

Intrapreneurs in large companies

Intrapreneurs in large companies act as the ambassadors of the digital potential of their city in their companies. Intrapreneurs have the capacity to mobilise the whole company, from employees to top executives, both in the city and at the international level, towards the strategy for the digital transformation of a given territory. By sharing their vision for the digital agenda and informing global top executives about the benefits of investment opportunities in the digital transition of the city, intrapreneurs can ultimately increase the local and regional digital capacity.

Acting as catalysts

While firms increasingly recognise the importance of digital technologies for their business, the majority has not yet started developing a digital strategy. The firm's decision to embark on the digital transformation journey is driven by a sense of emergency, as established business models are increasingly getting under pressure.

As such, intrapreneurs should **act as eye openers and raise awareness** among top executives about the opportunities brought by the digital revolution.

By **building a professional network** around the digital transformation strategy of the territory, intrapreneurs can **access best practices and good practice examples**, which they can share with top executives and employees in different departments of the firm in order to trigger change.

For example, they can promote the creation of open data platforms by showing how this kind of platform has helped other firms improve their supply chain inventory performance.

Improving employees' skill-sets

A common dilemma faced by many firms is the need to invest in the development of new, specialised skills before starting any digital transformation activity. Skill development is time consuming and costly.

As such, knowing where to invest in order to address and correct a skill shortage is important for firms. Intrapreneurs can **help firms prioritise skill development activities**.

As they are very much involved in the daily activities of the firm, they are able to advise top executives on how and what needs to be adapted in order to stay abreast of competitors.

Intrapreneurs can also leverage on their network of contacts e.g. researchers in local universities and cluster managers, to **develop digital trainings** adapted to the needs of the firm's employees.

Enabling the digital transformation

Digital transformation initiatives are characterised by high complexity and structural rigidity. Yet, a common challenge to all is **digital security**.

For firms, it is critical to have employees with the adequate competencies to enhance the cybersecurity of their information system and ensure data protection.

Creating better digital infrastructure

Better digital infrastructure is a top priority for many business leaders.

Upgrading and increasing access to digital infrastructure such as superfast broadband is often ranked first among the business issues that should deserve the most attention from governments and local authorities.

Intrapreneurs in large companies should therefore take the **role of ambassadors for their firm** and engage with local authorities in order to discuss their digital infrastructure needs.

Moreover, intrapreneurs can also **engage with funders and investors to secure financial resources** required to modernise their digital infrastructure.