What is Digital Intrapreneurship? Insights from a Structured Literature Review

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Abstract

The advancement of digitalization influences how intrapreneurship can be operationalized. This has opened new discussions in academic literature. In particular, a sub-stream has emerged around the term "digital intrapreneurship." However, these discussions currently lack a shared conceptualization and terminology for digital intrapreneurship. In this structured literature review, we analyze existing academic literature on digital intrapreneurship, inductively develop a definition for the phenomenon, and create a conceptual framework for it.

Keywords: Digital intrapreneurship, digital employee-driven innovation, digital corporate innovation, digital technology, literature review

1. Introduction

Organizations recognize that a participatory approach to innovation can outperform dedicated innovation teams (Opland, Pappas, Engesmo, & Jaccheri, 2022). From this realization, a development towards democratizing the innovation process has emerged, with an emphasis on co-creation and open collaboration (Opland, Pappas, et al., 2022). Furthermore, it became evident that employees who are not primarily tasked with research and development harbour notable creative potential (Blanka, 2019). Additionally, they provide important topical knowledge needed for the successful development of innovations. Thus, employees can have valuable contributions to the entire innovation process, from ideation to implementation (Bäckström & Lindberg, 2019). The recognition of the value of including employees in this process has led to the rise of intrapreneurship (Blanka, Krumay, & Rueckel, 2022; Opland, Pappas, et al., 2022).

Intrapreneurship, as a method of innovation, has been used by corporations since the 1980s. Pinchot (1985) coined the term *intrapreneur*, a combination of the words *intra-corporate* and *entrepreneurship*, indicating the entrepreneurial behavior of employees within corporate boundaries (Blanka, 2019). Originally, intrapreneurship was realized by simple idea-suggestion boxes that invited employees to propose process improvements within their respective organizations (Reibenspiess, Drechsler, Eckhardt, & Wagner, 2020). The advancement of the digital transformation of organizations has led to new opportunities for intrapreneurship, which has led to increased attention in research (e.g., Pätzmann, Bitzer, & Back, 2022; Reibenspiess et al., 2020), as well as practice (Benbya & Leidner, 2018; Marx, Haskamp, De Paula, & Uebernickel, 2022). On the one hand, digital technologies can be used for efficient coordination of the gathering and processing of ideas. For example, digital intrapreneurship platforms (DIP) offer corporations the possibility to systematize and scale the incoming streams of ideas (Pätzmann et al., 2022) and allow for virtual development and implementation of innovations, such as through digital mock-ups (Vassilakopoulou & Grisot, 2020). As described in Benbya and Leidner (2018) organizations using a DIP stand to benefit from tens of thousands of new ideas and significant financial gain from more effective innovations, compared to offline approaches. On the other hand, digital technology influences the generated output of innovations from intrapreneurship (e.g., developing digital products). A prominent digital output is Google's Gmail which was initiated and developed by a non-R&D employee at Google (Knippen, 2017).

These recent developments at the intersection of intrapreneurship and digitalization have led to an increased usage of the term *digital intrapreneurship* in academic discussions related to the role of digital technology in intrapreneurial projects. For example, some papers using the term focus on design requirements for developing technology for intrapreneurship (e.g., Reibenspiess et al., 2020) or

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analyze how digital technology supports intrapreneurs in coping with uncertainty (e.g., Vassilakopoulou and Grisot, 2020). Other articles analyze how the use of digital platforms affects social interactions, strengthens the collective identity, impacts the organizational culture (e.g., Arfi and Hikkerova, 2021) or leads to corporate ventures embedded in novel technology (e.g., Keller, Ollig, & Rövekamp, 2022).

Although a multitude of publications used the term digital intrapreneurship in recent years, different definitions of the term exist. For example, some papers define digital intrapreneurship as the use of digital technology for supporting the process of innovating (e.g., Reibenspiess, Drechsler, Eckhardt, and Wagner, 2022), whereas in others it refers to digital product or service innovations coming from intrapreneurial projects (e.g., Arvidsson & Mønsted, 2018). Even other papers use the term without explicitly defining it (e.g., Bäckström & Lindberg, 2018; Krejci & Missonier, 2021b). Furthermore, variations of the term digital intrapreneurship have emerged, such as digital corporate entrepreneurship, digital employee innovation, and employee-driven digital innovation. This scattered terminology complicates the identification of overarching topics, findings, and research gaps.

A clear conceptualization of what specifically constitutes digital intrapreneurship is missing. To understand the multitude of existing definitions, our first research question is: *RQ1 – How is digital intrapreneurship characterized in current literature?*

Our second research question addresses the lack of conceptual clarity surrounding the term: *RQ2 – How can digital intrapreneurship be conceptualized?*

To close the outlined divergence in use and meaning of the term, our targeted conceptualization of digital intrapreneurship should result in (1) a definition of digital intrapreneurship, and (2) a framework of digital intrapreneurship. Through a structured literature review (SLR) we clarify the role of digital technology in intrapreneurship research (Hund, Wagner, Beimborn, & Weitzel, 2021), enabling future researchers to make use of a shared definition and terminology to streamline digital intrapreneurship research.

The paper is structured as follows: first, the theoretical background on innovation and digitalization in the context of intrapreneurship is presented. Then, the methodology for conducting this SLR is explained. Third, the results of analyzing existing definitions of digital intrapreneurship are outlined. Then, a discussion of the results including the development of the framework of digital intrapreneurship are presented. Lastly, the paper is closed with the paper's limitations and a conclusion.

2. Theoretical Background

2.1. Innovation and Intrapreneurship

Corporate innovation can be managed in various ways, the most common one being dedicated R&D departments (Das, Verburg, Verbraeck, & Bonebakker, 2018). Alternatively, organizations can pursue more inclusive forms of innovation, where multiple different stakeholders are integrated into the process, such as customers (Guertler & Lindemann, 2016) or employees (Bäckström & Bengtsson, 2019). Intrapreneurship refers to employee-driven innovation where all employees have the possibility to contribute to the innovation process (Opland, Smite, & Pappas, 2022). This process is typically divided into five steps, namely (1) idea generation and mobilization, (2) advocating and screening, (3) experimentation, (4) commercialization, and (5) diffusion and implementation. Thus, intrapreneurship is based on a stage-gate process. In each step, projects get chosen for continuation based on pre-defined criteria. Intrapreneurship is therefore similar to an innovation funnel where intrapreneurs might have to abandon the process before reaching the last step. Successful initiatives can result in product, service, process and business model innovations, as well as corporate ventures (Blanka, 2019). Prominent examples of intrapreneurship initiatives are the PlayStation by Sony and the Post-it Notes by 3M (Knippen, 2017).

Related concepts include *employee-driven innovation* (i.e., excluding employees in managerial positions) and *corporate entrepreneurship*. In corporate entrepreneurship, the entrepreneurial behavior is located at the (top) management level. It is therefore a top-down phenomenon (Blanka, 2019), whereas intrapreneurship is a bottom-up approach.

2.2. Digitalization and Intrapreneurship

Intrapreneurship in the context of digitalization has been discussed in many disciplines, including IS (e.g., Reibenspiess et al., 2020), Marketing (e.g., Liu, Long, Fan, Wan, & Liu, 2022), Psychology (e.g., Wu, Gong, & Liu, 2022), and Management (e.g., Ambos & Tatarinov, 2022). Literature suggests that digital technology and its constant advancement changed intrapreneurship in four ways:

(1) Digital technology changed how decision-makers in intrapreneurship projects (e.g., innovation managers) can coordinate intrapreneurship-related activities (Pätzmann, 2021). For example, DIPs help manage the incoming stream of ideas (e.g., collection and evaluation, ensuring transparency of the process).

(2) Digital technology changed how intrapreneurs go through intrapreneurship processes. For example, digital tools can be used to visualize prototypes and to evaluate functionalities fast (e.g., through digital envisioning tools, Pätzmann, 2021). Digital communication and brainstorming tools can facilitate collaborative innovation across teams, departments, and countries, increasing the reach of intrapreneurship initiatives. Additionally, a company's existing digital processes and knowledge base can offer support in information sharing among employees (Martin-Rojas, Garcia-Morales, & Gonzalez-Alvarez, 2019; Sambamurthy, Bharadwaj, & Grover, 2003), which is a crucial part of intrapreneurship (Baum & Rabl, 2019; Damanpour, 1991; Pätzmann, 2021).

(3) Digital technology improves the motivation of employees to participate in intrapreneurship projects (Reibenspiess et al., 2022), which in turn improves the organization's innovation performance (Benbya & Leidner, 2018; Reibenspiess et al., 2020; Sandström & Björk, 2010). Employees are more positively inclined to participate in a digital environment and they perceive the chances of success in these endeavors as higher (Baum & Rabl, 2019; Pätzmann, 2021).

(4) Digital technology affects the nature of the outputs of intrapreneurship (Hund et al., 2021; Nambisan, 2017). Vassilakopoulou and Grisot (2020, p. 4) explain that "intrapreneurs pursue novelty with the use of digital technologies departing from customary activities. Novelty often comes out of a process of intertwining digital artifacts with practices, norms, and perspectives of people." However, the output does not need to be based on novel technology, but can also emerge from a novel use of technology (Giones & Brem, 2017; Vassilakopoulou & Grisot, 2020).

Although digital technology has been adopted by literature on intrapreneurship, no shared understanding of the relatedly emerging term "digital intrapreneurship" has emerged yet. To address the need for conceptual and terminological clarity, our article offers a comprehensive conceptualization.

3. Methodology

To answer this paper's research questions, we used an SLR methodology. Following the classification of Cooper (1988), this SLR has a *focus* on the outcomes and implications of research papers; has the *goal* of integrating findings; is *organized* in a conceptual structure; and has representative *coverage*. The SLR process is based on the principles by Vom Brocke et al. (2009) and Webster & Watson (2002) and is divided into three steps, as indicated in Figure 1: search, selection and analysis.

Search: As a first step, the search strategy is developed based on search strings and databases. We chose a wide range of databases with sources from various fields, to converge discussions from diverse disciplines. The search string we developed combines 'digital' and variants of terminology referring to intrapreneurship and we applied it to the title, abstract, and keywords (Figure 1). Adding corporate entrepreneurship and employee innovation aligns with reviewing existing discussions and accounts for the fact that these terms are often used interchangeably.

The filters used in the subsequent search include that the publications are written in English, are peer-reviewed, stem from the timeframe 1980 until 2023 and classify as journal articles or conference proceedings. The last step of the search process was to filter out duplicates which led to a total of 340 hits.

Select: The selection process consists of analyzing and selecting articles based on their title, abstract, and full text. We used the following criteria of exclusion to go from 340 unique articles to 36:

- Articles that do not have a clear and central focus on intrapreneurship
- Articles that do not focus on the digital context

Forward and backward searches (Webster & Watson, 2002) did not yield any further results.

Analysis: The analysis included the extraction of the publication outlet, type (journal, conference proceedings) and year of publication, field of research, conceptual origin (e.g., intrapreneurship, corporate entrepreneurship, employee-driven innovation), methodology and sector (public, private). We based the content analysis on Wolfswinkel and Wilderom (2011) and conducted it similarly to Hund et al. (2021). We used Atlas.ti as a tool to support the open, axial, and selective coding. In this step, both conceptual and empirical papers were analyzed to reach a comprehensive understanding of the concepts and terms used. The initial process of open coding is focused on text sections that describe the concept of digital intrapreneurship. These could be found in the theoretical background, results, and discussion of the papers. Meanwhile, we noted for each article whether it includes a definition of the phenomenon of interest.

During the axial coding, we grouped the open codes into coherent concepts. Moreover, connections between the codes were drawn, so that relationships between the concepts could be identified.

During the selective coding, themes emerging from the axial coding were selected for further investigation. A subsequent semantic decomposition analysis (Akmajian, Demers, Farmer, & Harnish, 2010) revealed seven recurring elements in definitions of digital

intrapreneurship (or similar concepts). An example of such a semantic decomposition can be found in Figure 2. By comparing, relating and linking concepts with relevant paper excerpts and iteratively alternating between open, axial and selective coding, theoretical saturation was reached (Hund et al., 2021; Wolfswinkel & Wilderom, 2011).

Limitations. This SLR is focused on publications from scientific outlets, omitting potentially different understandings and terms used by practitioners. Additionally, some articles may use terms to describe intrapreneurship that do not meet the three keyword combinations we derived from existing literature. Hence, despite thorough grounding of the search strings in the background literature, some relevant papers may have been missed. However, based on the principles for conducting SLR as outlined in Vom Brocke et al., (2009), we believe to have adequately captured the components of the focal phenomenon.

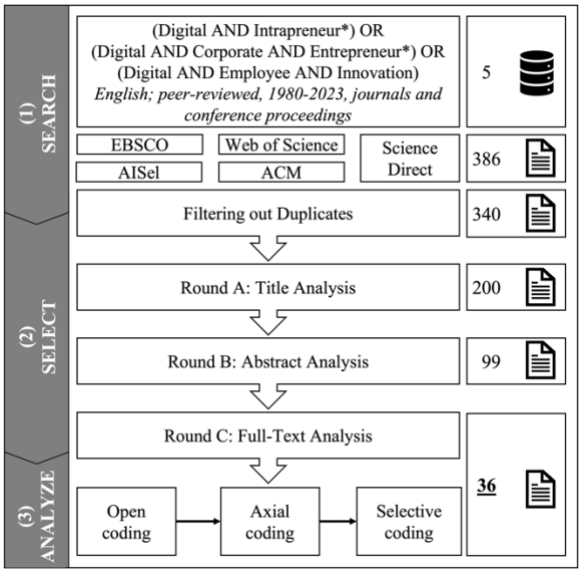

Figure 1. Research process.

4. Results

Our coding activities have yielded 218 primary codes (open coding), which we could summarize into 97 low level concepts (axial coding) and into 23 core concepts (selective coding). These core concepts suggest seven elements that are essential to the conceptualization of digital intrapreneurship: *input* to digital intrapreneurship processes, *actors* involved in the process, *output* of digital intrapreneurship, *the process*, *the conceptual origin* of the terms used in the definitions, *location* of the intrapreneurial activity, and specified *characteristics* of digital intrapreneurship.

The analysis further revealed that 67% of the publications use the prefix *digital* in front of the terms intrapreneurship, corporate entrepreneurship, or employee-driven innovation. The most used term is *employee-driven digital innovation* (29%) followed by *digital intrapreneurship* (21%) and *digital entrepreneurship* (21%). Other terms are *corporate digital entrepreneurship*, *digital corporate entrepreneurship*, *digital entrepreneurial orientation*, and *digitally enabled employee-driven innovation*, showcasing the multitude of terms used for similar phenomenon. Out of the articles using terms with the prefix *digital*, 71% explicitly offer a definition (own or referenced). In the following the seven elements that emerged from the semantic analysis of these definitions is presented (for an example of the semantic decomposition, see Figure 2; Table 1 shows a concept matrix of elements and underlying articles).

Element 1 – *Input* describes existing 'things' that are used in intrapreneurship activities. There are two primary understandings of how digital technology contributes to this input element. Some indicate that digital technology could support employees involved in the intrapreneurship process (e.g., DIPs or digital communication tools). Others see digital technology as a component with which innovations can be built (e.g., digital sensors for IoT applications).

Element 2 – *Actors* describe the stakeholders that are involved in digital intrapreneurship projects. These can be internal employees or external innovation service providers (e.g., company builders).

Element 3 – *Output* refers to the results that digital intrapreneurship initiatives deliver. These can be products, services, processes, or corporate ventures. Such output may be built with digital technology.

Element 4 – *Process* refers to the process of digital intrapreneurship, thus indicating how digital intrapreneurship projects are implemented. With DIPs, this process can also take place completely digitally.

Element 5 – *Conceptual origin* describes the terminological basis used in a definition. For example, digital corporate entrepreneurship is based on the concept of corporate entrepreneurship. Whenever a publication explicitly made the connection to its original concept, then this element was extracted.

Element 6 – *Location* refers to the physical environment where digital intrapreneurship takes place (e.g., within corporate buildings, externally).

Element 7 – The *characteristics* element captures explicit characteristics of the concept (e.g., "digital intrapreneurship is a multidimensional concept").

Although all of the elements have been extracted from publications defining the term digital intrapreneurship, not all elements are necessarily connected to digital technology. The analysis revealed

that in digital intrapreneurship some elements are enhanced with digital technology, namely: the *input*, the *output*, and the *process*. All of the other elements relate to the same characteristics of its parent concept intrapreneurship. From this, it can be concluded that these three elements are focal differentiators for the conceptualization of digital intrapreneurship.

Table 1. Concept matrix of definition elements.

Term	1: Input	2: Actors	3: Output	4: Process	5: Origin	6: Location	7: Characteristics
Employee-driven digital innovation (Opland & Pappas, 2022)					x		
digital corporate entrepreneurship (D'angelo et al., 2021)	x				x	x	
digital intrapreneurship (Pätzmann, 2021)	x			x	x	x	
digital intrapreneurship (Reibenspiess et al., 2020)	x					x	
digital entrepreneurship (Arvidsson & Mønsted, 2018)	x	x	x	x	x		
digital intrapreneurship (Vassilakopoulou & Grisot, 2020)	x	x	x	x	x	x	
digitally enabled employee-driven innovation (Tirabeni & Soderquist, 2019)	x				x		
corporate digital entrepreneurship (Chatterjee et al., 2022)		x	x	x			x
digital entrepreneurial orientation (Wang et al., 2022)	x	x	x	x	x		
digital entrepreneurship (Keller et al., 2022)			x	x			
digital entrepreneurship (Dan et al., 2021)	x	x	x				x
Employee-driven digital innovation (Opland et al., 2022)	x	x	x	x	x		x
digital intrapreneurship (Pätzmann et al., 2022)	x			x		x	
Employee-driven digital innovation (Opland et al., 2020)	x		x	x			
Employee-driven digital innovation (Opland et al., 2021)		x	x	x			x
Employee-driven digital innovation (Opland, Smite, et al., 2022)	x	x	x	x			
Employee-driven digital innovation (Oberländer & Leyer, 2022)		x	x				x

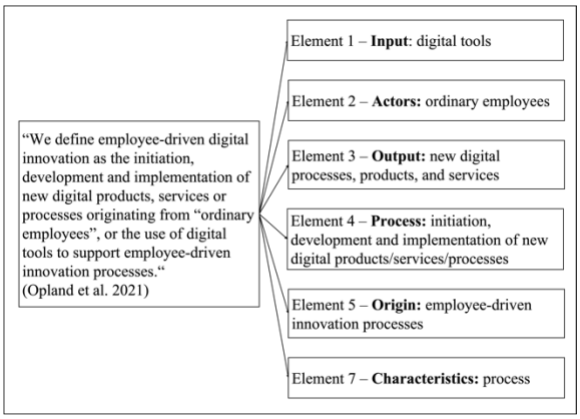

Figure 2. Exemplary semantic decomposition.

5. Discussion

5.1. Framework of digital intrapreneurship

The previously described coding process has resulted in seven elements used in existing literature for describing digital intrapreneurship. These lay the foundation for developing a holistic conceptualization of digital intrapreneurship. A specific focus resides on the elements *input*, *process*, and *output* as the results of the literature review have shown that these are affected by digital technology. Based on insights about these elements, we have created a framework of digital intrapreneurship (FODI, see Figure 3).

The FODI consists of several components, namely: *product components*, *process support*, resulting *output*, and the *intrapreneurship process*. In the following, each component of the framework is described. The accompanying concept matrix (Table 2) relates the components to the respective publications.

Product component: Intrapreneurship is affected by digital technology in two main ways. It either acts as *process support* during the intrapreneurship process (e.g., Rabl et al., 2022; Vassilakopoulou & Grisot, 2020) or it is a constituent part of the final output (e.g., Chatterjee, Chaudhuri, Vrontis, & Basile, 2022). The latter is labelled as a *product component*. An example is the digital technology Internet of Things which can become a crucial component for an intrapreneurial project on a smart home application. Pätzmann et al. (2022) further found that giving employees access to novel technology (such as the Internet of Things) can augment their inspiration and motivation to develop a product around this technology.

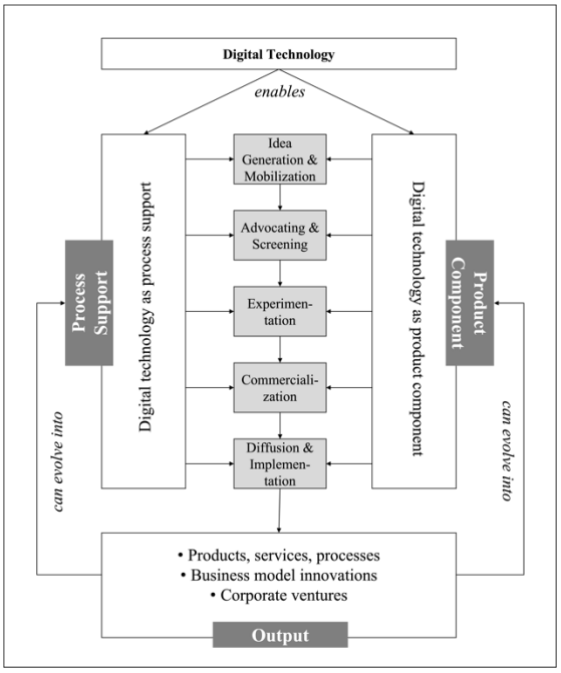

Figure 3. Framework of digital intrapreneurship (FODI).

Process support: The *process support* is the more commonly used perspective in research about the impact of digital technology on intrapreneurship. For example, Reibenspiess et al. (2020) have shown how DIPs can promote "resource identification and resource allocation and also encourages employees to conduct intrapreneurship" (Liu et al., 2022). A central mechanism by which digital technology can support intrapreneurship is through digital platforms. These are particularly useful based on their generativity and disintermediation. Effective use of IT creates the perception of being supported and lowers perceived effort requirements and time investment (Petzsche, Rabl, Franzke, & Baum, 2022). This has a positive indirect effect on participation rates in intrapreneurship (Petzsche et al., 2022). Another example for digital technology as process support is a digital mock-up tool that helps employees in developing a digital prototype for early customer testing (Rabl et al., 2022) and that helps convince contributors or investors to join (Vassilakopoulou and Grisot, 2020).

Output: The most common *outputs* realized through intrapreneurship initiatives are product, service, and process innovations (e.g., Neessen et al., 2019), as well as corporate ventures (e.g., Keller, Ollig, & Rövekamp, 2022). Another frequently mentioned output is a business model innovation (e.g., Opland, Jaccheri, Pappas, & Engesmo, 2020). A famous example for this is Vimeo: The company changed its business model from a subscription model focusing on private users, to positioning itself in the corporate sector without subscription model (Studio Zao, 2022). It is important to note that digitalization blurs the boundaries between input and output variables (Nambisan, 2017). For example, if intrapreneurs develop a digital prototyping tool, this tool may evolve into *process support* for future initiatives. The same logic holds for when intrapreneurs invent novel technology or a novel application of it that can later be used as a *product component* in another project. This fluidity between technological enablement and outputs is especially visible in *digital* intrapreneurship. Therefore, the FODI includes possible feedback loops from *outputs* to *process support* and *product component* (Arvidsson & Mønsted, 2018).

Intrapreneurship process: Intrapraneurshpis is commonly described as a process, where employees take the initiative in starting it. Extant litareture offers various process structures. Most articles use the intrapreneurship process by Desouza (2011). Since this 5-step process is well-cited and established in intrapreneurship literature, we used it in our framework.

By connecting all identified concepts, our framework of digital intrapreneurship (FODI) conceptualizes digital intrapreneurship. Based thereon and to extend the contribution of this SLR, we developed a definition of digital intrapreneurship.

5.2. Definition of digital intrapreneurship

In adherence to the following quality criteria, we formulate our definition of digital intrapreneurship (Hund et al., 2021):

- Encapsulate the fundamental properties of the phenomenon of interest
- Avoid circularity or tautology
- Be parsimoniously formulated

Definition: *Digital intrapreneurship is an in-house form of entrepreneurship, where any corporate employee can initiate and partake in the process of developing value-adding novelty (e.g., product, service, process, business model, corporate venture) through the incorporation of digital technology as process support or product component.*

This definition also complies with the principles for definitions outlined in (Suddaby, 2010). Moreover, it incorporates all of the essential elements, identified in the semantic decomposition:

Table 2. FODI concept matrix.

Source	Process Support	Product Component	Output: Products	Output: Services	Output: Processes	Output: Business Model	Output: Corporate Venture
Opland & Pappas (2022)		x	x	x	x	x	
Petzsche et al. (2022)	x	x					x
Wan & Liu (2021)	x	x	x	x	x		x
D'angelo et al. (2021)	x	x	x				x
Rabl et al., (2022)		x	x	x			x
Pätzmann, (2021)		x	x	x	x		x
Wu et al. (2022)			x	x			
Ben Arfi & Hikkerova, (2021)		x	x				
Reibenspiess et al. (2022)		x	x	x			
Arvidsson & Mønsted (2018)	x	x	x	x	x	x	x
Bäckström & Lindberg (2018)		x	x	x	x		
Bäckström & Lindberg (2019)		x					
Vassilakopoulou & Grisot (2020)	x	x					x
Tirabeni & Soderquist (2019)		x	x	x	x	x	
Soncin & Arnaboldi (2022)		x	x	x	x		
Chatterjee et al. (2022)	x	x	x				
Kiefer et al. (2021)			x	x	x	x	
Wang, Lin, & Sheng (2022)	x	x	x	x	x	x	
Ciriello & Richter (2019)		x	x				
Keller et al. (2022)	x	x	x	x	x	x	x
Liu et al. (2022)		x	x	x			
Dan et al. (2021)	x	x					x
Blanka et al. (2022)		x	x	x			
Ambos & Tatarinov (2022)	x	x	x		x		
Opland et al. (2022)	x	x	x	x	x	x	
Pätzmann et al., (2022)	x	x	x	x			x
Opland et al., (2020)	x	x	x	x	x	x	
Baum & Rabl (2019)		x					x
Opland et al. (2021)	x	x	x	x	x	x	
Opland, Smite et al. (2022)	x	x	x	x	x		
Krejci & Lausanne (2022)	x						
Reibenspiess (2019)		x					
Oberländer & Leyer (2022)	x	x			x		
Krejci & Missonier (2021b)	x	x	x	x	x		
Wehking et al. (2021)	x	x	x	x	x	x	
Krejci & Missonier (2021)	x	x	x	x	x		

- Input: as process support or component
- Actors: any corporate employee
- Output: product, service, process, business model, corporate venture,
- Process: initiation and development
- Origin: entrepreneurship
- Location: in-house
- Characteristics: process

6. Contributions, Future Research Areas, and Conclusion

Intrapreneurship has gained increased attention in light of the rise of digital technology. Organizations have used digital technology to enable their employees to contribute to intrapreneurship endeavors, while also using digital technology as a central component of innovations. With this evolution of the phenomenon of intrapreneurship, the related terminology has started to include the prefix *digital* to account for the role of digital technology. However, this created conceptual unclarity and a need for a shared, holistic definition of what *digital intrapreneurship* is. The current understanding of this phenomenon in research and practice is not consistent and incomplete. To combat unclarity and divergent conceptualizations, this SLR presents a comprehensive framework and a holistic definition based on the analysis of 36 publications.

In total, this paper offers three main contributions to research and practice: First, a conceptual analysis of existing literature on digital intrapreneurship, revealing central concepts and their meaning, including concept matrices pointing to the related literature (Table 1 and Table 2). This overview lays the basis for organizing and synthesizing the fragmented research landscape on digital intrapreneurship.

Second, we present a holistic definition of digital intrapreneurship that both satisfies quality criteria for definitions and integrates the findings from the document analysis. Since the underlying literature stems from various fields of research (e.g., IS, management, marketing), this definition not only helps gain clarity about the phenomenon but also facilitates cross-discipline research.

Third, we propose a novel framework of digital intrapreneurship (FODI) that brings together the conceptual insights from the analysis. It includes the dual role of digital technology in digital intrapreneurship, namely as process support and as product components. The FODI further recognizes that a possible feedback loop exists between generated outputs and enablers for digital intrapreneurship (i.e., process support and product components). It also integrates multiple output perspectives and the

identified elements of digital intrapreneurship. This extends the current literature on digital intrapreneurship and allows for a more aligned discussion of the phenomenon. Researchers can therefore carefully position their research on digital intrapreneurship within the framework.

Given the relevance of inclusive approaches to innovation and the dominance of digital platforms for generating, curating, and managing innovative ideas, we expect the research interest in digital intrapreneurship to further increase. By providing a shared conceptualization and terminology, we hope to contribute the needed clarity for aligning future research endeavors on the topic at this relatively early stage, possibly even across disciplines.

The framework could inspire further research on its constituents and the connections among them. Additionally, we have identified another avenue for research: Intrapreneurship is commonly described as a process with distinct steps (Desouza, 2011). Process support based on digital technology may vary in form and function across these process steps. This has not been thoroughly studied yet, but may provide important contributions to practice by discovering supporting technologies for each process step and the overall digital intrapreneurship process.

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