UNLOCKING THE POTENTIAL OF CORPORATE SOCIAL INTRAPRENEURSHIP

A CALL TO SCHOLARS

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THE ASPEN INSTITUTE
BUSINESS & SOCIETY PROGRAM

Fetzer Institute

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EXECUTIVE SUMMARY

In April 2019, the Aspen Institute Business & Society Program and the Fetzer Institute co-hosted a meeting with select scholars to discuss the emerging phenomenon of corporate social intrapreneurship and its implications for research and teaching. The meeting was held at the Fetzer Institute's retreat center in Kalamazoo, Michigan. This report summarizes key insights from this Kalamazoo convening.

Corporate social intrapreneurship refers to the efforts of individuals within for-profit companies to align business and societal value creation. Although social intrapreneurship occurs in organizations of all types – public and private, for-profit, non-profit, and hybrid – participants at the Kalamazoo convening focused exclusively on the work of individuals who are using the platform of for-profit business to help solve complex and often systemic social problems.

To date, although there has been extensive research and teaching on the subject of social entrepreneurship, the attention of scholars to corporate social intrapreneurship has been quite limited. This absence in academia is in marked contrast to the surging, albeit fractured, interest in corporate social intrapreneurship in business practice and the increasing number of references to this topic in practitioner publications.

Since 2009, the conveners of the Kalamazoo meeting have been encouraging the practice of corporate social intrapreneurship. (See Appendix A for additional details.) The impetus for the meeting was the belief by the conveners that this practice deserves more extensive study if business is to step up to its full potential to be a force for positive change in the world – and to contribute to a more just and equitable society. Further, the conveners believed that business faculty should incorporate content about corporate social intrapreneurship into curricular offerings and research to build capacity in future leaders for this kind of innovative thinking and action.

The scholars who attended this meeting (listed in Appendix B) concurred, and they shared their insights about how to encourage more teaching and research on this subject. This report presents key insights from the Kalamazoo convening and suggests ways to move forward.

KEY INSIGHTS FROM THE KALAMAZOO CONVENING

CORPORATE SOCIAL INTRAPRENEURS ARE HELPING COMPANIES ADAPT TO A DISRUPTIVE WORLD.

A tidal wave of overlapping currents is transforming business practice – from the threat of external disruption to rapidly changing employee, consumer, investor, and community expectations. These disruptions and expectations place increasing pressure on companies to look broadly at the impacts they are creating – for the business and the world. Participants saw corporate social intrapreneurs as important innovators helping companies adapt to these changes and deliver long-term value to business and society.

BUSINESS EDUCATION NEEDS TO CATCH UP WITH PRACTICE.

A limited number of business school faculty are already publishing research and including content on corporate social intrapreneurship in their courses, often in response to student demand. However, participants agreed that more teaching and research is needed to unlock the potential of corporate social intrapreneurs to drive business value and meaningful social impact.

MORE STUDY WILL BE NEEDED TO IDENTIFY THE PARAMETERS OF CORPORATE SOCIAL INTRAPRENEURSHIP.

Generally, corporate social intrapreneurship refers to the efforts of individuals within for-profit companies to align business and societal value creation. These individuals are using the platform of business to help solve complex and often systematic social problems.

However, questions remain about who within a company can take on the intrapreneurial role, what dual value creation means, how much discretion is needed for actions to be truly intrapreneurial, and what innovation means in this context.

THERE ARE MANY POSSIBILITIES AHEAD FOR RESEARCH.

The scholars at this meeting identified a number of existing articles and books from multiple, adjacent fields that could serve as a foundation for next stage research. (See Appendix C.) They also developed a starting list of research questions that would help illuminate the possible impacts of corporate social intrapreneurship, the organizational structures that inhibit or support corporate social intrapreneurship, and the experiences of the intrapreneurs themselves. An important next step for encouraging research would be for one or more of

the leading journals to publish a special issue on this theme. Other ideas that surfaced for encouraging this research included: building a database for existing research, increasing the number of case studies, developing and accessing data sources, engaging both junior and senior scholars, and establishing new publishing platforms.

THERE ARE MANY OPPORTUNITIES TO INTEGRATE CORPORATE SOCIAL INTRAPRENEURSHIP INTO COURSE CONTENT.

Although few courses in business schools are labeled as being about corporate social intrapreneurship per se, there are many courses that already include related content and many more that could accommodate content on this phenomenon. The scholars in Kalamazoo agreed that content on this subject could – and should – be designed to meet the needs of students at all levels of business education – undergraduate, graduate, and doctoral. When embedding content in various courses, it will be important to ensure that students understand the distinction between corporate social intrapreneurship and adjacent practices like corporate social responsibility and social entrepreneurship. Ideas for encouraging more content included engaging with deans, generating more teaching cases, increasing demand by popularizing the concept, repurposing existing content, exploring online tools, creating more extensive education opportunities, and possibly revising accreditation standards.

NEXT STEPS

Since the meeting, participants are taking three immediate actions to build knowledge of and interest in corporate social intrapreneurship amongst scholars and the broader public.

1 IDENTIFYING ADDITIONAL SCHOLARS INTERESTED IN THE FIELD

This report begins to document existing research and teaching about corporate social intrapreneurship and to point the way toward programs that are working with practitioners to build their knowledge and capacity to work as intrapreneurs. To advance this work, the Aspen Institute Business & Society Program invites other scholars to signal their interest in this topic and let us know of additional research and other courses in business schools that include content on corporate social intrapreneurship. The Aspen Institute Business & Society Program will maintain a list of those interested in staying in touch and compile and share information that is submitted.

2 BROADENING CONNECTIONS AMONGST INTERESTED SCHOLARS

Participants at the Kalamazoo convening noted the benefit of bringing faculty together to explore possibilities for increasing teaching and research on corporate social intrapreneurship. Several faculty, in collaboration with the Aspen Institute Business & Society Program, submitted a proposal for a Professional Development Workshop (PDW) on corporate social intrapreneurship at the next Academy of Management conference in Vancouver, British Columbia August 7-11, 2020. The proposal for this year was not accepted, but we will try again to host a PDW at the 2021 AOM in Philadelphia. Meanwhile, we will look for opportunities to run sessions on corporate social intrapreneurship at other faculty convenings. One example is the annual Social Entrepreneurship Conference organized by the Kelley School of Business at Indiana University and the Marshall School of Business at University of Southern California. In addition, the Aspen Business & Society Program will create opportunities to bring interested faculty together – virtually and in person – in an ongoing effort to learn about existing teaching and research and encourage additional scholarship.

3 CONDUCTING RESEARCH WITH ASPEN FIRST MOVER FELLOWS

The Aspen Institute Business & Society Program is working with a research team at Claremont Graduate University to survey and interview Aspen First Mover Fellows to learn from their experiences working as corporate social intrapreneurs. The research is designed to raise the public profile of corporate social intrapreneurship as a contributor to social and business value, to empower companies to better foster and leverage practitioners, and to use First Mover Fellow alumni data to advance scholarship and practice. When available, results will be shared widely.

ARE YOU TEACHING ABOUT OR RESEARCHING CORPORATE SOCIAL INTRAPRENEURSHIP?

ARE YOU INTERESTED IN PARTICIPATING IN DISCUSSIONS (ONLINE AND IN PERSON) TO SHARE EXPERTISE AND BUILD KNOWLEDGE OF CORPORATE SOCIAL INTRAPRENEURSHIP?

LET US KNOW!

GET IN TOUCH AT HTTP://AS.PN/CSI-RESEARCH

THE CASE FOR STUDYING AND TEACHING CORPORATE SOCIAL INTRAPRENEURSHIP

A tidal wave of overlapping currents is transforming business practice – from the threat of external disruption to rapidly changing employee, consumer, investor, and community expectations. These disruptions and expectations place increasing pressure on companies to look broadly at the impacts they are creating – for the business and the world.

Multiple studies provide evidence of the shift. For example, a **2019 survey of institutional investors** by Edelman, a global research firm, found "89 percent of respondents say their firm has changed its voting and/or engagement policy to be more attentive to ESG [Environmental, Social, Governance] risks, and 63 percent report that this change has taken place in the past year."

A study by **Deloitte** documents the changing talent and consumer landscape. It reports that Millennials and Gen Zs – critical sources of talent for today's companies with significant purchasing power – will show more loyalty to those companies that address issues that matter to them both as employees and consumers.

Executives and board members everywhere are realizing that social, environmental, and political dynamics are impacting their prospects for long-term success. Running a firm with the narrow intent to serve shareholders is no longer sufficient. To thrive, businesses must consider the impact their operations have on people and the planet – and ensure that decisions made at all levels of the firm take diverse stakeholders into account.

For evidence of this changing perspective, one has simply to look at the 2019 announcement released by the Business Roundtable (BRT), an influential organization of leading CEOs of US companies. Since 1997 the BRT had asserted that "the paramount duty of management and the boards of directors is to the corporation's shareholders." But in mid-August, the BRT issued **a new statement on the purpose of the corporation,** which states: "While each of our individual companies serves its own corporate purpose, we share a fundamental commitment to all of our stakeholders." The statement goes on to reference customers, employees, suppliers, communities, and – of course – shareholders. The statement concludes by saying, "Each of our stakeholders is essential. We commit to deliver value to all of them, for the future success of our companies, our communities, and our country."

This shift by the BRT is a very important one. How much of a difference this new statement will mean in practice is unknown. (It is also important to note that many commentators are pointing out glaring inconsistencies between many stated corporate objectives and practices especially vis a vis tax policies, pay practices, lobbying activities, etc.)

Even before the BRT announcement, there was evidence that companies were changing. CEOs of all stripes were declaring their companies to be "purpose-driven." Many companies were ramping up their commitments to environmental, social, and governance (ESG) goals and disclosing their progress in public reports. Leading companies were already integrating purpose and ESG considerations into their strategies, operations, and metrics.

However, even when executives have expressed intent and aspire to run companies differently, these changes are difficult to make. They require new capabilities and mindsets within companies, and the energy and engagement of innovative thinkers across the company and at all levels – not only within the C-Suite.

In response to this challenge, we are seeing an emerging phenomenon – the rise of corporate social intrapreneurs. Although they may not all self-identify with this label, these individuals are the innovators inside companies who are imagining new products, services, business models, and practices that generate business value and positive social or environmental impact. They are the avant-garde for re-thinking how business is done and how success is measured.

The notion of corporate social intrapreneurship is gaining traction in public media outlets. Notably, in 2014, Forbes published an article by Joseph Agoada from Ashoka, with a bold headline that declared, "**2014's Most Valuable Employee: The Social Intrapreneur**." More recently, a surge of articles has offered guidance on how to cultivate and support this emerging phenomenon:

- "**Cultivating the Social Intrapreneur**," by Beth Jenkins, *Stanford Social Innovation Review*, January 4, 2018.
- "**A Guide to Intrapreneurship**," by Meredith Somers, MIT Management newsletter, June 21, 2018.
- "**How to Create the Conditions for Social Intrapreneurs to Thrive**," by Hester le Roux and Maggie De Pree. *Stanford Social Innovation Review*, November 12, 2018.

The Aspen Institute Business & Society Program has been convening and learning from corporate social intrapreneurs for over a decade and, through its programming, has been strengthening their courage and capacity to drive change. The vehicle for this connection has been the **First Movers Fellowship Program**, launched in 2009. There is now a community

of over 200 Fellows who have worked on a variety of social innovations in their companies over the past decade.

The ecosystem around corporate social intrapreneurship is growing. Some of the prominent organizations in this domain include the **League of Intrapreneurs** and the **Circle of Intrapreneurs**. Both are global in scope – and increasing in membership. There is also **The Intrapreneurship Lab**, established in 2013, which offers an accelerator for intrapreneurs within companies.

Yunus Social Business, co-founded by Muhammad Yunus and predicated on a belief in the power of business to end poverty, is helping multinational corporations use their core competencies to solve human challenges. In January 2020, it published important new **research** based on insights from social intrapreneurs about their work and impact.

We are also seeing signs of government interest in the phenomenon of social intrapreneurship. Shortly after the Kalamazoo convening, two of the participants, Thijs Geradts and Elisa Alt, were invited by the European Commission (EC) to discuss the concept of social intrapreneurship with the Commission. The EC indicated interest in developing a program to stimulate social intrapreneurship. Importantly, the heads of all member states signed a document underlining the importance of social intrapreneurship, and the EC also intends to affirm a definition of social intrapreneurship, which should help to further legitimize the efforts of social intrapreneurs.

As this report will document in further detail, a limited number of business school faculty – including those who attended the Kalamazoo convening – are already teaching about corporate social intrapreneurship and publishing related research.

However, given the importance of corporate social intrapreneurship and the dominance today of management education at the undergraduate. graduate, and executive level, the scholars who participated in the Kalamazoo convening agreed with the co-conveners that much more needs to be done in academic circles to build the field and incorporate content on this topic in courses in undergraduate, MBA, and Ph.D programs and in executive education.

THE INFLUENCE OF MANAGEMENT EDUCATION TODAY

One out of every five undergraduate students in the U.S. today majors in business (**National Center for Education Statistics**).

Masters degrees in business account for nearly one-quarter of all graduate degrees (**National Center for Education Statistics**).

An **estimated $640 million** is spent on university-based executive education in the U.S. annually.

Collectively, we believe that this additional work would help to unlock the extraordinary potential of corporate social intrapreneurs to drive business value and meaningful social impact.

Their suggestions for additional research and teaching are outlined in the sections below.

WHAT IS CORPORATE SOCIAL INTRAPRENEURSHIP?

While we are seeing significant evidence of what we call corporate social intrapreneurship in practice, there is no settled definition for this phenomenon.

The term was coined in 1978 when Gifford Pinchot III and Elizabeth Pinchot published "**Intra-Corporate Entrepreneurship**." His book, *Intrapreneuring*, was published in 1985 and delved deeply into the topic. More recently, on his website, Pinchot offered "**Four Definitions for the Intrapreneur**" saying that intrapreneurs are "employees who do for corporate innovation what an entrepreneur does for his or her start-up; the dreamers that do; self-appointed general managers of a new idea; drivers of change to make business a force for good."

The term evolved in 2008 with the publication of a SustainAbility report, *The Social Intrapreneur: A Field Guide for Corporate Change-Makers*. At the same time, the Aspen Institute Business & Society Program (Aspen BSP) – with seed funding from the Fetzer Institute – was preparing to launch its First Movers Fellowship Program for corporate social intrapreneurs. To select Fellows for the inaugural class in 2009, Aspen BSP went looking for individuals in companies who were designing new products, services, business models, and practices that generated business value and positive social or environmental impact. Since then, each year the program has selected another class of Fellows and has so far built a community of over 200 intrapreneurs.

In the convening with scholars in Kalamazoo, participants tackled the challenge of arriving at a working definition of the term "corporate social intrapreneurship". We didn't strive for 100% convergence on all aspects of that definition. Rather, we aimed to establish clearer boundaries for the concept and also to identify areas where uncertainties remained. Ultimately, we identified four core features of a definition and, within each feature, identified areas of alignment and area for future inquiry.

1 CORPORATE SOCIAL INTRAPRENEURSHIP IS LED BY INDIVIDUALS INSIDE OF AN EXISTING INSTITUTION

AREAS OF AGREEMENT:
We agreed that corporate social intrapreneurship takes place inside of for-profit companies. We further agreed that corporate social intrapreneurs use their formal positions and the

resources, systems, and capacities of their companies to effect change. Corporate social intrapreneurs can exist at many levels and in all departments of a company. Some have significant managerial responsibilities and others are individual contributors. The term 'corporate social intrapreneur' is reserved for those who are serving as catalysts or change agents – although successful change efforts almost always require a team effort or coalition.

AREAS OF CONTINUED DISCUSSION:

The conveners of this meeting set an intention to focus on a particular type of social intrapreneurship – i.e. inside profit-making companies. Some participants emphasized, however, that scholars might choose to investigate social intrapreneurship in a broader context and look at this phenomenon within government or non-profit organizations as well as within for-profit companies.

Although we agreed that corporate social intrapreneurs can exist at many levels of a company, practically speaking, we understand that it is difficult for newcomers in companies to work effectively as corporate social intrapreneurs. Indeed, many of the intrapreneurs with whom we have worked cite their institutional savvy as a key factor that allowed them to move their innovations forward. Typically, one also needs to have some political and social capital within the firm to drive this kind of change. So the "sweet spot" for corporate social intrapreneurship may be in the middle management layers – or for individual contributors who have established their credibility within the firm. That said, there were strong arguments for making the definition capacious enough to include executives and senior managers who have vision about the critical need for achieving dual value creation and compelling ideas about how to get there.

The research that has been done on corporate entrepreneurship may help us gain clarity about the relationship between seniority and corporate social intrapreneurship. In "Clarifying the Domains of Corporate Entrepreneurship," Kuratko and Audretsch discuss the different roles in corporate entrepreneurship that can be played by senior, middle, and first level management.[1]

It is also worth noting that Grayson et al discuss the need for intrapreneurs to have "godparents," individuals who can serve a variety of functions: power brokering, networking, mentoring, etc.[2]

These insights are useful, but for now the question about the role of various players in corporate social intrapreneurship remains an open one that would benefit from additional scholarship.

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[1] Kuratko, D.F. & Audretsch, D.B. "Clarifying the Domains of Corporate Entrepreneurship." Int Entrep Manag J (2013) 9: 323. **https://doi.org/10.1007/s11365-013-0257-4**

[2] David Grayson, Melody McLaren and Heiko Spotzeck, Social Intrapreneurshism and All That Jazz: How Business Innovators Are Helping to Build a More Sustainable World. (Sheffield, UK: Greenleaf Publishing, 2014).

2 CORPORATE SOCIAL INTRAPRENEURSHIP REQUIRES DUAL VALUE CREATION

AREAS OF AGREEMENT:

Corporate social intrapreneurship creates value for the company in which the intrapreneur works and also creates value for society. Corporate social intrapreneurship requires a deliberate intent to create both social and business value; it is not sufficient that social or business value be created as an incidental result of a focus on one or the other.

The actions of intrapreneurs can generate business value in diverse ways. Intrapreneurs may create products and services that have the potential of producing revenues and profits for the company. In other instances, they may champion new business models or management practices designed to deliver business value by, for example, enhancing employee retention, increasing reputation scores, reducing risks, and increasing operating efficiencies.

Social value creation refers to positive impacts on the natural environment and on stakeholders who may be internal or external to the company – for example, employees, community members, and customers. Social value is very wide-ranging and includes multiple kinds of impacts, e.g. lowering greenhouse gas emissions, reducing packaging waste, increasing financial service options for those who are underbanked, making the work environment more inclusive for diverse employees, and many more. Finally, we agreed that effective corporate social intrapreneurship includes both incremental and revolutionary change.

AREAS OF CONTINUED DISCUSSION:

There is rigorous agreement that creating value for society and for business is at the heart of corporate social intrapreneurship. However, we were not able to draw a clear line about what constitutes business value or social value.

There was general agreement that to achieve social value the impact of an innovation doesn't have to be on stakeholders who are outside the firm (e.g. community members, underserved populations). Innovations that improve the wellbeing for employees can also fit with the definition.

But where does that leave us with regard to human resource practices? Do excellent HR practices that improve working conditions for employees count in this definition? We considered this question at some length and came to a "soft" rule that will certainly require additional interrogation. For employee-related innovations, corporate social intrapreneurship must go beyond human resource practices that are intended solely to enhance business performance; they must be designed to enhance employee wellbeing as

well. Further, the innovations must show evidence of individual initiative.

Another question left unresolved was whether there is an ideal mix of business and social value. Is 50:50 the best? Does a ratio of 60:40 with business value overshadowing social value count? What about 90:10? Rather than try to reach agreement on this point, we settled for now on the idea that corporate social intrapreneurship involves an explicit intent to deliver value on both dimensions. An intrapreneur must have dual value creation in mind from the start.

3 CORPORATE SOCIAL INTRAPRENEURSHIP REQUIRES DISCRETIONARY ACTION

AREAS OF AGREEMENT:

Corporate social intrapreneurs are entrepreneurial within an institutional context. They see opportunities for creating dual value that others do not. They are proactive. They may have the support of management for the change they seek to make, but they imagine new possibilities within or beyond their assigned responsibilities. They make decisions that reflect discretionary action. Often, they take the risk of challenging established norms and practices as they seek to achieve change that delivers dual value, and they face uncertainty because they can't anticipate the consequences of their actions.

AREAS OF CONTINUED DISCUSSION:

We generally agreed that if someone is simply doing what they are told to do, they are not acting as a corporate social intrapreneur. Still, the threshold is not always clear. Many asserted that even if someone has a mandate to achieve change, one can still act as a corporate social intrapreneur by challenging norms and practices and finding a new pathway to progress. An example could be a person tasked with achieving greater diversity and inclusion within a company. This person has the mandate to act, but no manual for achieving the result. In fact, real innovators in this space are likely to encounter significant resistance. Many Aspen First Mover Fellows, for example, are given the green light to act, but still have to be proactive and take risks to make directives come to life. Further, Aspen Fellows and other innovators often report losing their sponsors and having to rebuild the momentum for change with new leadership that does not always share the commitments of the previous leader.

4 CORPORATE SOCIAL INTRAPRENEURSHIP REQUIRES INNOVATION

AREAS OF AGREEMENT:

Corporate social intrapreneurs are creating or leading new initiatives designed to produce business and social value that are innovative within the context of their own companies.

AREAS OF CONTINUED DISCUSSION:

While we agreed that innovation is a central feature of corporate social intrapreneurship, there was discussion, without clear resolution, about just how innovative an initiative must be to "count" as a corporate social intrapreneurial endeavor. We agreed that a "new to the world" standard for innovation is too high. For example, take the circular economy concept. Some companies are much farther down the road on this innovative business model than others. But there is room in other companies for imagining and implementing circular economy practices in their ranks, and we see corporate social intrapreneurs doing so in many industries. So we built in a caveat within this fourth feature that points to innovation "within the context" of an intrapreneur's company. More insights on this feature, and others, will emerge from further research and observations of corporate social intrapreneurship in practice.

DEFINITIONS USED BY
LEADING CONTRIBUTORS IN THE FIELD

People within a large corporation who take direct initiative for innovations that address social or environmental challenges while also creating commercial value for the company.
- David Grayson, Melody McLaren, & Heiko Spitzeck, Social Intrapreneurship & All That Jazz, 2014

Social intrapreneurs lead change within their organizations, without formal authority, that aligns with core business objectives while also advancing a social or environmental outcome.
- Gerald F. Davis & Christopher J. White, Changing Your Company from the Inside Out, 2015

Social intrapreneurship: discretionary and informal employee-led process of identification and exploitation of entrepreneurial opportunities that address social or environmental challenges while contributing to the objectives of established organizations.
- Elisa Alt & Thijs H. J. Geradts, Social Intrapreneurship: Unique Challenges and Opportunities for Future Research, 2019

Social intrapreneurship is a process by which we can convert social problems into business opportunities by delivering sustainable solutions which aim to profitably do-good.
- Circle of Intrapreneurs

Social Intrapreneur: An individual who uses entrepreneurial approaches to solve societal challenges from within an existing institution – corporation, government, or NGO.
- League of Intrapreneurs

Social intrapreneur, n. 1 Someone who works inside major corporations or organizations to develop and promote practical solutions to social or environmental challenges where progress is currently stalled by market failures. 2 Someone who applies the principles of social entrepreneurship inside a major organization. 3 One characterized by an 'insider-outsider' mindset and approach.
- SustainAbility, The Social Intrapreneur: A Field Guide for Corporate Changemakers, 2008

EXAMPLES OF CORPORATE SOCIAL INTRAPRENEURSHIP IN PRACTICE

Although the definition for corporate social intrapreneurship is far from fixed, we are seeing an increasing number of examples in business practice to which this label can be attached and which illustrate the potential value to be created by these endeavors. Here are three examples of corporate social intrapreneurs, all drawn from the Aspen First Movers Fellowship community:

- At IBM in 2007, Kevin Thompson was working in the company's corporate citizenship group. Recalling his previous experience as a Peace Corps volunteer, he envisioned an international leadership development and service opportunity for high potential talent. Management was initially dismissive but agreed to give the idea a try. To their surprise, when the Corporate Service Corps program was launched in 2008, there were over 14,000 applications from 52 countries for 100 spots. A decade later, the program continues to thrive. Over 4000 employees have now completed 1300 month-long projects in 38 countries. The impacts on participating IBM employees have been substantial. For example, when IBM celebrated its **10th anniversary of the program**, the company noted that 93% of IBM employees who had participated in the Corporate Service Corps reported that the experience enhanced their ability to lead a global team.

- In 2011, Michelle Edkins, Global Head of Investment Stewardship at BlackRock, initiated an effort to distill environmental, social, and governance (ESG) data into a single risk signal for thousands of the public companies in which BlackRock invests. This project was intended to help portfolio managers distinguish between companies that had high and low ESG risks. Given that BlackRock is the largest asset management firm in the world, the impact of this initiative and others she has led has been significant not only within the company but in the industry itself. In his widely-read **2018 Letter to CEOs**, BlackRock's CEO, Larry Fink, wrote: "To prosper over time, every company must not only deliver financial performance, but also show it makes a positive contribution to society." He also mentioned Michelle and the role her team plays in engaging with companies to promote the governance and business practices consistent with delivering sustainable performance. In his **2020 Letter to CEOs** Mr. Fink noted, "We believe that all investors, along with regulators, insurers, and the public, need a clearer picture of how companies are managing sustainability-related questions," and went on to say, "In the absence of robust disclosures, investors, including BlackRock, will increasingly conclude that

companies are not adequately managing risk."

- Zia Zaman brings his passion for finding new ways to help those who are underserved by the insurance industry to his role as Chief Innovation Officer for MetLife in Asia. In that spirit, in 2016 he and his team ran a bold pilot, the first in the industry to use blockchain to solve a specific health insurance challenge. Their aspiration was to simplify the insurance enrollment and payout process and meet a real customer need. To initiate the pilot, they focused on covering the treatment cost of gestational diabetes mellitus (GDM) for pregnant women served in a Singapore clinic. GDM met their project criteria – the risk is relatively low-cost, not fully covered by insurance and has a fairly high incidence rate. (It affects 1 in 5 pregnant women in Singapore.) In partnership with multiple parties, including health clinics, a reinsurer, and the Monetary Authority of Singapore, Zia and his team developed a mobile app for customers and a blockchain back-end. Women who had been advised of the risk of GDM could sign up for the insurance coverage via the app which connected them to their electronic records. When a woman was diagnosed with GDM in mid-pregnancy, her medical records were immediately updated, and payout was automatically triggered and sent to her bank account – with no claim process. The result was a small win for their innovation team which provided insights about the future of the insurance industry that will inform future innovations.[3]

Other resources offer many case studies of corporate social intrapreneurs. Particularly notable:
- Sustainability, ***The Field Guide for Social Intrapreneurs***, 2008.
- The **website** for the League of Intrapreneurs.
- Gerald Davis and Christopher White, ***Changing Your Company from the Inside Out: A Guide for Social Intrapreneurs***, 2015.
- David Grayson, Melody McLaren and Heiko Spitzeck, ***Social Intrapreneurism and All That Jazz***, 2014.
- Aspen Institute First Movers Fellowship Program: Fellows and their **innovation projects**.

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[3] Zia Zaman, "**From Vision to Reality: How Metlife Applied Blockchain to Solve a Difficult Health Challenge**", *Cognizant*, October 15, 2019.

EXISTING RESEARCH ON CORPORATE SOCIAL INTRAPRENEURSHIP

The role of business in society is increasingly becoming part of discussions across various managerial disciplines. Thus, while the concept of corporate social intrapreneurship per se has been infrequently explored in academic literature, there is research in adjacent fields that provides rich insights into this domain.

For research on corporate social intrapreneurship to progress, it should therefore build on what others have done in multiple fields.

A SAMPLE OF FIELDS OF RESEARCH THAT COULD INFORM THE PRACTICE OF CORPORATE SOCIAL INTRAPRENEURSHIP

- Corporate entrepreneurship
- Intrapreneurship
- Social entrepreneurship
- Corporate social responsibility
- Social innovation
- Environmental studies
- Entrepreneurial management
- Public policy
- Strategic management
- Design thinking
- Organizational theory
- Institutional logic
- Identify theory
- Paradox theory
- Social movements

Research on corporate social intrapreneurship could also build on other topics, such as addressing grand challenges, the sharing economy, circular economy, base of the pyramid venturing, or the Sustainable Development Goals.

In advance of the Kalamazoo convening, participants were asked to identify articles/books that researchers with an interest in corporate social intrapreneurship should be aware of. See Appendix C for the list generated by this group.

A SAMPLING OF RESEARCH QUESTIONS

A fundamental question in all of the discussions about research on corporate social intrapreneurship is whether it should be perceived as a distinct field or whether research on corporate social intrapreneurship is more appropriately embedded in existing fields.

We did not resolve that question. Instead we focused on the many compelling research opportunities that could illuminate the practice and impact of corporate social intrapreneurship, that would be of interest to scholars, and that could be truly consequential for management practice. Some of the research questions posed in the Kalamazoo convening are noted below and grouped in four categories: definition, impact, organizational structure, and practitioners. Although many more questions will arise, this list illustrates the exciting possibilities ahead for researchers.

? QUESTIONS RELATED TO THE DEFINITION OF CORPORATE SOCIAL INTRAPRENEURSHIP

- What are the differences between corporate social intrapreneurship and corporate intrapreneurship and corporate entrepreneurship? What is the difference between corporate social intrapreneurship and corporate social responsibility?
- Do we use existing theory to investigate corporate social intrapreneurship or develop a new theory – or both?
- Is there a spectrum of types of corporate social intrapreneurship? Are there corporate social intrapreneur archetypes?
- How is corporate social intrapreneurship that results in new processes and practices different than corporate social intrapreneurship that results in new products and services?

? QUESTIONS ABOUT ORGANIZATIONAL CULTURES AND STRUCTURES

- What are the characteristics of organizations that support corporate social intrapreneurs?
- What are the organizational enablers and inhibitors of corporate social intrapreneurship?
- What is the optimal level of corporate social intrapreneurship in a given firm?
- Which organizations encourage corporate social intrapreneurship and why?
- What are organizational antecedents to corporate social intrapreneurship?
- What prompts senior managers to support corporate social intrapreneurs?

? QUESTIONS ABOUT THE IMPACT OF CORPORATE SOCIAL INTRAPRENEURSHIP

- How can corporations measure the outcomes of corporate social intrapreneurship?
- What is the economic impact of corporate social intrapreneurship on the company and beyond?
- Beyond increasing revenues and profits, what business value can corporate social intrapreneurship create?
- If there are different types of corporate social intrapreneurship, which are the most impactful?
- Is corporate social intrapreneurship in different firms adding up to changes within industries or in business more broadly?
- What is the impact of corporate social intrapreneurship on society?
- What negative impacts might result from corporate social intrapreneurship?

? QUESTIONS ABOUT CORPORATE SOCIAL INTRAPRENEURS (THE PRACTICIONERS)

- What are the personal drivers – and inhibitors – of corporate social intrapreneurs? What helps them to persist on this journey?
- How can corporate social intrapreneurs assess the potential to change their organizations from within?
- What influence, if any, do corporate social intrapreneurs have on the culture of the organization?
- What skills lead to successful corporate social intrapreneurship? How can corporate social intrapreneurs develop these skills?
- How do social intrapreneurs gather internal and external support for their initiatives?
- Are corporate social intrapreneurs subject to greater burnout than other employees? What makes some intrapreneurs more resilient than others?

IDEAS FOR ENCOURAGING MORE RESEARCH ON CORPORATE SOCIAL INTRAPRENEURSHIP

Participants at the meeting in Kalamazoo discussed opportunities for encouraging more research and considered some of the impediments. Here are some of the actions proposed for encouraging more research:

STRENGTHEN CONNECTIONS AMONG RESEARCHERS IN THE FIELD

The Kalamazoo convening was a first step. The Aspen Business & Society Program now intends to build an email list to enable us to stay in touch with a broader group of scholars. In addition, we discussed using conferences for faculty – especially the Academy of Management – to further connections and increase awareness of corporate social intrapreneurship.

BUILD A DATABASE OF EXISTING RESEARCH

Appendix C to this report is a starting point for collecting research that is relevant for the study of corporate social intrapreneurship. To provide a more comprehensive foundation, several scholars at the Kalamazoo convening committed to work on an article for the Academic of Management Annals that would provide a more systematic research review.

INCREASE THE NUMBER OF CASE STUDIES

Participants emphasized the need for multiple, empirically rigorous case studies – including teaching case studies – that showcase both successes and failures in corporate social intrapreneurship. As a starting point, we need to build a database of cases on this subject that are already in use.

DEVELOP DATA AND FACILITATE ACCESS TO THE DATA

Scholars emphasized the need to have data to enable their research. Data that allow for longitudinal studies are particularly critical. Researchers would benefit from surveys and interviews with multiple populations, including the intrapreneurs themselves; executives in companies that encourage intrapreneurship and those that do not; and colleagues of intrapreneurs who can offer an adjacent perspective on individual and organizational impacts. Scholars noted that a rich source of data would be the work products of intrapreneurs – such as emails, Slack messages, and journals – and noted that it would be informative to have the opportunity to "shadow" an intrapreneur.

DEVELOP THEORETICAL FRAMEWORKS AND PRACTICAL INSIGHTS

To build our understanding of corporate social intrapreneurship, we need both frameworks and research that give practitioners information they can act on.

ENGAGE BOTH JUNIOR SCHOLARS AND ESTABLISHED EXPERTS

To advance research on corporate social intrapreneurship, a mix of senior and junior faculty and Ph.D. students is required. Established experts will help legitimize the field and can encourage junior and upcoming scholars who have an interest in corporate social intrapreneurship (and perhaps help them find the funding necessary to support their research). We touched briefly on where this topic is showing up in Ph.D. training and how senior scholars can begin to build this content into their doctoral courses.

PUBLISH IN EXISTING JOURNALS AND ESTABLISH NEW PLATFORMS FOR PUBLISHING RESEARCH

Ideas included having special issues on corporate social intrapreneurship in top management journals, launching a new journal that is specifically devoted to corporate social intrapreneurship, and producing an Oxford Handbook on the subject.

CURRENT TEACHING ON CORPORATE SOCIAL INTRAPRENEURSHIP

It's challenging to get a handle on just how extensive content on corporate social intrapreneurship is within business school curricula. On the one hand, there are very few courses offered in management education that reference corporate social intrapreneurship per se. On the other hand, the idea of working as a change agent within companies to achieve results that create dual value is definitely finding its way into curricular offerings for MBAs and executives, and occasionally for undergraduate business school students, even though the concept of "corporate social intrapreneurship" is not specifically referenced.

With respect to classes using the explicit terminology of corporate social intrapreneurship, we found a few exemplars offered by some of the faculty who participated in the Kalamazoo convening:

- In 2011 Jerry Davis and Chris White introduced an elective on corporate social intrapreneurship for MBA students at the Ross School of Business at the University of Michigan (which continues to be oversubscribed).
- Rutgers is offering a new course for MBAs called "Introduction to Corporate Social Innovation."
- The Rotterdam School of Management includes a lecture on corporate social intrapreneurship within its corporate entrepreneurship courses.
- Utrecht School of Economics includes a lecture on corporate social intrapreneurship within its sustainable entrepreneurship course.
- Heiko Spitzeck at Fundação Dom Cabral worked with the League of Intrapreneurs to create an online course, called Intrapreneurship Mastery.
- Alfred Vernis's social entrepreneurship classes at ESADE always includes a session or two on corporate social intrapreneurship.
- The Grossman School of Business at University of Vermont has gone so far as to recreate its MBA program and now offers "**The Sustainable Innovation MBA**" which gives students the opportunity to become "a next generation business leader – a disruptor, an innovator, and a visionary intrapreneur or entrepreneur." A course entitled Social Intrapreneurship is offered to students. Ante Glavas teaches a course entitled Driving Sustainable Change that provides opportunities for students to apply the lessons to social entrepreneurship or social intrapreneurship.

With respect to management education courses in which concepts of corporate social intrapreneurship are implicit, we also found several examples among the faculty who attended the Kalamazoo meeting:

- At Indiana University Donald F. Kuratko teaches a corporate entrepreneurship/innovation course at the MBA level called Corporate Entrepreneurship & Innovation.
- Maureen Scully teaches an MBA course on organizational diagnosis and change at University of Massachusetts, Boston.
- Greg Unruh has taught sustainability management courses in multiple MBA programs and now teaches Social Innovation in Action at George Mason.

These few examples suggest that there may be many more courses currently being offered that integrate the concept of corporate social intrapreneurship often without the label.

WHAT SHOULD BE TAUGHT AND TO WHOM?

As indicated by the examples above, there is ample opportunity for faculty to integrate content on corporate social intrapreneurship into existing courses – e.g. in social entrepreneurship, entrepreneurship, innovation, sustainability, corporate social responsibility, leadership, and organizational behavior. When faculty integrate content, a challenge will be to ensure that students actually understand the distinction between corporate social intrapreneurship and adjacent practices like corporate social responsibility and social entrepreneurship.

Participants noted that corporate social intrapreneurship can also be viewed through diverse lenses: value driven leadership, behavioral economics, systems thinking, power and influence, alliance building, decision making, impact measurement, social network analysis, stakeholder engagement, content analysis, issue selling, and design thinking.

Content will need to be tailored for students at different levels (undergraduate, MBA, Ph.D., and executive education), as discussed below. In all cases, however, participants agreed that teaching students to understand the concept of corporate social intrapreneurship and become effective corporate social intrapreneurs requires development of both skillsets and mindsets.

Participants referenced many of the skills that intrapreneurs need in their skills toolkit. For example, they need to learn to:

- reframe and solve problems
- organize multi-stakeholder dialogues
- work collaboratively
- leverage points in the system to achieve change
- communicate effectively
- use basic entrepreneurship skills
- measure impact

While acknowledging that skills are essential, participants stressed that mindsets are also critical. Students, they noted, need "carpentry skills," but they must first have a "design for the house," (i.e. what they can use these skills to build). They need to understand why

corporate social intrapreneurship is critically important in business today and what society stands to lose if business professionals don't make business decisions with an abiding sense of this bigger purpose.

Students also need to be encouraged to be mindful of their own sense of personal purpose. They need to build confidence and courage to act, understand how to learn from failure, and view success as a foundation for scaling the next peak. They need patience and persistence and a capacity for inquiry and deep listening. They need to have tools for reflection and become aware of the importance of taking time to consider their actions and choices in the context of longer-term aspirations. To thrive as corporate social intrapreneurs, they need to develop a personal narrative that encompasses a commitment to lead change that achieves a dual purpose.

Discussion ensued about what content is most appropriate for which students. Undergraduate students are less likely to have professional experience that serves as a frame of reference for discussions of corporate social intrapreneurship. Therefore, at the undergraduate level it may be most appropriate to help students understand the potential of business to be an engine for positive societal change. Undergraduates can be inspired by these possibilities, develop a sense of urgency, and also gain an understanding about the choices that underlie the decisions that are made in business. With these students it's important to plant seeds for the future – and make them aware of the possibility of acting as a corporate social intrapreneur in their careers.

Content for MBA and executive education students, who typically have more practical experience in business, should focus on equipping them with the skills and perspectives that would allow them to go back to their jobs and have impact. Case studies on corporate social intrapreneurship are important for this audience, and it would be ideal to bring intrapreneurs into the classroom or into online courses to tell their own stories.

Practicums are especially helpful so that students can test their skills in live situations and gain an understanding of how corporate social intrapreneurial projects should be run.

Research is showing that students from the millennial generation, the cohort that currently makes up the majority of MBA students, are expressing an expectation that they will be able to work in ways that align with their own sense of personal purpose and to do work that makes a difference. Course content on corporate social intrapreneurship may be particularly appealing to them.

In executive level courses, content on corporate social intrapreneurship could feed their hunger to find purpose in their work and to build a legacy. It could create "aha" moments as

well as offer practical guidelines for how corporate social intrapreneurship could be supported and integrated into their companies.

As we learn more about corporate social intrapreneurship through research and practice, it may be possible to teach content that is tailored for mid-level managers and senior managers. Each level may have a different role to play – with middle managers being the ones who envision and implement change and senior managers primarily playing the critical role as champions and enablers.

Finally, participants noted the importance of introducing concepts of corporate social intrapreneurship within doctoral training. The engagement of junior scholars will be critical for achieving the goal of more teaching and research in this area.

IDEAS FOR ENCOURAGING MORE TEACHING ON CORPORATE SOCIAL INTRAPRENEURSHIP IN BUSINESS SCHOOLS

In brainstorming sessions at the Kalamazoo convening, faculty considered a number of approaches to increase the teaching on corporate social intrapreneurship at all levels. Noted below are several ideas that were discussed.

ENGAGE BUSINESS SCHOOL DEANS

Ensuring that deans of business schools understand the importance of teaching corporate social intrapreneurship could be a boost if they are willing to support the inclusion of coursework on this topic into curricular offerings. One participant suggested that the best way to get the attention of the deans and ensure that they prioritize this content would be to introduce a ranking or certification or award system, similar to what the Aspen Business & Society Program provided for a decade through its Beyond Grey Pinstripes ranking of MBA programs.

GENERATE MORE CASES

There was general agreement that having more teaching cases that focus on the practice of corporate social intrapreneurship is important. Since we know many individuals in business are already working as intrapreneurs, the question was how to capture their experiences in ways that would be meaningful for students. These individuals are eager to establish their own thought leadership and may be willing to participate in classroom discussions or to present their work to students. One participant suggested running a case competition through oikos or another case provider.

POPULARIZE THE CONCEPT TO INCREASE DEMAND

To make corporate social intrapreneurship part of the curricula in business schools, participants noted the importance of popularizing the topic. They referenced the power of great stories and encouraged sharing best practices examples and taking advantage of both traditional and social media. These stories would help convey how corporate social intrapreneurship may be a more effective way to drive societal change than adjacent concepts, such as corporate responsibility. Helping recruiters understand the importance of this training for strengthening their corporate workforce could also impact demand.

BUILD CONTENT ON CORPORATE SOCIAL INTRAPRENEURSHIP INTO EXISTING COURSEWORK AND PROVIDE EASY ACCESS TO RELEVANT MATERIALS

Faculty could also be encouraged to build corporate social intrapreneurship content into existing assignments and practicums for students. For example, MBA students at the University of Vermont do practicums with multiple organizations, including companies.

In the core BBA management course at the Ross School at University of Michigan, students are required to take on a semester-long assignment related to corporate social intrapreneurship. Student groups are assigned to one of the top corporate recruiters at Ross and required to propose an intrapreneurial venture for that company, using the tools of social intrapreneurship which, it turns out, require the same skills as being an effective manager: reading context, knowing strategy, mapping social relations, etc.

Since there are so many opportunities for including corporate social intrapreneurship content in business school courses, it's important that faculty have access to materials that can be adapted for diverse purposes. Participants cited the Aspen Business & Society's free, weekly digest for faculty, Ideas Worth Teaching, as the kind of source that would be useful. Others proposed establishing a website with resources for educators that is frequently updated.

SUBSCRIBE TO THE IDEAS WORTH TEACHING DIGEST

EXPLORE ONLINE TOOLS FOR TEACHING

Online courses are a promising way to deliver content to a wide range of audiences. Ashoka has previously developed an online course and the League of Intrapreneurs has posted "**Skills for Unlocking Intrapreneurship**."

CREATE MORE EXECUTIVE EDUCATION OPPORTUNITIES

Also discussed was the possibility that business schools could develop executive education workshops for people at various stages of the intrapreneurial journey. The schools could offer workshops that help executives and middle managers become more effective enablers of corporate social intrapreneurs in their companies. In the executive education space, there are many opportunities to introduce corporate social intrapreneurship without labeling it as such, by focusing on corporate approaches to dealing with immediate challenges such as climate change emergencies, displacement of populations, low wage work, food chain crises, and innovations. Executives could be invited to join in as "leaders and thinkers" on these issues. Doing so would give executives a chance to explore intrapreneurial approaches for addressing these issues.

REVISE ACCREDITATION STANDARDS

Attendees also touched briefly on the question of where corporate social intrapreneurship might fit within AACSB and other accreditation assessments.

MOVING FORWARD

One of the most important takeaways for all who attended the Kalamazoo convening was the realization that there is already a great deal that is happening in practice and in academia around corporate social intrapreneurship. Another was the realization that much more is possible – and needed. This report endeavors to document some of this activity and capture the enthusiasm around this domain. The challenge now is to build on this momentum.

Many ideas for encouraging more teaching and research on this subject were noted above. In this section, we want to highlight three activities that are currently underway.

1 IDENTIFYING ADDITIONAL SCHOLARS INTERESTED IN THE FIELD

This report begins to document existing research and teaching about corporate social intrapreneurship and to point the way toward programs that are working with practitioners to build their knowledge and capacity to work as intrapreneurs. To advance this work, the Aspen Institute Business & Society Program invites other scholars to signal their interest in this topic and let us know of additional research and other courses in business schools that include content on corporate social intrapreneurship. The Aspen Institute Business & Society Program will maintain a list of those interested in staying in touch and compile and share information that is submitted.

2 BROADENING CONNECTIONS AMONGST INTERESTED SCHOLARS

Participants at the Kalamazoo convening noted the benefit of bringing faculty together to explore possibilities for increasing teaching and research on corporate social intrapreneurship. Several faculty, in collaboration with the Aspen Institute Business & Society Program, submitted a proposal for a Professional Development Workshop (PDW) on corporate social intrapreneurship at the next Academy of Management conference in Vancouver, British Columbia August 7-11, 2020. The proposal for this year was not accepted, but we will try again to host a PDW at the 2021 AOM in Philadelphia. Meanwhile, we will look for opportunities to run sessions on corporate social intrapreneurship at other faculty convenings. One example is the annual Social Entrepreneurship Conference organized by the Kelley School of Business at Indiana University and the Marshall School of Business at University of Southern California. In addition, the Aspen Business & Society Program will

create opportunities to bring interested faculty together – virtually and in person – in an ongoing effort to learn about existing teaching and research and encourage additional scholarship.

3 CONDUCTING RESEARCH WITH ASPEN FIRST MOVER FELLOWS

The Aspen Institute Business & Society Program is working with a research team at Claremont Graduate University to survey and interview Aspen First Mover Fellows to learn from their experiences working as corporate social intrapreneurs. The research is designed to raise the public profile of corporate social intrapreneurship as a contributor to social and business value; to empower companies to better foster and leverage practitioners, and to use First Mover Fellow alumni data to advance scholarship and practice. When available, results will be shared widely.

CONCLUSION:
A CALL TO ACTION

In convening the group of scholars in Kalamazoo in April 2019, the co-conveners aspired to learn from those who are already teaching and researching topics that are relevant to the practice of corporate social intrapreneurship. With this report we hope to share insights from those scholars and spark additional interest and engagement.

For the practice of corporate social intrapreneurship to go mainstream, we'll need both academics and practitioners to take action. It will take multiple efforts to fuel this movement – funding for research, new academic centers that allow scholars across disciplines to share insights, new courses at all levels of business education, demand on the part of recruiters for students who are able to work in this intrapreneurial way. And practitioners will have to step up as well to the challenge of working differently.

At the Aspen Institute Business & Society Program, we intend to continue to work with intrapreneurs themselves, and academics and other field builders. **We invite you to join us.**

ARE YOU TEACHING ABOUT OR RESEARCHING CORPORATE SOCIAL INTRAPRENEURSHIP?

ARE YOU INTERESTED IN PARTICIPATING IN DISCUSSIONS (ONLINE AND IN PERSON) TO SHARE EXPERTISE AND BUILD KNOWLEDGE OF CORPORATE SOCIAL INTRAPRENEURSHIP?

LET US KNOW!

GET IN TOUCH AT
HTTP://AS.PN/CSI-RESEARCH

ABOUT THE CO-CONVENERS

The **Aspen Institute Business & Society Program** (Aspen BSP), founded in 1998, works with business executives and scholars to align business decisions and investments with the long-term health of society – and the planet.

Toward that end, in 2009, Aspen BSP launched the First Movers Fellowship program. The Fellowship was designed for corporate social intrapreneurs - innovators in business who are developing products, services, business models and management practices that contribute to business success and to positive social and environmental impact.

Since its inception, the goal of the Fellowship Program has been to create a community of business leaders who will, over time, change the way that business operates and how success is measured. These leaders will confidently act on the understanding that business success and social and environmental progress are interdependent.

Over the decade, the First Movers Fellowship Program has become the leading leadership development program and a global community for corporate social intrapreneurs. To date, we have worked with nearly 200 intrapreneurs from some of the largest multinationals and tech powerhouses in the world, including Colgate, IBM, Johnson & Johnson, Dow, Chevron, Google, Facebook and LinkedIn.

The work of the **Fetzer Institute**, founded in 1962, is to help build the spiritual foundation of a loving world. Fetzer strives to be a catalyst for opening new areas of inquiry and encouraging academic disciplines to explore the frontiers of their fields for potential entry points into the kind of "personal and spiritual transformation" that will achieve a greater sense of connection to ourselves, each other and the planet.

Aspen BSP and Fetzer share an interest in the role that business can play in moving toward a more connected world, one that honors our collective interdependence and contributes to human flourishing.

In 2009, Fetzer provided seed funding which allowed Aspen BSP to pilot the First Movers Fellowship Program. As the Fellowship community grew, Fetzer also hosted the first in-person meeting of the Fellowship's Advisory Board in 2014. Dave Sluyter, the former CEO

of the Fetzer Institute, has been involved in designing and facilitating the Fellowship Program since its inception.

The Fellowship Program integrates four essential themes: leadership, innovation, reflection, and community, with a specific objective for each:

- **Innovation**: Fellows conceptualize a game changing innovation within their firms and acquire skills that help them implement their ideas.
- **Leadership**: Fellows develop skills to socialize and gain support for innovative ideas within complex systems.
- **Reflection**: Fellows learn practices so that they are better able to tap into their personal passions and purpose to fuel their commitment as change makers.
- **Community**: Fellows connect with and learn from a group of innovators who remain a lifelong source of encouragement, collaboration and support.

The Fetzer Institute's influence on the program has been particularly evident in the content provided to Fellows around the theme of reflection. Reflection builds the kind of courageous compassion we need to build a more loving world. It also provides a bridge to connect what Fetzer calls "the inner life of the spirit and the outer life of service."

Aspen BSP and the Fetzer Institute were pleased to have this opportunity to work together again to support the work of purpose-driven innovators and explore the opportunities for expanding teaching and academic research about corporate social intrapreneurship.

CONVENING ATTENDEES

Elisa Alt, Lecturer (Assistant Professor) in Entrepreneurship, King's Business School, Kings College's London.

Sharif Azami, Program Officer, The Fetzer Institute.

Michael Barnett, Professor of Management and Global Business and Academic Director, Rutgers Institute for Corporate Social Innovation, Rutgers Business School.

Rachel Botos, Program Associate, Aspen Business & Society Program

Gerald (Jerry) Davis, Associate Dean for Business + Impact, Ross School of Business University of Michigan.

Mary Gentile, Creator and Director of Giving Voice to Values and Professor of Practice, Darden School of Business, University of Virginia, and member of the Aspen First Movers Design Team.

Thijs Geradts, Lecturer, Department of Strategic Management and Entreprenership, Rotterdam School of Management, Erasmus University.

Ante Glavas, Associate Professor, Grossman School of Business, University of Vermont.

Donald F. Kuratko, Professor of Entrepreneurship and Executive and Academic Director of the Johnson Center for Entrepreneurship and Innovation, Kelly School of Business, Indiana University.

Eli Malinsky, Director, Aspen First Movers Fellowship Program and Associate Director, Aspen Business & Society Program.

Nancy McGaw, Founder, Aspen First Movers Fellowship Program and Deputy Director, Aspen Business & Society Program.

Maureen Scully, Associate Professor of Management, University of Massachusetts, Boston.

David Sluyter, CEO (retired) of The Fetzer Institute and member of the Aspen First Movers Fellowship Program Design Team.

Heiko Hosomi Spitzeck, Professor of Sustainability and Executive Manager of the Center for Corporate Sustainability, Fundação Dom Cabral (Brazil).

Greg Unruh, Arison Endowed Professor of Values Leadership, George Mason University, George Mason University.

Alfred Vernis, Co-Founder and Senior Researcher, Center for Social Innovation, and Strategy and General Management Associate Professor, ESADE.

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