

**An Application of Corporate Entrepreneurship Concepts, Models and Theories in driving Innovation in a Contemporary Nigerian Firm: A Study of Guinness Nigeria Plc, a Diageo firm**

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**Abstract**

*The 21st century business environment is characterized by volatility, uncertainty, complexity, and ambiguity, compelling firms to continuously adapt or risk obsolescence. Within this context, corporate entrepreneurship (CE) has emerged as a strategic mechanism through which established firms renew themselves, stimulate innovation, and sustain competitive advantage. This article examines the role of corporate entrepreneurship in driving innovation and organizational performance in contemporary Nigerian firms, using Guinness Nigeria Plc—a subsidiary of Diageo and a major player in Nigeria’s brewery and alcoholic beverage industry—as a case study. Relying on an extensive review of theoretical literature, corporate reports, and secondary data sources, the study analyses how CE concepts, models, and theories are applied within Guinness Nigeria Plc. The findings reveal that Guinness Nigeria has embedded corporate entrepreneurial practices through product innovation, strategic renewal, human and social capital development, and organizational architecture that supports intrapreneurial behaviour. Despite challenges related to cost pressures and regulatory constraints, the firm’s CE orientation has helped foster a culture of innovation, portfolio diversification, sustained market growth and competitiveness in the evolving Nigerian market. The study recommends that Guinness and indeed other corporate organizations should embrace corporate entrepreneurship practices by enhancing innovation agility and proactiveness in converting new ideas into actual products and services by cutting through internal bureaucracies faster and strengthening capabilities to remain competitive and relevant.*

**Keywords:** Corporate Entrepreneurship, Innovation, Guinness Nigeria Plc.

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**1. Introduction**

As Johnson (2017) aptly states, "In the face of relentless uncertainty, those most adaptable stand the best chance of survival." From political upheavals to economic volatility, globalization to corporate scandals, the world has endured a constant onslaught of unforeseen challenges. Amidst this turbulence, entrepreneurship has emerged as a critical engine for navigating uncertainty and

fostering both economic and social progress. Entrepreneurs serve as catalysts for disruption and innovation, driving positive change across industries and societies (Uhlenbruck & Kammermayer, 2023). According to Iger (2019) in his book titled "The Ride of a lifetime", if you don't innovate, you die. Companies generally seek to maximize profitability, market share, productivity for growth and

sustainability. Firms are increasingly confronted with the need to innovate continuously, reconfigure resources, and develop new capabilities in order to remain competitive. Within this environment, entrepreneurship has evolved beyond the creation of new ventures to include entrepreneurial behaviour within established organizations, commonly referred to as corporate entrepreneurship or intrapreneurship.

Corporate entrepreneurship (CE) is widely recognized as a critical driver of innovation, strategic renewal, and sustained competitive advantage in established firms (Kuratko et al., 2021; Urbano et al., 2022). However, despite its strong theoretical foundation, many large organizations struggle to institutionalize entrepreneurial practices due to structural rigidities, bureaucratic inertia, and risk-averse cultures. This challenge is particularly evident in emerging economies such as Nigeria, where regulatory constraints, infrastructural limitations, and volatile market conditions further inhibit innovation (Olayinka & Temitope, 2023). In such contexts, hierarchical decision-making systems and limited entrepreneurial orientation often constrain firms' ability to respond proactively to market changes. As a result, organizations may experience stagnation in product development, reduced adaptability, and declining competitiveness relative to agile startups and multinational firms (Aina et al., 2022). Within this landscape, Guinness Nigeria Plc a subsidiary of Diageo operates in a highly competitive oligopolistic industry dominated by major players such as Nigerian Breweries and International Breweries. Although the firm benefits from strong brand equity and access to global product portfolios through its parent company, sustaining market leadership requires continuous innovation and strategic renewal.

While Guinness Nigeria Plc has expanded its product offerings and localized production of global brands, there remains limited empirical evidence on how corporate entrepreneurship concepts, models, and theories are operationalized within the firm to drive innovation outcomes. Specifically, it is unclear how internal resources, organizational processes, leadership orientation, and culture enable or constrain entrepreneurial initiatives.

Furthermore, existing literature on corporate entrepreneurship is largely concentrated in developed economies, with a paucity of context-specific studies examining its practical application in large Nigerian firms (Urbano et al., 2022). This creates a significant knowledge gap regarding how CE frameworks translate into measurable innovation performance in emerging market contexts.

Therefore, the core problem this study addresses is the gap between the theoretical constructs of corporate entrepreneurship and their practical application in driving sustained innovation in a contemporary Nigerian firm, using Guinness Nigeria Plc as a case study.

The objective of this article is to examine how corporate entrepreneurship concepts, models, and theories are applied in Guinness Nigeria Plc to drive innovation and organizational performance. Specifically, the study explores the role of innovation practices, intrapreneurs, corporate entrepreneurship models and theories and strategic renewal in achieving financial and non-financial performance outcomes such as profitability, productivity, employee satisfaction, and workforce development.

## **2. Literature Review**

### **Corporate Entrepreneurship Concepts Entrepreneurship**

Entrepreneurship is commonly understood as the process of identifying, evaluating,

and exploiting opportunities to create value through new products, services, or processes (Doran, 2020). Schumpeter (1934) conceptualized entrepreneurship as a force of creative destruction, whereby entrepreneurs disrupt existing economic equilibria through innovation. This perspective emphasizes novelty, risk-taking, and the reconfiguration of resources as central to entrepreneurial activity. Beyond opportunity recognition, entrepreneurship is associated with personal attributes such as creativity, resilience, and the willingness to operate under uncertainty (Hisrich & Peters, 2009).

### **Corporate Entrepreneurship**

Corporate entrepreneurship, also known as intrapreneurship, refers to the practice of fostering an entrepreneurial mindset, culture, and behaviour within an existing organization. The concept of intrapreneurship originated from the seminal work of Gifford Pinchot III, who described it as entrepreneurial behaviour within established organizations. It combines the notions of entrepreneurship and internal corporate activity, referring to employees who take initiative, assume calculated risks, and drive innovation by transforming ideas into commercially viable products, services, or processes. It involves encouraging employees to think and act like entrepreneurs within the confines of the established corporate structure. Corporate entrepreneurship aims to promote innovation, creativity, and risk-taking within a company, typically to identify and capitalize on new opportunities. Recent studies emphasize that intrapreneurship involves opportunity recognition, resource recombination, and proactive initiative-taking within organizational boundaries (Kuratko et al., 2023; Neessen et al., 2024). It reflects the ability of employees to act entrepreneurially while leveraging organizational resources and structures to create value.

The growing importance of intrapreneurship is driven by rapid technological advancements, shifting consumer preferences, and heightened global competition. In dynamic and uncertain environments, firms are increasingly relying on intrapreneurial practices to enhance resilience, seize emerging opportunities, and respond effectively to disruption (Audretsch & Belitski, 2023; Zahra, 2025). These practices are particularly critical in enabling firms to continuously innovate and remain competitive in fast-changing markets.

### **Innovation**

Innovation refers to the introduction of new or significantly improved products, processes, marketing methods, or organizational practices (Tidd et al., 2018). It is widely regarded as a key driver of economic growth and competitive advantage. Jain (2023) describes innovation as challenging the status quo through creative problem-solving and calculated risk-taking. In emerging economies such as Nigeria, innovation plays a critical role in addressing market inefficiencies and adapting global products to local contexts. According to Adebisi (2023) Innovation has been the sole ladder used by developed nations to climb the higher mountains of economic and technological powers with unequalled competitive advantage. It is a catalyst for change and growth.

### **Concept of Intrapreneurship**

The term intrapreneur concept was based on the work of Pinchot (1985). It refers to entrepreneurial activities within the organization. It is a combination of two concepts: entrepreneur and intracorporate. Accordingly, intrapreneur is “a person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation. Firms are taking to intrapreneurial practices to

ensure survival, seize opportunities, and resist threats in the unpredictable business scenarios (Morais, et al, 2021).

Intrapreneurship has become increasingly critical for firms operating in environments characterized by rapidly evolving consumer preferences and intense, dynamic competition. Recent studies emphasize that organizations must continuously innovate internally to remain competitive, making intrapreneurship a strategic necessity rather than an option (Kuratko et al., 2023; Deloitte, 2024). Entrepreneurship within established firms is widely recognized as an effective corporate strategy for revitalizing teams, enhancing employee engagement, and advancing organizational innovation agendas (McKinsey & Company, 2025). In practice, intrapreneurs are often situated at middle management or operational levels, where their contributions—such as developing new processes, products, or techniques—may be less visible but remain highly impactful. These individuals leverage existing organizational knowledge and resources, recombining them in novel ways to exploit emerging opportunities (OECD, 2024). By mobilizing support from colleagues and senior management, intrapreneurs play a key role in securing resources and driving the implementation of innovative ideas (PwC, 2023).

Organizations increasingly recognize intrapreneurs as valuable strategic assets due to their ability to drive internal transformation and sustain competitive advantage. Contemporary literature uses several overlapping terms to describe this concept, including internal entrepreneurship, corporate entrepreneurship, and internal corporate venturing (Global Entrepreneurship Monitor, 2024). Regardless of terminology, the underlying focus remains on fostering innovation within the firm.

In today's fast-changing global business landscape, intrapreneurs are pivotal in enabling firms to

explore new markets and develop new business models. Their role extends beyond idea generation to acting as catalysts for organizational change, promoting a culture of continuous improvement and innovation. They actively contribute to organizational growth by identifying opportunities, championing new initiatives, and embedding entrepreneurial thinking within corporate structures (Harvard Business Review, 2025; Accenture, 2024).

### **Rationale for Corporate Entrepreneurship**

Corporate entrepreneurship fosters a culture of innovation within the organization. By encouraging employees to think creatively and take risks, companies can stay ahead of market trends, adapt to changing conditions, and develop new products or services. In a rapidly changing business environment, maintaining a competitive edge is crucial. Corporate entrepreneurship allows companies to identify and exploit new opportunities, creating a sustainable advantage over competitors who may be slower to adapt or innovate. The new business ventures and innovative products/services can lead to revenue growth and expand their market share. Corporate entrepreneurship enables companies to diversify their product or service offerings, explore new markets, and reduce dependency on a single line of business. This diversification can enhance resilience in the face of economic fluctuations.

The core dimensions or concepts of corporate entrepreneurship include:

**Innovation:** This relates to encouraging employees to generate and explore new ideas, products, or services that can contribute to the organization's growth and competitiveness. Innovative organizations

have the ability to monitor the market changes and act promptly, thereby taking advantage of emerging opportunities (Oladimeji, et al., 2018).

**Proactiveness:** Rauch et al. (2009) assert that proactiveness demonstrates an organization’s quest for business opportunities and a strong emphasis on being among the early movers to employ innovativeness in its industry. Recent studies emphasize that proactiveness involves anticipating future market needs, initiating change, and shaping the business environment rather than merely reacting to it (Wach et al., 2023; Bedi et al., 2025). It represents a strategic posture through which firms identify and exploit emerging opportunities, often gaining first-mover advantages in dynamic and competitive environments.

**Risk Taking:** Risk-taking – This relates to the willingness of the firm to take on risky strategies in pursuit of growth. Contemporary studies define risk-taking as the tendency of firms to engage in bold strategic actions, such as entering new markets, investing in new technologies, or developing new products despite the possibility of failure (Campos-Núñez & Serrano-Malebrán, 2024).

**Strategic renewal:** Strategic renewal is the process by which an organization

intentionally and proactively makes significant changes to its strategy, structure, processes, or culture to adapt to changing circumstances and remain competitive in its environment. This concept is often employed when an organization faces challenges or disruptions that necessitate a reevaluation and transformation of its core elements. Recent literature conceptualizes strategic renewal as a dynamic capability that enables firms to realign internal resources with evolving external conditions such as technological change, market shifts, and competitive pressures (Kiptoo et al., 2024)

**Corporate Venturing:** Engaging in activities such as investing in or acquiring external startups to bring in new technologies, ideas, or market access. Corporate venturing involves different techniques for creating, investing and adding new businesses (Ademi et al., 2024). With internal corporate venturing, new ventures are established and owned by the organization. These businesses usually exist within the organization, but might exist outside the firm and operate as semi-independent business entities; in this case, they are usually joint ventures.



**Figure 1.1: Conceptual framework of Corporate Entrepreneurship**

The conceptual framework suggests that innovation, risk taking, proactiveness, strategic renewal and corporate venturing will enhance firms’ performance.

### **Corporate Entrepreneurship Models** **Entrepreneurial Design Thinking Model**

Design thinking is a mindset and approach to problem-solving and innovation anchored around human-centered design (Brown, 2008). While it can be traced back centuries—and perhaps even longer—it gained traction in the modern business world after Tim Brown, CEO and president of design company IDEO, published an article about it in the Harvard Business Review. Design thinking is different from other innovation and ideation processes in that it's solution-based and user-centric rather than problem-based. This means it focuses on the solution to a problem instead of the problem itself. Harvard Business School Dean Srikant Datar leverages a four-phase innovation framework.

**Clarify:** This phase involves observing a situation without bias. It leans into design thinking's user-centric element and requires empathizing with those affected by a problem, asking them questions about their pain points, and identifying what they solved. You can then use what you learn to create a problem statement or question that drives the rest of the design thinking process.

**Ideate:** Begin brainstorming potential solutions. Take your problem statement or question and ideate based on patterns or observations collected in the clarify phase. This is the time to let your imagination and creativity run wild.

**Develop:** Develop potential solutions using the ideas you generate, then test, experiment with, and reiterate to determine which are successful and which aren't. Be ready to return to the ideation or clarification stage based on your results. Stepping back in the process is common—and encouraged—in design thinking.

**Implement:** Finally, implement the solution you've developed. Again, it's likely you'll have to take a few steps back

and reiterate your final solution. After several tests and edits, you'll have a solution that can yield positive results.

### **The Four Models of Corporate Entrepreneurship**

Clearly, what works for one company will not necessarily work for another. Wolcott and Lippitz (2007) research have identified two dimensions under the direct control of management that consistently differentiate how companies approach corporate entrepreneurship. The first dimension is organizational ownership: Who, if anyone, within the organization has primary ownership for the creation of new businesses. The second is resource authority: Is there a dedicated "pot of money" allocated to corporate entrepreneurship, or are new business concepts funded in an ad hoc manner through divisional or corporate budgets or "slush funds?" Together the two dimensions generate a matrix with four dominant models (see "Four Models"): *the opportunist* (diffused ownership and ad hoc resource allocation); *the enabler* (diffused ownership and dedicated resources); *the advocate* (focused ownership and ad hoc resource allocation); and *the producer* (focused ownership and dedicated resources). Each model represents a distinct way of fostering corporate entrepreneurship. A closer look at the models illustrates how they help companies build corporate entrepreneurship in different ways.

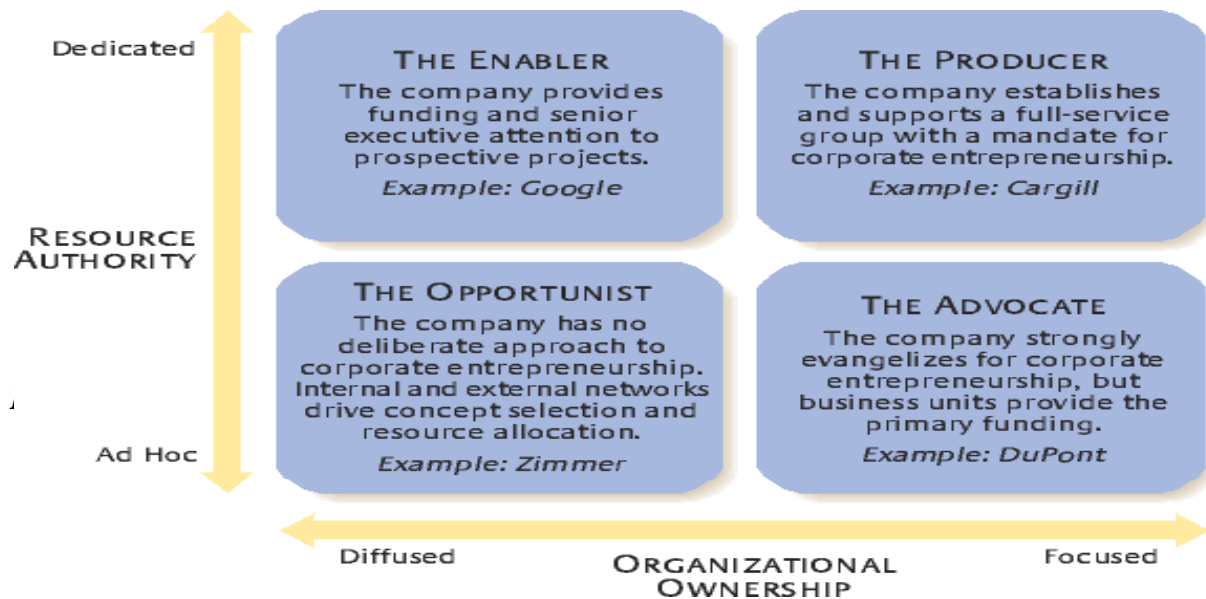


Figure 2.1: The Four Models of Corporate Entrepreneurship

The enterprise that owns entrepreneurship needs to have three characteristics: the first is innovation, including product and process innovation; the second is risk-taking, i.e., the main decision maker of an enterprise needs to have the capability of risk taking; and the third is proactiveness, means an enterprise has the ability to acutely investigate the variation of the environment and adopt strategy to respond in advance. This research considers that entrepreneurship does not only represent the personal characteristic of the owner or top managers of an enterprise, but also a kind of business culture.

#### Corporate Entrepreneurship Theories

Foundational insights on how the application of corporate entrepreneurship concepts, models and theories can drive innovation in a contemporary Nigerian firm will be gleaned from the following theoretical framework.

#### Innovation Theory of Entrepreneurship (Schumpeter Theory of Entrepreneurship)

A dynamic theory of entrepreneurship was first advocated by Schumpeter (1934) who considered entrepreneurship as the catalyst

that disrupts the stationary circular flow of the economy and thereby initiates and sustains the process of development. Embarking upon 'new combinations' of the factors of production which he succinctly terms innovation, the entrepreneur activates the economy to a new level of development. The concept of innovation and its corollary development embraces five functions – (i) Introduction of a new good, (ii) Introduction of a new method of production, (iii) Opening of a new market, (iv) Conquest of a new source of supply of raw materials and (v) Carrying out of a new organization of any industry. Schumpeter's concept of innovation included the elements of risk taking, superintendence and coordination. However, Schumpeter stressed the fact that these attributes unaccompanied by the ability to innovate would not be sufficient to account for entrepreneurship. Schumpeter (1934) was very explicit about the economic function of the entrepreneur, whom he considered as the prime mover in economic development and the entrepreneur's task is to innovate or carry out new combinations. Schumpeter had differentiated between *invention* and

*innovation*. Bringing about innovations is the main task of the entrepreneur and not the maintenance of the enterprise. Entrepreneurs dream and have a willingness to establish a private kingdom. They enjoy creating and getting things done. These “innovating entrepreneur” has played an important role in the rise of modern capitalism. Schumpeter’s theory is considered as a landmark in the expansion of entrepreneurship theories.

### **Resource-Based View Theory**

The Resource-Based View (RBV) is a prominent strategic management theory that proposes firms achieve sustainable competitive advantage by possessing, acquiring, and leveraging valuable, rare, inimitable, and non-substitutable (VRIN) resources (Barney, 1991). These resources can be tangible (e.g., physical assets, technology) or intangible (e.g., brand reputation, organizational culture). VRIN resources enable firms to perform activities more efficiently or effectively than competitors, leading to lower costs, higher quality, or unique product offerings. While the Resource-Based View (RBV) offers valuable insights into building competitive advantage, it is not without its critics. A notable criticism is The RBV’s focus on achieving a sustained competitive advantage that sustains beyond others’ efforts to duplicate or eliminate it is not achievable. Fiol (2001) explicitly argues that both the skills/resources, and the way organizations use them, must constantly change, leading to the creation of continuously changing temporary advantages

### **Social Capital Theory**

Social Capital Theory (Coleman, 1988) focuses on understanding the importance of internal and external stakeholders. Emphasis is on the importance of relationships and networks in facilitating success. This theory posits that strong social ties within communities, distributors, and government agencies

provide valuable resources like market insights, regulatory knowledge, and potential new partners (Burt, 2000). This access to information and opportunities can enhance market reach, improve supply chain efficiency, and foster trust, contributing to brand reputation and legitimacy (Adler & Kwon, 2002). Social capital theory has its limitations. Measuring its impact can be challenging, and there is a risk of excluding marginalized groups if networks are not built inclusively (Adler & Kwon, 2002). Additionally, networks are dynamic and evolve over time, so strategies must be adapted to remain relevant (Burt, 2000).

### **Agency Theory**

Agency theory examines the relationship between principals (e.g., shareholders) and agents (e.g., managers) in organizations. It focuses on the potential conflicts of interest and information asymmetry that can arise, and how mechanisms like contracts, incentives, and monitoring can be used to align the interests of both parties (Jensen & Meckling, 1976). In the context of corporate entrepreneurship, agency theory highlights the importance of aligning the interests of managers with the long-term goals of the organization. This can involve designing incentive structures that reward successful entrepreneurial ventures, mitigating potential conflicts through clear communication and decision-making processes, and ensuring effective monitoring and evaluation of entrepreneurial activities. Criticism of Agency theory include tendency to focus on economic aspects and may neglect social and ethical considerations. A narrow focus on financial outcomes may lead to actions that harm other stakeholders, such as employees, customers, or the community.

### **Ambidextrous Theory**

Ambidextrous theory refers to the ability of an organization to balance and excel in both exploratory and exploitative activities

simultaneously. This theory posits that firms must excel at both *exploitations*, leveraging existing competencies and knowledge for efficient operations and incremental improvements, and *exploration*, pursuing novel ideas and venturing into new markets and technologies (Tushman & O'Reilly, 1996). This involves activities such as innovation, experimentation, and risk-taking. Organizations that focus on exploration are more likely to seek out new opportunities, technologies, and markets. This is essential for long-term growth and adaptability in dynamic environments. **Exploitation:** Exploitative activities concentrate on refining and optimizing existing processes, products, and services. Organizations that emphasize exploitation are efficient in executing current strategies, maintaining stability, and maximizing short-term performance. Criticisms include balancing competing priorities such as allocating resources and managing potential conflicts between exploration and exploitation as well as tracking the impact of both activities.

### **Upper Echelon Theory**

Upper Echelon Theory, introduced by Donald C. Hambrick, and Phyllis A. Mason in 1984, suggests that the experiences, values, personalities and cognitive orientations of top executives, often referred to as the "upper echelon" of an organization, significantly influence the strategic choices and actions of that organization. Upper Echelon Theory posits that the composition of the top management team, including the diversity of backgrounds and experiences among its members, affects the strategic decisions made by the organization. (Hambrick & Mason, 1984). The theory suggests that executives are more likely to pursue strategies that align with their own cognitive frames and experiences. The theory emphasizes the diversity of the top management team as a crucial factor. They

bring their unique backgrounds, experiences, and cognitive frameworks to the decision-making process. While the Upper Echelon Theory has provided valuable insights into the role of top executives in influencing organizational outcomes, it has also faced several criticisms and limitations. The theory assumes a straightforward relationship between the cognitive frames of top executives and their decision-making processes. Critics argue that this oversimplification may not fully capture the complexity of cognitive processes, which are influenced by various factors beyond the experiences of executives. The theory primarily focuses on the top management team, neglecting the potential impact of middle managers and lower-level employees on organizational outcomes.

### **Human Capital Theory**

According to Blair (2018), Human Capital Theory originated in the Mid-20<sup>th</sup> Century work of Schultz (1961). The concept of Human Capital theory is that people can gain skills (Human Capital) that will lead to greater productivity, and then ultimately, greater income (Blair, 2018). Human Capital Theory reveals that the individuals and the society gain economic benefits from investment in people (Sweetland, 2016). The most prominent people to express views on human capital theory includes Adam Smith, Alfred Marshall and John Stuart Mill. Human Capital Theory emphasizes education as an important economic enabler (Bridgstock, 2009). Human capital theory posits that an individual's skills, knowledge, and abilities are valuable assets that can be invested in and developed to enhance their productivity and earning potential. (Bohlander, Snell & Sherman, 2001). It emphasizes the importance of education, training, and experience in shaping individual capabilities (Becker 1964). The human capital theory is very important in

Intrapreneurship and in the context of corporate entrepreneurship, human capital theory suggests that investing in the development of employees' skills and knowledge can enhance their entrepreneurial capabilities. Criticism include oversimplification and can neglects factors like access to resources, networking, and social capital that also influence entrepreneurial success. May overlook systemic issues like discrimination and unequal access to education and training, perpetuating existing inequalities.

### **3. Methodology**

This study adopts a qualitative case study design based entirely on secondary data. Data sources include peer-reviewed journal articles, textbooks, corporate reports, industry publications, and information obtained from Guinness Nigeria Plc's official website and annual reports. Content analysis was employed to examine how corporate entrepreneurship concepts and theories are reflected in Guinness Nigeria's innovation practices and strategic initiatives. The case study approach is appropriate for providing in-depth contextual understanding of complex organizational phenomena such as corporate entrepreneurship.

### **4. Results and Findings**

The analysis reveals that Guinness Nigeria Plc has actively applied and embedded corporate entrepreneurship within its organizational processes. The firm demonstrates strong intrapreneurial practices through continuous product development, including the introduction of new variants such as Smirnoff Ice Pineapple Punch, Orijin Herbal, and Gordons Pink. These innovations reflect responsiveness to changing consumer preferences and the application of ambidextrous strategies that balance exploitation of existing brands with

exploration of new product categories. Investment in human capital is evident through structured training programs, leadership development initiatives, and employee-driven innovation funds. Guinness Nigeria's organizational architecture—characterized by strong leadership, cross-functional collaboration, and alignment with Diageo's global innovation strategy supports entrepreneurial behaviour. Furthermore, agency mechanisms such as performance-based incentives and independent board oversight align managerial actions with shareholder interests, thereby reducing agency conflicts.

Despite facing challenges such as rising input costs and regulatory constraints, Guinness Nigeria's corporate entrepreneurship orientation has contributed to brand revitalization, portfolio diversification, and sustained competitiveness within the Nigerian beverage market.

#### **Intrapreneurship**

The acquisition of rights to import, market, and distribute new brands like Captain Morgan and Singleton variants showcases a proactive approach to expanding their portfolio and catering to diverse consumer segments, a hallmark of intrapreneurial ventures. Guinness Nigeria Plc has an Innovation Fund, further highlighting their commitment to supporting employee-driven innovation projects. An interview with Guinness Nigeria's Marketing Director emphasizes the importance of "fresh thinking" and "entrepreneurial spirit" within the company. This suggests a potential shift towards encouraging intrapreneurial approaches. Guinness focus on innovation, employee-driven initiatives, leadership development programs, and fostering a culture of inclusivity all contribute to creating a conducive environment for intrapreneurship. By further strengthening these practices and formalizing an

intrapreneurship framework, Guinness Nigeria can unlock the full potential of its workforce, drive sustainable growth, and solidify its position as a key player in the Nigerian beverage market. Intrapreneurs within Guinness Nigeria Limited possess creative mindsets, and able to think outside the box to generate innovative ideas. They seek novel solutions to challenges and are not afraid to challenge the status quo. Teams are drawn from cross functional teams including people from technology, production, laboratory, marketing, finance and project managers from the parent (if required). They are passionate and have genuine belief in the project they undertake. Guinness teams can see the big picture and align their efforts with the broader goals and strategies of the organization. They are risk takers and willing to step outside their comfort zone, usually going above and beyond the call of duty. Finally, they exhibit tenacity, perseverance and resilience learning from failures and using them as stepping stones to future success.

#### **Ambidextrous Theory**

Guinness has been able to exploit existing brands to create various variants of their brands to meet various customer segments as well as to explore new products to meet consumer changing preference such as the brown spirits such McDowell and Royal Challenge Whiskey as well as Orijin spirit with various variants (Orijin zero, Orijin Herbal, etc).

#### **Upper Echelon**

In Guinness there is secondment of key management staff across the globe to Guinness Nigeria and from Guinness Nigeria to other countries to contribute their technical expertise and leadership experience. Guinness has had seasoned and experienced leadership team.

#### **Human Capital Theory**

Training programmes like the all-female Graduate Trainee programme and “My Learning Hub” platform indicates an

investment in developing employees' skills and capabilities. This empowers them to take on challenging projects and pursue innovative ideas within the organization. Furthermore, Diageo Sustainability Report for 2022 outlines Diageo's focus on empowering employees and fostering a culture of inclusivity and collaboration. These values align with the key pillars of intrapreneurship. Additionally, the report highlights Diageo's Spark Fund, an employee-driven innovation initiative, suggesting a broader company-wide commitment to intrapreneurial practices. Guinness Nigeria (2023)

#### **Agency Theory**

This principle can be seen in Guinness management practices. For instance, Guinness Nigeria implements Performance Incentive Plans (PIPs) for their executives, linking a portion of their compensation to achieving pre-defined financial and operational targets. This aligns their interests with shareholder value creation. The Board of Directors includes independent non-executive directors, offering oversight and representing shareholder interests. This mitigates potential information asymmetry and promotes transparency. Guinness Nigeria adheres to international accounting standards and conducts annual audits, ensuring transparency and accountability in financial reporting. This allows shareholders to monitor performance and hold management accountable. The performance-based compensation, independent board composition, transparent financial reporting, and monitoring mechanisms suggests that they actively address potential agency conflicts and promote alignment between the interests of principals and agents.

#### **Innovation**

“Innovation is strategic to Guinness Nigeria’s business growth – Ndegwa, Managing Director/Chief Executive

Officer, Guinness Nigeria Plc. BusinessDay (2017).

*“As part of our strategy to improve on the consumer experience with our brands, we have continued to implement our brand revitalization program through delivery of innovative products (BusinessDay 2017).*

*In 2023, Smirnoff Ice, the world’s number one Ready To Serve (RTS) brand, launched a new variant Smirnoff Ice Pineapple Punch in both glass and cans; we also unveiled Smirnoff Ice Double Black with Guarana in Returnable Glass Bottle (RGB) packaging”. Mobola Johnson, Chairman Guinness Nigeria Plc (Guinness Nigeria Annual Report & Financial Statements, 2023).*

Guinness is an innovative company diversifying their portfolio with innovative alcoholic and non-alcoholic beverages as well as premium spirits catering to changing preferences and so attracting new market segments (Okpara, 2018). Re-imagining iconic brands like Guinness Stout or Malta Guinness through new flavors, packaging, or marketing campaigns has rejuvenated interest and appeal to younger generations. Guinness currently faces market share loss and profitability challenges due to escalating cost of sales associated with high input cost. To address these, focus is on cost optimization, increase in local preferences, harnessing emerging technologies like AI or blockchain in production and distribution, and developing sustainable initiatives. Guinness Nigeria Plc continues to unlock new era of growth and revitalization. Continuous exploration, experimentation, and adaptation remains key to differentiating themselves, adapting to market dynamics, and regaining their position as one of the leaders in the Nigerian brewery industry.

#### **Resource Based View**

Guinness Nigeria Plc demonstrates several potential valuable, rare, inimitable and non-substitutable (VRIN) resources that

contribute to its competitive advantage. Guinness carries a global reputation for quality and heritage, creating brand loyalty and market differentiation. Also distinguishing are their decades of experience in brewing techniques and quality control which has created a competitive edge in taste and consistency. Guinness has leveraged RBV as a powerful tool for building and sustaining its competitive advantage in the dynamic Nigerian beverage market.

#### **Social Capital Theory**

Effective social capital within the organization itself, through knowledge sharing and cross-functional collaboration, can lead to improved problem-solving and innovation (Nahapiet & Ghoshal, 1998). This has been beneficial for Guinness in developing products that resonate with local communities and addressing specific market needs. Initiatives like the "Guinness Women Empowerment Programme" offer training, business loans and mentorship to female entrepreneurs, building social capital networks that empower marginalized groups and contribute to broader societal development. (Guinness Nigeria Plc Annual Report, 2023). Through sourcing raw materials locally and partnering with local businesses for distribution, Guinness fosters collaborative relationships with diverse stakeholders, enhancing supply chain efficiency and generating shared value.

#### **5. Conclusion and Recommendations**

Implementing corporate entrepreneurship concepts, models, and theories can drive innovation in contemporary firms. Guinness Nigeria has dedicated offices and laboratories for employees to work on creative projects. These labs act as incubators for new ideas, fostering a culture of experimentation and risk-taking. Examples abound especially in the formulation of Malta Guinness which is a

rich premium brand but not affordable to all. Through their innovation labs and corporate entrepreneurs in the organization, Dabic Malta a value brand was formulated to meet the lower end of the nonalcoholic drinks market. Cross-functional Teams are in place from various departments on some of these projects to get diverse perspectives and collaborative problem-solving. This helps to break down silos and enhance the flow of innovative ideas. Project teams are incentivized with incentive programs, such as cash reward, all paid vacations to exotic destinations, etc. This can motivate employees to actively engage in entrepreneurial activities within the organization.

In conclusion, taking risk and being proactive with innovative ideas has helped Guinness over the last decades to successfully introduce new products into the local market where they operate. These products include alcoholic and non-alcoholic brand providing insights into their existing innovative culture. There are no major barriers hindering innovation within Guinness except occasional regulatory hiccups which get resolved ultimately. Innovation is in their DNA and embedded in the culture of the organization. Dedicated Resources are available to drive innovative initiatives. They have used and applied these corporate entrepreneurship concepts, models, and theories which has helped them foster a culture of innovation, thereby driving the organization toward sustained growth and competitiveness in the dynamic Nigerian market.

In terms of recommendation, Guinness and indeed other corporate organizations should embrace corporate entrepreneurship concepts, models and theories to be more agile, dynamic and proactive in converting new ideas into actual products and services by cutting through internal bureaucracies faster and

strengthening capabilities to remain competitive and relevant.

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