'X'TRAPRENEURSHIP- A HOLISTIC APPROACH TO BRING CLARITY IN ENTREPRENEURIAL RESEARCH

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Abstract

Research into entrepreneurship and associated terminologies is subject to a lack of clarity and consensus in definition or distinct research approach. Many researchers use different terms to denote or illustrate similar phenomena. Some emphasize the commonalities and defend the use of interchangeable terms, others strongly argue over their distinguishing features. This conceptual paper will discuss these inconsistencies and introduce a new approach called the 'X'trapreneurship approach to classify distinct domains of entrepreneurship: independent process, bottom-up process and top-down process. This three domain approach will help in resolving the plague of inconsistencies surrounding entrepreneurial research areas giving researchers a distinct framework to identify the position of different entrepreneurial terminologies. Using this approach, a revised hierarchy of entrepreneurship terminologies is proposed in this paper which will bring some form of simplification and clarity thereby serving as a guideline for future research and adding a unique contribution to the entrepreneurial research field.

Keywords: *'x'trapreneurship approach; entrepreneurship; intrapreneurship; corporate entrepreneurship; corporate venturing*

Entrepreneurship research has made a highly influential global impact in terms of how we perceive, conduct or study innovation dynamics related to any organization. Over the years there has been a phenomenal growing interest in this research area leading to the development of several sub-areas such as corporate entrepreneurship, intrapreneurship and corporate venturing to address specific issues associated with this research field. Organizational complexities are part of the 21st century significantly influencing the corporate culture (Baruah and Ward, 2014) and companies which are more adaptable, aggressive, and innovative according to Kuratko, Covin, and Garrett (2009) can immune themselves with a better position to adjust to this dynamic, threatening and complex external environment. Different organizations are adopting certain management strategies to attain competitive advantage to secure this immunity through an enhanced innovation culture within their organizational framework. The conceptual research spectrum of entrepreneurship and its related sub-topics which covers different aspects of organizational innovation has faced certain inconsistencies in terms of their definition or order of hierarchical representation with many researchers using different terms to denote or illustrate similar or the same phenomenon. Some have emphasized the commonalities among these terms thereby defending the use of interchangeable terms whereas others have strongly argued over their distinguishing features. This has led to a plague of confusion on reaching a consensus over their definitions and justified representation of some of these sub-groups of entrepreneurship.In this paper we propose a new approach called the 'X'trapreneurship approach to identify the distinct domains within entrepreneurship research. Through this approach, we will classify different terminologies used in entrepreneurial research such as independent entrepreneurship, corporate entrepreneurship, intrapreneurship and corporate venturing under these identified domains. The inconsistencies usually faced by researchers in the conceptual frameworks of entrepreneurship will be significantly addressed by our new approach thereby providing some form of simplification and clarity for future works.

Inconsistency in the conceptual spectrum of entrepreneurship: Entrepreneurship research so far has witnessed an incredible history of over 200 years with its earliest citation dating back to the mid 1700s in the prolific writings of Richard Cantillon (Hebert and Link, 1988). Despite this immense interest and an ever-growing popularity in this field, there are still researchers who struggle to establish distinct research clarity within the realms of entrepreneurship and its associated terms. As Bruyat and Julien (2000, 166) summarize "*the problem of defining the word 'entrepreneur' and establishing the boundaries of the field of entrepreneurship has still not been solved*".

Drucker (1985) calls entrepreneurship a distinct feature of either an individual or an institution however he emphasizes that it should not be classified as a personality trait. Wennekers and Thurik (1999) argue that entrepreneurship should not be deemed as an occupation or label entrepreneurs as a well-defined occupational class of persons. Montanye (2006) found that the use of the term entrepreneurship sometimes appears to be synonymous with self-employment and occasionally with self-unemployment. One of the major flaws in entrepreneurship literature is the failure of researchers to differentiate between entrepreneurship and independent entrepreneurship. For instance, authors such as Veronica and Zenovia (2011) have differentiated intrapreneurship from entrepreneurship without specifying whether their reference was aligned towards entrepreneurship or independent entrepreneurship. Sharma and Chrisman (1999) tried to bring some clarity by illustrating the hierarchy of different terminologies of entrepreneurship and their work emphasized independent entrepreneurship to be a sub-section of entrepreneurship. They noted that research on entrepreneurship within an existing organization have a '*striking lack of consistency in the manner in which these activities have been defined*' (Sharma and Chrisman 1999, 11). One of the prominent features in Sharma and Chrisman's (1999) hierarchical model is the absence of intrapreneurship within the hierarchical frameworks. Although researchers such as Antoncic and Hisrich (2001, 2003), Bosma et al. (2010) have classified intrapreneurship as a sub-section of entrepreneurship; it has not been featured in this hierarchical model. In their review, Sharma and Chrisman (1999) implied that the essence of intrapreneurship is represented by internal corporate venturing as both terms represent the creation of new businesses within an existing corporation. They classified these as part of corporate entrepreneurship and their model thereby focused on different sub-categories of corporate entrepreneurship without prioritizing intrapreneurship. On a similar note, Zahra (1991) suggested the use of terms such as intrapreneurship, internal corporate entrepreneurship, corporate venture or internal corporate venture to represent the overall picture of corporate entrepreneurship.Thornberry (2001) classified corporate venturing, intrapreneuring, organizational transformation and industry rule breaking as the four types of corporate entrepreneurship.A contrasting approach was adopted by Antoncic and Hisrich (2001) who suggested terms like intrapreneuring, corporate entrepreneurship, corporate venturing and internal corporate entrepreneurship to illustrate the aspects of intrapreneurship. Such inconsistency among the conceptual definitions of some of these sub-groups of entrepreneurship has been a major issue resulting in lack of research clarity. Åmo (2010) highlights the importance of establishing a proper consensus on these terms as it will influence some important research issues concerning employee engagement with innovation culture of an organization.

Interchangeable terminologies?Overall, there seems to be a consensus that entrepreneurial terms such as corporate entrepreneurship, corporate venturing or intrapreneurship represent the innovation culture within an organization (Ginsberg and Hay (1994), Guth and Ginsberg (1990)). However, there are authors who refer to some of these terms interchangeably. For instance, strategic renewal, innovation and corporate venturing have been classified as key components of corporate entrepreneurship but Toftoy and Chatterjee (2004) studied these components as part of intrapreneurship. These authors consider intrapreneurship and corporate entrepreneurship to be a broad concept representing the generation, development and subsequent implementation of innovative ideas and behaviours within an organization. Therefore, for them these terms can be utilized interchangeably. This interchangeable approach in the use of these terms has also been followed by other authors such as Fitzsimmons et al (2005) and Christensen (2005). The association of corporate entrepreneurship and intrapreneurship is supported by researchers like Bosma et al (2010) and Åmo (2010) but there is a need to identify the distinguishing features between them so as to derive a proper conceptual framework of entrepreneurship. The absence of a defined entrepreneurship framework has led to a substantial plague of inconsistencies as researchers place their entrepreneurship terminologies in miscellaneous categories. What we desperately need today is an approach to carefully categorize different entrepreneurship terminologies under the right domain and this leads us to proposing a new entrepreneurship terminology classification called 'X'trapreneurship approach.

The 'X'trapreneurship approach-three domains of entrepreneurship: Lazear (2005) viewed entrepreneurship as an efficient process of assembling necessary factors of production and is comprised of human, physical and information resources where entrepreneurs combine people, capital and ideas together to create a new product or produce an existing one with lower or competitive cost. Bull and Willard (1993) defined entrepreneurs as people who carry out new combinations causing discontinuity and for Lazear (2005) they are multifaceted but balanced individuals. Drucker (1985) believes that successful entrepreneurs will aim high as they are not usually content with just improving or modifying existing ideas, they are quite dedicated to creating new and different values and converting a material into a resource or combining existing resources to bring out something more productive. In this paper, we refer entrepreneurship using Hisrich et al. (2010) definition as a process involving creation of something new with value and it requires the necessary devotion of time and effort and accompanies financial, psychic or social risks and uncertainties eventually leading to personal satisfaction and monetary rewards. Bruyat and Julien (2000) found the phenomenon of entrepreneurship to be variable, heterogeneous, dynamic and complex with a certain degree of unpredictability. To understand it better, we propose a new holistic approach called the 'X'trapreneurship approach for classifying different entrepreneurship terminologies. According to this approach, an individual can engage in innovation activities through three distinct routes: the individual can either undertake it independently or in other cases inside a company where they innovate by their own enthusiasm or under the management's influence.The conceptual inconsistencies arising in entrepreneurship research particularly with the placement of the sub-groups can be resolved if they are segmented under the right research domain. Based on our approach, entrepreneurship research as shown in figure 1 can be classified into three key domains namely:Independent process, Bottom-up process, and Top-down process.

This classification can give the sub-groups of entrepreneurship a more distinguished conceptual identity than before thereby facilitating a route for research clarity.

Independent process: The independent domain of entrepreneurship as illustrated in figure 1 is a clear representation of any independent entrepreneurial route via which entrepreneurs approach and establish their innovation. According to Collins and Moore (1970), this independent entrepreneurship represents a process through which an individual or a group of individuals, acting independently of any association within an existing organization, create a new organization. For Gündoðdu (2012), independent entrepreneurs and traditional entrepreneurs are synonymous as both terms describe entrepreneurial efforts of any individual whose innovation operations are undertaken outside an existing organization. With its own distinct features, independent entrepreneurship can be clearly differentiated from other entrepreneurship sub-groups such as intrapreneurship or corporate entrepreneurship. For instance, an independent entrepreneur is directly involved with any form of risks associated with the business whereas with the other terminologies, the company takes responsibility for the employees' innovation projects. When it comes to profits, for an independent entrepreneur as pointed out by Morris and Kuratko (2002) the options might be unlimited depending on their scenarios whereas for innovative employees within an intrapreneurial organization, share of profits, rewards or compensations might depend solely on their organizational policies and management criteria. There are also differences in terms of intellectual rights as an independent entrepreneur regardless of success or failure will own any business concept or idea by default but the same may not be applicable for intrapreneurs or innovators within an organization as again the company's intellectual right and policies might override it.

*Bottom-up process:*The second classification of entrepreneurship research, bottom-up process is where innovative strategies arise from an employee's perspective irrespective of the management wishes and therefore belong to the domain of employee behaviour. Intrapreneurship according to Åmo (2010) is a tool for employees to realize their entrepreneurial vision and for Pinchot and Pellman (1999) these intrapreneurs make an essential ingredient in every successful innovation process. Veronica et al (ND) labelled intrapreneurs as domestic entrepreneurs because along with their focus on innovation and creativity, they are constantly pursuing the interest of their company with their persistent vision. They have the potential to become the leaders of specific innovation within their company and ride to the discovery of successful ventures based on the strength of their vision. Therefore, the success of any idea within an organizational culture according to Pinchot and Pellman (1999) will rely largely on the tireless persistence and practical imagination of the intrapreneurs. Intrapreneurs according to Pinchot (1985) are self-determined goal setters and Bosma et al (2010) note that they usually take initiatives to innovate and develop new businesses as per their own will without being asked by a manager or a colleague. As Pinchot and Pellman (1999, pg 63) suggest '*if you need to innovate, you need intrapreneurs*' because they are the ones who effectively roll up their sleeves and get things done. Åmo (2010) emphasizes that within the arena of intrapreneurship, the innovation initiative originates from the employee and its characteristics are rooted deeply with the employee itself. Intrapreneurship therefore represents an organizational process that sprouts from an employee's perspective gradually moving up in the hierarchy towards the top-management for attaining practical execution and this therefore can be classified as a bottom-up process. This theory has been strongly supported by authors such as Åmo (2010) and Bosma et al (2010). For Åmo (2010) an intrapreneurial employee can be viewed as a proactive actor pursuing innovative ideas inside the borders of the organization. Bosma et al (2010) viewed intrapreneurship from the employee's perspective where employees develop new business activities for their employer and their research focused on employee behaviour inside existing organizations in terms of proactiveness and innovative work behaviour. Although intrapreneurship represents the unasked innovation efforts of employees, their innovation tactics may or may not be in line with what management wants (Åmo, 2010). However, within an intrapreneurial culture, the employees have the skills to control the destiny of their innovation efforts. Being a bottom-up process, successful intrapreneurs will identify the decision makers who will ultimately determine the fate of their innovations (Pinchot and Pellman, 1999). They also highlight that intrapreneurs will test the feasibility of their ideas with their leaders so as to get some form of assurance before going ahead and taking their ideas into practical reality. They have the capability to channel efficient networking across boundaries to obtain help and support and in scenarios where intrapreneurs fail to get help from someone, they will eventually find a route or sponsor who will empower their ideas. Therefore, the key drivers of innovation within an organizational framework are the intrapreneurs, cross-functional teams, and active sponsors. Intrapreneurs in this context are in charge of conceiving business ideas/visions and turning them into business realities and their sponsors facilitate the entire intrapreneurial process.Pinchot and Pellman (1999) believe that intrapreneurs use their courage and creative abilities to find ways to move forward and maintain progress and in that process might even bend some rules where mistakes are affordable. Intrapreneurs are good at setting measurable goals and intermediate targets for themselves and these authors emphasize that once they are approved, these self-determined goals should be placed as a priority and focus of the corporation's control.Åmo (2010) believes that the best conditions for innovation in firms would be to align such independent initiatives with the strategy of the firms.Some researchers illustrated the distinguishing features of intrapreneurship by categorizing it under employee behaviour and studies. Authors like Bosma et al (2010) and Åmo (2010) particularly emphasized on studying intrapreneurship at an individual level to differentiate it effectively from corporate entrepreneurship. Antoncic and Hisrich (2003) based their research of entrepreneurship from an organizational perspective and they recommended the use of the term corporate entrepreneurship to study entrepreneurship at the organizational level. For them, intrapreneurship should be classified under the domain of emergent behavioural intentions and behaviours. At the individual level, the intentions of starting a new independent business is seen more among intrapreneurs than other employees within the corporation and for Bosma et al (2010) from this individual perspective; the individual characteristics of an entrepreneurial employee (intrapreneur) are clearly evident. Pinchot and Pellman (1999) believe that if the right environment is created, intrapreneurs will naturally arise and employees who may not have exhibited any intrapreneurial characteristics before will eventually become successful intrapreneurs if their passion for turning some idea into commercial reality is effectively aroused. Åmo (2010) distinguished intrapreneurship from corporate entrepreneurship by highlighting the aspects of process ownership where intrapreneurs have to overcome resistance from their organization.

*Top-down process:*The third and final classification of entrepreneurship research is a top-down process which represents a management strategy essentially implemented by the organization in order to enforce, exercise or promote an innovation culture among its employees. As discussed earlier, many authors support the study of intrapreneurship at an individual level and corporate entrepreneurship at an organizational level as this plays a pivotal role in giving these two approaches a distinct pathway for research clarity.Åmo (2010) recommends the use of the term corporate entrepreneurship in situations when employee contribution becomes an answer to an organizational request. He argues that the term intrapreneurship fits best to describe events or situations where an employee contributes to the innovation framework regardless of the wishes or concerns of the organization. Corporate entrepreneurship which illustrates an organization's engagement with innovation through corporate policies and top management's facilitation and involvement can be deemed as a top-down process and is largely supported by authors likeBosma et al (2010, 2011) and Åmo (2010).

Over the years there have been several prominent definitions of corporate entrepreneurship. Miller (1983) for instance defined it as a company's commitment to innovation. Hayton (2005) labeled corporate entrepreneurship as a strategic orientation representing an organization's ability to learn through new knowledge exploration and existing knowledge exploitation. Thornberry (2001) viewed it as a novel approach to new business development and this process is being effectively influenced by organizational learning, collaboration-driven tactics, creativity and individual commitment (Hayton, 2005). For Bosma et al (2011) corporate entrepreneurship illustrates a management strategy which helps in fostering workforce initiatives and efforts to carry innovation leading to the development of new businesses. Zahra and Covin (1995) noted that corporate entrepreneurship represents a company's willingness to engage in new business ventures or strategies and it therefore requires organizational commitment and sanction for resources to exercise and explore different innovation.Zahra and Covin (1995) suggested that corporate entrepreneurship is reflected in top management's risk taking in respect to corporate investment decisions and strategic actions in times of uncertainty, the frequency and extensiveness of innovation emphasized in the organizational culture and the level of aggressive and proactive competition with rivals. Therefore, the core of corporate entrepreneurship according to Åmo (2010) is based on the fact that organizational change is manageable but it is the management who is in control of the actions of employees and the implementation of any innovative initiative relies on their decisions. Burgelman (1983) termed this to be a result of interlocking entrepreneurial activities involving multiple participants which requires new resource combinations through diversification and this will help in extending the competency of the firm towards unrelated or marginally related areas. Being a top-down process, Åmo (2010) suggests that corporate entrepreneurship is initiated at the top and it is the management levels that invite innovation initiatives from employees and make final decisions on their future. The management will be responsible for any of these innovation initiatives and play a key role in assigning members, allocating tasks and resources, highlighting responsibilities to the people responsible for carrying out the desired innovation. Hornsby et al (2009) studied the corporate entrepreneurial actions from a managerial perspective and found that senior management usually acts mutually with others throughout the firm to identify effective means that could lead to new business creation or reconfiguration of existing ones. According to them, within a specific organizational environment more senior managers display greater structural capability to utilize the conditions for implementing more entrepreneurial ideas than other managers. Their research emphasized a cascading and integrated set of entrepreneurial actions at different management levels for propagating strategies related to corporate entrepreneurship. This view is supported by Hayton (2005) who studied the role played by human resource management particularly in encouraging and promoting corporate entrepreneurship. Åmo (2010) indicates that the management level is the main contributor to corporate entrepreneurship as they are primarily involved in facilitating the entire innovation processes. Zahra and Covin (1995) thereby recommends managers to consider corporate entrepreneurship activities as it is a prominent way to enhance financial performance.

Corporate Venturing- Where does it fit?Corporate venturing is another term that is frequently confused with intrapreneurship and corporate entrepreneurship. As evident in Sharma and Chrisman (1999), the classification of corporate entrepreneurship includes three key components: corporate venturing, corporate innovation and strategic renewal. Hippel (1977) defined corporate venturing as an activity residing within a corporation that seeks the generation of new businesses through the establishment of external or internal ventures. Being a primary component of corporate entrepreneurship, corporate venturing has gathered significant interest among researchers over the years. Guth and Ginsberg (1990) described corporate venturing as the phenomenon of internal innovation leading to the birth of new businesses within existing organizations. Birkinshaw and Hill (2005) defined it as a highly focused approach to innovation involving a parent company to establish a specially designated entity which would then invest in new business opportunities. For them, corporate venturing is a vehicle for attaining strategic success by pursuing awide range of objectives with a focus mainly towards identifying and developing new businesses for their parent firm. Covin and Miles (2007) stressed the need for effective integration of corporate venturing and organizational strategy for revitalizing firms through the pursuit of innovation-based strategies and introducing and exploiting of new business activities. For Narayanan, Yang and Zahra (2009), corporate venturing represents a set of organizational systems, processes and practices which paves a pivotal route for revitalizing firm operations, building and strengthening new capabilities. Using internal or external means, this also helps in achieving strategic renewal and creating value for shareholders while maintaining a prominent focus on new business creation within existing areas, markets or industries. The top-down element of corporate venturing is supported by Block and MacMillan (1993) who define senior management as the most critical environmental factor deeming them as the greatest promoters of innovation and new ventures. They have a critical role in crafting and enabling a successful venture creation process simultaneously managing a substantial balance in the ongoing businesses of the corporation. Here senior managers need to ensure that the structure of any ventures initiated within the company have features which would maximize the chances of success.

As a component of corporate entrepreneurship, Burgelman (1983) concluded that the success of corporate venturing, just like its parent, is also highly dependent on the availability of autonomous entrepreneurial activities along with the prominent roles played by individuals at operational levels. The capability of middle-level managers to analyze strategic implications of such innovation initiatives and the ability of top management to then turn these initiatives into practical realities was also highlighted. Burgelman (1983) labelled these autonomous strategic initiatives to be one of the most important resources necessary for the maintenance and renewal of corporate capability through internal development. Guth and Ginsberg (1990) noted that corporate venturing can be one of the possible ways to achieve strategic renewal thereby indicating a possible direct connection between these two components of corporate entrepreneurship. Chrisman and Chang (2005) however argued the existence of distinct theoretical differences between strategic renewal and corporate venturing in terms of risk assessments. They observed differences between these two components in terms of perceptions of risk probabilities between corporate entrepreneurs and non-entrepreneurs and how that might influence the assessment of entrepreneurial initiatives to be considered from different reference points for instance an initiative can be viewed primarily for gain enhancement or for loss avoidance. Narayanan, Yang and Zahra (2009) differentiated corporate venturing from the other two components by highlighting its focus on distinct steps involved in the process of creating new businesses and its subsequent integration into a firm's overall business portfolio.

A revised hierarchy of entrepreneurial terminologies : Based on our classification of entrepreneurship research, a revised hierarchy of entrepreneurship terminologies is proposed in figure 2. As illustrated, our classification approach features entrepreneurship research under three separate domains: independent, bottom-up and top-down. The independent domain is the route leading to any independent entrepreneurial ventures. As discussed earlier, intrapreneurship and corporate entrepreneurship being two distinct phenomena can therefore be placed in their respective domain. Intrapreneurship representing employees' contribution towards the innovation framework of the organization, regardless of management wishes, illustrates a bottom-up entrepreneurial route. Corporate entrepreneurship on the other hand represents an organization's engagement with innovation through a top-down entrepreneurial route.

Gündoðdu (2012) proposed a new prototype called innopreneurship to meet the needs and requirements of the new economy by integrating the perspectives of entrepreneurship, intrapreneurship and innovation. This new term has characteristics from both independent entrepreneurship and intrapreneurship thereby having its placement between the domains of independent and bottom-up entrepreneurship. Gündoðdu (2012) defined innopreneur as an innovation-oriented entrepreneur who is the new evolutionary model and a cumulative advanced type emerging from this new competitive environment. The author highlighted that the scope of intrapreneurship is constricted within the internal organizational culture whereas innopreneurs are subjected to no such criteria. Innopreneurs thereby are the new types of innovation hunter who demonstrates powerful characteristics of a traditional entrepreneur as well as skills of an intrapreneur.

Some exceptions: Authors like Ginsberg and Hay (1994) and Phan et al (2009) argue that corporate entrepreneurship can exhibit both top-down as well as bottom-up characteristics. In our hierarchical classification, although we classified corporate entrepreneurship as a top-down process, there is an exception involving corporate venturing which apart from being a top-down process can also exhibit characteristics of a bottom-up or independent entrepreneurship domain. This is evident if we consider the two sub-components of corporate venturing: internal and external corporate ventures. Internal corporate venturing according to Block and MacMillan (1993) has the unique challenge of conducting entrepreneurial activities within an existing company and it primarily comprises of a learning intensive project approach which would help in creating new businesses for the purpose of commercializing innovation and technological advances. Researchers such as Burgelman's (1983) and Chrisman and Chang (2005) illustrated a bottom-up route within the frameworks of corporate venturing. Block and MacMillan (1993) and Ginsberg and Hay (1994) emphasized on a top-down process involving senior managers who have a pivotal role in managing and controlling the overall process of corporate entrepreneurship. Senior managers have the responsibility to tailor the scope, scale and degree of aggressiveness of any venturing program according to the firm's capabilities (Block and MacMillan, 1993). However, Ginsberg and Hay (1994) noted that internal corporate venturing should not be considered essentially as a top-down process involving senior managers but the role of venture managers from bottom-up is equally important as well. Block and MacMillan (1993) believe that senior managers should be careful with their involvement in venture management. Without being detached or disinterested, they must primarily provide support and guidance, evaluate performance and check expected outputs. They shouldn't direct day-to-day activities related to the venture management which should be the responsibility of venture managers. This is supported by Ginsberg and Hay (1994) who highlight that venture managers should be involved in managing the direction of new venture projects and so, for successful internal corporate venturing '*venture managers can and should play a major role in making the corporate entrepreneurship process work*' (Ginsberg and Hay 1994, 386). Block and MacMillan (1993) feel that venture managers will experience a great deal of frustration with their involvement in new venture creation if senior managers create an inhospitable climate for entrepreneurial activities. They recommend senior managers to learn how to identify characteristics and skills associated with successful venture managers and create a corporate environment nurturing entrepreneurial actions. Covin and Miles (2007) noted that the label of internal corporate venturing is attached to a phenomenon when within a parent company's domain, a new business or venture is created and the focus here will be on opportunities that are identified within this parent company's environment. This is perhaps the only similarity between the phenomenon of corporate venturing and intrapreneurship. This theoretical similarity is one of the prime reasons why Sharma and Chrisman (1999) didn't isolate intrapreneurship from internal corporate venturing. Ginsberg and Hay (1994) illustrated that both intrapreneurship and internal corporate venturing strategies utilize entrepreneurial resources which are inside the company. With these entrepreneurial resources, these authors pointed out the prime difference that could help differentiate these two concepts. For them, the entrepreneurial resources within an internal corporate venturing are the regular company employees whose creative and innovative aspects are ignited or stimulated in their everyday work. As discussed, intrapreneurship now stands as a separate entity within entrepreneurship research and thereby should not be confused with any of the sub-categories of corporate entrepreneurship.

External corporate venturing on the other hand relates to the investments facilitating the growth of external opportunities and ventures outside the parent organization and Birkinshaw and Hill (2005) labelled this route as independent start-ups indicating that entrepreneurs with this innovation route will venture into the independent entrepreneurship domain. Phan et al (2009) highlighted how this external corporate venturing will lead corporations into investing in young, early growth-stage businesses through external parties and this can include joint ventures, acquisitions or corporate venture capital.This thereby shows the possibility of some of the sub-categories of corporate venturing to have the potential to migrate into other domains based on innovation routes or circumstances. This is in conjunction with the arguments made by authors such as Ginsberg and Hay (1994) and Phan et al (2009) that sub-groups of corporate entrepreneurship can exhibit both top-down and bottom-up characteristics.

Conclusion: The paper highlights some of the inconsistencies arising in the research field of entrepreneurship particularly among its sub-groups: corporate entrepreneurship, corporate venturing, corporate innovation and intrapreneurship resulting in a lack of clarity or consensus among researchers. There are some who support the use of some of these terms interchangeably while others argue over their distinguishing features. We propose a new approach called the 'X'trapreneurship approach for classifying the entrepreneurship terminologies under three distinct domains: independent, bottom-up and top-down process. All these domains have their own distinguishing features thereby making their position vivid in the overall hierarchy providing research clarity and simplification. The independent route is undertaken by a traditional entrepreneur whose primary interest is in creating a new organization independently with sole control over intellectual rights and profits. Intrapreneurship, another sub-group of entrepreneurship represents a bottom-up process illustrating an innovation process sprouting from an employee's perspective and effort. The innovation arising from it may or may not be in line with the organizational practice however, these intrapreneurs do have the characteristics to identify appropriate decision makers to execute their ideas or plans. Corporate entrepreneurship is classified as a top-down entrepreneurship process indicating a management strategy primarily set up to enforce, exercise or promote innovation among its employees and is valid only in situations where employee contribution becomes an answer to an organizational request. Corporate venturing is a component of corporate entrepreneurship which has a tendency to take an independent external route or an internal venturing route depending on the innovation circumstances.

This updated terminology hierarchy will provide future researchers a distinct pathway to approach different research topics within entrepreneurship.

Further recommendations: In this paper, we proposed a new classification approach to resolve some of the inconsistencies in the use of different entrepreneurial terminologies. This approach can be used as a guideline by researchers and academics to understand and further analyze the placement of their research terminologies in the bigger picture of entrepreneurship. Our classification approach is only limited to some of the selective terminologies considered in this paper however, using our three domain categorization approach further works should be carried out on other potential terminologies such as strategic entrepreneurship and infopreneurship.

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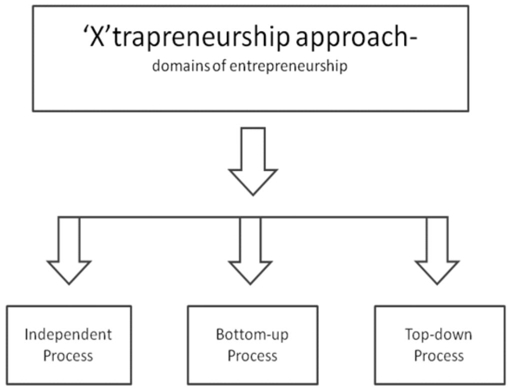

Fig 1 'X'trapreneurship proach- three domains of entrepreneurship

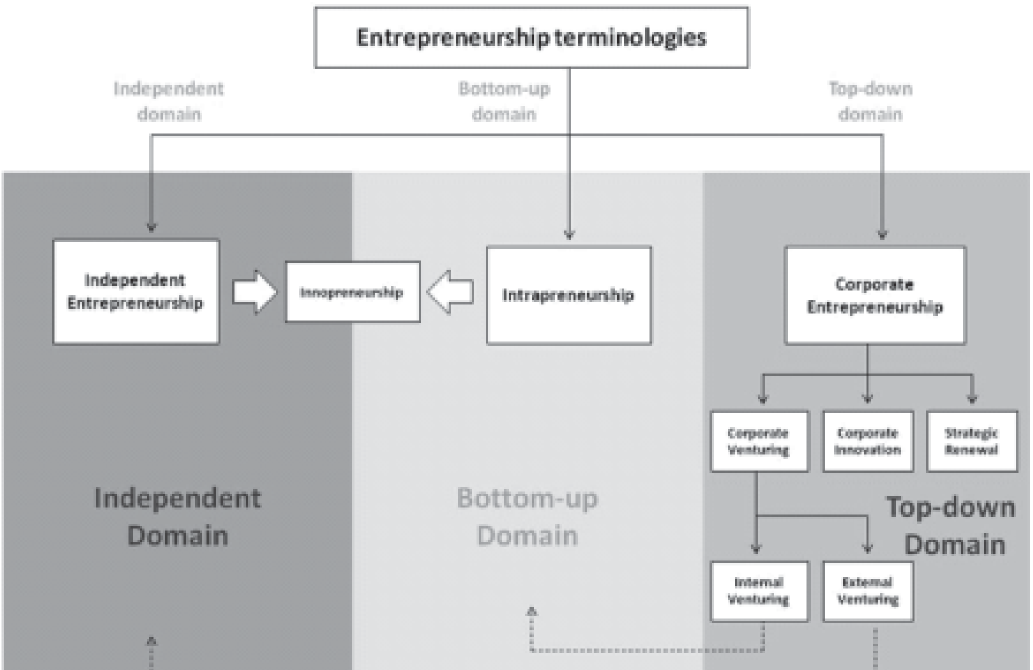

Fig 2 Entrepreneurship terminology classification based on 'X'trapreneurship approach