

**Shaping the Employees of the future
by strengthening intrApreneural skills and mindsets**



SEAL

**State of the Art analysis
on intrapreneural skills needs
and collection of Best Practices
- National Report, Italy -**

PRISM Impresa Sociale s.r.l. | March 2021



Document Information

Grant Agreement #:	2020-1-UK01-KA202-079094
Project Title:	Shaping the Employees of the future by strengthening intrapreneurial skills and mindset
Project Acronym:	SEAL
Activity Start Date:	01/09/2020
Intellectual Output:	IO1 State of the Art analysis on intrapreneurial skills needs and collection of best practices
Activities(s):	IO1-A1: Desk research (Italy) IO1-A2: Field research (Italy)
Partner:	PRISM Impresa Sociale S.r.l.

Abstract

SEAL project is built on a bottom-up approach, involving employers and employees around a comprehensive process covering the components of research and analysis, piloting and evaluation and exploitation & policymaking. During the 24 months of the project's duration, partners, participants and potential end-users will embark into a challenging journey that will start with the research of the current needs for the development of intrapreneurial skills and mindsets along with the collection of relevant good practices from all over Europe. The findings from this procedure will serve SEAL project as the basis for the development of the relevant training curriculum and the training course for the development of intrapreneurial skills. Practice related activities will then be collaborative promoted and supported by piloting actions that will enable participating SME's to exploit the full potential of the SEAL project's results and outputs. Mainstreaming will be encouraged by the Manual and Toolkit for VET trainers / organizations and policy makers as well as showcase of the positive effects generated through the piloting of the activities in real settings and the catalogue of entrepreneurial winning ideas translating the unleashed potential of employees' entrepreneurial skills.

Document History

Date	Submitted by	Reviewed by	Version (Notes)
12/03/2021	PRISM	Kairos Europe Limited	Version 1
	Kairos Europe Limited	PRISM	Version 1_Rev.
			Final

The sole responsibility of this publication lies with the author.

The European Union is not responsible for any use that may be made of the information contained therein.



Table of Contents

Introduction	4
Conceptualization	5
Literature review	6
Field research	10
Case Studies	
1. Interdisciplinary Engineering Management Programme.	18
2. Determinant factors for intrapreneurship: a case study-based analysis	19
3. Intrapreneurship Case Study of the Sony Corporation's	20
4. Teaching Intrapreneurship: Cases from Business	20
5. Co-creating with Indigenous Canadians	20
Bibliography	21



Introduction

SEAL project focuses on promoting intrapreneurial skills and mindsets in European Small and medium-sized enterprises' (SME) employees in order to support employers and employees respond to the challenges that today's innovation models and the "Entrepreneurial Economy" bring to human resources and its links to SMEs' competitiveness.

This study analyses, in an explorative way, the relationship between intrapreneurial approach and innovative behaviour in Italy by gathering a collection of existing literature on the current needs for the development of employees' intrapreneurial skills and mindsets in Italy.

Along with the literature review, a needs' analysis fieldwork activity was conducted - based on a structured questionnaire - aiming to collect first-hand data from the project's primary target groups: SMEs, employers, employees and VET trainers and organizations.

This phase will consider the collection of existing literature on the current needs for the development of employees' intrapreneurial skills and mindsets in addition to a collection of case studies of SMEs that already apply tools and relevant methodologies for managing and promoting intrapreneurial skills and mindsets among their employees.

This national report will be included in the overall synthesis report called "Analysis of the State of the Art on Intrapreneurial skills and mindsets" and will contribute as a framework for the development of the training curriculum addressed to the project target group.



Conceptualization

Innovative behaviour is necessary to combat the 21st century's sustainability challenges, as well as to ensure organizations' longevity and success. Personality traits, such as extraversion, are strongly related to innovative behaviour; nevertheless, such traits are not increasable through specific training. Innovative behaviour is also strongly linked to sustainability. Innovation is a crucial aspect for organizations to face the challenges related to the Sustainable Development Goals, which were introduced by the United Nations (UN) and to promote humane and productive organizations.

Intrapreneurs are valuable people because they experiment with new ideas they create bonds with other colleagues, increasing motivation and creativity in teams. For this reason, the tendency to hire more people with this competence, as often happens in Italy with ex-startuppers: thus, the entrepreneurial spirit and the ability to make things happen are privileged over vertical skills. In addition to hiring people with this mindset, the challenge facing company leadership is to stimulate and motivate teams to be entrepreneurial, providing opportunities and tools to grow with speed and agility (Andrea Cavallaro, 2020).

Among the many plausible answers that the research carried out wants to bring to light, two are preponderant for the SEAL project.

"First of all, we must consider that to activate innovation processes in established and more traditional companies, it is essential to focus on the most creative people and from there try to spread the entrepreneurship gene throughout the organization. In addition, the selection of the most suitable people to fill the role of Intrapreneur is of vital importance: the quality of the people "wins" over the quality of the idea, as the most famous venture capitalists teach us" (Andrea Gaschi, 2020).



Literature review

The SEAL literature review implies an understanding of the difference between the concept of entrepreneurship and intrapreneurship, showing how the latter is strongly related with aspects concerning innovation and the spirit of initiative. The volume of literature on intrapreneurship is a small fraction of what is available for entrepreneurship, and the former is lacking in robust attempts to correlate dimensions relating to the individual intrapreneur to positive outcomes for their organisation.

“The entrepreneurial spirit of potential Intrapreneurs is concretely translated into the ability to understand the market trends to follow to create business models on the frontier of innovation. This is accompanied by the ability to experiment with new ideas to understand their potential in a context of high uncertainty” (Andrea Cavallaro, 2020). These skills are at the forefront of facing the current economic crisis and in the following pages it will be possible to intercept the needs of employees in Italy, for the development of their intrapreneurial skills.

Italy struggles to activate the skills of its population in the labour market. Despite recent improvements in labour market performance, employment rates remain among the lowest in the OECD area. Inactivity and unemployment rates are among the highest in the OECD, and still too many people end up becoming long-term unemployed. Large heterogeneity exists in the country among different socio-demographic groups – with women, young people, and those living in Southern regions facing the greatest challenges in entering and remaining engaged in the labour market. The Jobs Act, the Budget Law and other legislative decrees have taken positive steps to reduce labour market duality, boost job creation, harmonise public employment services across regions, shift the focus away from passive towards active measures, and developing a national certification system. This comprehensive policy package is showing its fruits and improvements are already visible. However, the impact of the reforms should be assessed over the longer-term, and some implementation challenges remain. Italy not only needs to step up efforts to develop the skills of its population but must also do a better job to activate these skills in the labour market.

Due to the loss of production and the reduction in investments that have affected Italian companies, innovation has slowed down drastically. Only in recent times the situation is changing, thanks to the launch of Industry 4.0. The main contribution to this change has been given by the extension of tax incentives, the national smart specialization strategy and funding for worthy universities.

Looking at past, current and future trends (3-4 years) developed by CEDEFOP (2019), a number of occupations have been identified as mismatch priority occupations for Italy, i.e. they are either in shortage or surplus.

- **Shortage** occupation: an occupation that is in short supply of workers, and for which the employers typically face difficulties finding a suitable candidate.
- **Surplus** occupation: an occupation for which there are plenty of suitable workers available but low demand. The employers have no problems filling such vacancies.



Figure 6 SKILLS Panorama. https://skillspanorama.cedefop.europa.eu/en/analytical_highlights/italy-mismatch-priority-occupations-2018.

These challenges require new strategies to be designed and applied, and SMEs can harness the potential of in-house innovation and entrepreneurship processes. These strategies involve training and development of entrepreneurial skills and mindsets, which will enable the process of transforming opportunities into value.

According to the data released by the EU Commission in the Country Report on Italy 2020 (COM (2020) 150 final of 26 February 2020), as regards the Europe 2020 strategy and, in particular, with respect to the R&D target set in the NRP (1.53% of GDP), Italy has made limited progress in recent years and is not on track to achieve its target. In 2018, R&D intensity was 1.39% of GDP. Public spending on R&D has been declining since 2013, reaching 0.5% of GDP in 2018, the second lowest among the EU-15 countries. Although business R&D spending has been increasing in recent years (reaching 0.86% of GDP in 2018), the level remains well below the EU average (1.41%). Consequently, the number of researchers per thousand active people employed by companies is only half the EU average (2.3% vs 4.3% in 2017). Since 2017, much of the growth in R&D has been attributable to the activity of new companies investing in R&D, while the expenditure of companies that already performed well in R&D has remained stable. Preliminary data for 2019 indicate an increase in private R&D spending as R&D spending remained low and uneven across Italian regions. There is still room for further rationalization and stabilization of the most effective incentives. The National Innovation Fund has been established but is not yet operational. Public investment remains modest in the southern regions, whose weak ecosystem does not allow them to fully benefit from national measures. The planned strengthening of the 34% investment clause could help reduce regional disparities (Camera dei deputati, 2020).



Literature review: Main findings (summary)

Innovation is not among the priorities on the Italian political Agenda and this has repercussions in the local entrepreneurial culture. Moreover, Italy's business environment is stifled by complex bureaucratic procedures and new companies such as start-ups have difficulties entering the market. The number of start-ups that patent is also very low: only about 5 per cent of new firms are engaged in patenting (Univ. Trento, 2019). This creates a challenge for youth entrepreneurs who intend to take this path. Two other gaps that were identified in current support offerings were **the lack of role models for youth entrepreneurs** and the **lack of entrepreneurship education** across the education system. In particular, experts talked about the essential problems, the budget and strategy that are currently inadequate to face modernity.

Italy remains a country unable to metabolise the problem and properly react. In particular, Sicily is the last in Europe in investments for innovation, despite the national Digital Agenda plan, aimed at making Italian companies and technological infrastructures more competitive.

The "South Plan 2030" provides for measures to strengthen the competitiveness of the production system and the enhancement of employment opportunities for young men and women (incentive for female employment, tax credit for investments in the South, "*Cresci al Sud*" and "Southern Protocol" in collaboration with Cassa Depositi e Prestiti and Invitalia) (PMF, 2020). As regards innovation, the Plan supports technology transfer and the strengthening of networks between research and business, as well as the international vocation of the economy and southern society. Entrepreneurs seem ready to open up to change and show awareness of the skills needed to create a stronger intrapreneur culture. Nevertheless, the **lack of formal change management processes** within the organization and **low participation in entrepreneurship training** courses seem to be problems with still unexplored solutions.

In Italy, aspiring intrapreneurs face a complex, regionally diverse and inconsistent mix of support of different start-up agencies, business associations, business incubators and accelerators. Some Italian studies show that the competences of the intrapreneur are at the forefront of facing the current economic crisis. These skills mainly concern with the entrepreneurial spirit of potential Intrapreneurs able to understand the market trends and to create business models on the frontier of innovation.

According to the "OECD Skills Strategy Diagnostic Report Italy 2017", Skills are the foundation upon which Italy will build a more prosperous and inclusive future. Over the past fifteen years, Italy's economic performance has been sluggish. Despite some improvements in employment, productivity growth has been stagnant. Paving the path to prosperity, inclusion and well-being will hinge upon developing high levels of skills that are relevant to the needs of the labour market, facilitating job growth and efficient transitions and returns to work. Moreover, in Italy innovation has experienced a crisis that worsened the weaknesses the underdeveloped technological activity, caused by multiple factors. Among these factors, there are the scarce attention paid to sectors such as research and development, the presence of a few large and medium-sized enterprises, the acquisition of many innovative Italian companies by foreign multinationals, the difficulty in financing innovation and the modest percentage of graduates, as well as the disparity between north and south that has always been present in our country.

Recent research shows that 90% of managers believe that the COVID-19 emergency will change the way of doing business in the next five years, but only 21% of them believe they have the skills, expertise and commitment in the company necessary to grow in the next 12 months (McKinsey, 2020).



In Italy, companies that maintained their focus on innovation came out stronger, exceeding the market average by more than 30% and continuing to deliver accelerated growth over the next three to five years (McKinsey, 2020). To grow tomorrow we need to lay the foundations to rebuild today, working on the corporate culture and focusing on the intrapreneurship of our people. The "toy soldiers" are no longer needed by companies that want to exist in the future (Alessandro Rimassa, 2020).

Given the profound economic differences that exist between North and South in Italy, the implementation of the project in a southern region such as Sicily could have a decisive impact on local working practices. Among the expected impacts, the one that most could occur in Sicily concerns the upskilling of employees of SMEs, enabling them to successfully incorporate intrapreneurial mindsets into their every-day work. The SEAL approach is expected to support policy through incremental innovation, advancing existing practices and this is reflected in the extensive analysis that will be carry out within the research phase of the project.



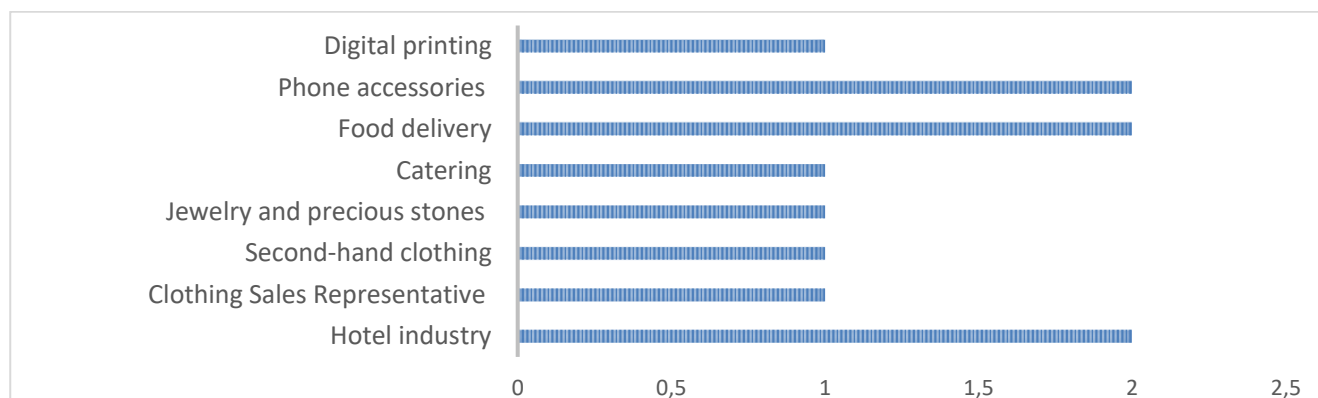
Field research

The Italian SEAL field research was based on a [structured online questionnaire](#) aiming to collect first hand data from the relevant target group: 60% employers or entrepreneurs and 40% employees.

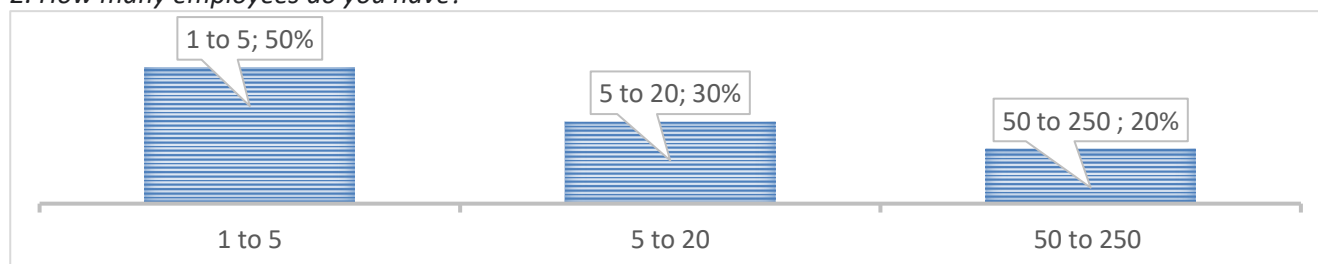
Ten (10) professionals participated, with gender representation of 70% male and 30% female (average age 39 years).

Company size and profile

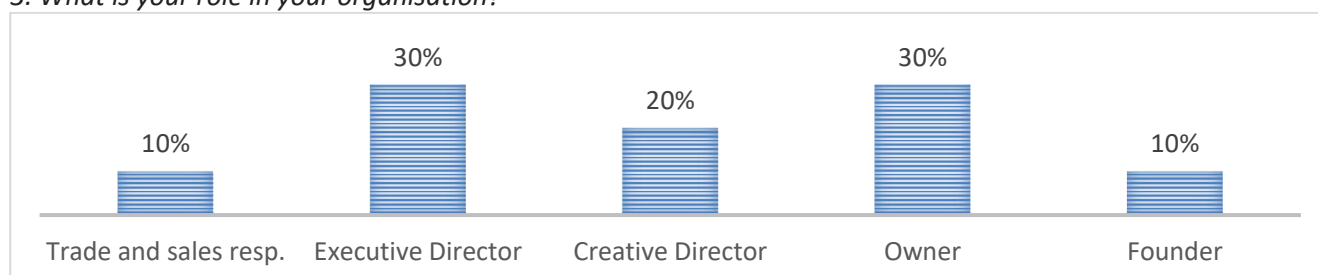
The following job sectors are represented:



2. How many employees do you have?



3. What is your role in your organisation?



4. Do you manage staff?





Opening towards innovation

In general, respondents tend to be open to innovation and over 60% consider innovation to be a fundamental part of their entrepreneurial culture. What hinders the development of innovative approaches are the lack of resources and organizational structures that do not support innovation. As regards the areas of training to develop entrepreneurial skills, the entrepreneurial culture and the spirit of initiation were mentioned.

Quotes:

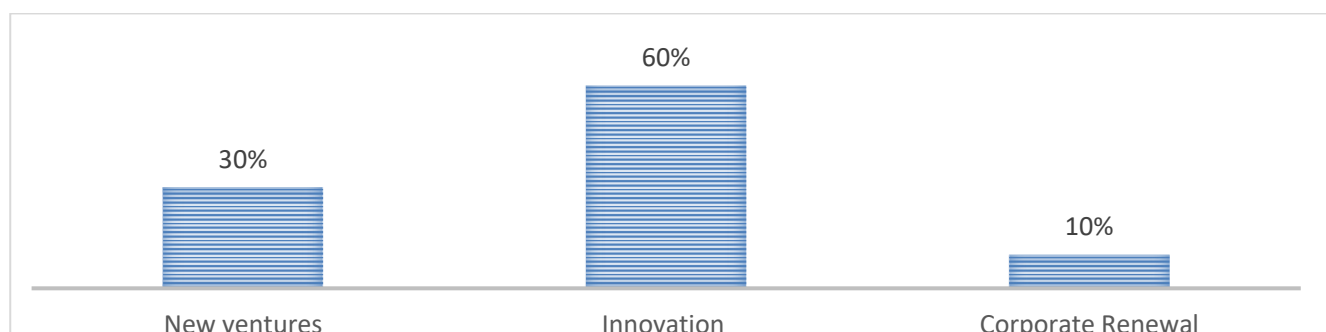
"My business is already innovative. My sector is Digital Printing, perfectly on track with the times, especially talking about "remote working". Through the internet it is possible to agree with the client and send the works anywhere in the world."

"Yes, we have a completely new formula known as a dark kitchen where there is no real place but only a kitchen from which the delivery is made. An absolute innovation in the city"

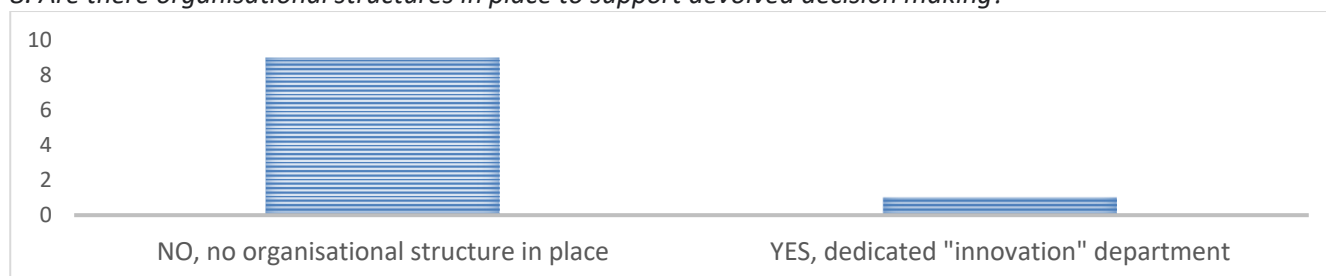
"We try to pay attention to the most modern sales techniques, to promote our samples and collections".

6. How do you perceive entrepreneurship manifests itself in your organisation?

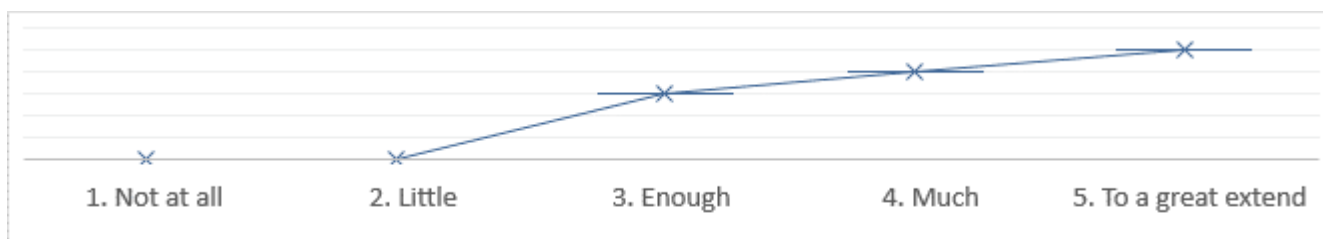
- New ventures
- Innovation (new services, technology, processes, methods, organisational structures etc.)
- corporate renewal (empowered teams, individuals' risk/taking, creative thinking, seeing and capturing opportunities, risk awareness, persistence, vision)



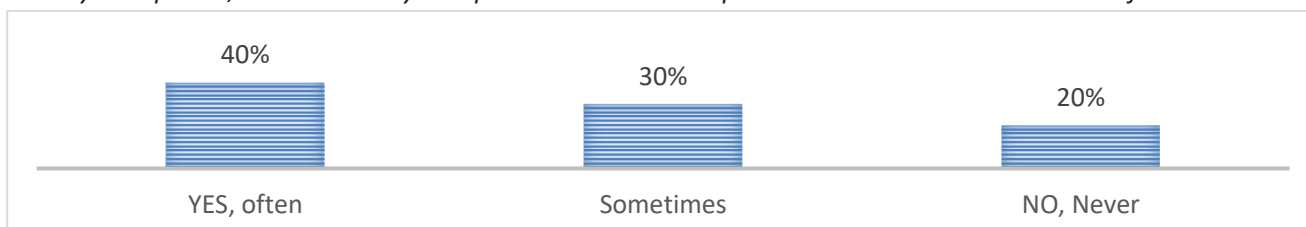
8. Are there organisational structures in place to support devolved decision making?



10. To what extent do you support employee entrepreneurial behaviour?



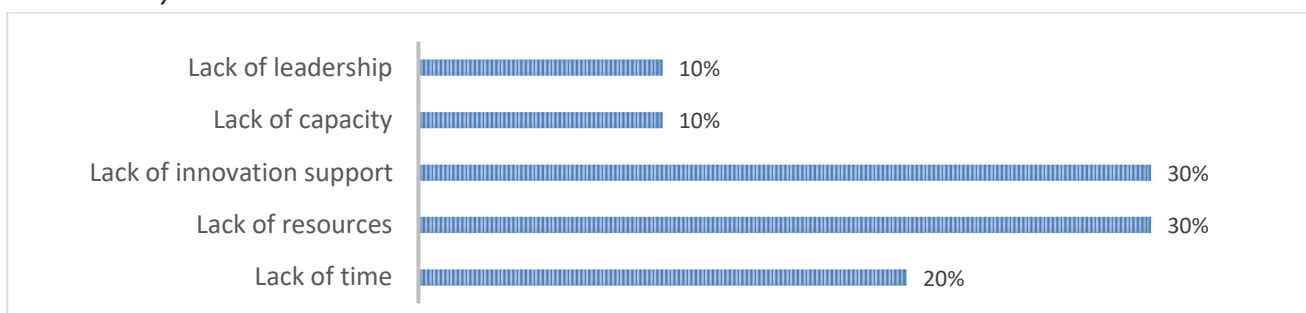
18. In your opinion, does hierarchy and protocol allow the rapid escalation and consideration of new ideas?



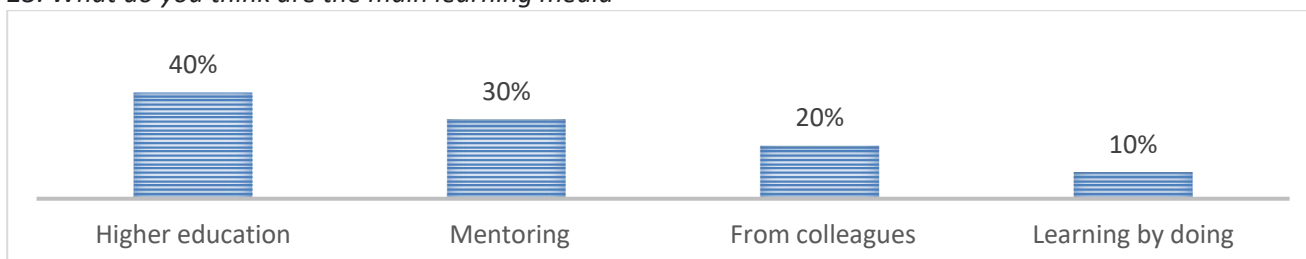
21. What do you think are the driving forces of innovation?

Love for one's profession along with communication and sustainability are identified as the driving forces of innovation.

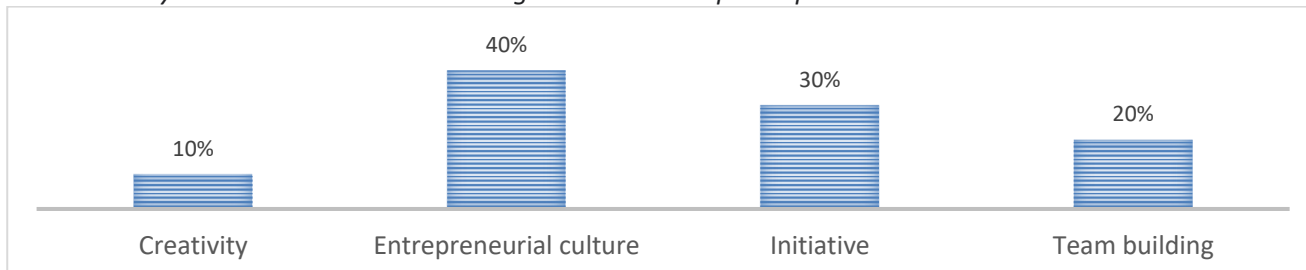
22. What do you think are the main barriers to innovation?



23. What do you think are the main learning media



25. What do you think are the main training areas to develop intrapreneurial skills?





Fieldwork: Main findings (summary)

The working sectors of the interviewees are very different from each other and this has allowed us to identify some similarities regarding the skills that the staff of the organizations should develop. Moreover, this comparison has been created regarding the main entrepreneurial skills that the employees of the interviewed companies already possess:

Skills they should have	Skills they already possess
Independence	Analytical skills and problem solving
Creativity	Communication and listening
Respect for the customer	Leadership
Intuitiveness	Critical thinking
Attention to detail	Business management

Regarding the possibility to generate and implement innovative ideas mostly space is given to innovative ideas during staff meetings but also individually. In certain cases, there are departments designed to welcome various types of innovative initiatives and all employees have the opportunity to propose.

Three elements which are missing, and which are common to all SMEs interviewed concern:

- Lack of a formal change management process within the organization
- Lack of organizational structures to support devolved decision making
- Low participation in entrepreneurship training courses.

Most of the employers surveyed believe they are using the full potential of their employees and below we will look at the characteristics of the most innovative people in their organization respect the key attributes of the people who generate positive results for their work organizations.

Innovative features	Key attributes to generate positive results
They are people who have the curiosity and desire to improve themselves every day	Knowledge of work, specialization
People who love to find out about new processes and systems to improve company productivity	Attention and team spirit
Be ready for change	Follow directions precisely and make agreed changes for better implementation
Modern approach and trusts in technology	Resourcefulness and desire to improve
People who are always looking for new stirring	Security and crisis management



Case Studies

In the coming tables will be presented a collection of case studies of SMEs that already apply tools and relevant methodologies for managing and promoting intrapreneurial skills and mindsets among their employees.

1. Intrapreneurial Self-Capital Training: A Case Study of an Italian University Student

CASE STUDY N.1	
Title	Intrapreneurial Self-Capital Training: A Case Study of an Italian University Student
Sector/Industry	Intrapreneurship Intrapreneurial Self-Capital Life Adaptability Qualitative Assessment, LAQuA Career adaptability.
Overview	This chapter presents a case study which describes the application of the Intrapreneurial Self-Capital Training with a final-year postgraduate female biology student, Erica. The chapter presents an overview of the theory that is relevant to the world of work and the conceptual dimensions of Intrapreneurial Self-Capital (ISC). Training for ISC aims to assist young people to identify their personal strengths in terms of intrapreneurship and career adaptability.
Methodology / tools for developing employees' intrapreneurial skills	A qualitative instrument, the “Life Adaptability Qualitative Assessment” (LAQuA), was administered before and after the training to detect meaningful changes in the participant's narratives about career adaptability and enhanced reflexivity. The LAQuA coding system revealed enhancements to the participant's awareness about her personal intrapreneurial resources and career adaptability. The relevance of ISC to employability and career services in education contexts is discussed along with recommendations for research into ISC training.
Results	The world of work demands higher order cognitive and behavioural competencies, particularly in knowledge intensive industries and organizations in which intrapreneurship is valued. Employers, universities and colleges, trainers and educators are interested in novel perspectives and tools to meet those demands. Training for these higher order competencies may enhance a person's employability and career sustainability. In this regard, ISC is a useful construct for conceptualizing, designing, and delivering career counselling and education that aims to develop intrapreneurship within students and workers.
Reference	https://link.springer.com/chapter/10.1007/978-3-319-98300-4_11



2. Organizations and Intrapreneurship: An “Italian workers” case study Co-creating with Indigenous Canadians

CASE STUDY N.2	
Title	ORGANIZATIONS AND INTRAPRENEURSHIP: AN ‘ITALIAN WORKERS’ CASE STUDY Co-creating with Indigenous Canadians
Sector/Industry	Intrapreneurship, Entrepreneurship, Values, Skills.
Overview	Entrepreneurship is a multi-disciplinary landscape in continuous development, a powerful key- driver to live the contemporary labour market, where is necessary for every player the capability to be highly flexible, an effective way to face crisis and solve the trick of unemployment. Schwartz defines ‘values’ as “conceptions of the desirable that influence the way people select action and evaluate events” (Schwartz & Bilsky 1987). At the same time he argues that the way of behaving is not only referred to regulatory models in specific situations, but it’s originated and transcends in something we can refer ‘principles’, that drive people in ‘trans-situational purposes’.
Methodology / tools for developing employees' intrapreneurial skills	The goal of this study is to present significant relationship between values and entrepreneurial skills, obtained investigating in Italy a sample group of 150 ANM S.p.A. public transport workers, 115 men and 35 women, between the ages of 30 and 39. This research focus is the bond between values and entre-preneurial skills, but even its being intra-company, all within the concrete working environment, and with its effects and influence on the socio-economic reality.
Results	Full results are yet to be evidenced, but I am confident that we will have a long-term plan welcomed by those it is intended to serve, and one that will bring about real, meaningful change to those we must support more fulsomely.
Reference	https://iris.uniroma3.it/handle/11590/303374?mode=full.408#.YEZM6i2h3jA



3. Intrapreneurial Self-Capital: A Primary Preventive Resource for Twenty-First Century Entrepreneurial contexts

CASE STUDY N.3	
Title	Intrapreneurial Self-Capital: A Primary Preventive Resource for Twenty-First Century Entrepreneurial Contexts
Sector/Industry	Intrapreneurial self-capital, entrepreneurial context, primary prevention, employability, career decision making, innovative behaviour, well-being
Overview	This document discusses the role of intrapreneurial self-capital (ISC) as a possible primary preventive resource to effectively deal with the complexity of the current entrepreneurial environment. The article deepens both the similarities and differences between ISC and psychological capital and thus proceeds to present the most recent empirical evidence that connects ISC to (1) employability and career decision making, innovative behaviour, and well-being. The possibilities for further research and interventions are additionally discussed.
Methodology / tools for developing employees' intrapreneurial skills	ISC refers to a career and life construct, a measurement scale (Di Fabio, 2014), and an intervention typology (i.e., specific training to build and improve the construct) (Di Fabio and Van Esbroeck, 2016).
Results	To successfully handle the current entrepreneurial environment, a broad array of psychological resources and new skills are required. In this sense, ISC may potentially and broadly affect entrepreneurial contexts as a primary preventive resource for building a healthy business that allows individuals to positively cope with threats and challenges inherent to the new, ever-evolving work era.
Link to case study or documentation	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6517486/



4. UNDERSTANDING EMPLOYEES' INTRAPRENEURIAL BEHAVIOR: A CASE STUDY

CASE STUDY N.4	
Title	UNDERSTANDING EMPLOYEES' INTRAPRENEURIAL BEHAVIOR: A CASE STUDY
Sector/Industry	Intrapreneurship, organizational support, motivations, new technology-based firm (NTBF).
Overview	The purpose of this study is to provide a deeper insight into the organizational factors and personal motivations of intrapreneurs which may foster intrapreneurial behaviours of employees in a new technology-based firm (NTBF).
Methodology / tools for developing employees' intrapreneurial skills	The paper takes a qualitative approach to exploring organizational and individual antecedents of employees' intrapreneurial behaviour. A single case study was conducted based on semi-structured interviews with the founders and top managers of the firm and with intrapreneurial employees.
Results	Results show that intrapreneurial projects may arise in firms whose top managers support Corporate Entrepreneurship (CE) in a non-active manner. Intrapreneurial behaviours of employees can emerge despite the lack of time and limited resources available for undertaking projects. Moreover, work discretion and mutual confidence and the quality of the relationship between employees and top managers are the most valued factors for intrapreneurs.
Reference	http://repositori.uji.es/xmlui/bitstream/handle/10234/187487/68691.pdf;jsessionid=718AC64C760085B522900D26AFE58448?sequence=1



5. Intrapreneurial Self-Capital Mediates the Connectedness to Nature Effect on Well-Being at Work

CASE STUDY N.5	
Title	Intrapreneurial Self-Capital Mediates the Connectedness to Nature Effect on Well-Being at Work
Sector/Industry	Connectedness to nature; intrapreneurial self-capital (ISC), well-being at work; primary, prevention perspective; promoting health among workers.
Overview	Work placements can be very variable in quality both in the type and level of learning and in the area of personal development. They can also be a problem to assess so that there is parity between students. Using case materials can develop students' understanding of the workplace in a consistent way and give opportunities for group work and reflection that is linked to career ideas. These case studies might be used in preparation for following up learning from work placements and also independently as part of understanding employment both generically and in specific employment sectors.
Methodology / tools for developing employees' intrapreneurial skills	For this Case study, we recruited 203 (131 females) participants, who worked in different public and private organizations. Their average age was 44.02 (standard deviation = 10.98). Given the exploratory nature of the present work, the authors chose a non-probability method based on the voluntary census to test the hypotheses. In these circumstances, studies based on voluntary participation can be extremely effective.
Results	Overall, this work suggests that ISC could encourage sustainable development within organizations by fostering connectedness to nature in terms of well-being in the workplace. In this new digital era, organizations and educators are being called upon to contribute to the achievement of the United Nation's sustainable development goals. Enhancing those psychological resources, as with ISC, in a way that is connected with sustainable development and people's well-being, is a promising opportunity.
Reference	https://www.mdpi.com/1660-4601/16/22/4359



Bibliography

- Cavallaro, A., Gaschi, A. (2020) "Intrapreneur: come trovare il dipendente-imprenditore e coinvolgerlo nella strategia di innovazione", online article on Digital4biz. Link available [here](#).
- Camera dei deputati, (2020), "Ricerca, sviluppo e innovazione". Link available [here](#).
- Di Fabio, A. (2017) The Psychology of Sustainability and Sustainable Development for Well-Being in Organizations.
- Di Fabio, A.; Saklofske, D.H. (2019,) "The Contributions of Personality Traits and Emotional Intelligence to Intrapreneurial Self-Capital: Key Resources for Sustainability and Sustainable Development". Sustainability 11, 1240.
- McKinsey Global Publishing, "2020 year Review", Link available [here](#).
- OECD (2017), "Skills Strategy Diagnostic Report Italy 2017", OECD Publishing.
- Orsi., R., Turino, F. (2013). *"The last fifteen years of stagnation in Italy: a businesscycle accounting perspective"*, Springer-Verlag Berlin Heidelberg Link available [here](#).
- PMF, *"Innovation and research in Sicily"*. Link available [here](#).
- Ramassa, A., (2020) "Intrapreneurship: le aziende hanno bisogno di assumere imprenditori (e non soldatini)". Web Journal, Il Sole 24h. Link available [here](#).
- Shane, S., Locke, E.A. and Collins, C.J. (2003). 'Entrepreneurial motivation,' HumanResource Management Review 13, pp.257-279.
- Università di Trento (2019), "Innovation in Italy— problems and solutions", online article. Link available [here](#).