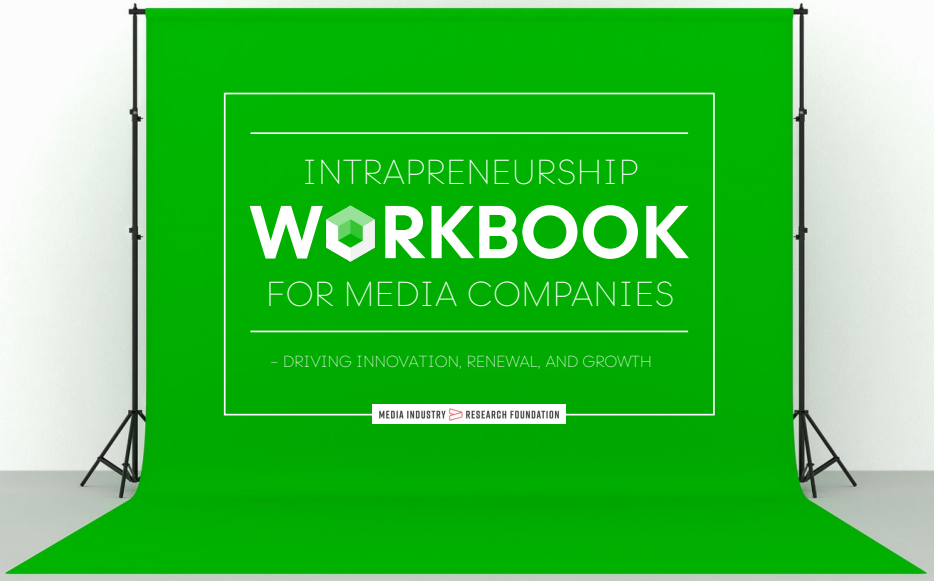

INTRAPRENEURSHIP
WORKBOOK
FOR MEDIA COMPANIES
– DRIVING INNOVATION, RENEWAL, AND GROWTH
MEDIA INDUSTRY RESEARCH FOUNDATION

CONTENTS

Introduction:
Purpose of the Workbook

4 Why is this workbook needed?
5 What are the objectives of the workbook?
6 Who is the workbook for?
7 What is the workbook offering to media companies?

Part 1:
Forms of Intrapreneurship

9 What is intrapreneurship?
10 What does intrapreneurship consist of?
11 Innovativeness
13 Risk-taking
15 Proactiveness
17 Autonomy
19 Competitiveness

Part 2:
Practices of Intrapreneurship

22 Individual perspective
24 Team perspective
26 Organizational perspective
28 Business perspective
30 Management perspective

Conclusion:
Using the workbook

33 Applying the workbook canvases
34 A step-by-step working model
35 Tips for workshop facilitation
36 The research project and project team

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INTRODUCTION:
PURPOSE
OF THE WORKBOOK

WHY IS THIS WORKBOOK NEEDED?

The media industry is in the midst of a historic transformation. Technology, audience behavior, and business models are evolving faster than ever before. At the same time, the fundamental values of journalism – credibility, quality, and relevance – are becoming even more important.

Society needs a vibrant and evolving media sector. This, in turn, requires media companies to continuously renew themselves and develop their capacity for innovation.

Renewal in media companies requires an entrepreneurial mindset and way of working. This means a willingness to create new solutions, the ability to operate under uncertainty, and the courage to experiment and take calculated risks.

Thus, the purpose of this workbook is to accelerate renewal and innovation in media companies – particularly by strengthening a culture of intrapreneurship within media organizations and across the media industry more broadly.

WHAT ARE THE OBJECTIVES OF THE WORKBOOK?

The purpose of this intrapreneurship workbook is to broaden perspectives and spark discussion. It does not provide ready-made answers or solutions – instead, it helps readers see what might be possible. The workbook encourages reflection on how each media professional, team, or organization can act innovatively in everyday work.

Above all, the goal of the workbook is to offer ideas, perspectives, and practical tools that can be used to develop meaningful and useful solutions.

To accelerate development efforts, the workbook includes templates – or canvases – that media professionals and organizations can use to reflect on and strengthen intrapreneurship. These canvases serve as both a roadmap and a framework for developing intrapreneurial thinking and action.

They are based on insights, perspectives, and practices developed through recent case studies conducted in collaboration with media companies.

WHO IS THE WORKBOOK FOR?

This workbook supports media professionals, newsrooms, teams, and companies in developing intrapreneurial practices – and in renewing and succeeding in the future.

For media professionals, the workbook offers tools to reflect on what intrapreneurship can mean in their own work: How can I take initiative? How can I identify new opportunities? How can I confidently and openly bring forward creative ideas?

The workbook also helps identify barriers to creative work and uncover new opportunities for innovation: What aspects of our work or organizational culture may be limiting innovative thinking and action? What new development tools and ways of working could be tested and adopted?

WHAT IS THE WORKBOOK OFFERING TO MEDIA COMPANIES?

For media companies, the workbook offers perspectives for renewing ways of working. It can be used as a development roadmap, helping organizations identify how entrepreneurial thinking and action can be supported within the workplace community.

The workbook also provides material for discussion on how media organizations can proactively experiment with new ideas, take calculated risks, and innovate the practices of the future.

More broadly, this intrapreneurship workbook serves the media industry as a whole. Its purpose is to stimulate discussion about the kinds of practices, organizational models, and leadership approaches that will be needed in a transforming media landscape – and, in doing so, to help media companies and professionals renew themselves and build a vibrant and sustainable media sector for the years ahead.


PART 1:
FORMS
OF INTRAPRENEURSHIP
IN THE MEDIA INDUSTRY

WHAT IS INTRAPRENEURSHIP?

Intrapreneurship refers to entrepreneurial thinking and action within existing organizations. In this context, individuals or teams take initiative and responsibility for developing and implementing new ideas, products, ways of working, and business models.

At the core of entrepreneurial action is a proactive and forward-looking approach to creating something new, driving renewal, and strengthening the company's competitiveness.

An intrapreneurial culture supports creativity and continuous learning. This is particularly important in a media industry, where companies must constantly adapt to market developments, shifts in business models, and technological innovation.

For this reason, media organizations in particular need new ways of working, tools, and capabilities that strengthen their ability to renew themselves and innovate in times of change.

WHAT DOES INTRAPRENEURSHIP CONSIST OF?

Intrapreneurship is built on five interrelated dimensions that describe an intrapreneurial way of thinking and acting. When a culture of intrapreneurship prevails within a company, the following dimensions are visible in everyday work:



1. **Innovativeness:** the ability to create and commercialize new concepts, products, and services, as well as to develop new ways of working.



2. **Risk-taking:** the ability to make bold decisions and conduct uncertain experiments, and to learn from failures.



3. **Proactiveness:** the ability to act with initiative and a future-oriented mindset, and to actively seek out new opportunities.



4. **Autonomy:** the ability to work independently and influence one's own work, and to decide what to advance and how.



5. **Competitiveness:** the ability to act with a competitive mindset, strive for market success, and outperform competitors.

INNOVATIVENESS – FROM CREATION TO COMMERCIALIZATION

Innovativeness refers to the willingness and ability to develop new ideas, ways of working, products, or services in ways that strengthen the company's prospects for success and growth. Innovativeness is not only about generating creative ideas and concepts, but above all about implementing and commercializing them.



► In media companies, innovativeness is closely linked to the ability to renew and to find meaningful ways of responding to the challenges of a changing environment. In the media industry, innovativeness can be seen, for example, in new content formats, business models, and technological solutions that strengthen companies' competitiveness. In addition, innovativeness can lead to the development of organizational practices and ways of working.

INNOVATIVENESS IN THE MEDIA INDUSTRY– PERSPECTIVES

▶ Development focuses on core operations rather than radical innovation

In media companies, innovation often takes the form of continuous incremental improvement, while the pursuit of major breakthroughs is rare. Everyday work is fast-paced and production-driven, leaving little time or space for radically creative thinking and dialogue. As a result, development efforts tend to focus on improving existing operations and adapting to change.

Reflect: *How can we create space for creative thinking and innovativeness?*

▶ Traditional mindsets and practices slow down innovation

Established ways of thinking and deeply embedded working practices shape everyday life in media organizations and can narrow creative thinking. They may limit the development and commercialization of new products and services, and slow down responses to new and unexpected opportunities.

Reflect: *How can we identify mindsets and practices that slow down renewal?*

> *"There is a contradiction. On the one hand, opportunities are said to be there, but in reality they are not, because there is no time for creative thinking."*

"Quotes from interviews with Finnish media professionals

RISK-TAKING –BOLD DECISIONS IN UNCERTAINTY

Risk-taking refers to the courage to act in conditions of uncertainty and to initiate actions whose outcomes, consequences, and impacts are difficult to predict. Risk is an essential part of intrapreneurship when the aim is to experiment with something new and challenge existing ways of working – even when the likelihood of failure may be high.



► In the media industry, risk-taking is particularly evident in bold experiments in new areas and markets as the sector evolves rapidly. For media companies, this means a willingness to invest resources in new initiatives without certainty about their impact or final outcomes. Creative risks, in turn, create opportunities for learning and renewal within the workplace community.

RISK-TAKING IN THE MEDIA INDUSTRY – PERSPECTIVES

▶ A moderate risk culture shapes the development of media products

In the media industry, small and carefully managed risks are taken, while major risks are often avoided. Caution is particularly evident when financial risks are involved or when there are concerns about jeopardizing journalistic credibility. Risk-taking is supported when it is planned, and aligned with the company's strategy.

Reflect: *Could new and uncertain opportunities be explored more boldly?*

> *"As we move into new areas, we have to take risks – and accept that we won't always get it right."*

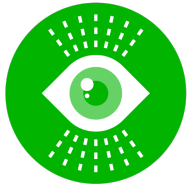
▶ Technological transformation requires the capacity to take risks

Leveraging artificial intelligence and developing new digital solutions require bold investments and actions that build the future foundations of media companies. Continuous experimentation, tolerance for uncertainty, and learning from mistakes are essential elements of intrapreneurship and renewal capability.

Reflect: *How to ensure that sufficient resources are allocated to experimenting with the new opportunities offered by artificial intelligence?*

PROACTIVENESS –TAKING INITIATIVE AND LEADING THE WAY

Proactiveness refers to future-oriented initiative and a forward-looking mindset. It requires the ability to anticipate change and seize new opportunities. Proactive professionals and organizations do not merely react to developments – they act as trendsetters and pioneers within the industry.



► In the media industry, proactiveness means striving to identify and leverage emerging phenomena, technologies, and audience needs – sometimes even ahead of others. It is also reflected in anticipatory thinking about the future, systematic analysis of the operating environment, and the recognition of future opportunities.

PROACTIVENESS IN THE MEDIA INDUSTRY – PERSPECTIVES

▶ Optimism about the future of the media industry is essential for development and innovation

In media companies, proactiveness means orienting toward the future and having the ability to anticipate change and disruptions. A future-oriented mindset is essential at a time when traditional ways of working and established business models are losing relevance. It is important to cultivate confidence in the future of the industry, as optimistic visions of the future encourage initiative and intrapreneurial action.

Reflect: *How can we intentionally arrange time in everyday work to reflect on the future of the media industry?*

▶ Leveraging disruptions requires initiative and experimentation

A proactive organization does not merely follow developments; it acts with initiative, experimenting and learning along the way. A future-oriented culture encourages individuals and teams to test new ideas, make use of artificial intelligence, and actively explore emerging trends.

Reflect: *Which new practices and ways of working would be worth experimenting with?*

> *"We need confidence in the future. Taking risks is easier when you're not afraid of being immediately punished for it."*

AUTONOMY – FREEDOM AND INDEPENDENCE IN ACTION

Autonomy refers to independent and self-guided action. It is based on the freedom of individuals and teams to explore new ideas and to develop ways of working, products, and services. Autonomy includes the opportunity to make independent decisions, influence one's own work, and choose the means for achieving goals. It requires trust from the organization toward its employees.



► In media organizations, autonomous thinking and action generates new ideas and initiatives that emerge from employees' own interests, intrinsic motivation, and sense of ownership. In such cases, initiatives arise from within the work community without direct managerial direction, often outside formal structures.

AUTONOMY IN THE MEDIA INDUSTRY– PERSPECTIVES

▶ Journalistic independence provides a foundation for an autonomous culture

Media companies employ creative professionals who value independence in their work. In addition, journalistic principles emphasize a culture of freedom and independence. An autonomous culture is a strength of the media industry. However, it may also limit collaboration and interaction within the workplace community, which in turn can constrain organizational renewal.

Reflect: *How can a culture of collaboration be strengthened without limiting individual autonomy?*

▶ Strategic direction and shared goals enable autonomous work

Creative autonomy thrives when strategic goals are clear and collectively shared. When employees understand the direction in which the organization is heading, they can act independently and innovatively in alignment with common objectives.

Reflect: *How can we ensure that the organization's goals and strategic direction are widely understood?*

> *"Everyone can do things in the way they see fit, but the goals must be shared and clear."*

COMPETITIVENESS – THE DRIVE TO SUCCEED AND WIN

As a dimension of intrapreneurship, competitiveness refers to the drive to achieve results and deliver excellence. It is reflected in goal orientation and ambition – the will to succeed and win. Competitive orientation is not only about outperforming competitors, but also about surpassing one's own previous performance and continuously seeking better solutions.



► In the media industry, a competitive spirit is reflected in the desire to develop news, content, and services that outperform those of competitors. Within intrapreneurship, it serves as a source of energy, motivation, and courage. A competitive spirit strengthens commitment to developing the media company and its brands, and fosters the will to succeed in a constantly evolving environment.

COMPETITIVENESS IN THE MEDIA INDUSTRY– PERSPECTIVES

▶ Global competition and disruptions encourage industry collaboration

The media industry is characterized by a culture of collaboration and peer learning, with a shared emphasis on renewal and long-term vitality. Competition is directed primarily toward global platform companies – rather than domestic actors as such. Media professionals often see strengthening the future of journalistic media as a common goal.

Reflect: *What kind of collaboration is needed to ensure that the Finnish media industry remains as vibrant and sustainable as possible?*

▶ News competition drives initiative and fosters renewal

In newsrooms, competition over the speed of reporting and the quality of content generates energy, a willingness to experiment, and an entrepreneurial spirit. Competition inspires media professionals to pursue continuous improvement and accelerates innovation and transformation.

Reflect: *How can news competition be leveraged to foster journalistic innovation?*

> *"The industry's transformation keeps us on our toes. That's why we're fully committed to succeeding in this disruption."*


PART 2:
PRACTICES
OF INTRAPRENEURSHIP
IN THE MEDIA INDUSTRY

1. INDIVIDUAL PERSPECTIVE

From the perspective of media professionals, intrapreneurship emphasizes creativity and initiative. Entrepreneurially minded professionals actively seek to identify new opportunities, advance them, and develop creative solutions.

Innovation in media companies depends heavily on employees' willingness and ability to generate new ideas, concepts, and initiatives that can evolve into new products and services. When employees' autonomy and initiative are broadly supported, everyday media work opens up opportunities to respond quickly to new ideas and emerging possibilities.

► TRY THESE

1. **Identify the drivers of intrapreneurial motivation.** It is important to understand what motivates individuals to act entrepreneurially.

2. **Create time for creative thinking and new ideas.** Innovation is often viewed positively in organizations, but implementation is frequently left to individuals' own initiative and time management.

3. **Take initiative in experimenting with new concepts.** Make space and allocate resources to test new and uncertain ideas and concepts in practice.

What motivates and inspires intrapreneurship? / A development canvas from the individual perspective

1. Motivational Drivers: What inspires to develop something new, pursue ambitions, and strive for more?	**2. Creative use of time:** How to ensure that sufficient time and energy are dedicated to creative thinking and ideation?	**3. Proactive experimentation:** How to promote initiative-driven experimentation and self-directed development?	**Intrapreneurship at the individual level:** Additional questions, ideas, and insights

Conclusions

Goals	Actions	Goals	Actions	Goals	Actions

2. TEAM PERSPECTIVE

Work in media organizations is largely team-based, and internal interaction and collaboration play a central role in developing a culture of intrapreneurship. Teams' ability to act entrepreneurially – that is, to jointly generate and experiment with new ideas and products – is a prerequisite for innovation in the media industry.

Teams require open interaction and a psychologically safe environment that supports entrepreneurial collaboration, bold experimentation, and the creation of something new. In an open culture, ideas, knowledge, and experiences are shared confidently and respectfully.

► TRY THESE

1. **Create spaces for open interaction.** Design new types of creative sessions and forums that encourage ideation and the joint development of new initiatives across areas of expertise.

2. **Learn together from best practices.** Highlight inspiring examples and lessons that illustrate the impact of intrapreneurial action.

3. **Develop new forms of collaboration across teams and functions.** Build network-based ways of working that enable entrepreneurial action throughout the organization.

How to develop a culture of intrapreneurship? / A development canvas from the team perspective

1. Spaces for interaction: What kinds of forums are needed to increase open ideation and creative encounters?	**2. Lessons for renewal:** How to learn together from the successes and failures of entrepreneurial action?	**3. Networked collaboration:** How to strengthen creative collaboration across teams and functions?	**Intrapreneurship at the team level:** Additional questions, ideas, and insights

Conclusions

Goals	Actions	Goals	Actions	Goals	Actions

3. ORGANIZATIONAL PERSPECTIVE

The organizational perspective on intrapreneurship emphasizes flexible structures, processes, and roles that support innovation, experimentation, and continuous learning within the workplace community.

An organizational design that fosters an entrepreneurial mindset broadly encourages initiative and self-directed action aimed at renewing ways of working and developing products. In this way, intrapreneurship can be built into an organizational capability that supports renewal and innovation in a comprehensive and sustainable manner.

► TRY THESE

1. **Strengthen initiative and ownership through organizational design.** Dismantle structures that hinder renewal, and experiment with new entrepreneurial forms of organizing and ways of working.

2. **Build flexibility and development goals into work roles.** Redesign roles and responsibilities so they actively encourage innovation – otherwise, people will not have time for it.

3. **Create incentives and reward systems that support innovation.** Celebrate successes and establish incentives and recognition practices that place innovation firmly on the workplace agenda.

How to organize for intrapreneurship? / A development canvas from the organizational perspective

1. Forms of organizing: What kinds of organizational structures and practices support intrapreneurship?	**2. Flexible roles:** What kinds of roles and job descriptions can guide entrepreneurial ways of working?	**3. Reward systems:** What kinds of incentives, recognition practices, and rewards accelerate innovation?	**Intrapreneurship at the organizational level:** Additional questions, ideas, and insights

Conclusions

Goals	Actions	Goals	Actions	Goals	Actions

4. BUSINESS PERSPECTIVE

Intrapreneurship strengthens the development of new products, services, and business models. Entrepreneurial ways of working support the identification and experimentation of new business opportunities, as well as the taking of calculated risks.

Proactiveness helps media companies leverage disruptions in technology, artificial intelligence, and consumer needs, and adapt to changing markets. In this way, it enhances business competitiveness and growth, while positioning the company as a developer of new practices and a pioneer within the industry.

► TRY THESE

1. **Invest in future-oriented thinking in business development.** Identify and anticipate changes, trends, and disruptions in the operating environment, technology, artificial intelligence, and markets.

2. **Leverage the opportunities created by disruption**. Apply insights and ideas generated by change to the development of business models, the improvement of productivity, and the acceleration of growth.

3. **Strengthen commercialization and marketing capabilities.** Develop understanding and expertise in commercialization, branding, and marketing across the organization.

How to succeed commercially in the future? / A development canvas from the business perspective

1. Anticipating the future: How to anticipate, identify, and analyze changes in the operating environment?	**2. Leveraging disruption:** How to utilize changes and disruptions in developing new business and driving growth?	**3. Commercialization capability:** How to strengthen expertise in commercialization and marketing across the organization?	**Intrapreneurship at the business level:** Additional questions, ideas, and insights

Conclusions

Goals	Actions	Goals	Actions	Goals	Actions

5. MANAGEMENT PERSPECTIVE

Management is a central factor in developing intrapreneurship within media companies, as the company's strategy provides the foundation for strengthening a culture of intrapreneurship. Strategy guides decisions on whether the focus is placed on developing new innovations or on improving and optimizing existing operations.

The culture of leadership and management models determine how initiative, experimentation, and risk-taking are supported within the workplace community. Promoting intrapreneurship in an organization requires continuous support and resource allocation from leadership.

► TRY THESE

1. **Establish a clear strategic intent for developing intrapreneurship.** Define and communicate clearly how intrapreneurial goals will be advanced across the organization.

2. **Invest in experimentation and innovation.** Ensure that people have sufficient time, space, and resources to develop new ideas, and set transparent and motivating evaluation criteria.

3. **Develop leadership that supports innovation.** Define management models and objectives in ways that continuously foster creativity and a culture of innovation.

How management fosters intrapreneurship? / A development canvas from the management perspective

1. Strategic management: How should the development of intrapreneurship be integrated into strategic choices?	**2. Investment in innovation:** What kinds of investments are required to strengthen intrapreneurship?	**3. Leadership models:** What kinds of leadership models are needed to develop a culture of intrapreneurship?	**Intrapreneurship at the management level:** Additional questions, ideas, and insights

Conclusions

Goals	Actions	Goals	Actions	Goals	Actions


CONCLUSION:
USING
THE WORKBOOK

APPLYING THE WORKBOOK CANVASES

The workbook canvases help structure thinking related to intrapreneurship, identify areas for development, and support renewal and innovation in media companies. They can be used flexibly at different levels – from individuals to teams and across the organization. The most valuable insights often emerge when ideas generated at different levels and functions are connected. In this way, the workbook provides a shared approach and vocabulary for reflecting on and developing intrapreneurship in the organization.

► LEVELS OF APPLICATION

1. **Individual renewal:** The canvases can be used to develop one's own thinking, actions, and capabilities.

2. **Team development:** The canvases are well suited for team workshops aimed at enhancing collective creativity and innovation – for example, by identifying a newsroom's strengths and barriers to creative work.

3. **Organizational development programs:** The canvases can be applied in internal development initiatives and training programs to build shared understanding of the organization's development needs and opportunities.

A STEP-BY-STEP WORKING MODEL

Intrapreneurship can be developed with the help of the workbook and its canvases through, for example, the following four-step process that connects different levels of the organization:

1. Individual-level work
Preparation: Employees complete selected canvases in advance as individual assignments and reflect on their own strengths and areas for development.

2. Team-level work
Workshop: In team workshops, participants discuss insights from the individual canvas work, reflect on key themes, and prioritize development areas.

3. Organization-level discussion
Development day or facilitated session: The findings from the teams are brought together, and in collaboration across key organizational functions, the most significant barriers, opportunities, and development initiatives related to intrapreneurship are identified and defined.

4. Leadership review and decisions
Extended leadership team discussion: Leadership reviews the outcomes of the process and uses them to define or refine the intrapreneurship strategy or program, as well as to plan its implementation.

TIPS FOR WORKSHOP FACILITATION

Preparation

- Consider who should be invited to participate.
- Define the objectives of the process together: Is the aim to foster discussion and build shared understanding – or also to make decisions and create development plans?
- Print the canvases to support the work.
- Agree on how the results of the canvas work will be documented for follow-up.

Conclusions and Next Steps

- Make clear choices: What are we truly committed to doing?
- Develop an action plan with concrete steps.
- Define key individuals, responsibilities, resources, and timeline.
- Agree on how progress will be monitored and how success will be evaluated.

Working process

- Proceed step by step: start with the easier questions.
- Not every point needs to be addressed; focus on the most relevant and important themes.
- Aim to examine issues from multiple perspectives. Challenge your own assumptions.
- Reflect and iterate. Return to the canvases repeatedly – ideas will become clearer and direction more focused over time.
- Document also conflicting or alternative viewpoints – tensions can reveal new opportunities.
- Invest in clear and practical syntheses. They support informed decision-making.
- Conclude by recording what was learned, how thinking evolved, and what the next steps will be.

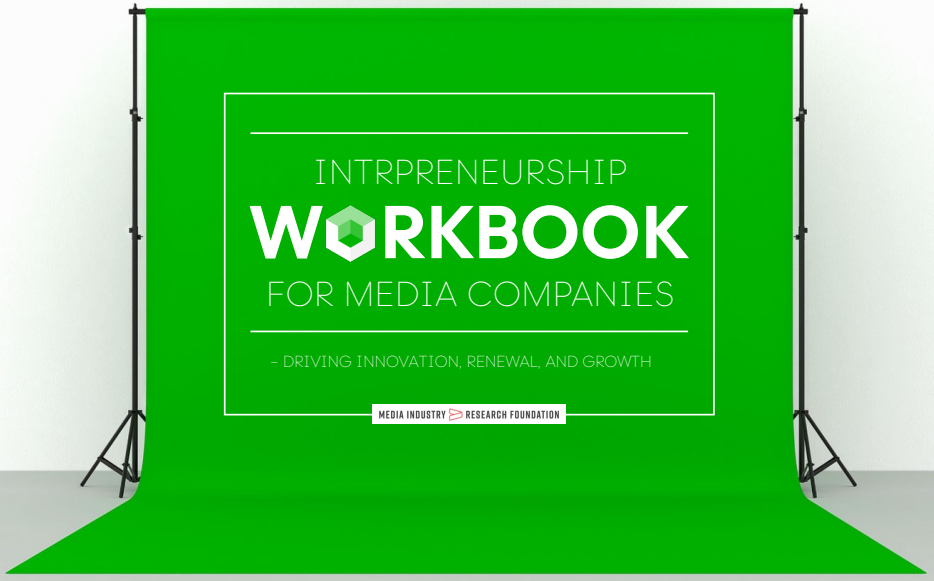
THE RESEARCH PROJECT AND PROJECT TEAM

This workbook is based on a research project that examined the potential of intrapreneurship as an approach to renewal and innovation in media organizations. The project included case studies in which new practices, tools, and capabilities based on intrapreneurship models were developed for media professionals and companies.

The findings of the project will also be published in scientific journal articles, conference papers, and seminar presentations.

The project was funded by the Media Industry Research Foundation of Finland and was carried out in 2025. Its collaboration partners were Alma Media and Kaleva Media, with whom the case studies were conducted.

The research team was led by Associate Professor Nando Malmelin. The research and writing of the articles involved PhD Sari Virta, PhD Matti Pihlajamaa, and M.Soc.Sc. Johanna Strandholm.


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