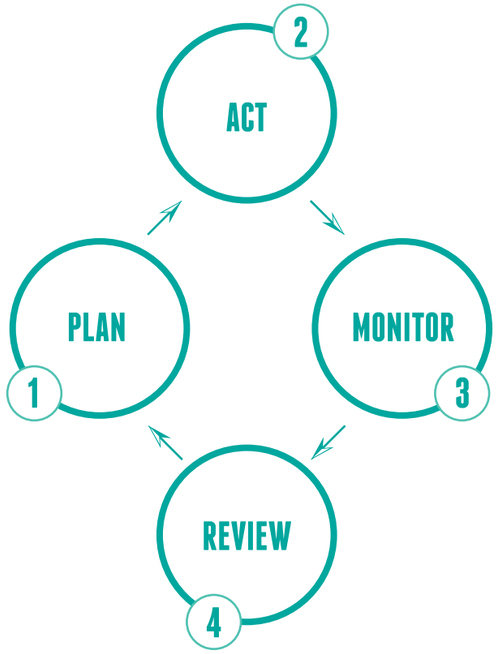


Figure 3.23 - Armstrong's performance management model

THE PERFORMANCE MANAGEMENT FRAMEWORK

CAREER PLANNING

This aspect involves the process of offering employees an interesting prospect, determining their goals and action plans to achieve theses goals.

PERFORMANCE ASSESSMENT

This part of the performance management process describes how employees are rated on their performance, what they are rated on and how their competencies are judged.

RECOGNITION

Types of recognition include tangible as well as intangible incentives for employees to perform as well as work on their own personal development.

Figure 3.24 - Performance management framework of this thesis

Easily said it is all about 'planning' what an employee has to accomplish, 'acting' on this planning with regard to the personal development of someone, 'monitoring' the performance of these employees and 'reviewing' what the person deserves in terms of promotion or rewards. After the reviewing factor is done, a new 'plan' is made to go through this process again.

As described in the research question of this thesis, the focus within performance management will be on career planning, performance assessment and recognition. These are factors used within the "ING vocabulary" but essentially describe similar ones as Armstrong's model does. The loop they form is as follows; career planning, performance assessment, recognition. This will be the loop used to define performance management within this thesis. The three aspects are described in figure 3.24.

As stated before, these aspect are to be different within the exploitation part of an organization than in the exploration part. In order to clarify this difference, the next parts first describe these aspects for the exploitation part of ING to then elaborate on how this can be done for exploration.

KEY INSIGHTS		
	FOCUS	• The performance management framework conceived in this thesis consists of three aspects: career planning, performance assessment and recognition.
	CONDITION	• The three aspects of performance management form a continuous loop of planning, assessing, recognizing and planning again.

3.2.3. EXPECTING THE EXPECTED

An immense organization such as ING has an Human Resources department (HR) that is responsible for implementing performance management processes into the organization. The processes this department rolls out are focused on linearity and predictability. This leads to standardized systems that can be used to manage all employees in the exploitation part of the organization (figure 3.25). How each of the factors defined in the performance management system are practiced will be elaborated on going further.

Career planning is essentially similar to the employee journey defined in chapter 3.1. A linear process of goals and action plans to reach these goals is drawn up. These are clear goals and employees often know exactly what is expected from them in order to reach these goals. An example is someone that plans to become a product manager in the wholesale department of ING. Once this person declares his ambition, the organization can tell him exactly what steps to take. This often even includes a period of time in which the employee is expected to reach this. This all forms the corporate career path of this person.

Planning only does not guarantee success. Performance assessments are therefore used to see whether someone is actually performing. This is normally done by use of quantifiable metrics called Key Performance Indicators (KPI's). These metrics are often connected to the strategy of a company, otherwise said: how is the work this employee is doing contributing to achieving the strategic goals of the company. Within the exploitation part of an organization this can be seen as an useful way of assessing the contribution of employees. This, because it produces numbers that indicate which employees are most valuable to the company and how they are performing according to their corporate career path.

Figure 3.25 - Performance management in exploitation

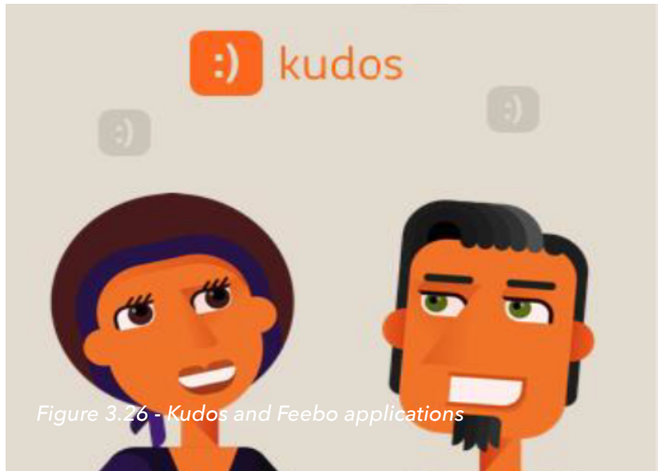
In case the employee aiming for a managing position fulfills his KPI's accordingly, this can be recognized by the company. This recognition, as stated before, can be done in two ways. First, a tangible recognition could be possible. This can come through monetary rewards such as a promotion (i.e. higher salary) or a bonus. Intangible recognition on the other hand, can come in the form of praise, thanks or public acknowledgement.

THIS PROGRAM SHOULD ESTABLISH A NEW CULTURE WITHIN THE ORGANIZATION WHERE PEOPLE GIVE EACH OTHER CONSTANT FEEDBACK TO HELP EACH OTHER GROW

Global head of performance management @ ING

These types of recognition keep providing incentives for employees to 'keep climbing up the corporate ladder'

Since, as is described in chapter 3.1, ING is transforming the execution part of its business into a more agile one, their corporate performance management is being transformed as well. Responsible for this is ING's global head of performance management. At the moment he is rolling out a new program for performance management within the organization called "Step Up" (ING, 2017).



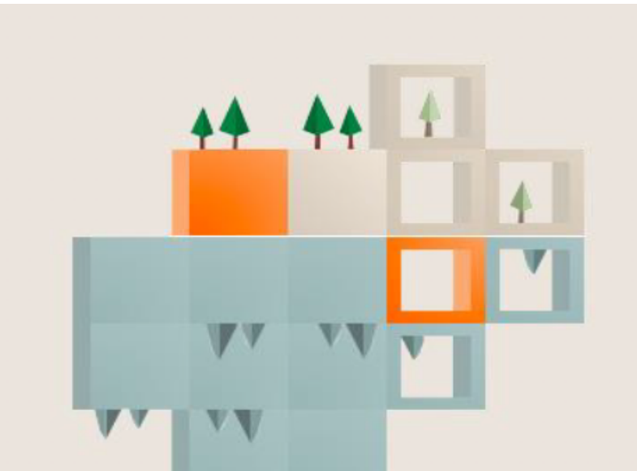


Figure 3.26 - Kudos and Feebo applications

As he states it: "This program should establish a new culture within the organization where people give each other constant feedback to help each other grow". Within this program, multiple apps are or have been launched (figure 3.26). One of this apps is called kudos (Kudos, 2016). Kudos allows employees to give each other a digital complement. Another app that is currently being developed (i.e. 2017), is Feebo. Feebo is an app that will provide employees with the opportunity to give each other real-time feedback. Unfortunately, as mentioned by a member of the global innovation management team: "These apps have a great goal but currently provide little incentive for the ING employees to use them. Because of this they do not yet solve the problem they were intended to do". Even though this is the case, they show that ING, even the corporate part, aims to approach performance management in a different way.

> **THESE APPS HAVE A GREAT GOAL BUT CURRENTLY PROVIDE LITTLE INCENTIVE FOR THE ING EMPLOYEES TO USE THEM. BECAUSE OF THIS THEY DO NOT YET SOLVE THE PROBLEM THEY WERE INTENDED TO DO**
>
> Global innovation management team @ ING

While this is already a step forward from the system currently in place, it does not suffice for the ventures in the exploration part of the organization. This, due to the fact that feedback moments are still done based on predetermined and measurable goals, which is not the case for innovation.

KEY INSIGHTS		
	FOCUS	• Performance management systems currently in place at ING are focused on predict able and quantifiable outcomes and therefore not suitable for exploration.
	CONDITION	• The 'innovative' Step-Up program that is being introduced is already a leap forward for ING but does not take into account the unpredictability of innovation.
	DIRECTION	• How can a solution for performance management in the exploration part of the organization come in a way so that it is more than 'just another app'.

3.2.4. ANTICIPATING A SURPRISE

Former global head of strategy and innovation for HR at ING, said it like this:
"They are trying to fit a square peg into a round hole (figure 3.27). It is impossible to manage the performance of our innovators the same way as those working in the corporate".

> **THEY ARE TRYING TO FIT A SQUARE PEG INTO A ROUND HOLE. IT IS IMPOSSIBLE TO MANAGE THE PERFORMANCE OF OUR INNOVATORS THE SAME WAY AS THOSE WORKING IN THE CORPORATE**
>
> Former head of Innovation for HR @ ING

Also, as proposed by Foba & De Villiers (2007), performance management should be rearranged to deal with the innovative part of an organization that is less predictable. Internal corporate ventures thus ask for another approach than the corporate. This approach is currently not implemented within ING. To uncover how this approach could look like, the three aspects of performance management are explored with regard to their possibilities for innovation by use of literature and case studies. .

Figure 3.27 - Fitting a square peg into a round hole

As previously described, **career planning** in the exploration part of the organization is more flexible and less predictable than the exploitation part. This has led to discussions whether 'normal' career planning can still be applied to manage employees working in this part of the organization (Van Aken & Reynaert, 2007). Job security is less certain within innovative environments which makes chance a larger factor in determining someone's career (Krumboltz & Levin, 2002).
This asks employees to be more flexible and assertive to find new opportunities themselves as well. One study suggesting this is the 'intrapreneurial self-capital theory' (Di Fabio, 2014). This theory suggests that employees have to develop a certain set of skills to be able to cope with these flexible and unpredictable careers.

It is not only the employees themselves that have to adapt; the organization has to as well. The jobs and career offered should for example include more variety and challenge (Rigtering & Weitzel, 2013). Career planning should therefore take into account the roles of chance, the unconscious and flexible planning (Van-Brusel & Ulijn, 2008) (figure 3.28)

.

Multiple companies have implemented such a flexible model to manage careers. One such company is Semco Partners, owned by Ricardo Semler. A short description of his approach to careers at Semco Partners can be found on the next page (figure 3.29).

CAREER PLANNING IN EXPLORATION

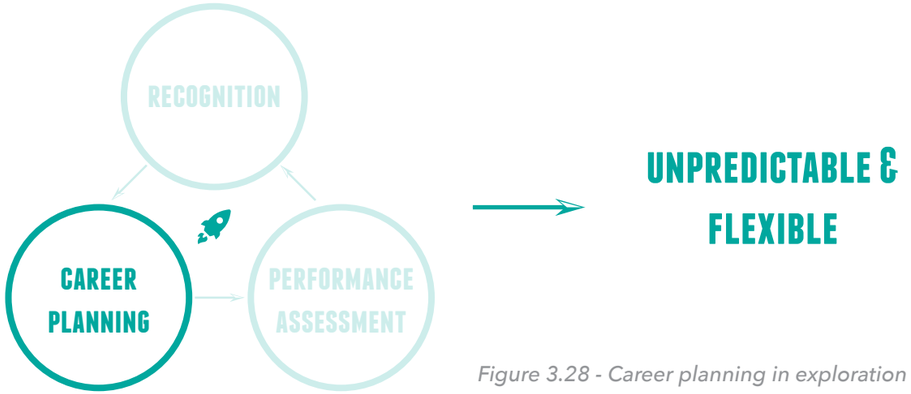


Figure 3.28 - Career planning in exploration

A CAREER PLANNING EXAMPLE BY..

RICARDO SEMLER

PEOPLE HAVE A RESERVOIR OF TALENT WORTH DISCOVERING. THEY JUST HAVE TO BE GIVEN THE OPPORTUNITY TO DISCOVER IT THEMSELVES

Semco Partners is a company providing services including environmental consultancy, facilities management, and inventory support. Since Ricardo Semler came on as CEO of this company, its revenue grew from 4 million dollars in 1982 to over 212 million dollars in 2003 (Vogl, 2004). The main reason for this growth is Ricardo Semler introducing a radical form of industrial democracy (Semler, 2001). With this he introduced a high level of freedom to his employees.

This includes, among other things, them being allowed to determine their own working hours, the next step in their career or supporting to explore other jobs within and outside of the company. As Ricardo Semler describes it himself in a TED-talk he gave: "People have a reservoir of talent worth discovering. They just have to be given the opportunity to discover it themselves." (Semler, 2014).

Figure 3.29 - Career planning at Semco

With more flexible and unpredictable careers, the 'corporate KPI's' do not suffice anymore either. Therefore a different way of **assessing** the accomplishments of innovative employees is needed. Eric Ries (2011), author of the lean startup, introduced the term 'innovation accounting' as a way of doing this. This can be used to manage the development of new products and business models that are not directly linked to new revenue streams for an organization. Ever since, researchers have started to unravel the types of metrics that can be used to measure performance within innovative environments (Soto, 2015). One such distinction in types was done by describing 'activity metrics' and 'impact metrics' (Innovation Leader, 2015) (figure 3.30). Activity metrics can be used to measure how busy a company or its employees have been with innovation (e.g. the number of user interviews conducted).

Impact metrics on the other hand, measure the tangible results coming out of such an activity (e.g. assumption to knowledge ratio based on the conducted interviews). Finally, a book called 'the corporate startup' by Viki, Toma & Gons (2017) combined these metrics to form a framework for innovation accounting. With this, they defined three types of KPI's for three different levels of an organization (i.e. global, governance and reporting). These levels range from a project level to a organizational level. With this it is possible to ultimately track the performance on a project level and the impact it (i.e. the innovation endeavors) will have on the organizational strategy. One of the authors of the corporate startup, Tendayi Viki, applied this way of working at learning company Pearson when working there as a consultant. A description of his work on innovation accounting at Pearson will be given on the next page (figure 3.31).

PERFORMANCE ASSESSMENT IN EXPLORATION

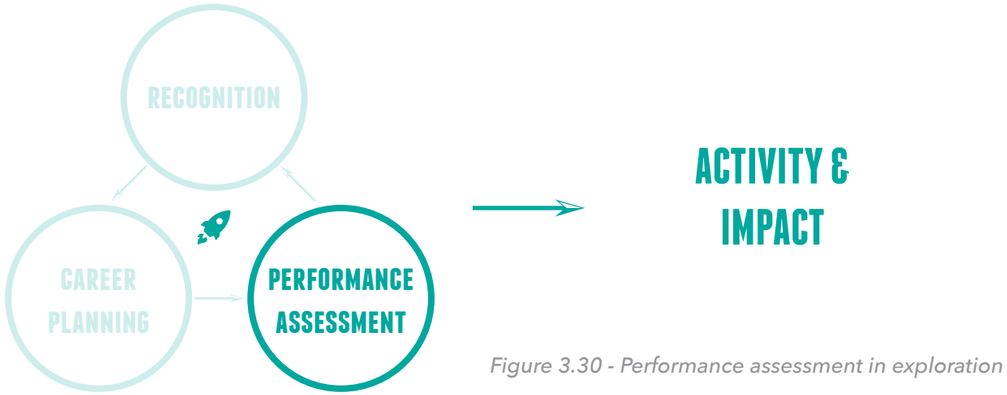


Figure 3.30 - Performance assessment in exploration

A PERFORMANCE ASSESSMENT EXAMPLE BY..

TENDAYI VIKI

DO YOU STILL NEED TO MEASURE THE PERFORMANCE OF THE INDIVIDUAL WORKING IN CORPORATE VENTURES OR DO YOU LET THEIR PERFORMANCE COMPLETELY DEPEND ON THAT OFTHE TEAM?

Pearson is a world leading company in the production of learning offerings and services. Since the concept of learning has started to be redefined over the last decade, Pearson decided to introduce their own innovation program: 'Pearson's Product Lifecycle'. This program is in essence very similar to ING's PACE method. Dr. Tendayi Viki co-designed and helped to implement this program at Pearson (Viki, 2017). To support this, innovation accounting was implemented. At a seminar at ING's customer experience center (ICEC), he pointed out that Pearson was helped in quantifying the effectiveness of their innovation efforts because of this method. The author of this thesis asked him about the length towards which innovation accounting can be stretched; projects or also the individual people. He replied: "This exactly, is one of the friction points companies using innovation accounting are currently facing. Do you still need to measure the performance of the individual working in corporate ventures or do you let their performance completely depend on that of the team? A question, for which up until now no straight answer exists.".

Figure 3.31 - Performance assessment at Pearson

One could argue that a system of **recognition** based on 'innovation accounting' KPI's would not necessarily have to differ that much from the recognition system used in the exploitation part of the company. The difference however lies in the fact that innovative efforts are still not often seen as directly contributing to the company's prosperity (e.g. in case of the invalidation of a business proposition for example) (Amabile, 1998). Also, 'exploration' includes an unpredictable outcome which often increases the risk involved for the people working in corporate ventures. Moreover, these types of projects ask for a different, more risk-taking type of behavior (Hornsby, Kuratko & Zahra, 2002). Recognition therefore also has to be reformed to suit this. As it is in the exploitation part of the organization, these include tangible as well as intangible types of recognition. The tangible types of recognition used are mostly focused on offering some equity (i.e. money) in the venture in order to intensify the effort people will put into a project (Douglas & Fitzsimmons, 2008). Research however points out that intangible recognition rather than monetary incentives are stronger motivators for people working in innovation. Such intangible motivators include social incentives, formal acknowledgement and support (de Villiers-Scheepers, 2011). Many silicon valley startups use such systems of recognition in 'getting the best out of their employees'. An practical example is provided on the next page based on an interview performed by the author of this thesis with a director at silicon-valley startup "Flurry-Live".

RECOGNITION IN EXPLORATION

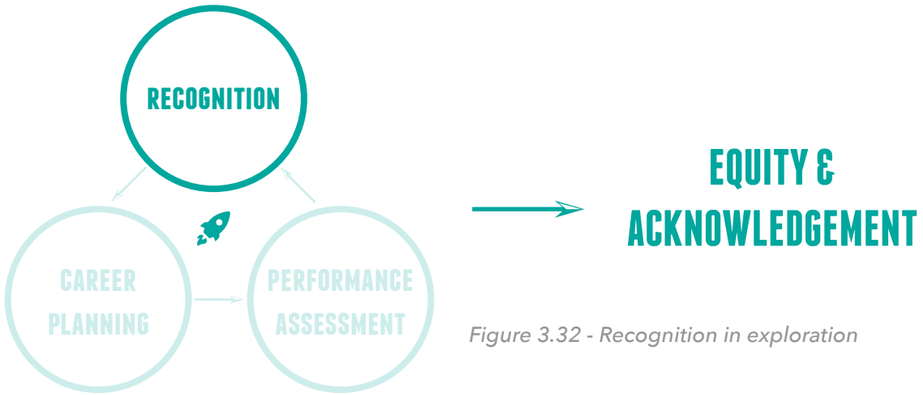


Figure 3.32 - Recognition in exploration

A RECOGNITION EXAMPLE BY..

RUUD VISSER

IT'S ALL ABOUT FEELING APPRECIATED BY THE COMPANY YOU'RE WORKING FOR. SILICON VALLEY STARTUPS ALL DO THIS, WHICH MOTIVATES PEOPLE TO DEDICATE THEIR LIVES TO MAKING A SUCCESS OUT OF THESE COMPANIES

Like most silicon valley start-ups, Flurry-Live aims to create an impact on the world with their unique offering. Their app allows teenagers to connect themselves to their favourite social media stars. With this, safe conversations can be held between the two parties. In charge of directing the engineering department of Flurry-Live is Ruud Visser. Ruud is a TU-Delft alumni who started out as IOS developer at Flurry-Live to later on being promoted to director. In a conversation with the author of this thesis, Ruud tells the story about how part of his tangible recognition comes in the form of stock options. The percentage of these stock options are raised every year to increase the dedication and loyalty of the employees to the company. Also he elaborates on how those taking a leap of faith are praised. These people get public attention within the company for their efforts and are allowed to share their lessons learned. In his own words, Ruud formulates it as follows: "It's all about feeling appreciated by the company you're working for. Silicon valley startups all do this, which motivates people to dedicate their lives to making a success out of these companies.".

Figure 3.33 - Recognition at Flurry Live

Both literature and practical examples provide insight in how the different factors of performance management could be arranged for ventures in the exploration part of an organization. Still, as stated before, no such plan for performance management currently exists at ING. Therefore, the insights collected thus far are used to formulate the challenges ING still faces in setting up such a program. These are elaborated upon going further.

KEY INSIGHTS		
	FOCUS	• Career planning in the exploration part of an organization is flexible and unpredictable. This asks for policies and processes allowing this. • Performance assessments within corporate ventures cannot focus solely on result but should include 'activity metrics' measuring the trial & errors of people and teams. • Tangible recognition in innovation can be done by giving equity in the outcome but intangible recognition such as acknowledgement is most important
	CONDITION	• All aspects of performance management to allow exploration of are opposite to the current system at ING.

3.2.5. DEFINING A KEY CHALLENGE

By now, it has become clear that for performance management to become appropriate for the exploration part of ING, something new and different has to be introduced. Normally such a program has to be constructed by an entire department over a longer period of time. To create something like that within a thesis project is therefore too **elaborate**. For this reason, the complete challenge of constructing a new performance management system is divided into multiple '**micro challenges**'. These micro challenges are all expected to be 'solvable' with a solution in this thesis. One of this micro-challenges will be seen as the **key challenge** this thesis will focus on.

To determine the micro challenges that lie within performance management for exploration, the three performance management aspects are plotted onto the 'employee innovation journey' that was constructed in chapter 3.1 (figure 3.34).

This helps to separate the different dimensions of each of the aspects based on the function they fulfill within each step of the journey. First an overview is made to show the **roles** each of the factors should have. These roles come from the exploration done into the aspects in previous part (i.e. 3.2.4). Next, the micro challenges for ING are identified based on these roles. These combine the insights gathered with regard to the three aspects (i.e. 3.2.4) with the analysis of the current system at ING (figure 3.35).

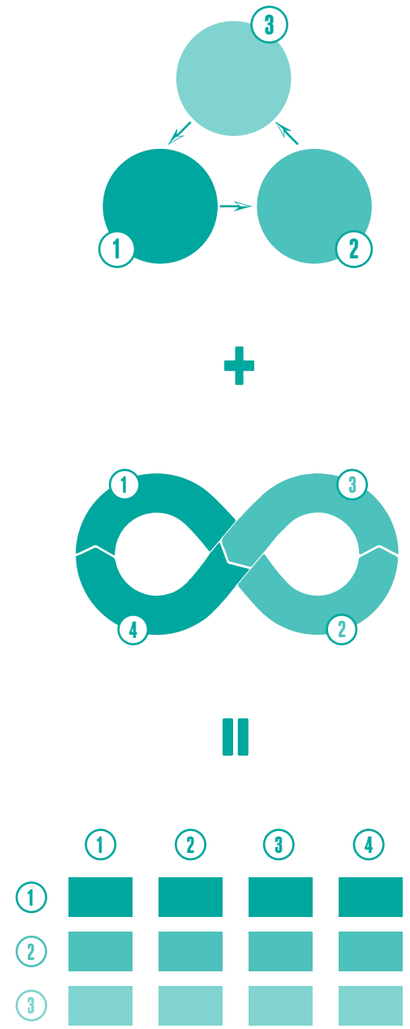


Figure 3.34 - Plotting the framework on the journey

Finally, each micro challenge is reviewed by 33 people involved with internal corporate ventures at ING to uncover the most urging one (i.e. key challenge).

The roles of each aspect are determined for each step of the employee innovation journey. These roles answer the question of "What should we expect this aspect of performance management to do in this step of the employee innovation journey?". An overview of each role can be found in figure 3.36.

Based on what the roles are, the micro-challenges ING faces in introducing performance management to the exploration part of its organization can be identified. These point out what ING still has to implement in order to have a performance management program for the exploration part of its organization. These are called the key challenges for ING. An overview of the key challenges can be found in figure 3.36.

Figure 3.35 - Roles and key challenges

ROLES AND KEY CHALLENGES IN PERFORMANCE MANAGEMENT FOR EXPLORATION

Figure 3.36 - The identified roles and key challenges

	1 JOIN	2 CONTRIBUTE	3 IMPROVE	4 RECOMMIT
1 CAREER PLANNING	Intrigue and make sure a career-step towards exploration is interesting.	Identify the goals for both the individual and the team aim for with the venture.	Connect the proper learning opportunities to the career goals that are established.	Create a clear perspective on the different scenario's of a future at the company.
	No clear innovation career path and connection to the corporate career path.	Unclarity regarding the continuation of the venture	Relevant learning prospects highly differ for every venture and team-member.	Unlclear what happens to personal position in the different scenario's after a venture ends.
2 PERFORMANCE ASSESSMENT	Ensure correct capabilities for joining internal corporate ventures.	Establish suitable performance metrics for each internal corporate venture.	Identify realtime learning opportunities by use of continuous feedback.	Provide suitable and clear end-of-venture (phase) evaluation and review.
	No clear determined profile for the capabilities needed in team-members.	Assessment done based on corporate kpi's and lack of feedback structure within teams.	Little growth- and performance control as well as a lack of a feedback culture.	No connection to performance review of corporate.
3 RECOGNITION	Offer personal growth opportunities as well as interesting benefits.	Ensure dedication towards successful execution of internal corporate ventures.	Provide exploration employees with relevant learning opportunities.	Bonus and promotion opportunities based on good performance in innovation projects.
	No extra benefits compared to old job as well as to new learning opportunities.	No benefits in venture's success (i.e. validation or invalidation).	No structured learning overview to ensure improvement besides the PACE method.	No rewarding system available for 'failed' projects and option to in innovation,

As previously stated, solving all the identified challenges is considered too elaborate for a thesis project. That being said, it is vital for ING to incorporate solutions for all these challenges into a performance management program for the exploration part of the organization.

Nevertheless, one of the challenges needs to be chosen. This is done by review of the challenges by a total of 33 people involved with internal corporate ventures at ING. This number was seen as a valid represenation of the people involved with internal ventures at ING. This, since it included more than 20% of the people that are currently or have been involved in corporate venturing in the Netherlands.

Reviewing was done by use of sensitizing booklets that were distributed. The challenges were reformulated into statements to make them more recognizable for the participants. These are people functioning in the different roles that were mentioned in chapter 3.1.4 (i.e. Initiative lead (i.e Problem owner,) Project team member (i.e. three other roles), Expert, CINO coach). It was vital that these people picked the challenges they found most important to be solved with regard to the creation of successful corporate ventures so they were instructed as such. Each of the participants was allowed to pick the three challenges they found most relevant. An overview of the distribution of participants over the different roles as well as their choices with regard to the challenges can be found in figure 3.37.

QUANTITATIVE BOOKLET RESULTS

33

RESPONDENTS

PERCENTAGES OF CHOSEN CHALLENGES

	1	2	3	4
1	12%	33%	6%	59%
2	22%	25%	6%	22%
3	9%	19%	31%	46%

THE KEY CHALLENGE

UNLCLEAR WHAT HAPPENS TO PERSONAL POSITION IN THE DIFFERENT SCENARIO'S AFTER A VENTURE ENDS

Figure 3.37 - The finding of a key challenge

As can be seen in figure 3.37, one challenge (i.e. 1.4) was by far chosen most. This challenge, highlighting that there is unclarity with regard to an employees' position the different scenarios (i.e. spin-off, spin-out, ING integration or back to old job) after the acceleration of an internal corporate venture, was deemed most relevant and important by the participants. A remark on this is that, challenge 1.2, which was chosen third most important with 33%, appeared to be similar to challenge 1.4 according to multiple participants.

This challenge (i.e. 1.2), implicating the unclarity about the continuation of an innovation project, could in hindsight indeed be seen as similar to the most chosen challenge. The challenge about the unclarity about what happens after a venture ends (i.e. 1.4), with some stretch to the challenge implicating the unclarity of a project's continuation (i.e. 1.2), is therefore chosen as the focus within the design challenge composed by this thesis.

The second most chosen challenge, 3.4, with 46%, involves recognition of people after a venture ends. Although this will not be taken as the focus of this thesis, it will be taken into consideration. Also, all other challenges remain relevant for building an appropriate performance management system since non of them scored zero percent.

This key challenge indicates the absence of an element within a performance management system. Most important now is to understand how this absence is affecting the people working in the internal corporate ventures.

Therefore it is necessary to understand who these people are, to what extent they are different than those working in the exploitation part of the organization and what the exact problems are they experience due to the absence of this part of a performance management program. This is elaborated upon in chapter 3.3: **people**.

THESIS FOCUS IS ON:

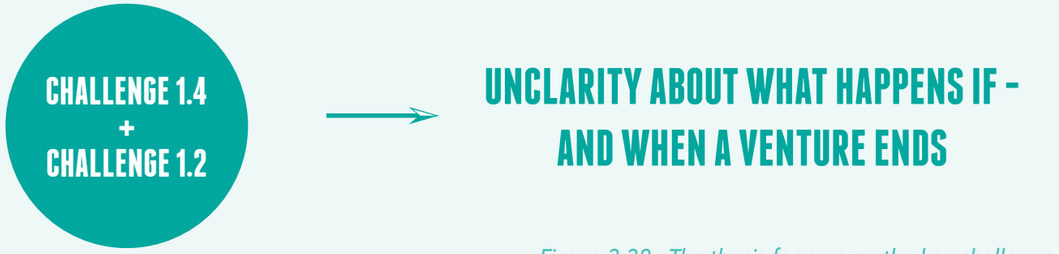


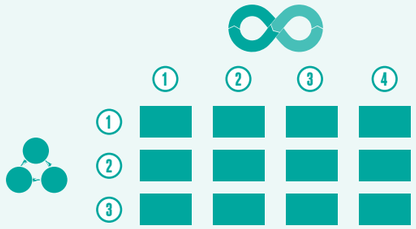
Figure 3.38 - The thesis focuses on the key challenge

KEY INSIGHTS		
	FOCUS	• The most important key challenge within performance management for exploration at ING is the unclarity about what happens after an innovation project ends.
	CONDITION	• Solving one challenge is not sufficient and will only form the first step towards a performance management system suitable for exploration.
	DIRECTION	• How can more clarity be implemented into innovation projects, which are by definition unclear, unpredictable and flexible?

SO WHAT?

This chapter has defined the challenge ING is facing within the focus of this thesis. Within all challenges ING is facing within its exploration division, performance management is chosen as the topic of this work. A performance management framework is set up consisting of 'career planning', 'performance assessment' and 'recognition'. Each of these aspects are explored to understand the distinction in their application within the exploitation part of ING versus how they should be applied within the exploration part. These insights are then used to create a matrix of micro-challenges for introducing performance management enabling exploration.

All of these micro-challenges need to be solved in order to have an appropriate performance management system but is too elaborate for a thesis assignment. Therefore, one key challenge is selected through a quantitative study with people involved with internal corporate ventures at ING. This study indicated that one challenge in particular, unclarity about what happens if-and when a project ends, was most relevant. This is therefore taken as the focus of this work (figure 3.39).



UNCLARITY ABOUT WHAT HAPPENS IF - AND WHEN A VENTURE ENDS

Figure 3.39 - Coming to a key challenge

UP NEXT..

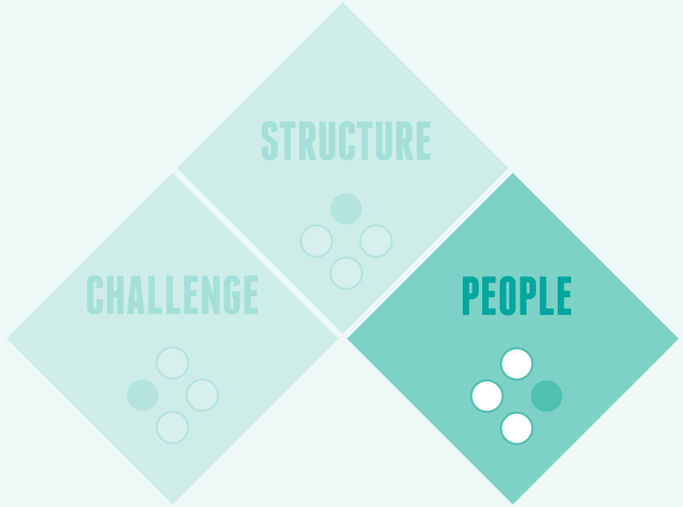


Figure 3.40 - The upcoming chapter: people

The analysis of the identified challenge has given insight on how performance management could be arranged to handle innovation. The key challenge for ING in implementing this lies in the unclarity of a venture's end and continuation. What is now important though, is how this unclarity and the absence of this part of a performance management system actually affects the people working in the internal corporate ventures.

For this reason, the people fulfilling the team-roles (i.e. core team and experts) described in chapter 3.1 are looked into (figure 3.40). This chapter, similar to the previous ones, will make use of the structural distinction of the organization to understand what sorts of people would be optimal for working in the exploration part of the organization. The challenge defined in this chapter is then elaborated upon with regard to how it influences these people and what this ultimately causes.

CHAPTER 3.3

PEOPLE

Figure 3.41 - Johan Cruyff when playing at FC Barcelona

A quick intro..

GOAL

Within this chapter, the 'people' working in ING are defined. This is deemed necessary to be able to highlight the the '**entrepreneurial behavior**' aspect mentioned in the research question of this thesis. Moreover, it is essential to understand these people and the **influence** the defined challenge in the previous chapter has on them. First, the structural distinction between the two organizational divisions is used to determine **two types of people**. Next, the type of person suitable for the **exploration** part of the organization is elaborated upon and defined. Finally the impact the identified challenge has on them is explained. This leads to a **problem** that has to be solved in order to let these people function to their full potential.

METHOD

In order to understand who the people working in the organization are, multiple methods are used. First, an **academic distinction** is used to determine two types of people using different ways of reasoning. **Practical examples** are then used to elaborate on these people. Next, **observations**, **literature** and **interviews** are used to describe the two people using effectuation (i.e. intrapreneurs and entrepreneurs). Finally, intrapreneurs are chosen as the focus of this thesis. Last, the **qualitative results** of the research booklet (appendix II & IV) (i.e. also used for quantitative study) alongside **four in-depth interviews** (appendix V) are used to see how the unclarity identified in last chapter affects these people.

3.3.1. AND THE NEXT STEVE JOBS IS..

Innovation has become such a hype that each and every company has started looking for its own 'Steve Jobs'. This, because these companies realize that someone is needed to challenge the 'status quo' to actually realize the intended innovation. What is often forgotten however, is that Apple initially wasn't that happy with Jobs' way of working. Only when Apple was at the verge of extinction, was it that Steve Jobs was brought back. We now all know the story of Apple's success and how Jobs has become the role model of a successful business innovator. Since this is such common knowledge and almost every paper or book about innovative people uses Jobs as "the example", this thesis will use others, in- and outside of business innovation, to provide examples.

While Steve Jobs is an obvious example of a 'disruptive innovator', there are others. Still close to business success, Walt Disney easily comes to mind. The impact of his work has been mentioned multiple times in this thesis already. Like Jobs, Walt Disney was a difficult man with a vision that was not supported by everyone at the time. Now, Disney studio's has become one of the largest movie studio's in the world and the man has multiple attraction parks carrying his name, what about that for a legacy. Others in similar industries include Herge (i.e. creator and author of the Tintin comics) and movie producer Quentin Tarantino (i.e. known for movies such as 'Reservoir Dogs' and 'Pulp fiction') (figure 3.42). Herge, often ridiculed for his view on the world, was able to specifically visually describe a journey to the moon in 1954 before Neil Armstrong took his first steps on the moon 15 years later. Tarantino on the other hand, was able to transform extreme violence into acclaimed art. Last, Johan Cruyff (figure 3.41), arguably the best football player the world has ever seen, was able to stretch his way of thinking on the pitch towards a liberation of Catalonia from the Spanish regime.

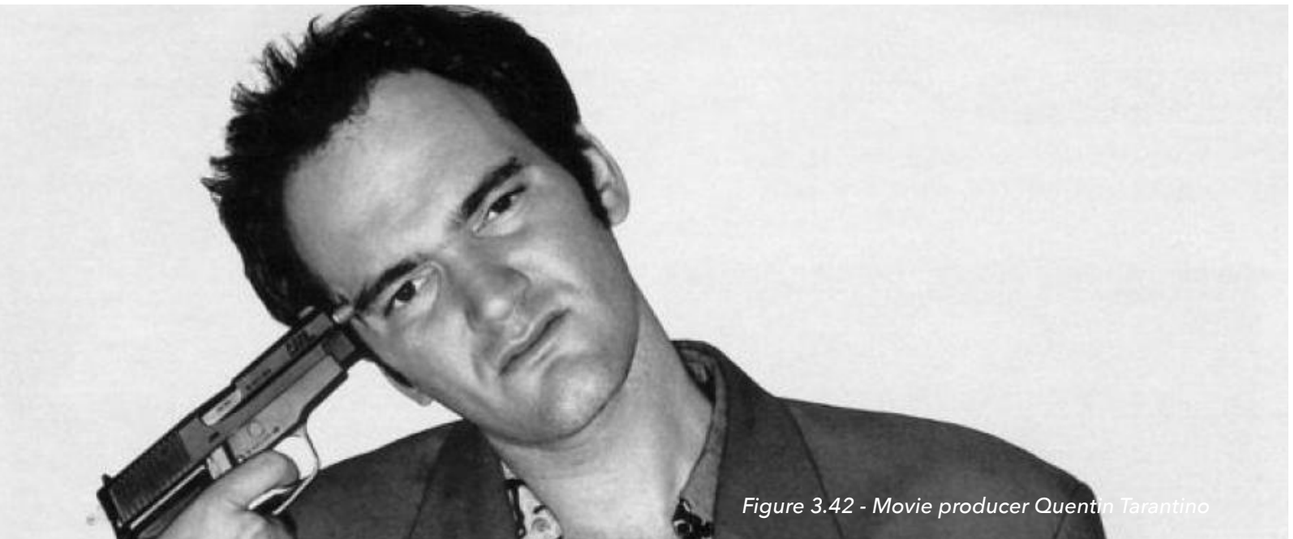


Figure 3.42 - Movie producer Quentin Tarantino

Above mentioned examples show that most successes are linked to a certain person serving as a figurehead. It is these kind of people that ING is also aiming for to create disruptive innovations for the company. It is not alone in this. Google, for example defines such people as 'smart creatives' (Schmidt, 2016) while Clayton Christensen uses the term 'innovator'. Even though last mentioned author (i.e. Christensen) emphasizes the vitality of these people, he also argues that them alone are not sufficient in achieving (business) success. In order to create a clear distinction, he describes two types of skills found in people: delivery- and discovery skills (Dyer, Gregersen & Christensen, 2011). Discovery skills are those found in above mentioned people and are used to challenge the 'status quo'. Delivery skills, on the other hand, are those needed to grow or act upon newly defined directions.

Expert in entrepreneurship, Professor Saras Sarasvathy, has taken a similar approach to differentiate between entrepreneurial and non-entrepreneurial people (Sarasvathy, 2001). She defined two types of reasoning; causation and effectuation (figure 3.43).

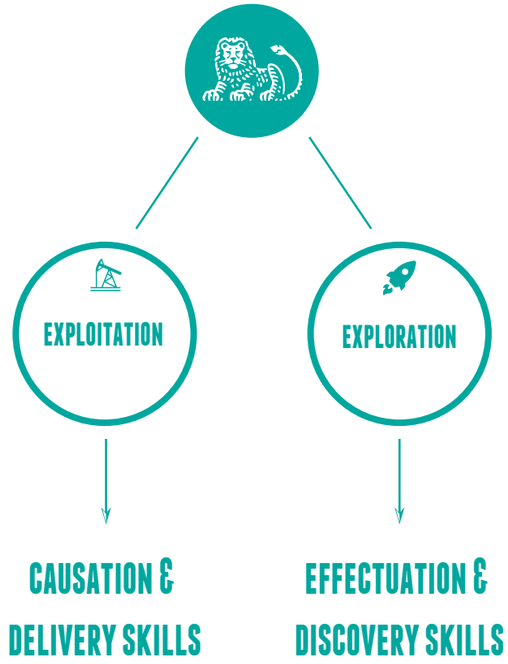


Figure 3.43 - Two types of reasoning

Causal reasoning involves taking logical steps in order to reach a certain goal. On the contrary, effectuation describes the process of coming to an outcome by looking at the resources at hand. A close reader could see similarities between the aspects of the 'ambidextrous organization' (i.e. exploitation and exploration) and these approaches. While reality may not be this 'black and white', this thesis will combine these theories in order to create a clear distinction between the different types of the organization and the people working in it.

These people are elaborated upon going further in order to provide insight in the "entrepreneurial behavior" aspect of the research question. Also, the challenge identified in last chapter is treated with regard to the influence it has on these people. This ultimately leads to the definition of a problem these people are experiencing due to this challenge.

KEY INSIGHTS		
	FOCUS	• Optimally speaking, exploitation is done by people using effectuation while exploitation is best done by people using causal reasoning.
	CONDITION	• As black and white as this thesis may sketch it, reality is not. This means that people working in both parts of the organization may use both types of reasoning.

3.3.2. I'TS ONLY LOGICAL

Fiction often represents or reflects some kind of reality. So do the Vulcan species in the popular Star Trek series. These human-like beings are described as emotionless and therefore always take rational decisions. The most famous Vulcan, simultaneously one of the main characters in the series, is Mr. Spock. One of his catchphrases, "it's only logical", defines the way this species reasons; causally (Bullock, Gelman & Baillargeon, 1982). You could say this is exactly what describes causation as described by Sarasvathy; taking the most logical steps in order to achieve a predetermined goal (Sarasvathy, 2001).

As previously stated, this thesis will see causal reasoning as the accurate approach for the 'exploitation' part of the organization. In reality though, the corporate will not solely consist of such people. Within ING, these employees can most easily be described as bankers (i.e. also consisting of people from HR, marketing and other departments). The stereotypical image these people have is that of serious and stiff figures walking around in expensive suits. The way these people work is by for setting a clear and measurable goal such as: 'increase the profits generated by my department with 20% in one year time'. In order to achieve this, a plan of action is made. This plan consist of steps that, when executed correctly, will lead to the desired effect.

Figure 3.44 - Mr. Spock from Star Trek

AN EXAMPLE..

OF AN ING BANKER

Richard is a banker for ING working in the wholesale banking department. His job is to help the 'big clients' of ING in arranging their financial portfolios. He does this by applying best practices of ING. By doing this, he knows that what he does actually works rather than discovering it himself. This makes his work very stable, predictable and thereby certain.

Figure 3.45 - An example of a banker (corporate employee)

It may seem like there is no difficulty to this but the opposite is true. People that are good in optimizing processes and coming to the desired outcome quickly are essential for companies to survive. An example of such a 'banker' is given in the figure 3.45 on the left. In reality a banker may also be wearing a t-shirt and is not as stereotypical as is shown here.

The global head of innovation management at ING, describes these people as follows: "They won't help you innovate but you do depend on them funding your innovation attempts which requires you to speak their language sometimes".

> **THEY WON'T HELP YOU INNOVATE BUT YOU DO DEPEND ON THEM FUNDING YOUR INNOVATION ATTEMPTS WHICH REQUIRES YOU TO SPEAK THEIR LANGUAGE SOMETIMES**
>
> Global head of innovation managment @ ING

These people are also well managed by the current performance system in place at ING as is elaborated upon in previous chapter. This, because their goals are clear, performance is measurable and recognition can be seen as rather transparent (figure 3.46). These 'stereotypical' bankers are therefore not expected to be influenced by the challenge determined in previous chapter.

Moreover, when considering the research question of this thesis, people reasoning causally do not necessarily fit the creation of disruptive or radical outcomes. These are better described by the other way of reasoning proposed by Sarasvathy: effectuation.

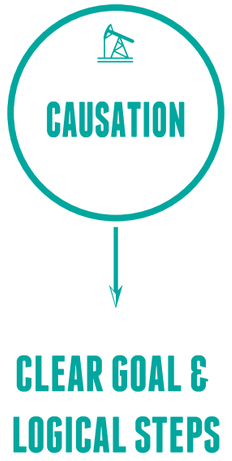


Figure 3.46 - Defining causation

KEY INSIGHTS		
	FOCUS	• The 'bankers' within ING are identified as people using causal reasoning since they have a clear goal and take logical steps to reach this goal.
	CONDITION	• The current performance management system in place is expected to be a good fit for the 'bankers' due to their predictability and measurability of their performance.

3.3.3. WHEN LIFE GIVES YOU LEMONADE, MAKE LEMONS, LIFE BE LIKE WHAAAT

Opposite to principle of causation is that of effectuation. While causal reasoning involves a predetermined goal, effectuation states that the future is unpredictable. This means that a person using effectuation acts based on what he has available to see where that leads him. To provide a clear example of how people using effectuation are definitely different from those using causation (e.g. the Vulcan example), Phill Dunphy from the popular sitcom Modern family is used (figure 3.47). Phill is the 'fun-dad' that always comes up with crazy ideas by questioning the 'status quo'. One of his quotes that definitely defines him is the following: "When life gives you lemonade, make lemons, life be all like whaat".

This describes a future situation that may not be plausible, but neither is that of every attempt to innovate. The principles that define effectuation serve people practicing entrepreneurial behavior in processes of opportunity identification and the creation of new ventures. Since this is exactly what the 'exploration' part of ING is asking for, this thesis will see effectuation as the optimal kind of reasoning for people working in internal corporate ventures.

The way these people work is by looking at their current means or tools. Using these, they aim to minimize the downside of a project as opposed to the bankers looking for the optimal profit (Sarasvathy, Simon & Lave, 1998).

Figure 3.47 - Phill Dunphy from Modern Family

Moreover, they collaborate with parties they know and trust to ensure dedication to minimizing the possible losses of a project. With this way of working they iteratively test their assumptions to then come to new conclusions (figure 3.48). This ultimately leads them to a validated outcome. This outcome is not necessarily a (financial) success. It can also be the validation that the venture won't be viable (Harms & Schiele, 2012).

A similar theory to Sarasvathy's effectuation (Sarasvathy, 2001), is that of entrepreneurial bricolage (Baker & Nelson, 2005). This theory states that entrepreneurial behavior is best practiced by looking at the known resources at hand and connecting them to create something new (Archer, Baker & Mauer, 2009). Essentially effectuation and entrepreneurial bricolage have a lot of overlap. Each describes actionable opportunities, includes individual or team orientation and involves constraints in resources (Fisher, 2012).

This last aspect (i.e. resource scarcity), however, is not necessarily something that would appear within internal corporate venturing. Since this is a key element of bricolage and not this prominent in the theory of effectuation, the latter is chosen to guide this thesis (Welter, Mauer & Wuebker, 2016). Also, theory of effectuation includes the clear distinction with regard to causation, which can be used to clarify the contrast between the two parts of ING's organization (i.e. exploitation and exploration)

UNDEFINED GOAL &
USING WHAT'S AVAILABLE

Figure 3.48 - Defining effectuation

While effectuation is a way of reasoning normally attributed to entrepreneurs, ING aims for its own employees to apply this way of reasoning as well during innovation project. Most projects consist of a core team (i.e. initiative leads and team members) of internal people helped by some externals (i.e. experts). We will define these as intrapreneurs (i.e. internals) and entrepreneurs (i.e. externals). The similarities and differences between these groups are elaborated upon going further.

KEY INSIGHTS		
	FOCUS	• People that use effectuation to reason are expected to be most suitable for exploration since they can handle unpredictability and take a 'hands-on' approach.
	CONDITION	• Effectuation is one of many types of entrepreneurial reasoning such as bricolage and is chosen as focus in this thesis due to the clear distinction it sets with causation.

3.3.4. INTRA- VERSUS ENTREPRENEURS

The focus on corporate ventures provides for an interesting context with regard to the people working in it. In 'normal' start-ups, the people are in most cases seen as entrepreneurs. These are people that use effectuation to create a new (independent) venture. Famous entrepreneurs of our time include Elon Musk (i.e. founder of Tesla), Jeff Bezos (i.e. founder of Amazon) and Mark Zuckerberg (i.e. founder of Facebook). People like this can be seen as the ideal ones for setting up new ventures. Such people would therefore also be prefered by ING to take place in their corporate venture teams. Reality however suggests that these often do not intend on being a 'corporate employee'.

An ex-employee of ING currently working in a startup even mentioned the following: "I want to be my own boss, this was difficult to realize in a corporater such as ING."

I WANT TO BE MY OWN BOSS, THIS WAS DIFFICULT TO REALIZE IN A CORPORATE SUCH AS ING

Former employee @ ING

Luckily for ING, effectuation, the prefered entrepreneurial behavior, can be found in both internal (i.e. intrapreneurs) and external (i.e. entrepreneurs) people (figure 3.49).

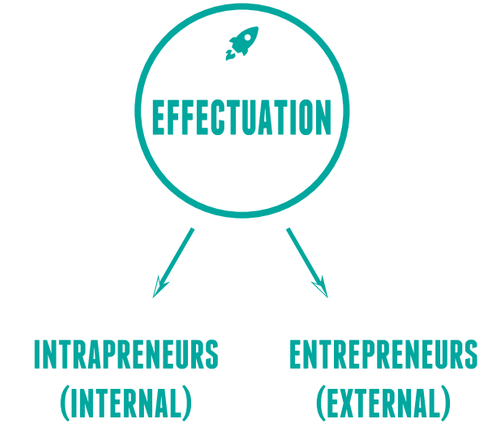
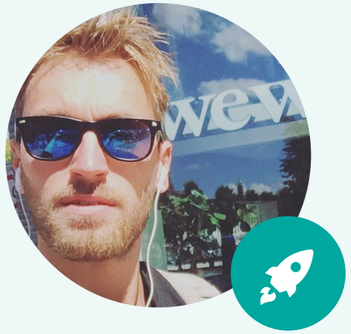


Figure 3.49 - Two groups of people using effectuation

AN EXAMPLE..



OF AN ING ENTREPRENEUR

Maarten is a freelance entrepreneur with a business in selling bicycles. Due to his lingering interest in the financial services industry, he applied with ING for a position as a service-design expert. In this position he is on a short-term payroll of ING while sharing his expertise with multiple ventures When his time with these teams ends, he takes it upon himself to find a new opportunity. This makes him very flexible and his future rather unpredictable.

Figure 3.50 - An example of an entrepreneur

Still, ING manages to attract entrepreneurs to coach the corporate venture teams. These often work part-time and are in no way connected to the corporate other than being hired by them. This means that a performance management system is not completely necessary for these people, especially with regard to the unclarity of a project's end and continuation. This, because these entrepreneurs are only hired to perform a certain task and when this task is finished, they will need to find something else themselves.

A reason why this does work for these people is given by an acceleration expert at ING of one of the corporate ventures at ING: "I love sharing my entrepreneurial experience with people that have none, even more so if I can do so independently". These entrepreneurs therefore often take the role of 'expert' to guide internal corporate ventures and do not belong to the core team. An example of such an entrepreneur working at ING is shown in figure 3.50.

I LOVE SHARING MY ENTREPRENEURIAL EXPERIENCE WITH PEOPLE THAT HAVE NONE, EVEN MORE SO IF I CAN DO SO INDEPENDENTLY

Acceleration expert @ ING

While shaping the entire organization into one that easily attracts entrepreneurs to work in corporate ventures may be a valid direction, this is not what this thesis focuses on. The scope here will be on the internal people that start working in corporate ventures, or intrapreneurs. These are the people that form the core of corporate venture teams at ING. It is therefore necessary to understand how intrapreneurs differ from entrepreneurs.

The goal of both intrapreneurs and entrepreneurs can be described similarly; uncovering and developing an opportunity to create value through innovation and seizing that opportunity without regard to either resources (human and capital) (Churchill, 1992). The first clear distinction between the two is that for intrapreneurs, the start will be inside an existing company, in this case ING. Next to this, the risks and rewards are both higher for entrepreneurs. Intrapreneurs do not take the risk themselves, the company takes the risks (Morris & Kuratko, 2000). The same counts for rewards when the venture might be a success. Last, intrapreneurs are not their own bosses, they still have to listen to managers (Zenovia, 2011). These differences can lead to intrapreneurs practicing a different entrepreneurial behavior than entrepreneurs would (Parker, 2011).

AN EXAMPLE..

OF AN ING INTRAPRENEUR

Martin is an ING employee formerly working as a collateral manager for the exploitation part of the organization. Now, however, he is initiative lead of an internal corporate venture called BuyRely which ensures a safe monetary transaction between a consumer and contractor. He dedicates his time fully to making this venture a success but does not know where this brings him with regard to his ING career, from which he still has a contract. This makes his work very exiting but his position rather uncertain.

Figure 3.51 - An example of an intrapreneur

This difference is stimulated by the fact that the intrapreneurs ING uses to form corporate venture teams are originally from the 'exploitation' part of the organization, in which they mostly use causal reasoning. These intrapreneurs join the exploration, specifically acceleration through three different ways (figure 3.52). The most common way is by use of a Short Term Assignment (STA). With this, they are allowed to spend a certain amount of time in the accelerator program to then 'officially' be allowed to return to their old position. The other two possibilities are by a project-basis and traineeship. The first option requires approval and collaboration from the corporate manager while the second often includes 'high-potentials' with little prior experience. A problem lies in the fact that intrapreneurs joining internal corporate ventures still reside on the payroll of their corporate manager. This also implicates that these intrapreneurs, rather than the before mentioned entrepreneurs are the ones most influenced by the absence of a suitable performance management system for exploration. More on this is elaborated upon going further. An example of such an intrapreneur can furthermore be found on the previous page in figure 3.51.

The shift from the corporate to working in innovation can thus be seen as quite a big one. This, alongside the absence of an appropriate performance management system leads to some practical implications for the intrapreneurs working in corporate venture teams at ING and their ability to practice effectuation. These implications are elaborated upon going further.

HOW PEOPLE JOIN EXPLORATION

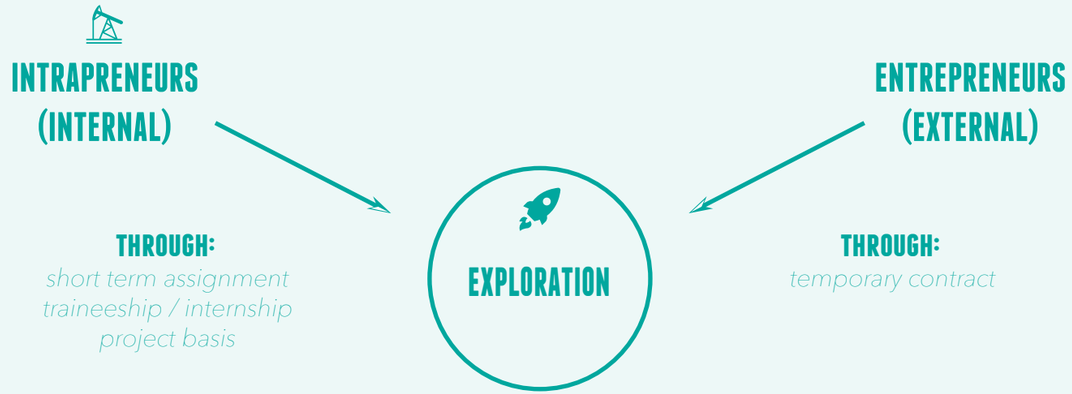


Figure 3.52 - People joining exploration

KEY INSIGHTS

FOCUS	• Intrapreneurs are chosen as the focus in this thesis since they are most likely to be affected by the absence of an appropriate performance management system.
CONDITION	• Intrapreneurs are employees coming from the exploitation part of the organization and are therefore still connected to this part while working in exploration.
DIRECTION	• How can intrapreneurs be stimulated to work in a similar flexible and assertive way as entrepreneurs do with regard to their career planning?

3.3.5. WHAT AM I, CORPORATE OR INNOVATION EMPLOYEE?

It may be quite odd that the 'stereotypical bankers' with their causal reasoning previously described, suddenly have to become intrapreneurs participating in corporate ventures. As was stated before however, reality is not as 'black and white' as this thesis may sketch it out to be. What this means is that not every 'corporate employee' solely uses causal reasoning and not every intra- or entrepreneur only uses effectuation.

On the other hand, as an Innovation driver at ING, pointed out: "Not every employee can become a good Intrapreneur. It is very difficult to know who will and who won't". One of the first challenges the exploration department therefore faces is to select the right people to participate in internal corporate ventures.

NOT EVERY EMPLOYEE CAN BECOME A GOOD INTRAPRENEUR. IT IS VERY DIFFICULT TO KNOW WHO WILL AND WHO WON'T

Innovation driver @ ING

I WANT PEOPLE TO JOIN INTERNAL VENTURES THAT ARE WILLING TO TAKE THE RISK. IT CANNOT BE SO THAT INNOVATION IS JUST A WAY TO GET HIGHER IN THE CORPORATE PYRAMID

Innovation studio lead @ ING

For ING's exploration department, it is therefore not that easy to recruit people for internal corporate ventures from within the exploitation part of the organization. Employees are generally working under a manager inside a squad and are payed by this manager's 'cost-center' as well. There is therefore no direct incentive for a manager to say let his subordinate join an innovation project other than for "the greater good of the company".

This means that there is a lot of risk involved for those taking a step towards internal ventures with regard to their career prospect at ING. Even though this is the case, the lead of ING's innovation studio, states: "I want people to join internal ventures that are willing to take the risk. It cannot be so that innovation is just a way to get higher in the corporate pyramid". This risk taking behavior is also a core element of intrapreneurs according to Preenen et al. (2014).

This indicates that the step towards joining a corporate venture should not be made too comfortable either. Simultaneously, manager's restrictions could lead to possible very exciting intrapreneurs to remain within the exploitation part of the organization (figure 3.53). This could leave them frustrated with the fact that they aren't able to put their effort into exploration. A former intrapreneur and initiative lead of a corporate venture describes it as follows: "It is unfortunate that corporate managers currently have no incentive to sent people to join corporate ventures".

Previous part thereby describes the position of the intrapreneur while finding himself in the exploitation part of the organization. Here, the intrapreneur finds himself in a very comfortable position but is looking for a new challenge in the exploration part of the organization.

IT IS UNFORTUNATE THAT CORPORATE MANAGERS CURRENTLY HAVE NO INCENTIVE TO SENT PEOPLE TO JOIN CORPORATE VENTURES

Former initiative lead of a corporate venture @ ING

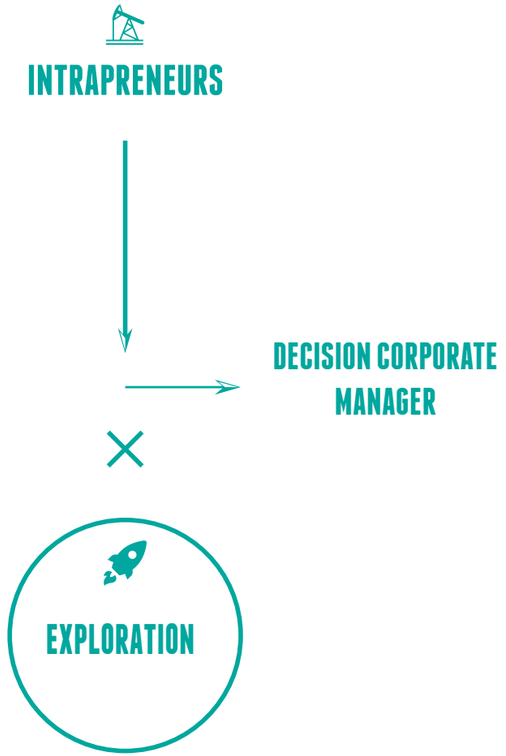


Figure 3.53 - The difficulty of intrapreneurs joining ventures

Unfortunately, this contradiction of being an corporate ING employee while working in an internal corporate venture does not stop during the acceleration of a venture. According to an Initiative lead of an internal venture, he is "Immensely motivated to make his project work. But I don't think this helps me in building a career at ING.". This indicates that intrapreneurs do not feel that the organization supports them in joining internal ventures during on an acceleration program.

IMMENSELY MOTIVATED TO MAKE THIS PROJECT WORK. BUT I DON'T THINK THIS HELPS ME IN BUILDING A CAREER AT ING

Initiative lead of a corporate venture @ ING

This is amplified by the absence of an appropriate performance management system. Especially if we consider the challenge that was found regarding the unclarity of a venture's continuation and outcome. Multiple in-depth interviews alongside the qualitative results from the research booklet were used to uncover the impact this challenge has. A project member of an internal venture stated his perceived impact it as follows; 'This unclarity can lead to uncertainty about my own position. This leads to me focusing on what happens to me before I actually finished the acceleration of my venture".

THIS UNCLARITY CAN LEAD TO UNCERTAINTY ABOUT MY OWN POSITION. THIS CAUSES ME TO FOCUS ON WHAT HAPPENS TO ME BEFORE I HAVE FINISHED THE ACCELERATION OF MY VENTURE.

Team member of a corporate venture @ ING

Even more so, the implications of this unclarity amplify this uncertainty. First, in ample cases, managers in the exploitation part of the company are not waiting to get their employees back anymore, they often already replaced them in the meantime or have no place for them anymore due to reorganizations. Other than that, employees that participated in an acceleration program often do not wish to go back to their 'exploitation job' anymore but rather keep on doing something in exploration. For both parties (i.e. the employee and the exploration department), it is however often not transparent what is possible with regard to this.

A former team member of an internal ING venture had this to say about it: "My ambition was to continue working in innovation, which eventually worked, but this was quite difficult to manage with the policies and procedures." This leads to the last implication; capable 'exploration people' end up in mobility programs and sometimes even leave ING. This is caused by the lack of transparency with regard to these people's performance and ambitions (figure 3.54). This ultimately negatively influences ING but also does not improve the prospect of joining internal corporate ventures for future intrapreneurs.

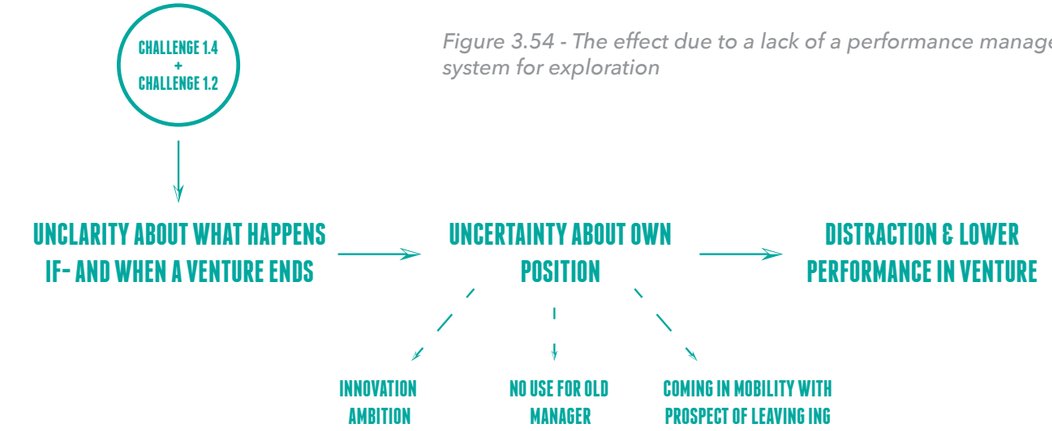


Figure 3.54 - The effect due to a lack of a performance management system for exploration

These statements, among others, indicate that while ING has the ambition to create disruptive innovations, it's policies regarding peformance management do not fully enable the people that are willing to take the risk to be fully dedicated. These people find themselves with one foot in the world of innovation while the other foot is still stuck in the corporate part of bank. This, as can be seen in the previous quotes, can influence the performance of these intrapreneurs.

MY AMBITION WAS TO CONTINUE WORKING IN INNOVATION, WHICH EVENTUALLY WORKED, BUT THIS WAS QUITE DIFFICULT WITH THE CURRENT POLICIES AND PROCEDURES

Former team member of an internal venture @ ING

The sketched problem allows for an understanding the position an intrapreneur finds himself in while in the exploration sideof the organization. Here, the intrapreneur took the risk of joining a corporate venture but is not fully supported by the organization's policies and procedures in this, leading to uncertainty about his own position.

An overview of the two, contradicting positions an intrapreneur finds himself in (i.e. in exploitation and exploration) is found in figure 3.55 on the next page. To emphasize the contradiction, stereotypical imaging is used (i.e. corporate in a suit and innovation in 'hip' clothes). This is however not how every person necessarily looks in these parts of the organization.

THE INTRAPRENEUR

WHEN IN EXPLOITATION...

An intrapreneur in the exploitation part of the organization can be described as someone that is very **excited and eager** to challenge the status quo and change the company. The current position he finds himself in is a very **comfortable and secure** one. This intrapreneur could be useful and feel at home in the exploration part of the company. In case his current manager denies this, the intrapreneur could be left behind **disappointed and unchallenged** in his current position.

Figure 3.55 - The contradicting positions of an intrapreneur

WHEN IN EXPLORATION...

When it works out with the corporate manager and the intrapreneur finds himself in an acceleration project he can finally use his energy to pursue success in innovation. At some point during acceleration however, he finds himself in the situation where he **does not know** what will happen to the venture or when it finishes with regard to his own position. This makes him **uncertain**, causing him to **explore** what would be possible for him after the venture terminates. Thiscauses him to be **distracted from execution** the actual venture which eventually lowers his performance.

The two positions of the intrapreneur describe some friction causing a problem during the acceleration of internal corporate ventures. This problem can be illustrated by use of a law by two psychologists called the Yerkes-Dodson Law (Yerkes & Dodson, 1908) (figure 3.56). This law states that performance can improve in case of higher levels in stress, arousal or anxiety. Once levels in stress, arousal or anxiety become too high however, performance can be negatively influenced.

We could say that this is what happens to the ING intrapreneurs. To start of, the intrapreneurs find themselves in a comfortable position in the exploitation part of the organization and feel little uncertainty. This is not their ambition though and they therefore look for a bigger challenge by stepping towards the exploration part of the organization.

Becoming part of an internal corporate venture can by definition be called a bigger risk. This, due to the unpredictability and flexibility that is inherent to innovation, as is elaborated upon in earlier chapters. This part of the anxiety will be called the 'venture-risk. Such a 'venture-risk' should initially improve an intrapreneurs performance in an internal corporate venture according to Yerkes-Dodson Law.

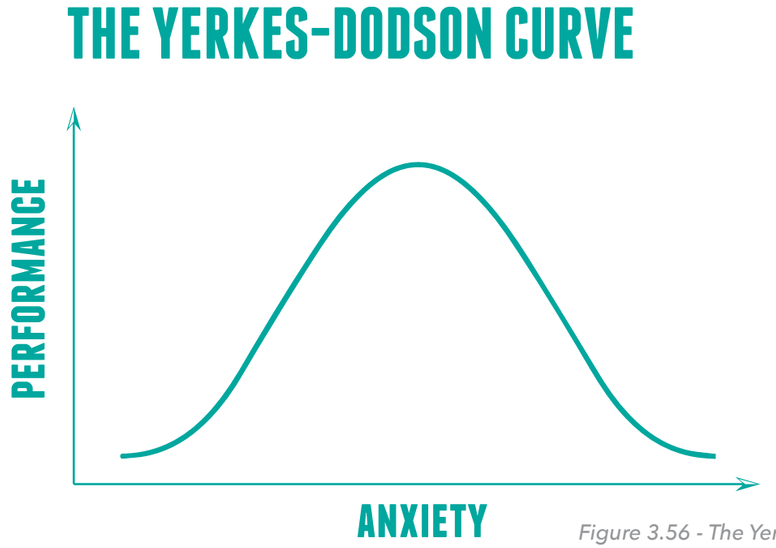


Figure 3.56 - The Yerkes-Dodson law

Even though this may be the case, the identified challenge which causes unclarity and uncertainty, make this perceived anxiety even higher. We will therefore describe the total perceived anxiety as 'venture-risk' cumulated with the 'uncertainty' intrapreneurs feel with regard to their own position due to the absence of clarity (figure 3.57). This extra anxiety pushes their performance down again, which may negatively influence the corporate venture they are in.
It is thereby so that the intrapreneur comes from a position in the exploitation part of the company where he is not being challenged and little risk is perceived. When put in the exploration part of the organization however, this risk becomes so high with regard his own position The performance of intrapreneurs is thereby not as optimal as it could be which eventually affects the venture they are in.

This is also what was observed by ING as is mentioned in the introduction of this work (i.e. projects are slowed down, stopped or do not lead to disruptive innovation). Obviously this does not only count for the ventures focusing on disruptive innovation but for every internal corporate venture.
Having said this, ventures focusing on creating disruptive outcomes are often even more unpredictable than those focusing on incremental innovation. The uncertainty can therefore be seen as a bigger issue with these (i.e. focusing on disruptive and radical outcomes) projects. Figure 3.58 on the next page shows this leap from exploitation to exploration with regard to the perceived anxiety plotted on the Yerkes-Dodson curve.

Figure 3.57 - Total perceived anxiety

THE LEAP FROM EXPLOITATION TO EXPLORATION

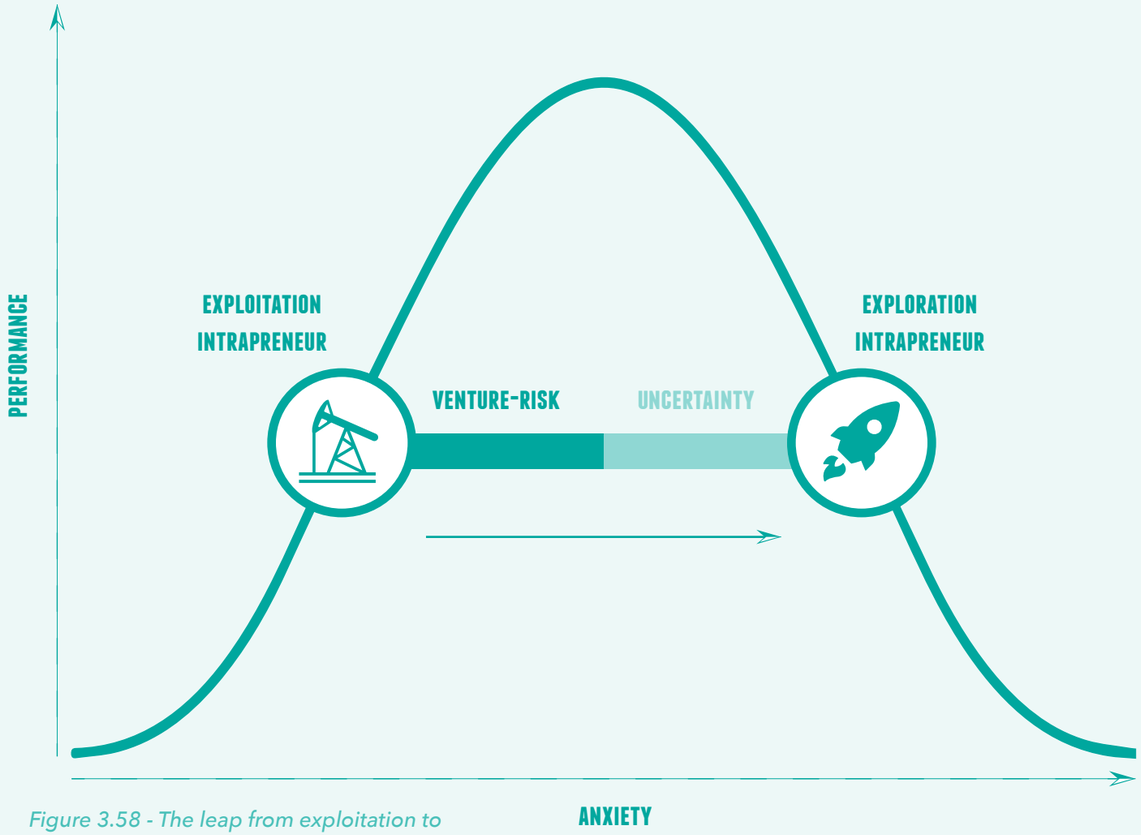


Figure 3.58 - The leap from exploitation to exploration

The above indicates that while it may already be difficult to find the appropriate people to function as intrapreneurs in corporate ventures, getting them to perform optimally is as well. Due to the unclarity of a project's continuation and what happens after, intrapreneurs start their process of securing their own position before the project is finished. This leads to less performance and focus during a project, while 100% focus is most beneficial for the project. In reality ING does help these people 'ad-hoc' but no structural solution is in place as of yet.

A solution is therefore necessary to allow for this to happen. To create a solution, first a design brief is constructed which involves all of the key-insights found in this analysis. These indicate the focus of the 'to-be-designed' solution, the requirements that describe the context and conditions and directions that have come up during the analysis. This is elaborated upon in the next chapter: 'design brief'.

KEY INSIGHTS		
	FOCUS	• The unclarity due by the absence of an appropriate performance management system causes uncertainty with intrapreneurs which ultimately leads to them performing less during the acceleration of an internal corporate venture.
	CONDITION	• After the acceleration of a venture is over, managers often do not want their old employee back, intrapreneurs do not want their old job back and sometimes even leave ING. • The total perceived anxiety is defined as the project-risk cumulated with the uncertainty the intrapreneur feels
	DIRECTION	• How can intrapreneurs be offered more clarity with regard to their own position to take some of their perceived uncertainty away? • How can the exploitation manager be provided with an incentive to sent his employee to participate in the accelration of an internal corporate venture?

SO WHAT?

This chapter has considered the people working in ING's organization. It is determined that people using a type of reasoning called effectuation are those most appropriate to take part in internal corporate ventures. Within this group of people, a distinction is made between intrapreneurs (i.e. internal people) and entrepreneurs (i.e. external people). Intrapreneurs are defined to be mostly influenced by the in chapter 3.2 determined unclarity with regard to how- and if a venture continues due to the absence of an appropriate performance management system. This because these people originate from the exploitation part of the organization and therefore find themselves with one foot in both sides of the company.
It is found that this unclarity leads to perceived uncertainty with these people with regard to their own position. This uncertainty is cumulated with the already perceived risk inherent to doing something in innovation to form a total level of anxiety. The new level of anxiety is of such a level that the performance of these intrapreneurs is ultimately influenced (figure 3.59). This has a negative impact on these internal corporate ventures. Therefore a solution needs to be found to take (some) of this uncertainty away.

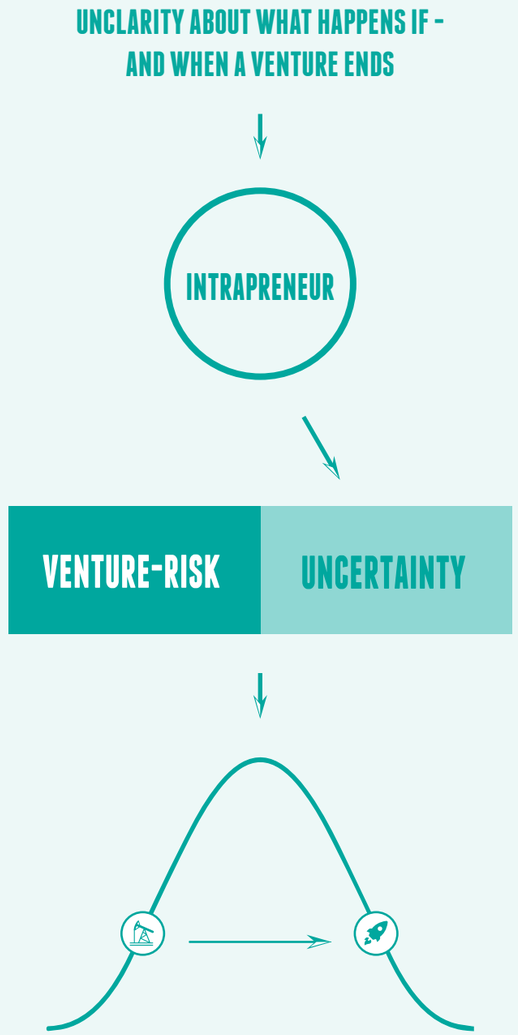


Figure 3.59 - How unclarity influences intrapreneurs

UP NEXT..

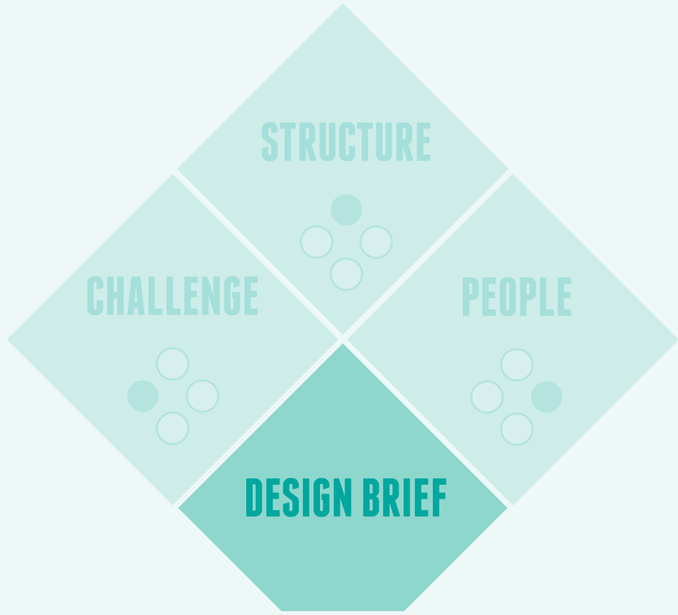


Figure 3.60 - The upcoming chapter: design brief

The people's analysis had provided insight in the difference between the types of people working in the organization. Other than that, it has shown the friction that exists for the intrapreneurs and what this leads to due to the absence of an appropriate performance management system. This, a lower performance during the acceleration of internal ventures, is the focus in thesis with regard to finding a solution. In order to do so, all insights and considerations are gathered to form a design brief in the next chapter (figure 3.60).

These all give an overview of the choices made in this work as well as provide an understanding of the context of the found problem. Finally all insights are used to form a 'design vision', which is a sentence that states the goal of the design. This, along with proposed 'thinking directions' form the direct input for the synthesis and solution phase of this work.

CHAPTER 3.4

DESIGN BRIEF

A quick intro..

Figure 3.61 - Reasoning towards a design brief

GOAL

The composition of a design brief is done to **cluster** all of the analysis done in previous chapters. This is important since it provides an overview of what is done and to where it has all led. First a scheme of all **main considerations** is given to make you, the reader, remind which choices are made during the analysis to come to an outcome. Following on this, an **overview of the key insights** is provided. These will be clustered per dimension (i.e. focus, requirement and direction) and part of the analysis (i.e. structure, challenge and people). This then leads to the formulation of a **design vision**. This vision is supported by multiple **'how-to's'** that provide direction during the synthesis and ideation towards a solution.

METHOD

Combining all knowledge and insights gathered throughout the analysis is mainly done through **sound reasoning** (figure 3.61). Multiple **iterations** and **discussions** have supported this process of eventually coming to a solid design vision. This was done by the **author** of this thesis himself, supported by multiple stakeholders from **ING** as well as coaching assistance offered from the **TU-Delft**.

3.4.1. SO, HOW DID WE COME HERE?

Since ING is such a immense organization, multiple considerations and choices were made to bring focus to this work. As is described in the introduction of this thesis, every piece of analysis followed a process of first diverging. This diverging was done to understand the whole scope of this thesis as well as the distinction between the two parts of ING (i.e. exploitation and exploration). Following on this, converging was used to dive into a specific part or aspect that was relevant for this thesis with regard to the proposed research question. Simply said, this can be seen as a 'tree-segmentation' in which a certain direction is chosen leading to a split in considerations.

Such a segmentation is shown on the right in figure 3.62. In this overview of considerations made, the focus this thesis has taken are highlighted. This segmentation does not include the results found through every piece of analysis. These results are found in the key insights, which are elaborated upon in the next chapter (figure 3.63).

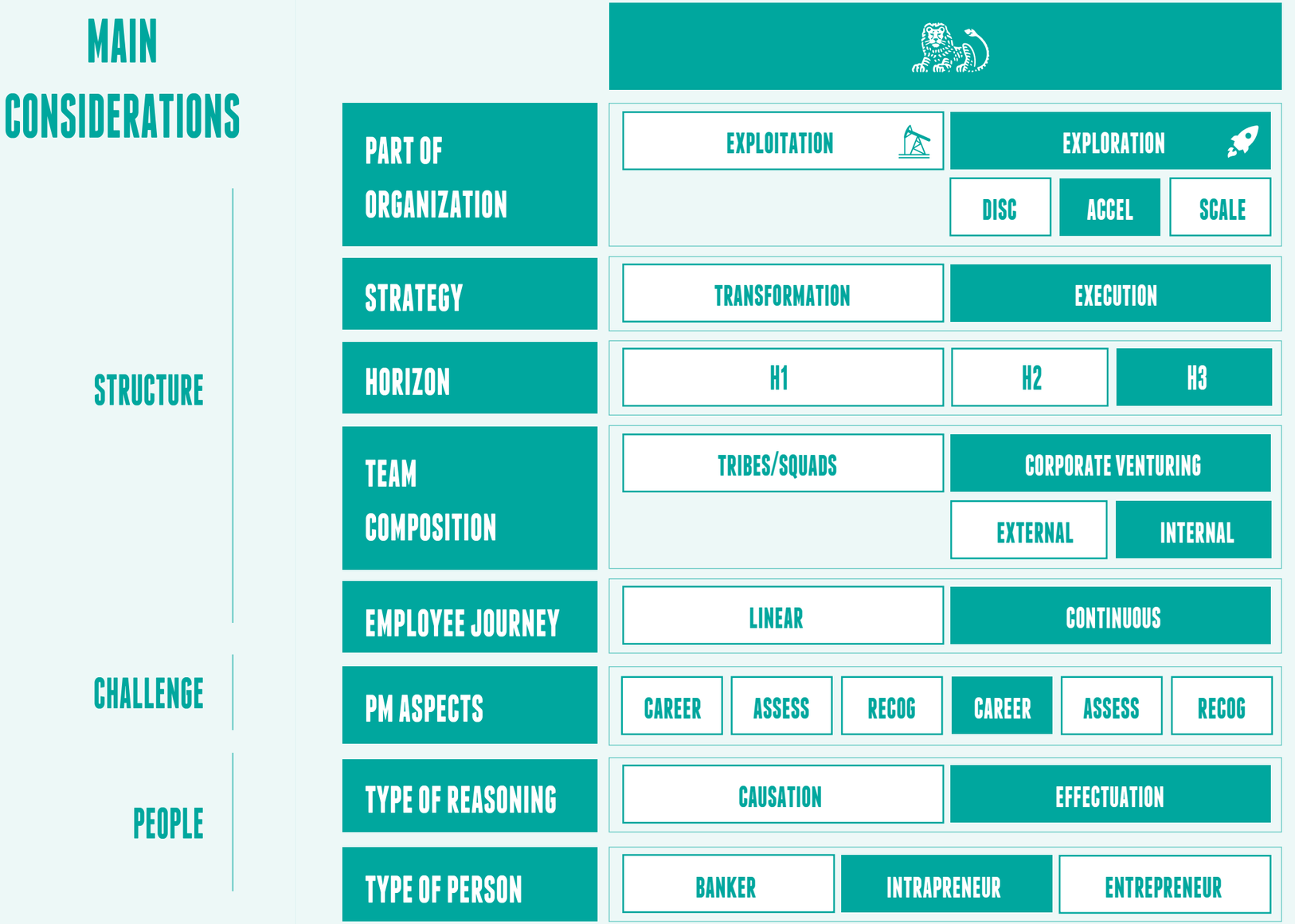


Figure 3.62 - Main considerations made

3.4.2. OVERVIEW KEY INSIGHTS

Figure 3.63 - Overview key insights

FOCUS

REQUIREMENT

DIRECTION

STRUCTURE

- Corporate innovation projects take place in the exploration part of the organization.
- Horizon 1 projects are not considered in this thesis as they do not focus on the exploration of new business opportunities .
- Projects focusing on new business opportunities are those in horizon 2 and 3 and are executed as internal corporate ventures.
- The phase in the PACE process this thesis considers is that of acceleration since this asks for a different approach than in the exploitation part of the business.
- The process employees in internal corporate ventures go through is a continuous one and can be considered unpredictable and flexible.

- Exploring new business opportunities with innovation projects is not possible without the corporate exploiting the current business model.
- The Squads-model for team composition is not usable for smaller innovation projects but rather to create a more agile exploitation part of the organization.
- Even though the initial focus is on internal corporate ventures, these projects could also become external through spin-off, spin-outs and joint ventures.
- During a venture's acceleration, mutliple stakeholders from within- and outside of the business are involved. These heavily influence the progression of a project.
- During each phase of a venture's acceleration, an employee goes through the 'employee innovation journey' which makes it a very short term sequence of steps.

- How can a certain structure offer support to employees following a flexible and unpredictable sequence of steps?
- How can the conditions around a project be made in such a way that any given team will be able to perform optimally?

CHALLENGE

- Currently no performance management exists within ING to support the exploration part of the organization.
- Performance management systems currently in place at ING are focused on predictable and quantifiable outcomes and therefore not suitable for exploration.
- The most important key challenge within performance management for exploration at ING is the unclarity about what happens after an innovation project ends.
- Career planning in the exploration part of an organization is flexible and unpredictable. This asks for policies and processes allowing this.
- Performance assessments within corporate ventures cannot focus solely on result but should include 'activity metrics' measuring the trial & errors of people and teams.
- Tangible recognition in innovation can be done by giving equity in the outcome but intangible recognition such as acknowledgement is most important

- Since the absence of an appropriate system for exploration of new business opportunities, performance management made for exploitation is still used in exploration.
- The three factors of performance management form a continuous loop of planning, assessing, recognizing and planning again.
- The 'innovative' Step-Up prgam that is being introduced is already a leap forward for ING but does not take into account the unpredictability of innovation.
- Since all of the identified factors for performance management to allow exploration of new businesses are opposite to the current system at ING, a new system is vital.
- Solving one challenge is not sufficient and will only form the first step towards a performance management system suitable for exploration.

- How can a solution for performance management in the exploration part of the organization come in a way so that it is more than 'just another app'.
- How can more clarity be implemented into innovation projects, which are by definition unclear, unpredictable and flexible?

PEOPLE

- Optimally speaking, exploitation is done by people using effectuation while exploitation is best done by people using causal reasoning.
- The 'bankers' within ING are identified as people using causal reasoning since they have a clear goal and take logical steps to reach this goal.
- People that use effectuation to reason are expected to be most suitable for exploration since they can handle unpredictability and take a 'hands-on' approach.
- Intrapreneurs are chosen as the focus in thesis since they are most likely to be affected by the absence of an appropriate performance management system.
- The unclarity due by the absence of an appropriate performance management system causes uncertainty with intrapreneurs which ultimately leads to them performing less during the acceleration of an internal corporate venture.

- As black and white as this thesis may sketch it, reality is not. This means that people working in both parts of the organization may use both types of reasoning.
- The current performance management system in place is expected to be a good fit for the 'bankers' due to their predictability and measurability of their performance.
- Effectuation is one of many types of entrepreneurial reasoning such as bricolage and is chosen as focus in this thesis due to the clear distinction it sets with causation.
- Intrapreneurs are employees coming from the exploitation part of the organization and are therefore still connected to this part while working in exploration.
- After the acceleration of a venture is over, managers often do not want their old employee back, intrapreneurs do not want their old job back and sometimes even leave ING after ending up in mobility.
- The total perceived anxiety is defined as the project-risk cumulated with the uncertainty the intrapreneur feels

- How can intrapreneurs be stimulated to work in a similar flexible and assertive way as entrepreneurs do with regard to their career planning?
- How can intrapreneurs be offered more clarity with regard to their own position to take some of their perceived uncertainty away?
- How can the corporate manager be provided with an incentive to sent his employee to participate in the accelration of an internal corporate venture?

3.4.3. A DESIGN VISION

All key insights conclude in a short description of what was found in each of the chapters. This is elaborated upon for each aspect of the design framework (i.e. structure, challenge and people). A brief summary of each element can be found on the right in figure 3.64.

Moreover, the key insights found through the analysis of this work allow to be concluded in one design vision. This design vision is supported by multiple 'how-to's' which provide direction and boundaries in coming up with a solution. The proposed design vision can be found on the right. This vision incorporates the main focusses of each analysis .All by all, this vision is formulated in order to provide an answer to the research question; *"How can policies and procedures such as performance assessments, career planning and recognition be tailored to stimulate entrepreneurial behavior in corporate innovation project teams so that there is a higher likeliness of disruptive or radical outcomes?"*.

The design vision will be used as direct input for the synthesis and solution part of this thesis. Also, all elements of the analysis (i.e. design focus, requirements and directions) are used to provide boundaries and context in the ideation.

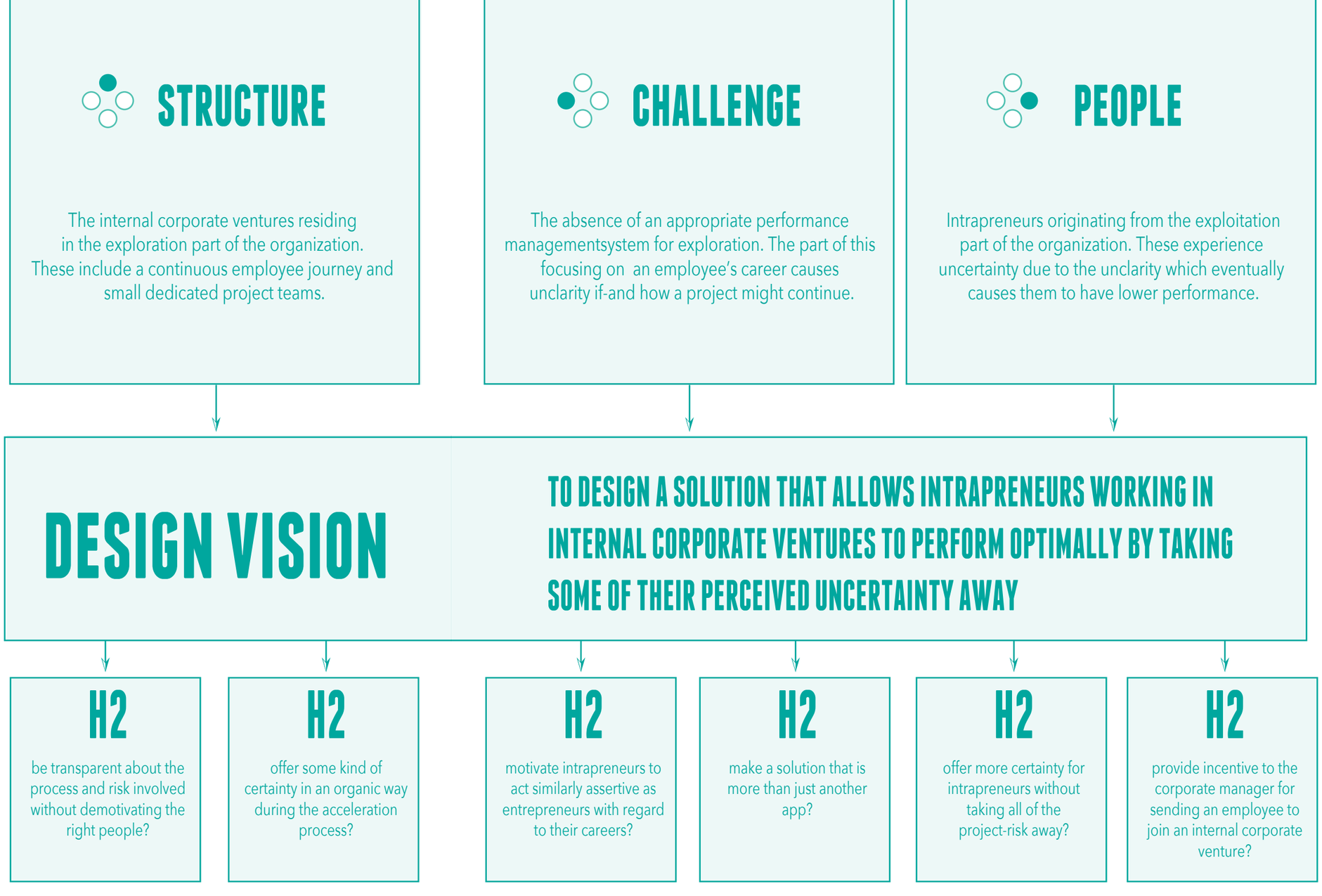
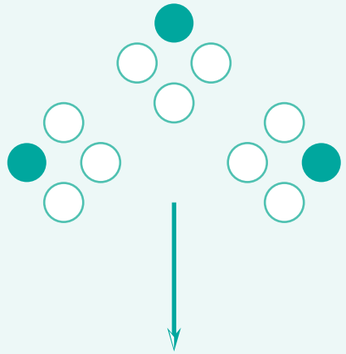


Figure 3.64 - Design brief

SO WHAT?

This chapter has constructed a design brief to conclude the analysis and discovery phase of this thesis. All considerations and steps taken are first elaborated upon to show what this thesis focusses on within the immense organization that is ING. Shortly said this concludes in intrapreneurs working in internal corporate ventures who experience uncertainty due to the lack of a appropriate performance management system.

Next, all key insights are clustered based on the different analyses (i.e. structure, challenge and people) and the aspects determined in chapter two (i.e. design focus, requirement and direction). These provide the input needed to formulate a design vision along with six 'how to's' to provide direction to the 'synthesis and solution' phase of this thesis (figure 3.65).



DESIGN VISION

TO DESIGN A SOLUTION THAT ALLOWS INTRAPRENEURS WORKING IN INTERNAL CORPORATE VENTURES TO PERFORM OPTIMALLY BY TAKING SOME OF THEIR PERCEIVED UNCERTAINTY AWAY

Figure 3.65 - Coming to a design vision

UP NEXT..

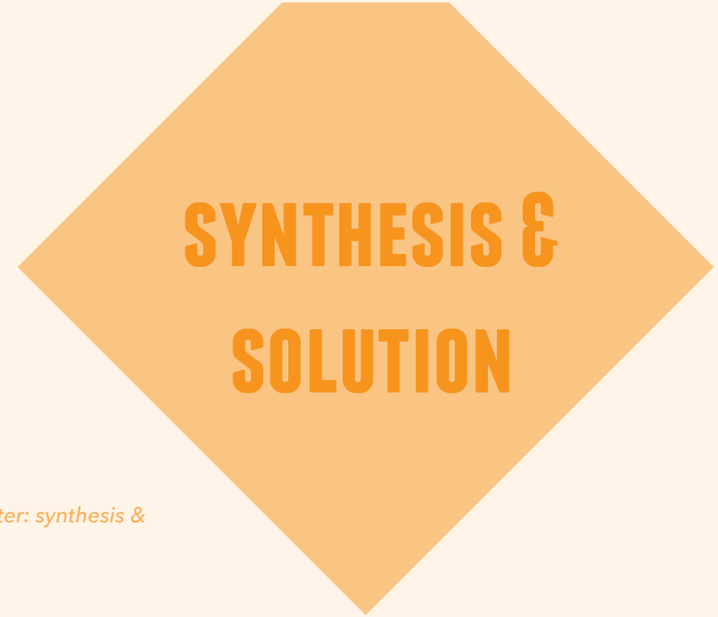


Figure 3.66 - The upcoming chapter: synthesis & solution

The formulated design vision describes a clear goal that is sought after through this thesis. This goal is to be reached by use of a certain solution. In order to reach this solution however, an extra 'diamond' is needed (figure 3.66). This diamond includes a synthesis to construct boundaries and provide direction to the design vision. Then, exploration is needed to find out what is possible in this field.

Finally, a solution can be constructed based on the iterations and constant diverging and converging done in this process. This solution should provide direction to solving the perceived uncertainty and (partly) answer the research question of this thesis.

CHAPTER 4.

SYNTHESIS & SOLUTION

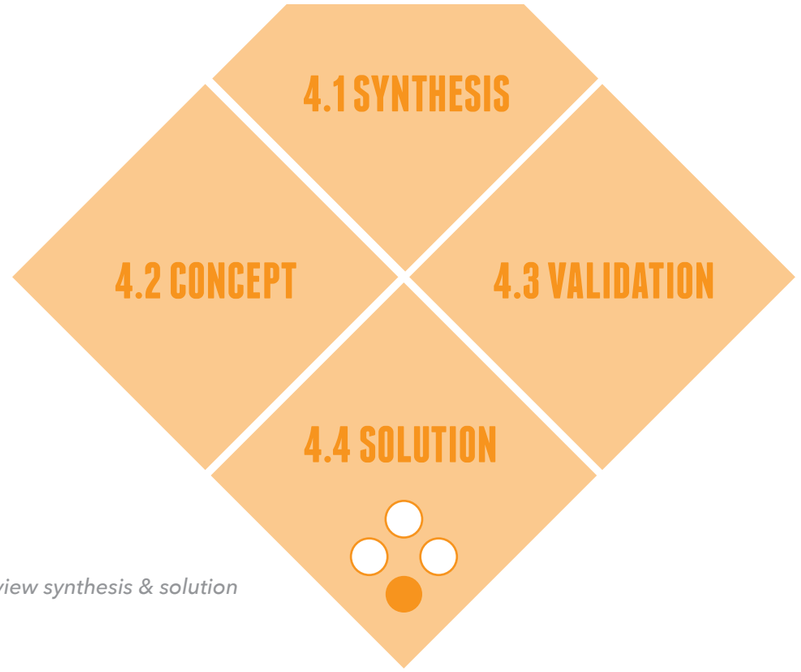


Figure 4.1 - Chapter overview synthesis & solution

About this chapter..

GOAL

Within the 'synthesis & solution' chapter of this thesis, a **solution** is sought after. This solution is aimed at taking some of the perceived uncertainty away . This is done by multiple steps (figure 4.1). First, a **synthesis** is done to establish directions and boundaries to the solution. The design vision as is stated in chapter 3.4 still leaves much open for interpretation. Therefore, the synthesis defines how the uncertainty is to be taken away. Following on this is the construction of a **concept** that incorporates the design vision within the established boundaries. This concept is then **validated** through multiple user- and expert meetings to then come to the **final solution** this thesis delivers to ING.

METHOD

As opposed to the 'discovery & analysis' chapter of this thesis, this chapter follows less of a scientific approach. The main method used here is the '**creative thinking**' associated with students in strategic product design. This is combined with multiple **conversations** with stakeholders, **validating** and **brainstorming** sessions. Each chapter elaborates on the methods used to come to the results in that specific chapter. Conclusions and follow-up considerations are shown via '**conclusion boxes**' and visualizations. All of this eventually leads to a final solution that is visually presented in detail as well as the ecosystem it finds itself in.

CHAPTER 4.1

SYNTHESIS

A quick intro..

Figure 4.2 - Indiana Jones in Raiders of the Lost Ark

GOAL

As previously stated, the synthesis chapter is used to establish a **direction** and **boundaries** to the design vision. First, the so called '**puzzle pieces** found through the analysis' are briefly repeated to establish how this vision should be interpreted. Following on this, a **definition** is established on how 'some perceived uncertainty' can be taken away. This then leads towards a direction in order to accomplish this. Finally this is incorporated into an '**overview'** describing how this direction could be integrated into the acceleration phase of an internal corporate venture. This forms the base on which a concept is constructed-. Last, all **stakeholders** involved in this direction are described.

METHOD

As it is with creative processes, this synthesis is mostly done by **logically thinking** of how all insights fit together. You could say the author has used **effectuation** by looking at what is available to him (i.e. all insights gathered in the analysis) and see what can be made by that. This, opposed to using causation by answering a proposed hypothesis with either yes or no. Reasoning as such is supported by **multiple conversations** with internal stakeholders to establish fit with ING. Also, **two interviews** (appendix I) are conducted with other companies (i.e. Achmea and DSM) to gain insight into how they deal with similar problems in their exploration departments.

4.1.1. JUST THE RIGHT AMOUNT

Coming up with a solution is easy, coming up with the right solution is immensely difficult. A solution can not just be a good idea but has to take into account all circumstances and elements around it. A good example is shown by Indiana Jones in 'Raiders of the Lost Ark' (1981). In this scene, Doctor Jones finds his price, a golden idol, within the reach of his hands (figure 4.2). Understanding the situation however, he cannot just take the idol from its position. So, he fills a bag with sand serving as counterweight to maintain balance. Unfortunately for him, the counterweight did not help, setting of all sort of boobytraps.

This is also what happens if 'something new' is introduced into an ecosystem, or an organization, without considering everything it influences. The composed design vision of 'design a solution that allows intrapreneurs working in internal corporate ventures to perform optimally by taking some of their perceived uncertainty away' is no different. By taking uncertainty away, some sort of counterweight is needed to maintain a situation suitable for exploration.

So, as is found in the analysis, we are dealing with a situation of too much personal uncertainty for intrapreneurs compared to when they worked in the exploitation part of ING.

Figure 4.3 - The effect of offering complete certainty to intrapreneurs

A quick solution would be; offer them certainty. So in other words, whatever the case, we make sure you can go back to your old job (i.e. what now happens with an STA but often turns out differently in practice) or ensuring a new position within innovation after the project terminates. This, however, will probably take so much uncertainty away that it even involves the perceived venture risk (figure 4.3). An intrapreneur could think, "I don't care about the venture anymore and it doesn't matter because I get a new position anyway". The venture-risk will thus become lower, which ultimately negatively affects the performance of these intrapreneurs according to Yerkes-Dodson law (1908).

A former team member of an internal corporate venture in ING, states it like this: "The corporate already helps you in every step you take , innovation should be different. Intrapreneurs should be assertive and find their own ways". Offering complete certainty, while a solution, is therefore not seen as a right solution in this thesis.

> **THE CORPORATE ALREADY HELPS YOU IN EVERY STEP YOU TAKE , INNOVATION SHOULD BE DIFFERENT. INTRAPRENEURS SHOULD BE ASSERTIVE AND FIND THEIR OWN WAYS**
>
> Former team member of an internal venture @ ING

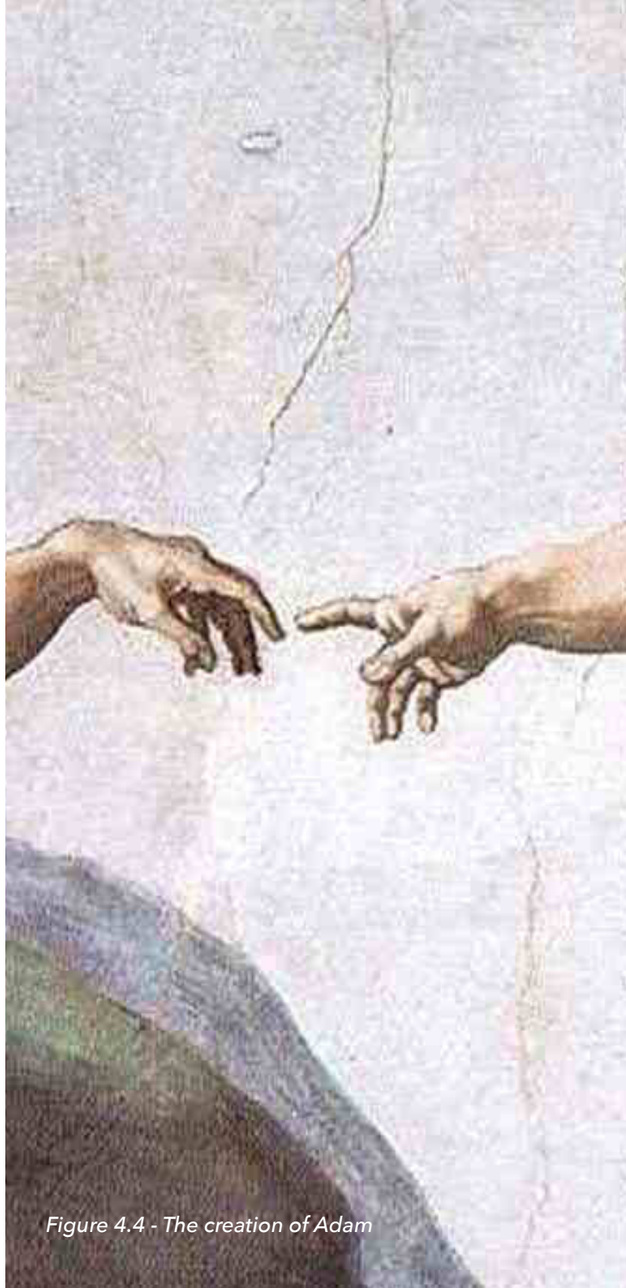


Figure 4.4 - The creation of Adam

The situation such as it is now however, is not desired either since it causes the uncertainty with regard to an intrapreneur's own position. A former initiative lead of an internal corporate venture in ING described it as follows: "Maybe you can't offer certainty, but at this moment there is no structure either. This makes it difficult for intrapreneurs to know what to expect."

MAYBE YOU CAN'T OFFER CERTAINTY, BUT AT THIS MOMENT THERE IS NO STRUCTURE EITHER. THIS MAKES IT DIFFICULT FOR INTRAPRENEURS TO KNOW WHAT TO EXPECT

Former initiative lead of a corporate venture @ ING

In other words, ING is in need of more structure and clarity with regard to the positions of intrapreneurs. This, not by providing complete certainty but taking away some of the perceived uncertainty. Going further, we define the way this thesis will approach this as providing an 'opportunity' (figure 4.5).

Figure 4.5 - Possible effect of offering opportunity to intrapreneurs

The dictionary defines an opportunity as follows:

"A time or set of circumstances that makes it possible to do something".

Such an opportunity is what ING could offer intrapreneurs that take the leap toward joining an internal corporate venture in the exploration part of the company.

You can use michelangelo's 'the creation of adam' (figure 4.4) to illustrate this. Providing opportunity is like reaching out a hand, but leaving it up to the intrapreneur himself whether he actually grabs the hand. This is expected to leave enough risk within the project to raise performance while not leaving the intrapreneurs uncertain as they are right now.

It therefore fits with the entrepreneurial mindset (i.e. reasoning using effectuation) subscribed to intrapreneurs.

A theoretical approach as previously described does not provide understanding on how such an opportunity can actually be provided. The next question therefore raised is: 'How can intrapreneurs be provided with an opportunity that takes some of their perceived uncertainty away?". This is elaborated upon in the next section.

CONCLUSION

- This thesis sees providing an opportunity as a suitable solution-direction to take some of the perceived uncertainty away

4.1.2. TWO PERSPECTIVES ON PROVIDING OPPORTUNITY

While the definition of 'opportunity; provides a direction towards the construction of a concept and possible solution, the term still contains some ambiguity. We therefore look to define how providing opportunity could be suitable for these intrapreneurs suffering from uncertainty. Two perspectives are chosen to do so; opportunity to 'explore' and 'manifest'. Both are elaborated upon going further.

First up is the opportunity to explore. This is mainly focused on helping intrapreneurs to determine their ambitions and what they prefer their next step to be like. What this step is, completely depends on the intrapreneur in question. Possibilities include going back to their old position in the exploitation part of the organization, continuing with the venture until the end or starting another acceleration project. At this moment, intrapreneurs are not supported in exploring what their career opportunities might be.

Neither is made transparent what the possibilities are. The initiative lead of an internal corporate venture mentiones it like this: "It is unclear to me what my career options are when the acceleration of this venture ends". Providing the opportunity to explore their ambitions is therefore necessary and defined as the first perspective.

Figure 4.6 - Two perspectives on providing opportunity

IT IS UNCLEAR TO ME WHAT MY CAREER OPTIONS ARE WHEN THE ACCELERATION OF THIS VENTURE ENDS

Initiative lead internal corporate venture @ ING

The second perspective is the opportunity to manifest oneself. Manifestation of intrapreneurs is aimed at showing everyone else what they are capable of. Similar to the opportunity to explore, this is up to the intrapreneur himself. He can be given an opportunity to manifest himself, but it is completely up to him whether he does this in a good way. This is necessary since now, intrapreneurs almost 'dissapear' from the organization's field of sight by stepping into exploration.

Moreover, intrapreneurs have no idea how it is that they can optimally manifest themselves since this is not made transparent to them. One, anonymous, initiave lead of a corporate venture stated it as follows: "I have no idea how I will be judged on my performance". Offering an opportunity for intrapreneurs to understand how to manifest themselves is thus necessary and is seen as the second perspective on opportunity.

I HAVE NO IDEA HOW I WILL BE JUDGED ON MY PERFORMANCE

Teammember internal venture @ ING

Both the opportunity to explore and to manifest oneself are to be incorporated in a solution so overcome some of the perceived uncertainty of intrapreneurs with regard to their own position. In order to do this, first a look is taken at how this can be implemented into the process of accelerating an internal corporate venture.

CONCLUSION

- This thesis defines two perspectives of providing opportunity: explore and manifest.

4.1.3. INTEGRATING OPPORTUNITY INTO THE ACCELERATION PROCESS

Now that 'opportunity' is defined as both 'explore' and 'manifest', it is necessary to understand how these perspectives can be integrated in the acceleration process. This process, using the PACE method designed by ING, is currently solely focused on the internal ventures rather than the people (i.e. intrapreneurs) working in them.

For this reason, the opportunity should be integrated into this established process. Since the acceleration of an internal venture can already be seen as rather turbulent, it should not be 'just another thing we have to do'. ING's Innovation studio lead, stated the following regarding this: "It is a good thing to provide such an opportunity. What worries me though is that is becomes tacky and another thing we ask of these people". One of the 'how-to's' already stated that the solution has to be integrated organically with the current process, This statement only emphasizes the importance of this even more.

IT IS A GOOD THING TO PROVIDE SUCH AN OPPORTUNITY. WHAT WORRIES ME THOUGH IS THAT IS BECOMES TACKY AND ANOTHER THING WE ASK OF THESE PEOPLE.

Innovation studio lead @ ING

Figure 4.7 - Integrating opportunity into the process

Since ING currently currently has no such progam in place and deals with these thing in an ad-hoc manner, two companies were contacted. This, to gain some insight in their approach regarding the topic at hand.

First, Achmea was reached out to. Achmea innovates through their acceleration studio called "Lab 55". Acceleration projects in lab 55 are done slightly different from how they work at ING. Each project is filled with employees who are allowed to spent four hours a week on such an acceleration project. Only once validated are teams filled with full-timers. Therefore, Achmea does not experience a similar problem as is at hand within ING.

Having said this, they experience problems of their own since people are not full-time involved. Their view on the situation was however that being transparent regarding what intrapreneurs can expect is the an important aspect in motivating them for internal corporate ventures (figure 4.8).

The other company that was contacted, DSM, has a more similar approach towards internal corporate venturing as ING. Even though this is the case, the problem of uncertainty was a lesser one. This, because most acceleration project lasted for multiple years as opposed to only six months at ING. After a project would finish, most intrapreneurs would participate in a new accelerator project if the chance occurred. When this would not happen, a similar problem to what happens at ING would occur.

AN EXAMPLE..

FROM WITHIN ACHMEA

IN OUR EXPERIENCE, TRANSPARENCY IS IMPORTANT TO MOTIVATE INTRAPRENEURS. STILL, IT REMAINS DIFFICULT TO REALIZE THIS

Innovation driver lab 55 @ Achmea

Figure 4.8 - An example from within Achmea

AN EXAMPLE..

FROM WITHIN DSM

A POULE OF INTRAPRENEURS IS SOMETHING WE OFTEN TALKED ABOUT BUT HAVE NOT REALIZED AS OF YET

Innovation driver @ DSM

Figure 4.9 - An example from within DSM

Voices would then raise about making a special poule of intrapreneurs that could always be contacted to put into teams after they left innovation. Since this situation did not always take place, no such poule was ever set up. Having said this, it was mentioned that such a poule is still on the roadmap and should be seen as a big priority for them (figure 4.9)
These extra insights help to see how 'opportunity' could be identified into the acceleration process. The focus of the solution direction will therefore still be on the acceleration process. What we will add however is a 'pre-acceleration' and a 'post-acceleration' phase. These in order to take some of the 'weight' during the acceleration process away.
The pre-acceleration phase will serves to provide transparency with regard to how intrapreneurs can explore and manifest themselves. During the acceleration phase these are then incorporated into dedicated moments. Having said this, the ultimate goal remains to have intrapreneurs perform optimally during the acceleration phase. The focus should therefore be on this in this phase. Manifesting oneself during acceleration could therefore best be done by showing good performance during a project.

Last, the post-acceleration phase should provide a dedicated time-frame in which intrapreneurs can find their new position. This, so there is less need during acceleration to focus on this. These three phases combined form the 'skeleton' on which a solution will be constructed. An overview can be found in figure 4.10 on the right.

THE BOUNDARY PHASES FOR A SOLUTION

	PRE-ACC	ACCELERATION	POST-ACC
GOAL	CLARITY & TRANSPARENCY	100% DEDICATION	DEDICATED TIME FRAME
EXPLORE	HOW CAN I EXPLORE?	WHAT ARE MY POSSIBILITIES?	WHAT DO I WANT TO DO?
MANIFEST	HOW CAN I MANIFEST MYSELF?	AM I GIVING ALL TO MY PROJECT?	HOW DID I MANIFEST MYSELF?

Figure 4.10 - The boundary phases for a solution

The three phases as previously described are to be the basis on which a concept will be made. The phases themselves help to shape the boundaries of the 'to-be-designed' while the 'explore' and 'manifest' aspect in each phase provide direction. Before a concept can be constructed however, all main stakeholders involved in the process are to be identified. This is done in the next section.

CONCLUSION

- The 'skeleton' on which a concept will be made are three phases: pre-acceleration, acceleration and post-acceleration

4.1.4. SO, WHO ELSE IS INVOLVED?

Almost every movie has a similar setup; one or multiple main characters surrounded by some supporting cast. This supporting cast normally enables the main character(s) to complete the journey they set out to complete. A well known example of such a story is 'the Lord of the Rings'. The main character, Frodo, has the task of destroying 'the one ring'. In order to do this, his 'fellowship (figure 4.11)' including eight other characters, is involved in making this happen through their own quests. This is similar to the situation of this synthesis. The intrapreneur is the main character and is elaborated upon in previous section.

There are, however, others involved in the identified phases. We will briefly elaborate on these people and their position within this process. The main stakeholders, apart from the intrapreneurs (i.e. current and former) themselves, are identified as CINO team-members (i.e. coaches), the entrepreneurs working alongside the intrapreneurs (i.e. experts), the corporate managers and 'the rest of the company'. Their position in the process and roles are elaborated upon in figure 4.12 on the next page.

Figure 4.11 - The fellowship of the ring from The Lord of the Rings

MAIN STAKEHOLDERS INVOLVED

INTRAPRENEUR

The intrapreneurs are the main focus throughout all the phases of the proposed solution. These include current- as well as former intrapreneurs.

CINO TEAM MEMBER

The CINO team members are those guiding the process in an HR-like role.

EXPERT ENTREPRENEUR

Expert-entrepreneurs are supporting the intrapreneurs during the process as fellow team-members.

CORPORATE MANAGER

The corporate manager can decide whether the intrapreneur can join an internal corporate venture or not.

REST OF ING

The rest of ING has to appreciate the work the intrapreneurs are doing and the risk they are taking with it.

Figure 4.12 - The main stakeholders involved

CINO team-members are involved in the entire process and are supposed to provide this opportunity for the intrapreneurs.They thereby fulfill an HR-like role. This is also why HR is not included in this overview of main stakeholders. In reality the CINO team has to closely collaborate with the HR department regarding this. The expert entrepreneurs are also a part of the corporate venture teams and thus involved in the process.
Next, the corporate managers are the ones that have to allow the intrapreneurs to join internal corporate ventures in the exploration part of the organization. These are therefore involved in creating a concept within the established boundaries. Last, 'the rest of the company' is important to involve. These represent all of the people not participating in the exploration part of the company but should somehow be included.

This, because innovation is key to the company's survival which makes it necessary for these people to appreciate those who 'take the risk' of stepping into internal corporate ventures.

A close reader might notice that the 'business sponsor' mentioned in chapter 3.1 is not included in this list of stakeholders. This is because these business sponsors are deemed important mostly for the ventures rather than the people working in them. They are therefore not included. This overview of main stakeholders along with the established boundaries, make for a solid ecosystem on which a concept can be constructed. This is done in the next chapter, **concept**.

CONCLUSION

- Five main stakeholders are involved in the solution: the intrapreneurs (i.e. current and former), CINO team, expert entrepreneurs, corporate manager and the rest of ING.

SO WHAT?

This chapter has defined how some of the perceived uncertainty with intrapreneurs could be taken away. First, 'opportunity' is identified to be the valid direction to make this happen. This, opposed to giving complete certainty which would take most of the perceived anxiety away. Next, two perspectives on how opportunity could be provided are suggested. The first perspective is 'explore'. This is to allow intrapreneurs to discover what their ambitions are and what they would like to do next.

The second perspective is defined as 'manifest', which is to give intrapreneurs the opportunity to show themselves and their skills to others.

Following on this, these perspectives are reviewed for three phases; pre-, during- and post acceleration. These form the boundary phases in which a solution is to be constructed. Last, other stakeholders besides the intrapreneurs are briefly elaborated upon. This synthesis thereby provides an framework to be able to create a concept upon (figure 4.13).

Figure 4.13 - Creating boundary phases for a concept

UP NEXT..

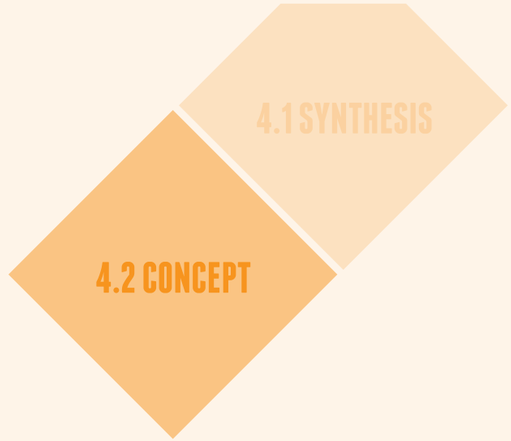


Figure 4.14 - The upcoming chapter: concept

The boundary phase provide a clear framework on which a concept can be constructed. In order to do this, multiple brainstorm sessions are held. These are focused on providing each of the opportunity perspectives (i.e. explore and manifest) within a solution. Moreover, it is aimed at including the other stakeholders involved and providing value to them. This is then integrated into one concept.

Each aspect of the concept (figure 4.14) will then shortly be elaborated upon before further iterating it through validation with stakeholders and experts..

CHAPTER 4.2

CONCEPT

A quick intro..

Figure 4.15 - Brainstorming session with MSC students

GOAL

Previous chapter, the synthesis, was used to establish **boundary phases** on which a concept could be developed. Within these phases, the two perspectives on opportunity are used to determine 'what' has to be accomplished in each phase. This chapter will focus on **'how'** this is to be done. A concept is presented through two channels: a **physical** and a **digital** aspect. The physical aspect involves sessions and workshops focused on **engaging** intrapreneurs. The digital aspect is mostly used to **facilitate** the entire process happening between these events. Moreover, the digital aspect can be used to collect input from these physical events as well as to provide input for them. Each aspect is shortly elaborated upon for each step taken in the boundary phases previously described.

METHOD

With use of the boundary phases and the how-to's established in the analysis, multiple **brainstorming sessions** were organized. First, a session including five Strategic Product Design **MSC students** (figure 4.15) was organized to explore the possibilities of 'how' providing opportunity could be accomplished. This session was organized using the '**Google design sprint**' template (appendix VI). This includes multiple individual brainstorming moments combined with some co-creation followed by discussion sessions regarding the topic. Furthermore, **five individual brainstorming** sessions were organized with stakeholders from within ING. These led to more insights into how some of these ideas could practically be implemented into ING's way of working.

4.2.1. A BRIDGE BETWEEN VIRTUAL AND REAL

Nowadays when you see youngsters playing after school, you mostly see them doing video games or using their cellphones to socialize with their peers. This is completely opposite to how they behaved years before when you would only see them outside playing soccer or other sports. This hype of doing everything virtually, living only in social networking has lasted for a long time now. Nowadays however a transition is going on towards more of a bridge between the physical and digital world. The hype that is Pokemon-GO (figure 4.16) which was launched in 2016 (FE-online, 2016) is a great example of such a bridge. In this, the game only served as a facilitator for people to be engaged in the physical world.

This is also how the concept for this thesis will be constructed: through physical as well as digital aspects. Another reason for this, is that the analysis showed that current offerings that were only digital were not well adapted by employees (i.e. kudo's and feebo). Therefore each aspect will have its own purpose. The physical aspect will be used to ensure engagement with the concept during the process while the digital aspect is aimed to facilitate the different steps of the process (figure 4.17).

Figure 4.16 - The Pokemon GO hype in 2016

Ensuring engagement through physical sessions or elements is very dependent on multiple elements. These include the people involved, the reason for the session and thereby the incentive for intrapreneurs to partake. As previously stated in the synthesis, these should not be 'just another thing to do' for the intrapreneurs but rather really add value for them in case they are interested in taking this opportunity. The physical aspect comes back differently through the different boundary phases. This is elaborated upon in the next section.

The digital aspect is conceptualized in the form of a platform. As previously stated, the main goal of the platform is facilitation of the process. This means that the platform is not the goal of the concept itself but should rather help in accomplishing the goals of each phase. The platform includes three stakeholders; the intrapreneurs, the CINO team and 'others' (e.g. expert entrepeneurs, managers, business sponsors and 'rest of the company'). What these people can use the platform for differs from who they are.

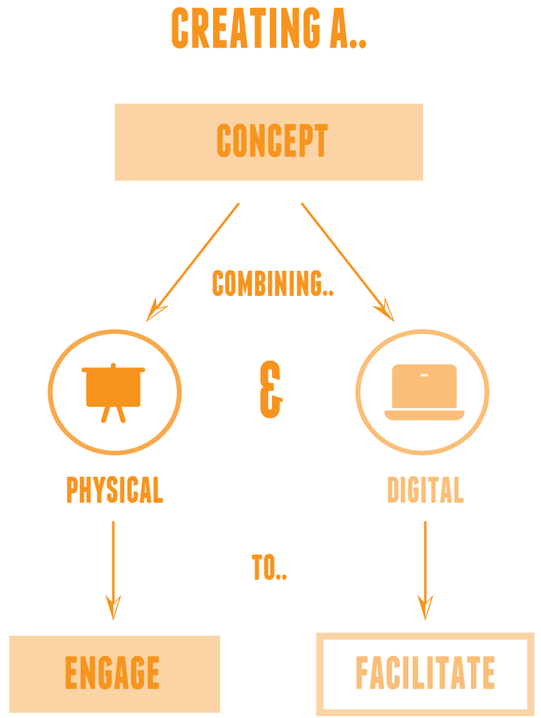


Figure 4.17 - The two aspects combined into a concept

The intrapreneurs should be the only ones with the ability to adjust to their own profiles on the platform. All see-and edit permissions are shown in figure 4.19. This personal page, an example of which is shown in figure 4.18, includes multiple elements. First it contains the **name** of the intrapreneur and his **status**. 'Status' indicates where in the acceleration the intrapreneur finds himself in. These include each phase of the acceleration (i.e. problem fit, solution fit, market fit) as well as options like 'available' or 'back to old function' to indicate whether someone can be used on another project or not. Also, the **venture** indicates which venture the intrapreneur is in. This will be linked to the portfolio app of ING which includes an overview of all internal corporate ventures and fintechs.

Furthermore, the 'background' of the intrapreneur is shown. This is based on the department he comes from (e.g. risk or wholesale banking). This background also shows the corporate manager that provided the intrapreneur. What this also means is that the platform tracks the number of intrapreneurs provided by corporate managers. This will be part of a competition which is elaborated upon in the next section. Most importantly for the intrapreneur are two other elements though.

The first one is 'ambition'. This allows for intrapreneurs to indicate their career ambition. These include options such as 'continue working in my venture', 'start a new acceleration project', 'another function in the innovation department' or 'go back to my old job'.

This is the facilitating element that allows intrapreneurs to conclude their explorationfor new career opportunities in ING in.

Second is the element that allows intrapreneurs to upload an experiment (i.e. a piece of research used in idea validation) they used during acceleration. These experiments are done during every phase of the acceleration process and depend on the creativity and skills of the intrapreneur. It is therefore seen as a good way for them to showcase their skills but also to share knowledge with the rest of the company. These experiments can be used in a competition through social recognition and voting. This will be elaborated upon in the next section.

Another important stakeholder involved with the platform is the CINO team. These people can use the platform for gaining an overview of all the intrapreneurs that are currently and have in the past participated in corporate venturing at ING. This team is able to see everything the intrapreneur is able to see but cannot adjust these elements. One extra aspect available to the CINO team is the 'performance assessment'. This, when implemented using the right metrics (i.e. see the overview of challenges in performance management for exploration), allows the CINO team to quickly see how these intrapreneurs have performed. Moreover, the CINO team can use the platform to record the assessments of each intrapreneur. These assessments can only be viewed by the CINO team.

AN EXAMPLE OF A PROFILE WITHIN THE PLATFORM

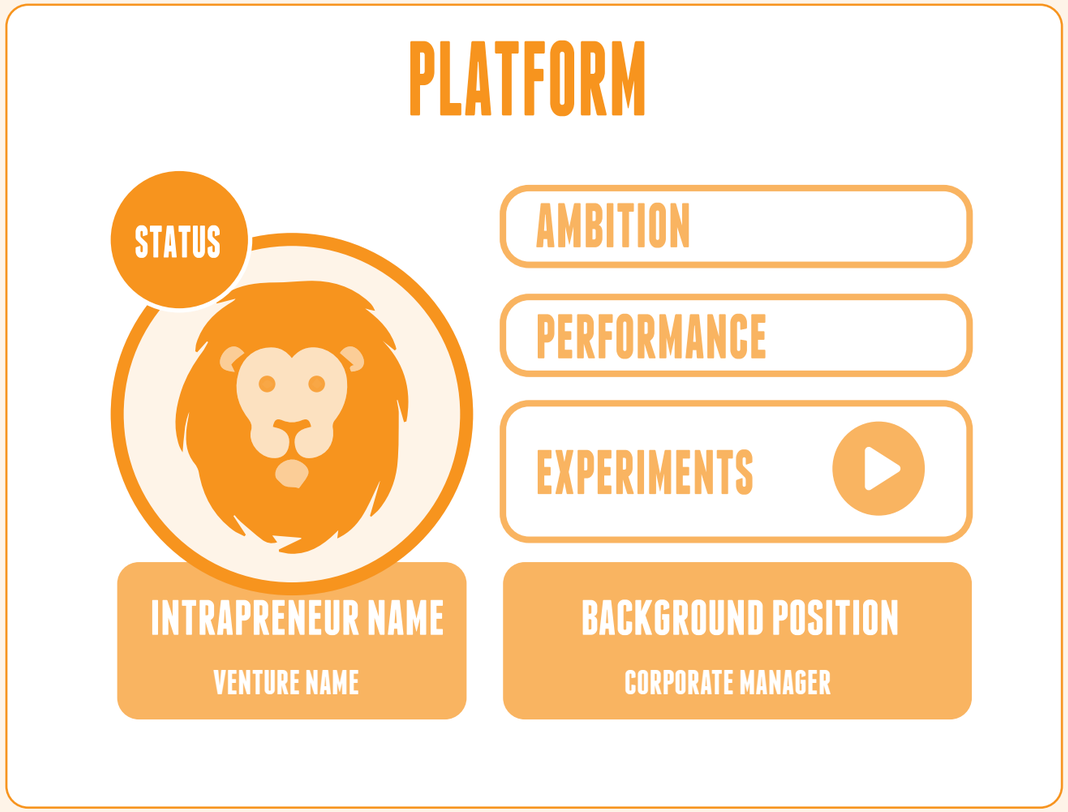


Figure 4.18 - An example of the platform profile page

VIEW- AND EDIT PERMISSION PER STAKEHOLDER

	INTRAPRENEUR		CINO TEAM		OTHERS	
	VIEW	EDIT	VIEW	EDIT	VIEW	EDIT
PERSONAL DETAILS	YES	YES	YES	NO	YES	NO
BACKGROUND	YES	NO	YES	YES	YES	YES
STATUS	YES	NO	YES	YES	NO	NO
AMBITION	YES	YES	YES	NO	NO	NO
PERFORMANCE	NO	NO	YES	YES	NO	NO
EXPERIMENTS	YES	YES	YES	NO	YES	NO
MANAGER LIST	YES	NO	YES	YES	YES	NO

Figure 4.19 - View- and edit permissions

Last, the 'others' are included in the involved stakeholders. These include the external experts, corporate managers and the rest of the company. The platform should be open to view for this group in order to make them understand which people dared to take the risk of joining corporate ventures. The 'others' should therefore be allowed to view the list of intrapreneurs with their names and backgrounds. Next to this, the experiments should be shown so everyone can actually vote on them. Last, the list of corporate managers providing intrapreneurs for the exploration department should be made public. This, to make all ING employees aware of the managers that make innovation possible by allowing their employees to take place in the corporate ventures.
An overview in figure 4.19 provides insight into the different functions the platform has previously described and the access the different stakeholders have.

Both the digital platform and the physical aspects of the concept all have their own function in each of the boundary phases. These will therefore be elaborated upon in the next section.

CONCLUSION

- The concept this thesis conceives will consist of a physical and a digital aspect. The physical aspect includes sessions and workshops while the digital one is a platform.

4.2.2. CREATION OF A CONCEPTUAL PROGRAM

Both the physical aspect as the digital platform have to be included into the concept to come to one interconnected ecosystem. As previously stated, the physical aspect is used to engage stakeholders with the concept while the digital platform can be used for facilitation of the process. The digital platform has already been elaborated upon in previous section with regard to all the functions that are to be included. This section focuses on how both aspects are to be incorporated into the boundary phases described in the synthesis part of this chapter.

This means that the physical aspect as well as the digital platform each have their own function in each of the phases. Not only this, but each of them will also have their specific intention in providing opportunity (i.e. explore and manifest) for the intrapreneurs. Not only the intrapreneurs are involved though. All of this makes it necessary to cluster these aspects into one program. This program involves multiple steps. These steps can (generally speaking) not exist on their own and therefore form the program altogether. In total, five steps are involved. These are taken in chronological order and should organically be integrated into the current acceleration process (figure 4.20).

All five steps are plotted on the boundary phases that are described in the synthesis chapter of this thesis.

The names of the steps are as follows: 'Rules of the game', 'Public announcement', 'Alumni Event', 'Award show' and 'On the beach'. Each one of these steps is elaborated upon on the next pages (figures 4.21-25). This is done by describing the goal of each step and how it is used to both provide opportunity to explore as well as manifestation for the intrapreneurs. The function of the physical aspect and digital platform are furthermore explained as well. Last, the stakeholders involved (i.e. intrapreneur, CINO team, expert entrepreneur, corporate manager and 'rest of the company) are shown for each step as well.

The overall goal of the conceptual program is obviously to provide opportunity to explore and manifestation for the intrapreneurs to take away some of the perceived uncertainty. It is therefore seen as a program developing itself simultaneously to the acceleration program. In this case the acceleration program focuses on the development of internal corporate ventures while this new program solely focuses on the intrapreneurs involved in these ventures. Besides offering this opportunity, the program will be able to function as a poule of intrapreneurs for the CINO team of ING. The benefit it therefore has for this main stakeholder will however be explored in next chapters.

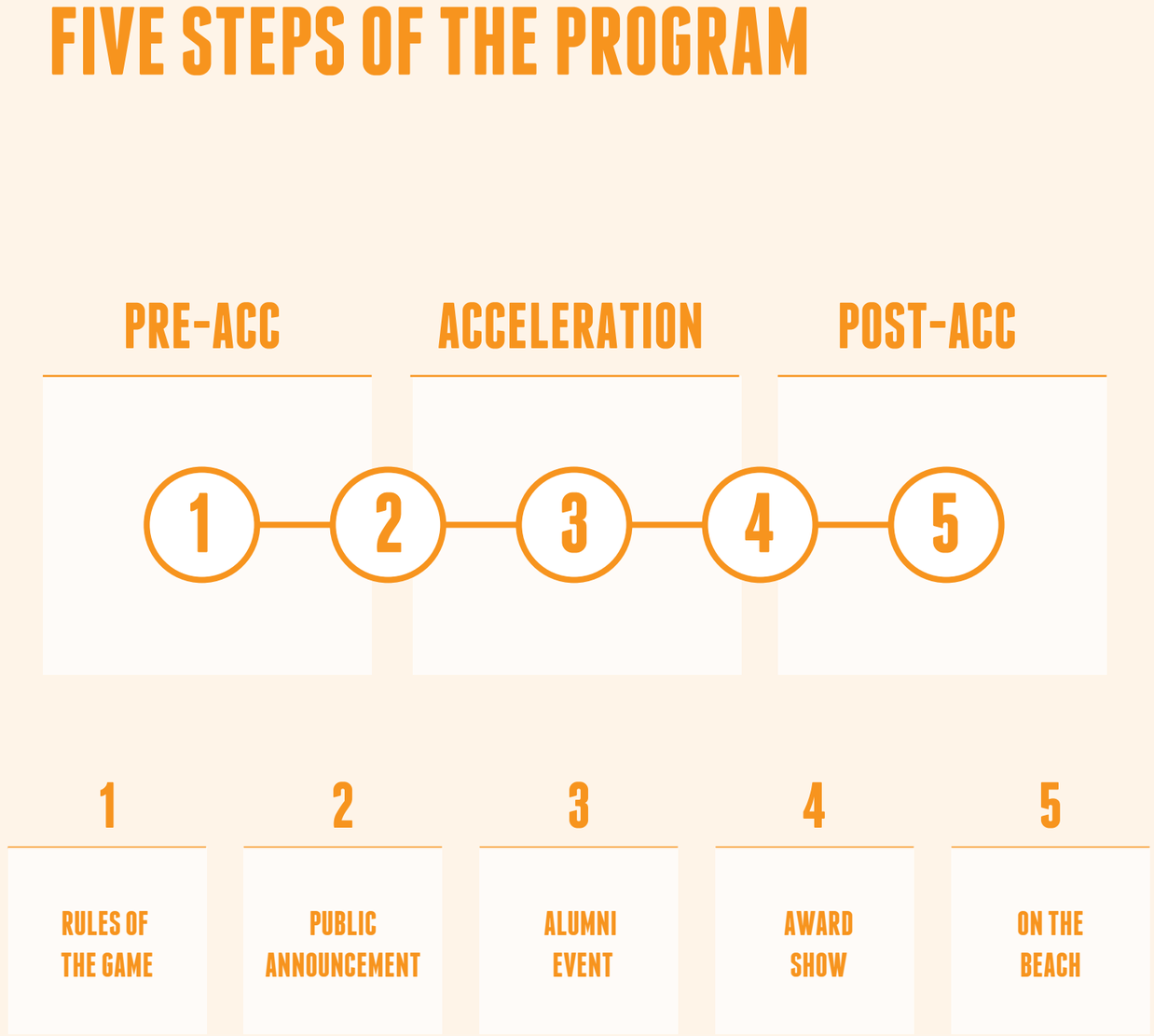


Figure 4.20 - Overview of the conceptual program

1 2 3 4 5

RULES OF THE GAME

GOAL

The rules of the game session is intended to make the program clear to the intrapreneurs. One of the aspects in this is communicating that performance does not necessarily depend on succesful validation of the idea.

	EXPLORE	MANIFEST
	Dedicated moments of exploring have to be pre-communicated to the intrapreneurs.	Clarity about that performing during the project is the best way to manifest oneself.
	Communicate that the platform can be used to fill in the explored ambitions.	Transparency regarding performance assessment and told platform can be used to share best experiments to show off.
	CINO team giving session to intrapreneurs and entrepreneurs.	CINO team gives session to team and lets managers understand their 'providing people' competition.

Figure 4.21 - Step 1: Rules of the game

1 2 3 4 5

PUBLIC ANNOUNCEMENT

GOAL

The public announcement involves making transparent who are the new intrapreneurs joining the internal corporate ventures. This, to show to the rest of the company that is it special what these people do.

	EXPLORE	MANIFEST
	-	All intrapreneurs and their former manager should be shown on big screens throughout ING.
	-	The digital platform should announce the new joining intrapreneurs on top of the page.
	-	Intrapreneurs and their corporate managers are shown to the rest of the company by the CINO team.

Figure 4.22 - Step 2: Public announcement

1 2 **3** 4 5

ALUMNI EVENT

GOAL

The alumni event is the first step in the direction of a community of intrapreneurs. These people all experience or have experienced similar things and are thus brought together to be able to talk about this to each other.

	EXPLORE	MANIFEST
	Hearing stories and lessons-learned from other intrapreneurs.	Showcase of good experiments executed by current intrapreneurs.
	Adjusting new ambition or reconfirming the current one based on conversations with other intrapreneurs.	Share best of the experiments on the platform to be voted on by the 'rest of the company'.
	CINO team organizes session for all new and old intrapreneurs.	Intrapreneurs are able to share experiments if they wish so the 'rest of the company' can see them and vote.

Figure 4.23 - Step 3: Alumni event

1 2 3 **4** 5

AWARD SHOW

GOAL

The award-show is used to publicly acknowledge the innovation efforts of individuals in the company. For intrapreneurs this is based on the most recognized experiment and for managers on how many intrapreneurs they have provided.

	EXPLORE	MANIFEST
	-	Like an oscar show, both intrapreneurs and exploitation managers are openly rewarded during an event.
	-	All winning intrapreneurs and managers are shown on the top of the list of people on the platform.
	-	Everyone is welcome during this event that should be organized by the CINO team.

Figure 4.24 - Step 4: Award show

1 — 2 — 3 — 4 — 5

ON THE BEACH

GOAL

During the on-the-beach period, the intrapreneur is provided the opportunity to spend 50% of his time on finding a new position while spending the other half on helping other internal ventures with hands-on tasks.

	EXPLORE	MANIFEST
	Conversations with CINO team members or old manager regarding vacant positions.	End of project feedback conversation is held with CINO team members.
	Most recent ambition the intrapreneur indicates in the system is used as input for conversations.	Performance review stored in the platform is used as input for the feedback conversation.
	Depending on the ambition of the intrapreneur, involved stakeholders are the CINO team or manager.	CINO team members hold the feedback conversations with each of the intrapreneurs.

Figure 4.25 - Step 5: On the beach

All five steps of the program are conceptualized as previously described. In order to come to a final solution however, these steps, including the digital platform, have to be validated with the actual intrapreneurs as well as other stakeholders involved. This is shortly described in the next chapter to then be able to iterate towards a final solution in this thesis.

CONCLUSION

- The conceptualized program focusing on providing opportunity to the intrapreneur an thus take away some of the perceived uncertainty, consists of five steps integrated into the acceleration process.

SO WHAT?

In this chapter a concept is constructed that is focused on providing opportunities to explore and to manifest for intrapreneurs working in internal corporate ventures. This concept has two aspects. The first one is a physical aspect involving workshops and sessions. This aspect is focused on engaging intrapreneurs and other stakeholders. Next to this is the digital aspect which comes in the shape of a platform. This platform is used to facilitate the entire process marked by the physical sessions.

Both aspects are combined to form a program containing five steps (figure 4.26). The first step contains 'the rules of the game' which focuses on making the program's process transparent to everyone. Next comes the 'public announcement' that shows to the company who its intrapreneurs are. Following on this is the 'alumni event' which brings together old-and new intrapreneurs to form the first step towards a community. At the end of the acceleration period, an 'award show' will be held to put both intrapreneurs and exploitation managers on a pedestal. Ultimately, the program concludes in an 'on the beach' timeframe allowing intrapreneurs to find a new position.

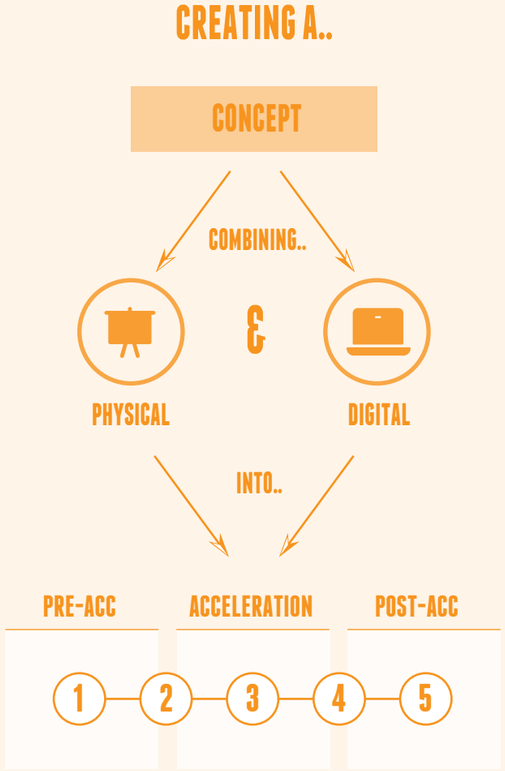


Figure 4.26 - Coming to a conceptual program

UP NEXT..

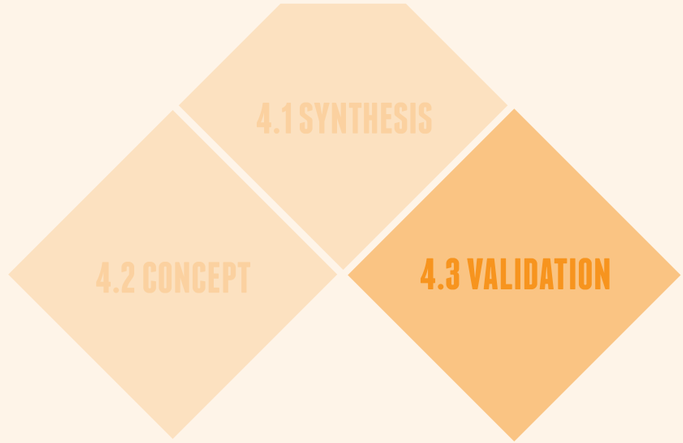


Figure 4.27 - The upcoming chapter: validation

Even though the composed concept is based on a broad analysis followed by a synthesis, it cannot be seen as a final solution in this thesis. For this to happen, each element is further tested with users (i.e. intrapreneurs and other stakeholders) as well as experts in their own fields. The next chapter, validation (figure 4.27), shortly describes some of the steps taken to realize this.

These include conversations with multiple experts and users that are guided through the conceptual program to receive their feedback. This finally lead to a more complete and trustworthy final solution to conclude this thesis work with. .

CHAPTER 4.3

VALIDATION

A quick intro..

Figure 4.28 - An example of a validation meeting with an expert

GOAL

The previous chapter describes a conceptual program that was established by the author in aiming to take some of the perceived uncertainty away from intrapreneurs with regard to their own position. In order to provide a solid solution to give to ING as a result of this thesis, the concept has to be **validated** with multiple of the stakeholders involved. These include the main stakeholders, the intrapreneurs, as well as those involved with implementing the solution. These include acceleration **experts**, who are involved in the current innovation process, HR experts, who are involved with the current (corporate) performance management in place, IT- and UX experts, involved with creating the current **portfolio platform**. Insights of these meetings are used to improve the concept.

METHOD

As described in the goal of this chapter, an **iteration** of the concept described in previous chapter is done through **expert meetings.** These meetings (figure 4.28) are used to gain feedback on the concept with regard to each expert's expertise (appendix VII). During these meetings, the experts and users were **guided** through the different phases of the concept and asked for their opinion and feedback regarding these. Such expert meetings were deemed a proper way to validate the concept based on Robert Verganti's '**Design driven Innovation**' (Verganti, 2009). Verganti describes 'interpreters' or experts as a good way of validating an idea in a design driven project like this. Each type of expert is treated in seperately and provides its own conclusions for the iteration of the concept.

4.3.1. VALIDATING USING EXPERTS

As described in the introduction of this chapter, multiple experts were consulted in order to validate the concept (figure 4.29). The first group included four intrapreneurs. These were intrapreneurs that are currently starting, going through or have participated in the acceleration of internal corporate ventures. Besides the intrapreneurs, who are essentially seen as the main 'users' of this concept, two acceleration experts were questioned. These experts are heavily involved with the acceleration of internal ventures at ING and include a CINO team member and an external expert. Furthermore, two experts from the Human Resources (HR) department of ING were involved.

Involving these people was deemed necessary since they are responsible for the performance management policies and practices in the exploitation part of the company.
This department is therefore also to be involved with the introduction of such an system in the exploration part of the company. Last, both an User Experience (UX) and IT expert were consulted with regard to the implementation possibilities of the proposed platform. These are both currently working on the implementation of the portfolio application of ING, which is elaborated upon going further. Each section describes the goal of involving the expert, threats some of the topics discussed and concludes with some main takeaways to be included in the iteration of the concept.

OVERVIEW OF VALIDATION EXPERTS

Figure 4.29 - Overview of the validation experts

4.3.2. VIEW OF THE INTRAPRENEURS

The goal of using intrapreneurs in validation was to understand their preference, wishes and needs with regard to such a program. This is especially important since the concept is intended to take some uncertainty with regard to the personal position of these intrapreneurs away. In order to gain a broad scope, intrapreneurs were consulted that were all in different phases of their venture's acceleration. One just began, while another one was already finished. Another one was especially interesting with regard to this thesis' topic since he now found himself in a position where he had to find a new position. Even though he is being helped by the innovation studio, the lack of a structural approach to this made this process difficult. Also, he indicated that he was still working on his venture but not focused on it anymore due to the uncertainty regarding his own position, which underlines the relevance of this thesis. Furthermore he mentioned the following regarding the presented concept: "It would feel good to feel appreciated for having taken this step and become part of such a lasting group while given the support to find my next position"

> **IT WOULD FEEL GOOD TO FEEL APPRECIATED FOR HAVING TAKEN THIS STEP AND BECOME PART OF SUCH A LASTING GROUP WHILE GIVEN THE SUPPORT TO FIND MY NEXT POSITION**
>
> Initiative lead internal venture @ ING

The other intrapreneurs also had a positive position regarding the creation of a community of intrapreneurs. Even though this was the case, one indicated that a community is not just something you are a part of, but rather has to be built up based on common interests and values. Also, all intrapreneurs had a similar opinion with regard to the functionalities provided in the proposed platform, especially the 'performance' and 'ambition' parts. They stated that they rather not have both of these public since this could be the cause of possible friction between them and colleagues or managers. Other than that, they indicated that it would be very helpful to have transparent who is working on what to be able to share knowledge and experiences regarding their venture, but also their careers.

CONCLUSION

- In order to create a community of intrapreneurs with events such as alumni-gathering or an award show, a start has to be made with common interests to initiate the growth of a feeling of coherence
- The platform should not necessarily be used to store data with regard to personal performance or ambitions but rather focus on facilitating

4.3.3. VIEW OF ACCELERATION EXPERTS

Acceleration experts were used in the validation of the conceptual program to get feedback on how it fits into the current PACE process. This 'organic' integration into the current process is something that already came to light in the discovery & analysis phase of this thesis as being important. Since currently no structural solution is in place to manage the performance of intrapreneurs, both experts had a positive attitude towards the intention of the concept. They indicated that the vision of providing transparency and opportunity is something they see as valuable within the current process. They also had remarks regarding the magnitude of the concept regarding those involved. The concept involves multiple stakeholders from multiple parts of the organization (i.e exploration as well as exploitation). The focus of this thesis is on the exploration department and should thus be kept this way. One of the experts formulated it as follows: "Currently the concept is trying to achieve too much and include too much stakeholders, try to start small at first.". This indicates that the goal of involving all stakeholders is not necessarily bad, but not something to start of with.

> **CURRENTLY THE CONCEPT IS TRYING TO ACHIEVE TOO MUCH AND INCLUDE TOO MUCH STAKEHOLDERS, TRY TO START SMALL AT FIRST**
>
> Acceleration expert @ ING

The overview of all intrapreneurs on the platform was deemed as a good way to administer everyone that is and has been involved in internal corporate ventures. That being said, a new community-platform is found something that is always difficult to implement since it needs its unique added value compared to the other platforms and communities in the organization. Furthermore, with regard to the last phase of providing a 'on the beach' period for intrapreneurs, the experts were afraid it would be a very costly thing for the innovation studio to keep these people onboard for three more months. This had to be explored with the HR department, which is elaborated upon in the next section.

CONCLUSION

- The program should, for now, be focused on the intrapreneurs. Corporate managers, external experts and 'the rest of the company' could be included later on when the program is established.
- The community intended on the platform should offer an unique added value compared to the other communities and platforms ING currently offers.

4.3.4. VIEW OF HR EXPERTS

As is stated in previous part, meeting with experts from the HR department of ING was necessary to understand how the proposed program would fit or be linked to the corporate performance management systems in place. For this reason, the HR experts that were consulted included the global head of performance management of ING and an ING employee who is also currently pursuing a PHD in the field of human resources. The most important topic that had to be treated with these experts was the last phase of the proposed program: 'on the beach'. This was thus discussed with both experts. Their view on the topic was that since ample of the intrapreneurs end up in mobility due to reorganizations or absence of appropriate positions, such a 'safety-net' could work. The 'on the beach' phase should therefore be seen as a 'mobility for innovation' phase in which intrapreneurs are 'in between jobs' looking for a new position. This is intended to increase employee retention. ING's global head of performance management indicated the following: "Such a mobility program would definitely work since they often end up there now anyway". Like this they can also still be of value with the skills they learned in their ventures".

> **SUCH A MOBILITY PROGRAM WOULD DEFINITELY WORK SINCE THEY OFTEN END UP THERE NOW ANYWAY**
>
> Global head of performance management @ ING

As a comment on this, the other HR expert indicated that taking away the STA possibility immediately could result in less intrapreneurs being eager to join internal corporate ventures. This, due to the increased risk of having to find a new position anyway through the mobility program. The mobility phase is therefore seen as an addition to the current situation for those not wanting to go back to their old position or those not being able to go back to their old position. Also, the program would not only possibly improve the retention of intrapreneurs but also retain their knowledge during this period.

CONCLUSION

- The 'on the beach' phase could work if it would be arranged a special mobility program for those in innovation. This, to keep on using their knowledge and increase the retention of intrapreneurs.
- Removing the possibility of the STA immediately could result in a decrease of intrapreneurs that are willing to join the internal corporate ventures.

4.3.5. VIEW OF AN UX EXPERT

An user experience (UX) expert was consulted to create a solid journey for intrapreneurs to go through in the program. He was mostly used with regard to the proposed platform design. This, because this UX expert is currently responsible for making the user experience designs for ING's portfolio platform which includes an overview of all the internal corporate ventures. With regard to this, he elaborated on how creating platforms should include simplicity and should not offer the potential users too much.

Also, the expert indicated that ING has introduced their One Intranet in the beginning of 2017. This combined all existing platforms and communities into one. He therefore urged that such a platform should be connected to a current one and not become a complete new one. He describes it like this: "ING has only recently introduced their One Intranet. Introducing another platform is difficult, try to integrate it into a current one".

With regard to the options to make available to users of the platform, the expert indicated that while users should be able to use communication however they want, the options should be limited. This, to introduce a standardization which brings structure to the platform as well as ease of use for the users themselves.

> **ING HAS ONLY RECENTLY INTRODUCED THEIR ONE INTRANET. INTRODUCING ANOTHER PLATFORM IS DIFFICULT, TRY TO INTEGRATE IT INTO A CURRENT ONE**
>
> User Experience expert @ ING

CONCLUSION

- The integration of the conceptual platform into an established one could be the best option to prevent introducing 'that other platform'
- Within setting up a community platform, some standardization and simplicity is needed to bring structure and overview to the platform.

4.3.6. VIEW OF AN IT EXPERT

A digital concept is often easily made but the realization can often be costly and time intensive. Because of this, an IT expert at ING was used to validate the conceptual platform. He agreed with the UX expert on the fact that introducing another platform is a difficult effort in the organization. Having said this, he suggests to integrate the proposed community platform into the existing **portfolio application** (figure 4.30). This could be valuable since this app does not reside in the IT domain of ING (e.g. not limited by IT restrictions) and could provide extra value compared to the One Intranet since it offers insight into what people can do and what they are working on.

He stated this as follows: "ING's portfolio application lies outside of the IT domain of ING and already contains the data of all intrapreneurs, but doesn't use it as of yet".
Also, creating a community could enrich the portfolio app, which is currently mostly used as an administration tool

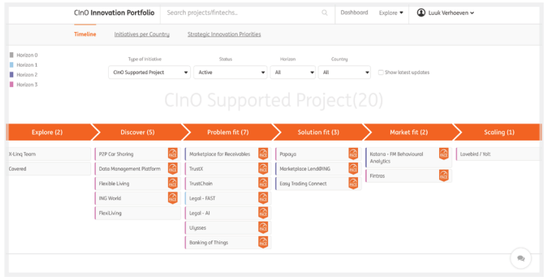


Figure 4.30 - Screen example of ING's portfolio application

> **ING'S PORTFOLIO APPLICATION LIES OUTSIDE OF THE IT DOMAIN OF ING AND ALREADY CONTAINS THE DATA OF ALL INTRAPRENEURS, BUT DOESN'T USE IT AS OF YET**
>
> Information Technology expert @ ING

CONCLUSION

- The community platform could be integrated into the portfolio application in a relative easy way. This makes the step towards introducing the platform smaller.
- Integration offers the unique benefit of seeing what people are actually working on and have worked on, as well as being less restricted due to being outside of ING's IT domain.

SO WHAT?

This chapter has described how multiple experts and users were consulted to gain feedback and insights to iterate on the constructed concept. These total of ten experts and users came from five different fields: the intrapreneurs themselves, acceleration experts, HR experts, a UX expert and an IT expert (figure 4.31). Feedback and advice was gathered by taking each of the experts through the conceptual program. This feedback and advice resulted in some key-takeaways that allow for an iteration of the conceptual program and the supporting platform.

These takeaways include making the concept 'smaller' and thus involving less people to make it more clear. Also, the beginning of building a community has to start by connecting people based on common interests while the 'on the beach' phase can be done in the form of a mobility program for innovation. Last, the most likely way for the platform to be introduced is by integrating it into the portfolio application of ING. This application is used to keep an overview of all internal and external ventures ING is involved in and lies outside of the IT domain of ING.

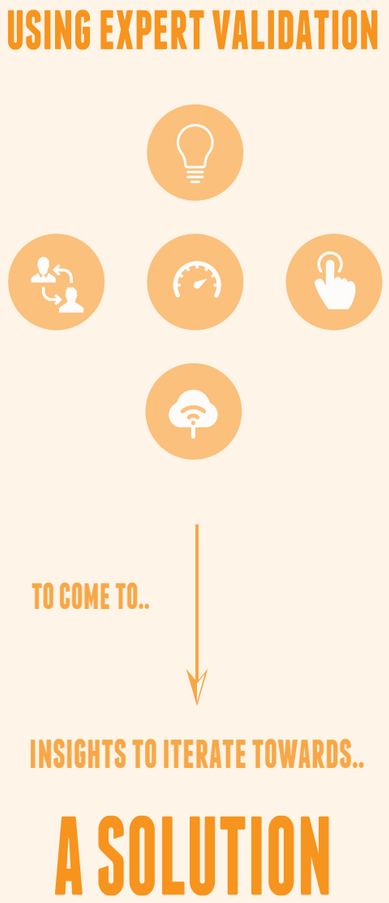


Figure 4.31 - Using expert validation to come to iteration insights

UP NEXT..

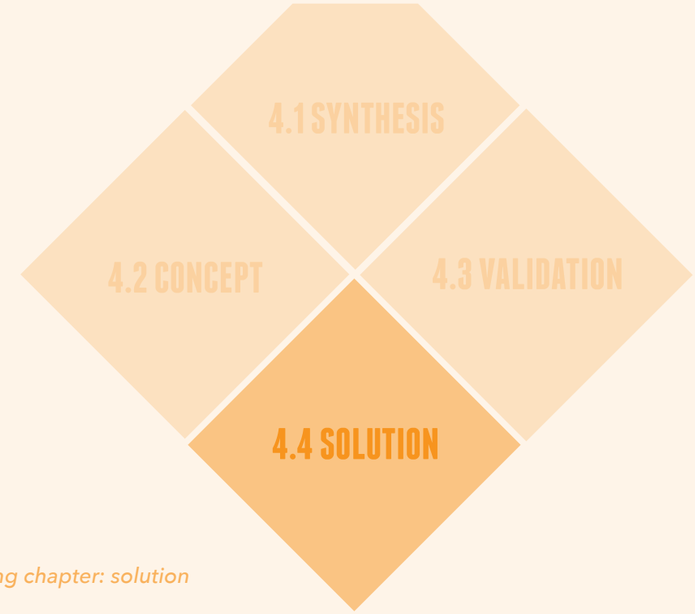


Figure 4.32 - The upcoming chapter: solution

Since the constructed concept still had a rather high level of abstraction as well as a lack of focus, the validation of this concept with different experts allows for an iteration towards a final solution (figure 4.32). This solution will be the 'final' one in this graduation thesis but cannot be seen as an MVP which can immediately be tested and implemented by ING.

It can thus be seen as another concept which is more detailed and more focused than the concept in chapter 4.2 of this thesis.

CHAPTER 4.4

SOLUTION

Figure 4.33 - Simba, the lion, given a podium

A quick intro..

GOAL

Using the key takeaways gathered through the validation of the concept, a final solution in this thesis is developed. This solution, however, is not necessarily seen as 'the perfect solution' but rather how the author sees how the situation could be handled by ING. The solution is a program called **PRIDE**. The goal of PRIDE is to create a **community of intrapreneurs**. This community acts both as a **social group** of intrapreneurs as well as a **poule** of (the best of) them to be (re)used by ING as members for its internal corporate ventures. The program consists of three elements: **onboarding**, **community building** and **innovation mobility**. Supporting the program is a **digital platform** which is to be integrated in ING's current portfolio tool.

METHOD

In this chapter each element of the PRIDE program is elaborated upon with regard to their **goal** and the way **exploring** and **manifesting** are incorporated. Besides this, the digital platform is elaborated upon by displaying **screen-examples** (appendix VIII) showing multiple functions. Following on this, a **possible journey** (appendix IX) through this program is shown for a given intrapreneur. This is done to give a clear example of how the proposed program could help an intrapreneur to decrease some personal uncertainty during the acceleration of an internal venture. Finally an **implementation roadmap** is presented which describes how the PRIDE program could be built up through the years. Last, **recommendations** are given to be taken into account in doing this.

4.4.1. JOIN THE PRIDE!

The proposed solution is called **PRIDE**. The intention of PRIDE is to establish a **community of intrapreneurs**. A group of lions is called a pride and this community will therefore be a group of ING's lions (i.e. intrapreneurs) that have taken the risk of stepping into innovation. Next to this, these intrapreneurs should be treated in a way so they form the 'pride of the company' by recognizing their performance in the internal ventures. Thus providing a podium for them rather than keeping them 'invisible'. Such a podium can be illustrated by figure 4.33 which shows Simba from the Lion king being held in the air on pride rock. Continuing on the analogy of the Lion King, PRIDE's logo (4.34) is derived from the silhouette of pride rock (figure 1.1).

A community of intrapreneurs allows for ING to have a **poule** of good-performing intrapreneurs who can be re-used in the acceleration and scaling of internal corporate ventures. Next to this, the creation of a **social group** of intrapreneurs who exchange knowledge and experiences can be established. This establishes the opportunity for intrapreneurs to explore career opportunities as well as manifest themselves.

Figure 4.34 - The PRIDE logo

A COMMUNITY OF ING INTRAPRENEURS

The PRIDE community can be created through a program. This program consists of three elements: onboarding, community building and innovation mobility. Each element contains multiple steps of new policies or procedures to be introduced. Next to this, an addition to the current portfolio app is conceptualized to facilitate the program. This addition allows for a digital community with intrapreneurs own profiles connected to the internal ventures they are and have been in.

Each element of the program is elaborated upon going further with regard to their significant goals and the contribution they have in providing the intrapreneurs with the opportunity to explore and manifest themselves. Furthermore, the digital platform is explained with regard to the functions it offers. Finally a possible journey of an intrapreneur going through each element of the program is shown. Last, an implementation roadmap alongside final recommendations are provided to show how PRIDE could be established.

4.4.2. THE PROGRAM ELEMENTS

As previously described, the proposed program to establish PRIDE consists of **three different elements**: onboarding, community building and innovation mobility (figure 4.35). These elements include new procedures and policies supported by the **digital community** that is to be integrated into the portfolio application. In this chapter each of the elements is elaborated upon with regard to their significant goals and contribution to providing the opportunity to explore new career options as well as a way of manifestating for intrapreneurs (figure 4.36-4.38).
The focus of the program is on the intrapreneurs. These include future, current and past intrapreneurs with an affection for corporate innovation.

Not only the job-seeking intrapreneur should benefit from this program. Someone looking for team members should be helped by PRIDE as well. The stakeholders chosen to guide this program are members from the CINO team. The role the CINO team-members play is that of program-owners as well as a personal career counselor for innovation. Other important stakeholders such as expert entrepreneurs, members from the HR department, business sponsors, corporate managers and the rest of ING are as of yet not included in the program. The implementation chapter elaborates on their increasing involvement throughout the implementation roadmap.

Figure 4.35 - Three elements of the PRIDE program

ONBOARDING

Figure 4.36 - Onboarding in PRIDE

GOAL

The onboarding part of the program is intended to provide **transparency** to the intrapreneur regarding the process at hand. First the intrapreneur has to be given a sense of **recognition** by being included in a community of intrapreneurs called PRIDE. After onboarding is done, the intrapreneur should be enrolled into the platform and understand how to explore career options and manifest himself during acceleration.

EXPLORE

It should be made clear which career opportunities can be explored and how the program can be used in doing so.

MANIFEST

Intrapreneurs should understand that the optimal way to manifest themselves is by showing 100% percent dedication during acceleration.

COMMUNITY BUILDING

Figure 4.37 - Community building in PRIDE

GOAL

Telling people they are a community does not make them a community. Therefore, **events** such as alumni events and award shows are first organized by gathering intrapreneurs based on **common values** and **interests**. Through this, a community could start to be established. This process is facilitated by the digital platform. By becoming a community, knowledge and experiences of all intrapreneurs can be easily accessed and retained for ING.

EXPLORE

By networking and connecting to one another, the community can be used by intrapreneurs to explore their career options.

MANIFEST

Intrapreneurs can use the events and digital platform to manifest themselves by showing their work and efforts in innovation.

INNOVATION MOBILITY

Figure 4.38 - Innovation mobility within PRIDE

GOAL

A new to-be-introduced procedure is that of mobility for innovation. This describes a safety net of up to **three months** in which intrapreneurs can find a new position. This procedure should be communicated during the onboarding of intrapreneurs so they understand they do not have to worry about this during acceleration. Other than mobility procedures in the corporate, intrapreneurs spend only **50%** of their time on finding a new position. The **other half** of the time in the mobility program they will spend on mentoring newly started internal ventures.

EXPLORE

Exploration can be done by use of the network the intrapreneurs have built up. Also, the innovation counselor gives advice regarding vacant positions.

MANIFEST

A good to manifest during a venture's acceleration increases the likelihood of finding a new position due to positive references and assessment.

4.4.3. THE DIGITAL COMMUNITY

The digital platform plays a **facilitating role** in each element of the program to establish the PRIDE community. Essentially the platform introduces personal profiles of intrapreneurs. These profiles are connected to the ventures being accelerated by ING. As was found in the validation of the concept, the proposed platform can best be **integrated** into ING's portfolio application. Figure 4.39 shows a proposition on how this can be done.

By integrating the community into the established application, extra value is added to the existing platform. Also, integration into an established platform is seen as the most feasible and viable option opposed to introducing an entire new platform. This, because asking users to create a new account for another platform is not seen as a positive influence on the user experience. Moreover, according to the IT-expert, data of intrapreneurs is already available but not yet being used. By connecting the community to the portfolio of ventures these ventures, and their horizon focus, process status and 'topic-tags' can be connected to the personal profiles of the intrapreneurs.

The platform can be used throughout the program for multiple purposes. The first purpose is to create a **transparent overview** of all intrapreneurs connected to their significant projects. This leads into the second purpose of functioning as a **marketplace** of available intrapreneurs (i.e. regarding their status) and vacancies in upcoming or existing ventures. The last purpose is the establishment of a **social network** dedicated to share knowledge and experiences between intrapreneurs.

Being dedicated as such is expected to provide benefits compared to the established communities with ING's 'one intranet', which are open to anybody. Moreover, being able to see what people are actually working on rather than a basic description, adds extra value compared to ING's 'one intranet' communities. Last, the fact that the portfolio application lies outside of ING's IT domain provides opportunities with regard to ING's collaboration with external parties.

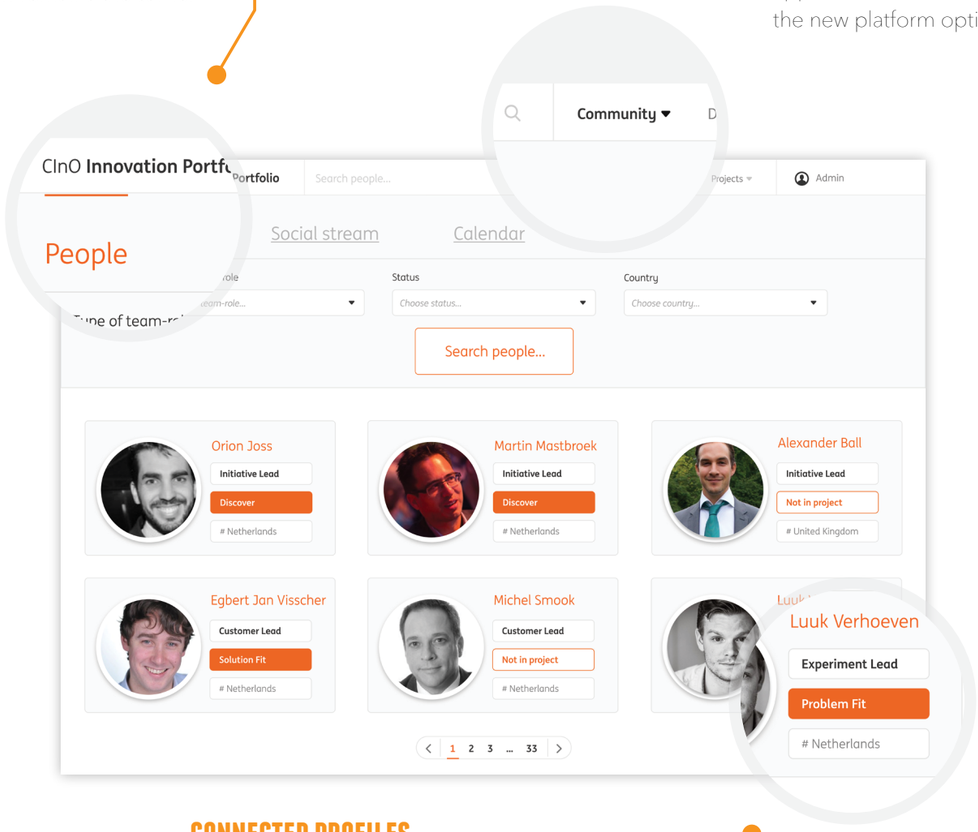
With regard to users that can use the platform. At first, the platform should be dedicated to intrapreneurs and members from the CINO team. When it becomes a success, more users such as externals, business sponsors and the rest of ING can be added. This is elaborated in the implementation roadmap.

INTEGRATION IN PORTFOLIO APP

The venture administration within the portfolio application as it exists now remains the same.

COMMUNITY ELEMENT

A community element is added to the current application which includes the new platform options.



CONNECTED PROFILES

The profiles of intrapreneurs are connected to the ventures administered in the portfolio application.

Figure 4.39 - Digital community integrated within the portfolio application

The digital community should be available on multiple devices to both increase the user experience as well as the use of the platform. The community offers multiple functionalities such as sharing experiences, a personal profile connected to the ventures in the portfolio application and an overview of all intrapreneurs. This overview also shows an intrapreneur's availability as well as his position. Figure 4.40 gives an overview of a number of these functionalities.

Figure 4.40 - Overview of different platform functionalities

CONNECTED PROFILES

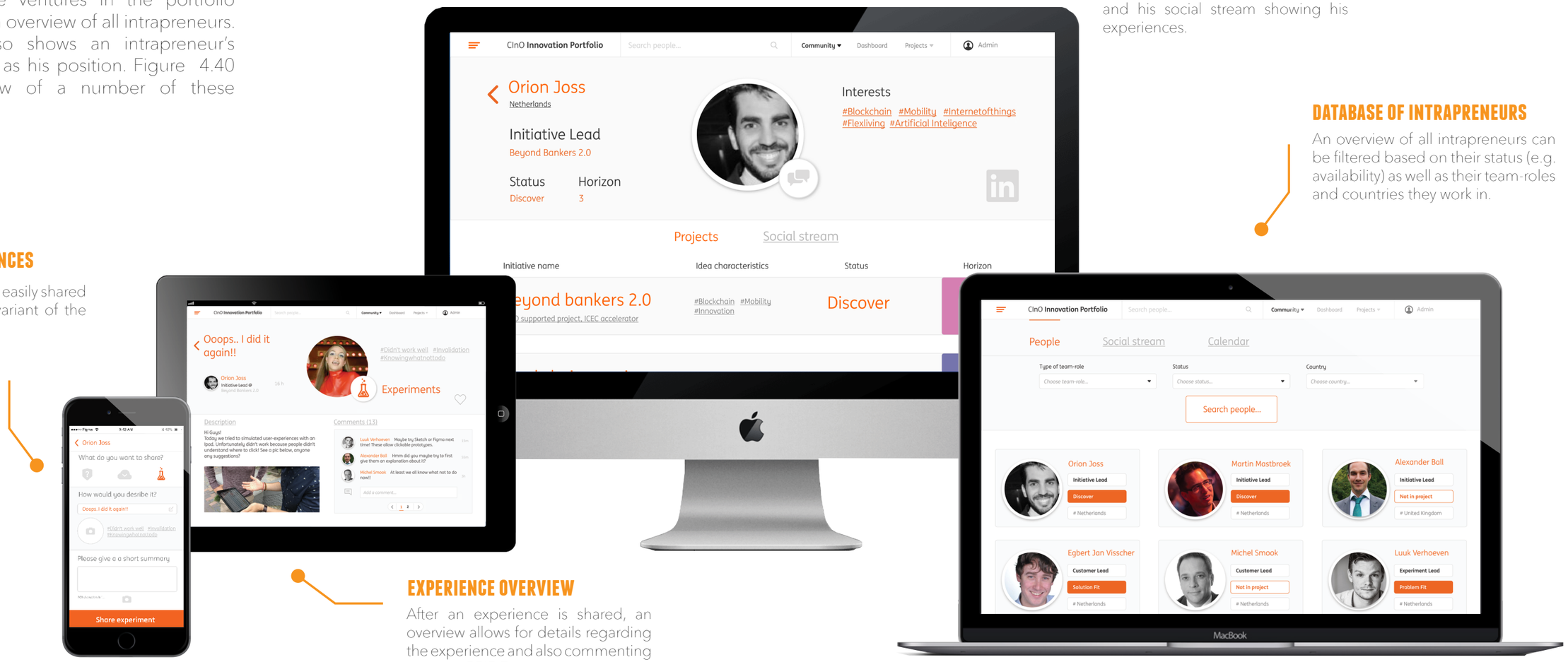
A personal profile shows the details of an intrapreneur, a connection to his LinkedIn account, an overview of ventures he has participated in and his social stream showing his experiences.

DATABASE OF INTRAPRENEURS

An overview of all intrapreneurs can be filtered based on their status (e.g. availability) as well as their team-roles and countries they work in.

SHARING EXPERIENCES

Experiences can be easily shared using the mobile variant of the platform.



EXPERIENCE OVERVIEW

After an experience is shared, an overview allows for details regarding the experience and also commenting by other PRIDE members.

Experiences can be shared to encourage engagement to the digital community. Capturing of experiences will use a standard format. This includes: a question/vacancy, an update or an experiment (figure 4.41). Once shared, an experience can be liked or commented upon. Figure 4.42 shows an overview of a shared experience highlighting the different options. The next section elaborates on how the platform fits in each element of the program.

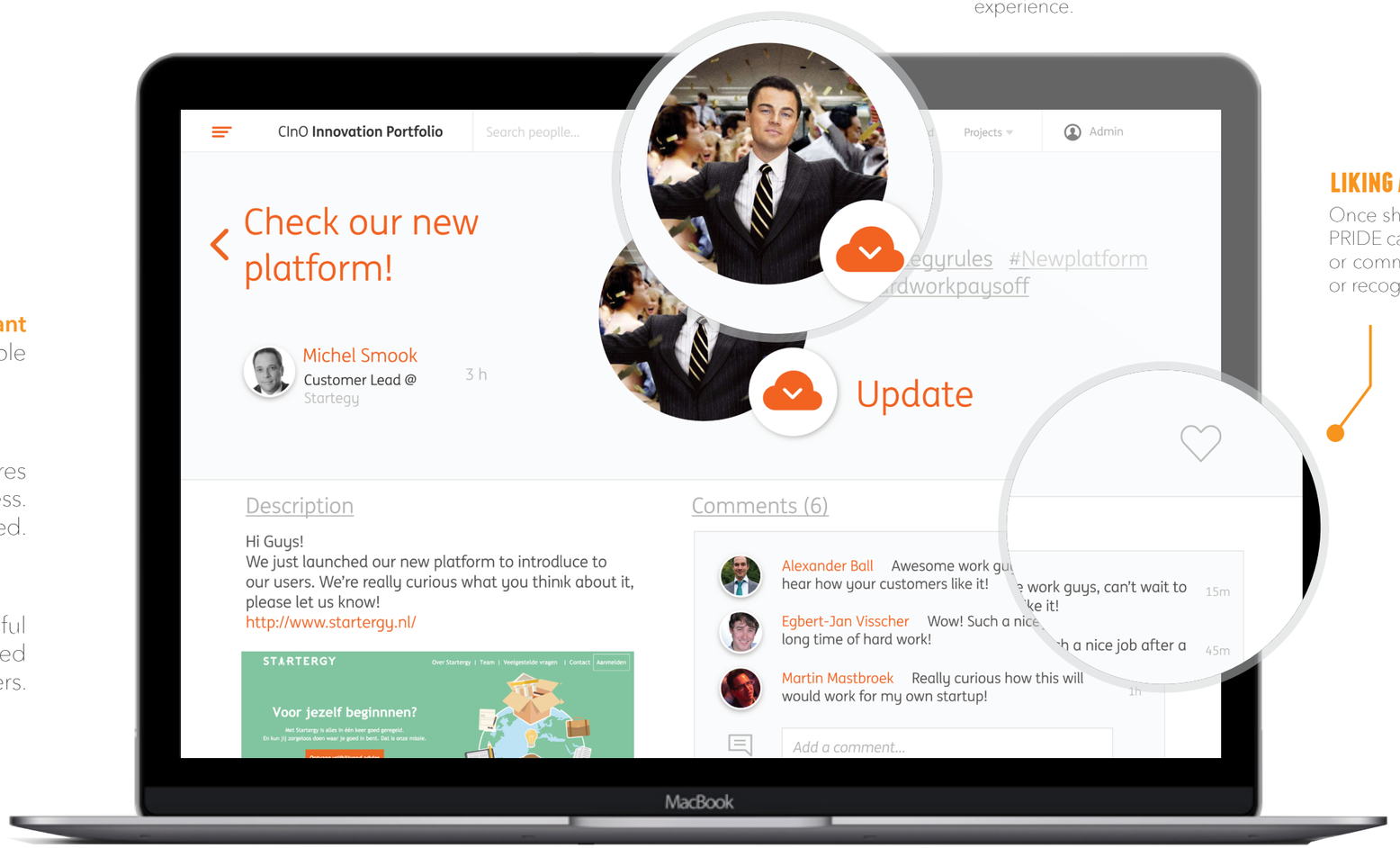
Open **questions** or **vacant positions** can be placed for people to respond on to help the placer.

Updates can be placed by ventures to notify others of their progress. Also, general updates can be shared.

Both successful and unsuccessful **experiments** can be quickly shared to transfer lessons-learned to others.

Figure 4.41 - Different experience sharing options

Figure 4.42 - Overview of an experience screen



EXPERIMENT TYPE

The type of experiment can be identified by use of a logo. Also, a meme can be added to add a sense of emotion to the experience.

LIKING AND COMMENTING

Once shared, other members of the PRIDE can like the shared experience or comment on it with a suggestion or recognition.

4.4.4. PRIDE IN ACTION

With the different elements of the program supported by the digital community, ING's PRIDE can be established. The program can be experienced through multiple scenarios depending on the intrapreneur going through it and the venture he is in.

This section depicts the **possible journey** of an intrapreneur through each of the program elements. It therefore also shows how the digital community is integrated into each element of the program. What has to be noted is that the journeys through each program element (i.e. onboarding, community building and innovation mobility) are based on one single scenario. Other scenarios are definitely possible. Some steps therefore elaborate on considerations the intrapreneur has to take into acount or other possible options in that significant step.

First, the **onboarding** process is shown to understand how an intrapreneurs is introduced to PRIDE and enrolled onto the digital community. These steps are shown in figure 4.43.

Next, a possible **community building** journey is shown. This is done to clarify how an intrapreneur can be involved and engaged into establishing a community with his fellow intrapreneurs. Also, it shows how the community can be used to benefit intrapreneurs. Figure 4.44 shows these steps.

Last, an example is shown on how **innovation mobility** could work for an intrapreneur. This includes multiple considerations and dependencies which are elaborated upon. This journey can be found in figure 4.45.

This section thus elaborates upon how PRIDE would ideally work. This is however not realistic to be implemented immediately by ING. Therefore next section shows a roadmap on how this thesis proposes this could be done.

Figure 4.43 - Onboarding 1-7

3

PRESENTATION

A CINO team member gives a presentation to introduce the different elements of the program. Also, he explains how an intrapreneur can explore and manifest himself.

INNOVATION COUNSELOR

Orion is introduced to his innovation counselor. This counselor, provided by the CINO team, functions as the ‘go-to’ person for Orion with regard to his innovation career.

4

5

PLATFORM ENROLLMENT

His counselor instructs Orion to enroll on the platform for the first time. He does this by connecting his LinkedIn account and choosing his team-role and interests.

CONNECT TO VENTURE

Alongside his team, Orion connects his new platform profile to the venture he is joining. His fellow team-members do the same.

6

7

CONFIRMATION

After he is enrolled and connected to his venture, Orion receives a confirmation email telling him he is now part of ING’s PRIDE. This stimulates him to keep the platform in mind.

COMMUNITY BUILDING

1

EVENT ANNOUNCEMENT

Orion is notified about an upcoming event about corporate innovation exclusively open for PRIDE members. He is interested in the topic and decides to join.

INSPIRING TOPIC TALK

A knowledgeable speaker is used to give an inspiring talk about the topic of corporate innovation and introduces a number of new methods and techniques to the intrapreneurs.

2

Figure 4.44 - Community building 1-10

3

TOPIC RELATED WORKSHOP

All PRIDE members present at the event are instructed to apply the new learned methods in a short workshop focusing on a problem a venture is currently dealing with.

NETWORKING DRINKS

After the workshop, a networking drink is organized for all PRIDE members. Orion talks to some of them about their experiences and other things.

4

5

EVENT RECAP

Some days after the event, the organizer posts an update including a recap with pictures of the event. Orion spots a comment from someone he spoke to and decides to look him up.

8/10

FINDING A PRIDE MEMBER

He finds the guy he spoke to on the digital community and decides to add him on LinkedIn and send him an email inviting him for a coffee to talk about his experience.

6

7

MEETING UP

In his meeting with the PRIDE member, Orion gets recommendations about career steps to take after acceleration and advice about interesting experiments to do for his venture.

PERFORMING EXPERIMENT

Orion believes one of the experiments the PRIDE member recommends him to do could be useful and decides to try it out with some people on the street.

8

10/10

9

SHARING EXPERIENCE

The experiment does not work and fails but Orion believes it is interesting to share this with his fellow PRIDE members to get comments and suggestions.

PROCESSING FEEDBACK

After some time, lots of PRIDE members have commented on the post about Orion's experiment. Orion decides to share this feedback with the rest of his team.

10

INNOVATION MOBILITY

1

ACCELERATION FINISHED

Once Orion's venture is closed or his acceleration is finished he is given the choice whether he wants to have a talk with his innovation counselor.

SCHEDULING CAREER TALK

Since Orion does not feel he can and wants to return to his old job (i.e. using his STA), he decides to schedule a meeting with his innovation counselor.

2

Figure 4.45 - Innovation mobility 1-9

3

WHAT'S NEXT?

Together, Orion and his counselor discuss his career ambitions and the performance he demonstrated during the acceleration of his venture.

CONNECTING THE DOTS

Orion performed well and should be retained for ING's innovation studio. Patrick points him towards people to talk to and connects him to a venture to mentor.

4

5

VENTURE MENTORING

Orion spends half of his time in mobility mentoring a venture that just started acceleration. This helps the venture by learning from Orion's experience.

BEING SCOUTED

Orion keeps track of vacancies on the platform but is eventually being scouted by an initiative lead looking for a customer lead. He finds Orion on the platform and contacts him.

6

7

INTERVIEWING

Orion and the initiative lead have a meeting in which they see if there is a connection between them and the available position. They hit it off immediately and try to onboard him.

GETTING NEW POSITION

After some contractual talks, Orion can finally be added to the core team of a new venture. This is confirmed when he looks on his digital profile.

8

9

HAPPY INTRAPRENEUR

Orion is happy he could join a new venture to take the next step in his innovation career. He is full of energy to bring this one to a success.

4.4.5. ROME WASN'T BUILT IN A DAY

PRIDE, as it is proposed in previous sections, is not something that can be immediately implemented as a whole by ING. Currently no performance management system for innovation exists within ING, which makes PRIDE only the first step into the right direction.

Also, it means that PRIDE cannot be integrated into a current performance management system. Setting up a new system rather than integrating it into a current one, takes a considerable amount of time and should be built up piece by piece. Moreover, it should be considered that the program proposition in this thesis should still be seen as a concept (i.e. speaking in terms of the PACE methodology it would currently reside in the problem-fit phase). This also counts for the suggested addition to the portfolio application; the digital community of intrapreneurs. Because of this, an implementation roadmap is suggested.

In order to give a concrete example on how PRIDE should be implemented, its implementation roadmap is linked to ING's innovation strategy. This strategy, consisting of objectives of transformation and execution (i.e. as is described in chapter 3.1) , currently has a timeline up and until 2020. This timeline will therefore also be seen as the appropriate one for implementing PRIDE. Also, the two objectives are used to guide the implementation.

Since the main focus in this thesis is on execution, this will also be the focus in the first part of the implementation of PRIDE. Later on, the transformation objective is taken into account which therefore includes more stakeholders from the corporate part of ING.

This is seen as the appropriate approach since the transformation of an established organization into an innovation enabling one only works when the part focusing on innovation works optimally. The roadmap therefore starts with a focus on execution and includes the transformation objective in a later stage (figure 4.44).
As of writing this thesis, we are in the year 2017. The rest of this year will be seen as a testing and preparation phase on implementing the first elements of PRIDE. This includes an alumni event which will be co-organized by the author.
2018 is seen as the year for setting up the first 'soft-procedures' of the PRIDE program. These are the procedures that are easily implemented into the current process. Later on, in 2019, the more official procedures such as the mobility program can be implemented.

Such official procedures include more stakeholders (i.e. such as the HR department) and dependencies (e.g. whether or not budget is made available) which makes it unrealistic to immediately implement this.

The year 2020 is seen as the year in which PRIDE as proposed in this thesis could be fully established. How PRIDE will look by then, however, depends on the iterations (i.e. due to a lean way of working) it goes through during its implementation (e.g. it could for example be found that establishing a social community outside of ING's one intranet is not sustainable or feasible).

A roadmap shown on the next pages in figure 4.47 depicts the goals to be reached in each year to accomplish PRIDE as it is proposed. These goals are proposed with regard to the program, it's procedures, the digital community and the stakeholders involved. Methods used to accomplish the goals are shortly described as well.

The next section shows the final recommendations for ING with regard to PRIDE, the program and the proposed digital community.

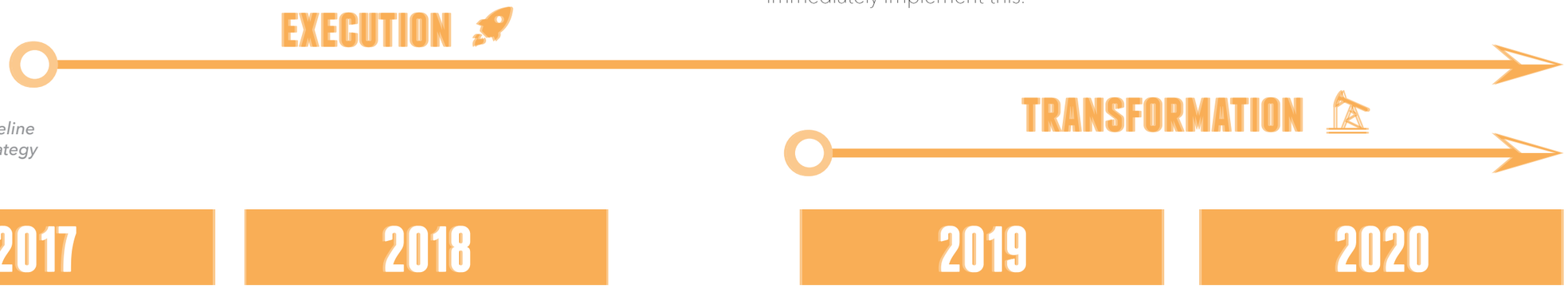


Figure 4.46 - Implementation timeline connected to ING's innovaton strategy

IMPLEMENTATION ROADMAP FOR PRIDE

Figure 4.47 - Implementation roadmap including goals and methods

GOAL
METHOD

	2017	2018	2019	2020
PRIDE PHASE	PREPARATION, PILOTING AND TESTING	INFORMAL STRUCTURE FOR INNOVATION CAREERS	FIRST FORMAL PILOTING YEAR FOR NEW PROGRAM	PRIDE AS A MATURE PROGRAM IMPLEMENTED
PROGRAM PROCEDURES	PILOTING INFORMAL PARTS COUNSELOR & ALUMNI EVENT	IMPLEMENT INFORMAL PARTS COUNSELOR & PRIDE EVENT	PILOT OF FORMAL PROCEDURES MOBILITY FOR INNOVATION	IMPLEMENTING ALL PROCEDURES THE WHOLE PRIDE JOURNEY
DIGITAL COMMUNITY	EXTEND WITH CURRENT DATA USER PROFILES	ADMINISTRATON TOOL PROFILES & VENTURES CONNECTED	MARKETPLACE TOOL VACANCIES AND QUESTIONS	SOCIAL PLATFORM SHARING EXPERIENCES
NEW STAKEHOLDERS	LIMIT TO INNOVATION STUDIO INTRAPRENEURS & CINO	START COLLABORATION WITH HR HR DEPARTMENT	INVOLVE INNOVATION ENABLERS EXTERNALS, BUSINESS SPONSORS, CORPORATE MANAGERS.	INFLUENCE TRANSFORMATION REST OF THE COMPANY

4.4.6. RECOMMENDATIONS

In order to guide the implementation of PRIDE, final **recommendations** need to be taken into account. These involve ways of thinking and ways of working that are expected to heighten the likelihood of a successful implementation. These are necessary since a company as large as ING involves a considerable amount of stakeholders, who each have their own priorities and budget available. The three recommendations given here are: start small, practice what you preach and quantify the need. These are elaborated upon in figure 4.48.

Keeping these recommendations in mind alongside the proposed roadmap should help ING in facilitating a successful implementation of the PRIDE program.

What has to be kept in mind, is the fact that due to multiple **iterations** and validation of the proposed program, PRIDE could change. This immediately means that the implementation roadmap described in previous section will change as well.

The recommendations however can be seen as guidelines in the process which remains relevant. The impact PRIDE is expected to have on the organization alongside personal- and other evaluations are elaborated upon in the next chapter: evaluation.

START SMALL

In order to built a solid community of intrapreneurs, the focus first has to be on the core: **intrapreneurs themselves**. One of the assumptions PRIDE builds on is that intrapreneurs have interest and can benefit from forming a **community**. Other than that, the extent to which a community should be formed (i.e. marketplace versus social group), has to be determined. This should therefore be **tested** and built up before involving other stakeholders such as external experts, business sponsors and corporate managers.

PRACTICE WHAT YOU PREACH

To optimally help its customers, ING uses **PACE** as a method to create fitting propositions and solutions. When creating new policies and procedures for the organization however, a **top-down** approach is still mostly used. This thesis has combined this top-down approach with a **user-centered** approach similar to PACE. It is recommended that in implementing, validating and iterating the PRIDE proposition, a similar approach is used to come to an optimal outcome.

Figure 4.48 - Final recommendations regarding PRIDE's implementation

QUANTIFY THE NEED

This study has quantified the fact that an unclarity exists regarding continuation of internal ventures. Also it found a **qualitative indicatio**n that this unclarity leads to uncertainty regarding personal positions which lowers venture dedication. In order to create a viable business model regarding the budget needed to implement PRIDE compared to the potential benefits it delivers, a **quantified benefits case** is of this need (i.e. uncertainty) is necessary. This should help to increase the organizational support of PRIDE.

SO WHAT?

This chapter has introduced PRIDE as the proposed solution to deal with the uncertainty intrapreneurs perceive with regard to their own position (figure 4.49). PRIDE is to be a community of intrapreneurs that can be used as a poule of good performing intrapreneurs as well as forming a social group of them exchanging knowledge and experiences. PRIDE consists of a program supported by a digital community. The program is composed of three elements: onboarding, community building and innovation mobility. The digital community is one that is to be integrated into ING's portfolio application and facilitates each element throughout the program.

An implementation roadmap is proposed to built up PRIDE over a course of more than three years. This roadmap is bound to change due to iterations and validation of the proposed program. To guide this implementation though, three recommendations are proposed: 'start small', 'practice what you preach' and 'quantify the need'.

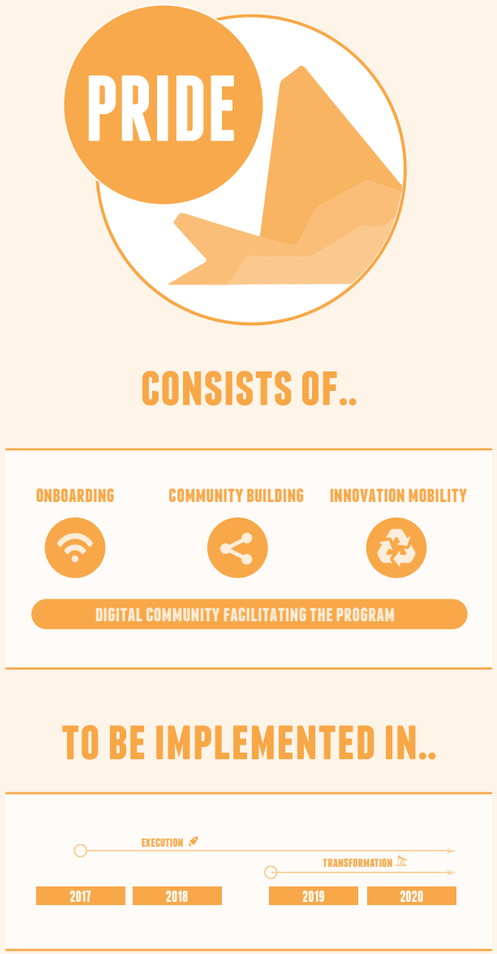


Figure 4.49 - The proposed solution called PRIDE

UP NEXT..

EVALUATION

Figure 4.50 - The upcoming chapter: evaluation

With the proposition of PRIDE as a solution in thesis, the search for a solution in this thesis work comes to an end. The implementation roadmap shows that this proposed program is not expected to be implemented immediately by ING but is seen as a proper deliverable with regard to this study. The next, and last, chapter, evaluation (figure 4.50), reviews this solution, the impact it has on the different framework components and how it answers the research question found in chapter 1 of this work.

Also, a generalization shows how the insights gathered in this thesis can be valuable outside of ING. Next to this, a review on the process with regard to the project and the personal growth of the author himself is done to conclude this work. It can thus be seen as an improved concept which is more detailed and more focused than the concept in chapter 4.2 of this thesis.

CHAPTER 5.

EVALUATION

Figure 5.1 - A still from the movie Reservoir Dogs

About this chapter..

GOAL

Serving as the closing piece of this thesis, an evaluation is done. Evaluating can be defined as looking back on something once something is finished and reflecting on it. Continuing with movie references as is done in this work, the movie Reservoir Dogs shows a nice example of evaluation (figure 4.51). Here, the entire movie involves the evaluation of a diamond heist by those involved rather than actually seeing the heist. In this thesis the evaluation involves a reflection on how PRIDE impacts the organization, how is answers the research question, how insights can be generalized to be useful outside of ING and finally a reflection on the project- as well as the personal process of the author.

METHOD

The chapter starts off with an evaluation of PRIDE with regard to the impact is has on each of the organizational components of the design framework. Therefore, first the influence PRIDE has on the perceived uncertainty of intrapreneurs. Next, the position of PRIDE within a new performance management system for innovation is evaluated. Finally PRIDE's contribution to ING becoming an ambidextrous organization is reviewed. Last, the research question if reflected upon and a generalization study shows how this thesis contributes to the research domain of innovation management. Each piece of evaluation also includes some limitations that have to be acknowledged with regard to this study.

5.1. TAKING AWAY SOME UNCERTAINTY

As previously stated, the composed design framework from chapter 2 is used to assess the impact of PRIDE (i.e. the solution in this thesis) on the other organizational components. First, the scope is on the 'people' component. The analysis pointed towards intrapreneurs as the focus of this thesis. These intrapreneurs currently experience uncertainty with regard to their own position during the acceleration of a corporate venture. This causes them to be distracted from the execution of their significant ventures. PRIDE is designed to take away some of this perceived uncertainty.

With a full PRIDE program in place, an intrapreneur is offered the opportunity to explore new opportunities while also given clarity on how to manifest himself. This new opportunity should, ideally, take some of this uncertainty (i.e. anxiety) away. Figure 5.2 sketches a situation in which this takes place. This thus shows that, according to the Yerkes-Dodson law, an intrapreneur working in the exploration side of the organization would show higher performance (i.e. dedication) due to a lowered level of uncertainty.

While this is the intended effect of the PRIDE program, it cannot be said with certainty that it actually will. To assess this, the program first has to be (partly) implemented. Once this is done, a similar research as is executed in this thesis can be done by interviewing intrapreneurs to find out whether the perceived uncertainty is still an issue or whether PRIDE has succeeded in taking this away.

Another dependency lies in the type of the intrapreneur. From a theoretical perspective ,intrapreneurs would ideally apply effectuation. This type of reasoning involves an eagerness for taking risks which suits the PRIDE program since it provides an opportunity rather than complete certainty. This does, however, not assure that each intrapreneur will perceive this positively. Because of this, an STA should currently still be a possibility. Something ING has to think about though, is whether it should still involve intrapreneurs in its internal ventures who are not eager to take a risk and would therefore not be helped with PRIDE.

PRIDE'S EXPECTED IMPACT ON THE INTRAPRENEUR

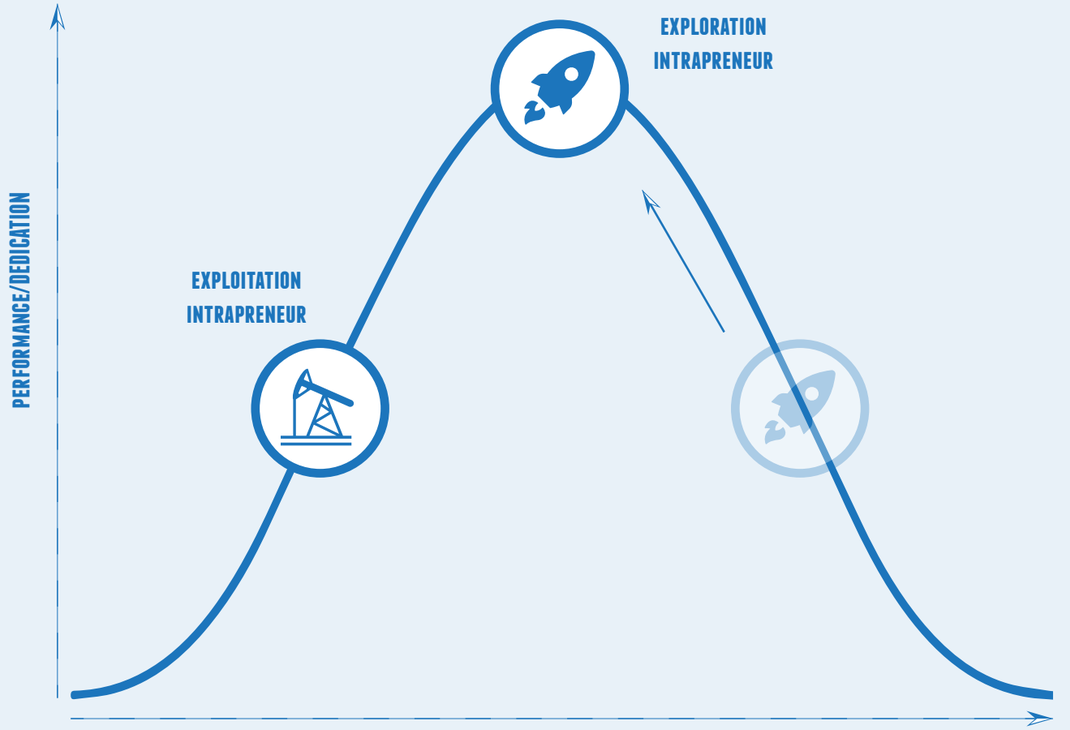


Figure 5.2 - The impact PRIDE ideally has on intrapreneurs

5.2. A FIRST STEP IN THE RIGHT DIRECTION

This thesis has dived into the topic of performance management for innovation. Since no such system currently exists within ING, this was identified as the challenge for this thesis to focus on. Chapter 3.2 has explored this topic and the challenges faced by splitting up the complete challenge of performance management for innovation into micro-challenges using a matrix (chapter 3.2.5).
This matrix defines how each aspect of the performance management framework (i.e. career planning, performance assessment and recognition) can be defined in each step of the employee innovation journey. One of these micro - challenges, unclarity if- and how a venture continues, was chosen as focus in this thesis. PRIDE is seen as a possible solution to provide more clarity on this.

What has to be considered however, is that introducing PRIDE is only a first step towards the accomplishment of a performance management system for ING's exploration department. Moreover, the program depends on multiple official new procedures and policies that have yet to be determined. Because of this, the challenge matrix is used to evaluate the impact PRIDE has on each of the micro-challenges (figure 5.3). This impact determines to what level PRIDE addresses each significant challenge. The level of impact is determined by the author of this work based on his own judgement and is not tested with other stakeholders.

Three different levels are depicted: low, medium and high. A high level of impact suggests that PRIDE is program that addresses the micro-challenge while a low level indicates it does not cover it whatsoever.

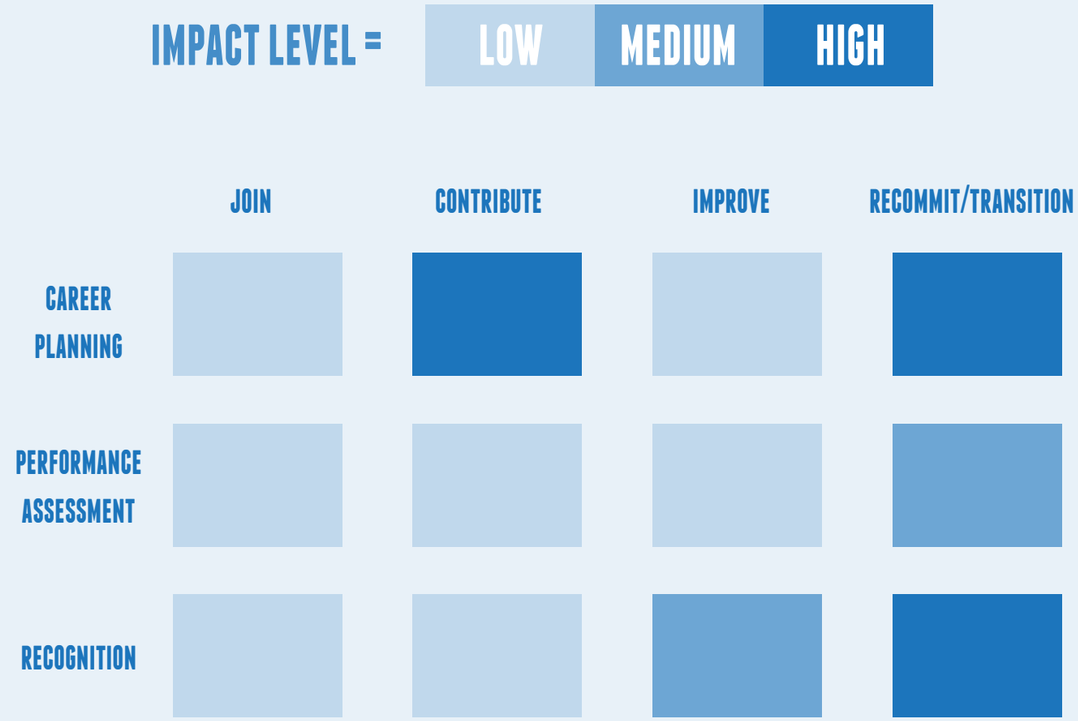
PRIDE is seen as a program that provides a structure that takes away unclarity regarding positions as well as one leading to a poule of intrapreneurs. This does therefore also provide a with regard to providing recognition in the transition/recommitment phase of the employee innovation journey (chapter 3.1.5) by giving intrapreneurs the opportunity to be part of this poule.

The proposed program, however, is lacking to provide a solution for most of the other micro-challenges. Moreover, the success of PRIDE also depends on other micro-challenges such as the establishment of appropriate assessment metrics for internal corporate ventures. Also, the absence of an official career path for innovation can make it difficult to actually attract the best people to participate in internal corporate venturing. Without these in place, introducing PRIDE will not fully function as intended.

It is therefore imperative that these, and the other micro-challenges, be solved to create a performance management system that allows intrapreneurs in internal ventures to perform optimally.

PRIDE'S IMPACT ON PERFORMANCE MANAGEMENT FOR INNOVATION

Figure 5.3 - The impact matrix of PRIDE on performance management



5.3 BECOMING AN AMBIDEXTROUS ORGANIZATION

The last design framework component that has to be reflected upon is the 'structure' component. Chapter 3.1 is used to analyse this component and concludes in a structural distinction between the two sides of an ambidextrous organization: exploitation and exploration.
This theory states that a successful and sustainable organization should thrive in both. Since ING is by definition a company that has been successful in exploitation, the focus in this thesis has been on exploration. PRIDE is therefore seen as a proposition that is mostly beneficial to the exploration part of the organization.

Within the exploration part of the organization, or the innovation studio focusing on corporate venturing, the employee journey is defined as continuous. Even though this may be the case, due to the absence of an appropriate performance management system, intrapreneurs now often leave the exploration part of the organization or even the company.

PRIDE introduces a program that focuses on creating a community of intrapreneurs that can function as a poule of these innovators for ING.

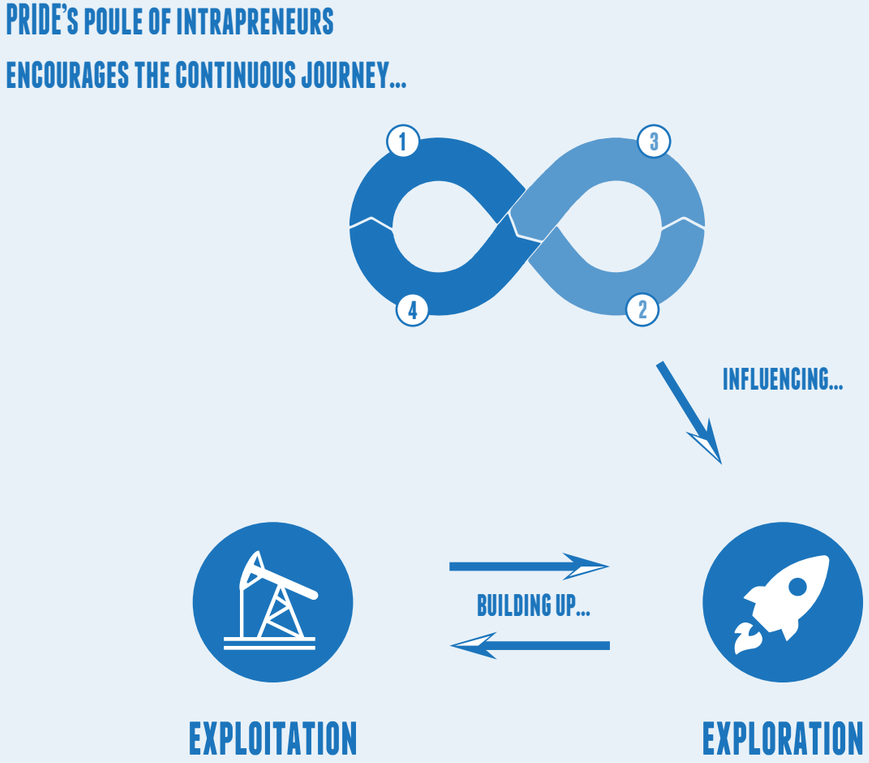
With such a poule, supported by the program, ING can more easily retain the knowledge and experience these people build up through the execution of internal ventures (figure 5.4). This thus stimulates the continuity of the employee innovation journey by improving the 'recommitting' phase.

By improving this journey, successful intrapreneurs can be more easily retained and used again for new ventures. In doing this, ING does not have to constantly pull people from the exploitation part of the organization to fill the team-roles in the ventures. Also, as previously stated knowledge and experiences are preserved for the exploration part of the organization which allows it to develop and grow. This ultimately benefits ING in becoming an ambidextrous organization.

What has to be noted, is that for the organization to become truly ambiguous, the exploitation part of the company has to be developed as well. Even though PRIDE does not directly influence this at first, the exploitation part of the company is ultimately involved in the program as well as can be found in the implementation roadmap in chapter 4.4.5.

PRIDE'S CONTRIBUTION IN BECOMING AN AMBIDEXTROUS ORGANIZATION

Figure 5.4 - PRIDE's contribution to becoming an ambidextrous organization



5.4. BACK TO THE TRIGGER OF THIS THESIS

The work that has been done to establish this thesis has been triggered by an observation from within ING. This observation described how corporate conditions of ING would inhibit the execution of potentially radical or disruptive ideas. Based on this observation, a research question was composed to guide this work. This question thereby focused on how policies and procedures such as career planning, performance assessment and recognition can be tailored to stimulate entrepreneurial behavior in corporate innovation project teams at ING so that there is a higher likelihood of disruptive or radical outcomes. What therefore remains is understanding how this thesis provides an answer to this question (figure 5.5).

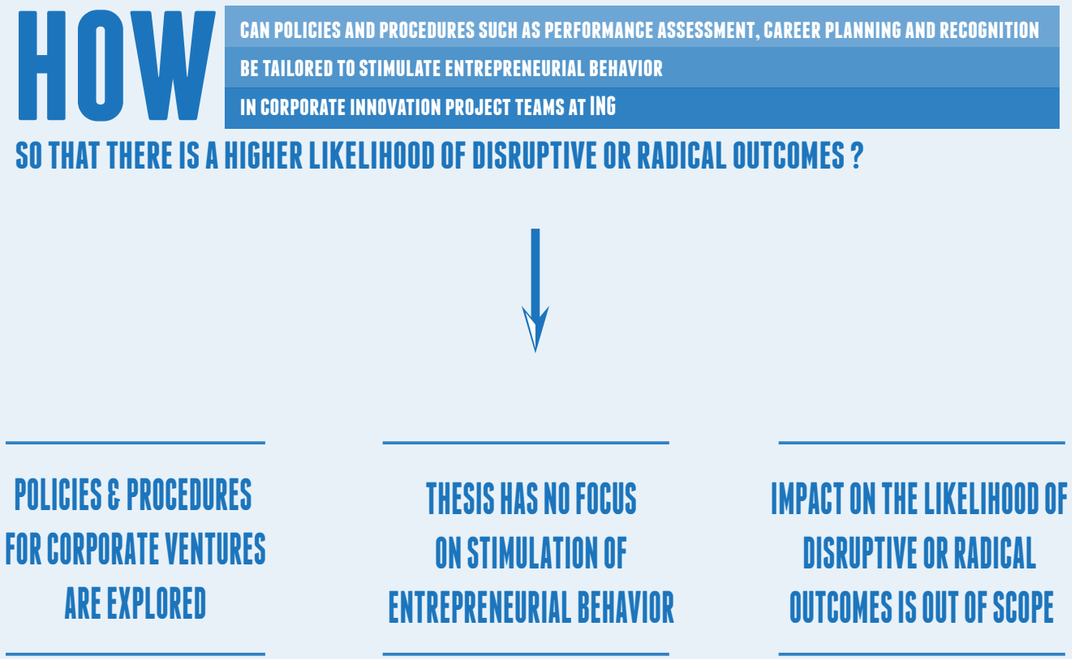
Shortly said, it has to be acknowledged that this work has not provided a direct answer to this question. The research question has guided the research and has helped to structure the report by allowing a design framework to be derived from it. Also, this thesis has provided an understanding and conceptual example on how the described policies and procedures could be arranged for internal ventures at ING. This, thus, covers a small aspect of the research question.

What cannot be concluded from this work however, is that PRIDE, or other procedures and policies treated in this work, stimulates entrepreneurial behavior. This sort of behavior has been taken into account by focusing on individuals using 'effectuation' as their type of reasoning. This depicts an entrepreneurial type of behavior. PRIDE has also been designed with a focus on these people and with their behavior taken into account. What therefore can be concluded is that the proposed program, compared to the current situation, allows for entrepreneurial behavior to take place. Allowing a type of behavior is something different than stimulating it. More research is therefore needed to get an understanding on how to do this.

Finally, the proposition of this thesis gives no assurances with regard to the higher likelihood of disruptive or radical outcomes. The focus has been on the execution part of ING's strategy which includes horizon 3 (and somewhat horizon 2) ventures. These kind of ventures generally speaking include more risk and would therefore probably benefit most from a program such as PRIDE.
Even though this may be the case, is does not guarantee that the outcomes will actually become more disruptive or radical. This depends on multiple factors including the idea itself and the fit with ING's strategy. What can be said though is that PRIDE should be beneficial for the outcomes of each venture and that over time, it will be easier for ING to identify suitable intrapreneurs for these ventures based on the poule of intrapreneurs they have. How this will actually influence these ventures should be explored in further research.

LOOKING BACK TO THIS THESIS' RESEARCH QUESTION

Figure 5.5 - Looking back on the research question



5.5 ING IS NOT THE ONLY CORPORATE TRYING TO INNOVATE

This thesis has focused on innovation within ING. As is described in the introduction, ING is one of the companies that feels a necessity to innovate due to developments in technology as well as new legislation. Through this, ING has introduced their innovation studio to start becoming an ambidextrous organization.

Also, the introduction outlines that change is something our world currently sees, has seen and will see in the future. This indicates that ING is not the first corporate attempting to establish an department focusing on exploration of new business opportunities, and will not be the last to do this. Moreover, multiple external parties that were interviewed in this research indicated to be envious towards ING's innovation capabilities and growing innovation studio.

As indicated by the main stakeholders within ING leading this research, the priority in setting up an department focusing on innovation next to the corporate has not been to introduce a suitable performance management system. Now that this part of the organization is growing, it has become apparent that this a necessary next step to take. This therefore suggests that other large corporations will experience the same situation in setting up such a department.

Research done in this study can therefore be seen as a case study of ING with regard to launching a performance management system for an innovation department in large corporate (figure 5.6). Moreover, none of the observations done in this study are directly related to ING being a financial institution rather than it being a large corporation that is trying to innovate. Though the necessity for ING to innovate is occurring now, a similar necessity will arise in other industries for other companies. The insights found through this work could therefore be further explored with regard to other companies. Future research could find similarities between innovation in such companies and their attempts in establishing an appropriate performance management system.

Since corporate innovation is becoming bigger and bigger, the topic of an appropriate performance management system to manage this will most likely see a rise in interest as well. As is depicted in the analysis of this work, a book called 'the corporate startup' (Viki, Toma & Gons, 2017) has taken a first step in documenting some of these procedures. These are mostly focused on creating an ecosystem to manage corporate venturing.

Furthermore, a recent study by Aagaard (2017) elaborates on HRM practices suitable for radical innovation in pharmaceutical and biotech companies. The HRM practices in this study include performance management as well as recruitment, training and culture. With regard to performance management, findings similar to the identified challenges in the matrix found in chapter 3.2 of this thesis, were done.
This indicates that even a completely different industry such as the pharmaceutical one, experiences similar challenges in introducing a performance management system for innovation. All of this stipulates the relevance of this study with regard to the field of innovation management in large corporations.

If other corporations experience similar problems as ING in managing performance in its exploration departments, a program such as PRIDE may also be of value to them.

As such, building an internal community of capable innovators could be of value to all of these corporations. This, however, is still an assumption that should be explored through further research. By doing this, a company specific program such as PRIDE may allow itself to be generalized to become a usable model for multiple companies. It would be interesting to see how another strategic design student would use this work as a start and attempt to make such a generalized model.

Such a study could use 'creation of an internal community of innovators at a corporate' as a start, to then develop this towards a model usable for multiple companies. Moreover, this would also serve as a validation of this study regarding the effectiveness of building such a community. This could be relevant since no research in building up communities has been included in this work.

GENERALIZATION OF THIS STUDY

Figure 5.6 - Thesis generalization

5.6 LOOKING BACK ON A DESIGN PROJECT

Thinking about the beginning of this project, I could not have imagined where I would be right now. Initially I decided to collaborate with ING on a graduation thesis because of my lingering interest in the financial services industry. Looking at my work now, I see that almost nothing I have done has a direct link with this field. The project became one focused on internal processes and policies, something I had no experience with whatsoever. Since most projects I have done during my master's have been focused on creating something that would benefit users in a certain market, this was completely different. I now had to position myself in a context involving an immense amount of internal stakeholders each with their own priorities.

I often told my company coach Patrick that I found the assignment more fitting for a student from the policy and management faculty. Ultimately he, my coach Jurgen and others, convinced me that I should see a challenge in approaching this assignment from a design perspective. To do so, I developed a design framework. This framework has been a valuable way for me to structure my research and thesis, but may in hindsight not necessarily be seen as a new way of solving internal design challenges in an organization. This, due to the fact that the way I have interpreted the design framework fulfills a different purpose than the model (i.e. Leavitt's Diamond) it is derived from.

Working in a field where top down decisions rather than a user-centered approach mostly determine new management policies and processes, I found myself being influenced by this. At some point in my graduation I had a moment of reflection in which I realized that my approach up until that point had been one lacking design thinking. The people I had spoken to were mostly people in management functions rather than the users (i.e intrapreneurs) relevant in my research. Going further I involved the user-centered way of approaching a problem I learned during my master of Strategic Product Design. I believe this has helped me in coming up with a concrete proposal rather than an advice for ING.

Ultimately I do not regret being stranded into a top-down approach since this has helped me in really understanding the organization and its stakeholders. By combining this top-down approach with the user-centered one, I found that I was able to come up with something both needed by the company as well as the users. Basically this is necessary to be able to actually launch something rather than only serving as some new inspiration for the company. I am very happy I could experience this combination of approaches before I start my professional career. I believe it has added value to me as a designer and has shown that the strategic design approach we learn at our faculty can be of use in any situation.

5.7 MY PERSONAL REFLECTION

Every project I start, I have a mindset to 'change the world'. My ambition therefore always is to overwhelm, surprise and do something different. Or as my dad told me: "I always try to overdeliver, then you know you are always a step ahead". I completely believe in that which caused me to set two goals for myself.

My first goal was to have an impact on the organization I would do my thesis for, ING. And by impact, I meant to bring about some change within the organization. It became apparent to me in the first weeks that this would become quite a difficult goal to accomplish. From ING's point of view, my time there would be successful when they would gain some new insights from it or when I validated one of their suspicions. Other than that, they had a very rational attitude towards me 'just finishing' my thesis for myself to graduate. Initially I was very frustrated with this because it felt like my ambitions were not appreciated. Looking back on this now I realize that they were just trying to manage my expectations.

My ambition of bringing about some change in the organization however never wavered throughout the project. Having presented my findings and proposed solution at ING last week, I felt that an acknowledgement has started to grow regarding the importance of introducing a program like PRIDE.
Also, by bringing together the HR department of ING with the CINO team, an initiative has begun to grow in starting up an HR accelerator addressing exactly this issue. What's happening now however exactly points towards the difficulty of making an impact as a student in such an organization. Currently none of the involved departments is able to provide the necessary resources to start this accelerator, which essentially indicates that it is not a strategic priority for any of them. I believe leaving my work behind and sharing it with many people in the organization, the awareness could grow even more and the topic can become a strategic priority.
This leads me to my second goal which was leaving behind a book rather than a report. The main difference between these in my eyes, is that a report is a piece of work in which certain findings are documented in a structured way. A book however, involves the reader in a story and integrates findings into this story. I was inspired by reading lots of business books and decided to write my thesis in this manner as well. By doing this I hope to attract more readers as well as entertain those reading my work. Through this I hope my work does not become 'that other report' on the bookshelf. My approach involved the use of lots of analogies from movies, which makes this piece really unique to me as a person. I am very satisfied with the result and hope, you the reader, were able to appreciate it as well.

Thanks for reading!

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- THE END -

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