Abstract
This article seeks to contribute to the understanding of social intrapreneurs' (SI) profile in Foreign Multinationals (FM) that already conduct social business (SB) in Brazil. The objective is to identify the characteristics attributed to social intrapreneurs in terms of suggested targets and achievements. In addition to the characteristics attributed to the SIs' own culture, particular attention was given to the values associated with the FMs that influenced their actions. The results found in the literature were evaluated against the results of interviews with six executives from Coca-Cola and Danone following a multiple case study methodology. Although the research is limited due to the small number of FMs that conduct SB in Brazil, the results suggest a proactive profile and a high perception of opportunities to promote projects with high social impact.

Keywords: Multinational, Case Study, Social Intrapreneurship, Social Business

Introduction
This paper seeks to analyse social intrapreneurs' (SI) profile in Foreign Multinationals (FM) that already conduct social business (SB) in Brazil. The secondary goal is to identify the influence of the Founder's features in the entrepreneurial culture of the company, such as in the social intrapreneur's (SI) profile of its workers.

According to Fischer & Comini (2012) and Comini, Barki and Aguiar (2012) there is a limited number of researches published in the field, which points to a theoretical gap which has been recently filled in Brazil. This article informs the concept of SB promoted by private organisations, which is endorsed by Bill Drayton's (Ashoka, 2012), Dees (1998), Yunus (2001), Hartigan (2002), Chu (2005), Hart (2006), Austin, et al. (2006), Young (2009), Prahalad (2010), Müeller, Nazarkina, Volkmann & Blank (2011) and Yunus’ (2013) researches.

As a basis for the analysis of these reasons and multidimensional characteristics the research used Mort, Weerawardena and Carnegie's (2002) theoretical model, related to Porter and Kramer’s (2011) contributions that social intrapreneurs differ from traditional market entrepreneurs, mostly according to their mission “that is implicit in the idea of creating social/shared value for their clients” (Porter & Kramer, 2011).

Qualitative field research involving a multiple case studies method was adopted. Next, the analysis and discussion of results are presented, referring to the evidence of the SIs’ profile and its consequent actions and distinctions within multinationals. Finally, the conclusions and final remarks are presented.
Literature Review
To understand the SIs’ profile in multinationals and conceptualise key concepts, we looked first at social entrepreneurship and then at the definitions of social intrapreneur in private organisations.

Social Entrepreneurship
Although Hartigan (2002) found that social foundations lacked a clear conceptualisation of the social entrepreneurship and suggested that a first step would be to define what it is not, according to Comini, Barki and Aguiar (2012), the construct has yet to be clearly defined.

The term “social entrepreneur”, first coined by Bill Drayton, founder and president of Ashoka, was based on the belief that through the application of an entrepreneurial style, it is possible to accelerate the processes of change and inspire different actors to engage around a common cause (Ashoka, 2012).

This engagement has been recognised for a while in practices performed in the third sector in the work they do to diminish poverty and find unique solutions to problems of underdevelopment faced by global society. Social entrepreneurs tend to be people who investigate the environment and its needs and local opportunities (Dees, 1998; Young, 2009).

In short, they aspire to be profoundly familiar with social problems, and above all, to know how to solve them. That is why often this entrepreneurial profile is very important to creating new business models and ways to come up with viable solutions to a determined social-economic context (Young, 2009).

Figure 1 points out a multidimensional construct of social entrepreneurs - people who perform innovations, propose proactive attitudes, besides having a high capacity to make key decisions with calculated risks - number 1 (Mort et al., 2002). They know how to recognise and go deep into opportunities to create a greater social value to their clients - number 2 (Mort et al., 2002). The difference between a traditional entrepreneur and a social entrepreneur is that the latter is strictly driven by the mission of creating...
value/social impact, which does not cease to be the result of a strong influence of an entrepreneurial virtue - number 3 (Mort et al., 2002). Along with the process of balanced judgment and motivated by their actions - number 4 - social entrepreneurs present a coherent purpose of action in face of all global complexity found in organisations (Mort et al., 2002).

Social Intrapreneur
Prablhu (1998) found that entrepreneurs provide an exceptional innovative leadership to social enterprises not only in the work of not-for-profit organisations and public services, but also in private companies. There are studies that consider this new social entrepreneur profile internally in private organisations (Austin, 2002; Austin et al., 2006; Barki et al., 2013).

This new way of entrepreneurship applies to the entire value chain, from large public companies to investors who hold the capital directed to new market opportunities, and from employees of companies and CEOs to activists and opinion makers - the social entrepreneurship transcends borders, industries, forms of ownership, asset classes and stakeholders (Rocha & Goldschmidt, 2010). The difference between the main characteristics of each entrepreneur’s profile can be observed at Appendix 1. In this symbiosis of distinctions a new entrepreneurial profile is formed within companies, called “social intrapreneur” (Mort et al., 2002; Austin, 2002; Barki et al., 2013).

The SI’s aims can be summed up in the creation of social value propelled by SB managed by the organisation (Barki et al., 2013). This SI’s type of behavior is fundamental to create a positive social impact among the various challenges posed by the environment, the social mission of the company, and the pursuit for local sustainability (Dees, 1998; Barki et al., 2013; Weerawardena & Mort, 2006).

Although the term social entrepreneur is used in a wide way by different agents (companies, civil organisations, development banks, accelerators, incubators, investors, etc.), for the purpose of this article, it is restricted to the role that the social entrepreneur plays inside large organisations that already conduct social business in Brazil.

Research Methodology
Methodologically, a qualitative approach has been chosen as being best suited to understand the unique interactions of a particular situation, with a naturalistic and interpretative focus of reality (Denzin & Lincoln, 2000; Godoy, 1995; Leedy, 1997; Patton, 2002). In order to guarantee the richness of detail and the variety in information sources that can be used to reach our goal, bibliographical, documentary and field research (exploratory) has been grounded on Yin (2010) and Godoy (1995). A list of reported surveys is displayed in Appendix 2.

The mutual influence and the companies’ SI profile similarities represent the context from which the researcher intends to understand reality, consequentially leading to the method of multiple case studies, since it allows the provision of insights on a particular subject and the consistent refinement of a theory (Lakatos & Marconi, 1991; Tull & Hawkins Apud Lazzerini, 1997; Stake, 1994). The case studies listed by Yin (2010) were prioritised as this subject is still considered youthful for the academy. The best sampling technique chosen was the convenience and judgment one, as this is demonstrated to be useful when you need to add a small number of units in the sample (Kinnear & Taylor, 1979; Levy & Lemeshow, 1980; Lwanga & Lemeshow, 1991; Oliveira, 2001; Smallbone, Evans, Ekanem, & Butters, 2001).

The companies selected for this study were two subsidiaries of foreign multinational market leaders in their segment, which were chosen because both are global organisations; both had a consolidated internationalisation process in Brazil and publications on GRI - Global Reporting Initiative - annually; both publish reports on sustainability; and both are recommended by market specialists as organisations that already perform SB in the country Brazil (Comini et al., 2012; Barki et al., 2013). Furthermore, choosing global and widely recognised companies is likely to illustrate aspects on the phenomenon evidenced in the theoretical framework.

The main data collection technique was based on in-depth interviews, which guaranteed a more individual contact from the researcher with the interviewee (Godoi & Matos, 2006; Roesch, 1999). These
interviews were conducted from unstructured scripts based on previously collected secondary data (Godoi & Mattos, 2006; Yin, 2010) and pre-established categories based on the state of the art authors, as shown in Table 1.

Three executives from various strategic positions were interviewed in each company related to the SB of the organisation. The interviews were conducted in person and via Skype, were on average approximately one hour in duration, and were held between November 2013 and February 2014. Appendix 3 shows the unstructured script. The most appropriate method was content analysis and the sequence of steps listed by Bardin (2007). Thus, the categories are provided by the contemplated state of the art, and they were joined by “contemporary” categories found throughout the phase of interviews (1) the SI’s Profile; (2) the Entrepreneurial influence of the founder; (3) the Social profile of the Multinational.

After the transcripts of the interviews were agreed, analysis to make inferences and interpretations in terms of similarities and differences in the categories and dimensions, scoped out of a cross-case analysis as proposed by Eisenhardt (1989) and Van Hoek (1998), was undertaken. Appendices 3 and 4 show the brief answers for each case.

### Data Analysis and Findings

Coca-Cola Brazil launched, in June 2009, a Project called “Projeto Coletivo”, which aims to develop in a socio-economic way, communities with less opportunities, through income generation and training tools to contribute to the improvement of life in this population. This Project has two main goals: the first one is connected to a social aspect, which seeks to train professionals for retail - getting young people into the labour market through the generation of family income, and stimulating local entrepreneurship; and the second goal was is to make contact with a previously unattainable audience and improve their brand image (Coca-Cola, 2013).

Danone Brazil started performing its activities of social impact in the country with two pilot SB projects - Kiteiras, related to local women and entrepreneurship and Novo Ciclo, associated with waste collectors’ development and improvement to the recycling process. These initiatives are consequences of the support given by the Ecossystème fund, which the Danone’s Group’s founder, Antonie Riboud, conceived from the success of the joint venture performed with the Grameen Bank of Muhammad Yunus in Bangladesh in 2007 (Ecossystème Danone, 2014).

The profile of these social intrapreneurs is visible in the interviews and secondary data collection, information that confirm the multidimensional traits listed in the state of the art by Austin et al. (2006), Barki et al (2013), Dees (1998), Hart (2006), Young (2009) and Yunus (2001).

Mort, Weeranwardena and Carnegie’s (2002) construct is noticed in the characteristics and actions of SI in both cases as follows:

i) **Proactivity and innovation**: they lead an audacious, and very scalable, project (with more expressivity in As company); they promote innovation, not only to the others departments of the company, through dissemination of social entrepreneurial culture, but they also want to develop strategies of social innovation to the communities involved in their projects;

ii) **Recognition of opportunities**: the deep perception of social demands is notable. Through exploratory initiatives in communities and connections with NGOs, Institutes, the SI seek for real reasons to advance projects of social impact within the organisation;
iii) **Entrepreneurial virtue**: they have a clear mission of creating shared value (win-win), focused mainly in the positive social impact caused;

iv) **Judgment capacity**: They present an open dialogue between their expertise in business with SB purpose that they perform under the organisation’s name.

In Coca-Cola, the intrapreneur’s profile is under the majority influence of the SB department, led by Cláudia Lorenzo, the director among her team of four peers. At Danone, on the other hand, it is clear a social intrapreneurial culture is greatly influenced by the international CEO, the founder’s son, Franck Riboud. At Danone, it is noticeable that social intrapreneurs exist not only in the sustainability department but also in other parts of the organisation.

It can be affirmed, based on Schumpeter’s (1950) concepts combined with Dees (1998) and Yunus’ (2011) considerations over social entrepreneurship, in addition to Austin, et al. (2006) and Barki et al.’s (2013) profile of SI, that this worker inside multinationals stands out by his purpose, leadership, innovation and social mission. The SB also disseminates the SI’s profile within the whole organisation.

The category “founder’s entrepreneurial influence”, which the theoretical framework based on Schumpeter’s innovation (1950), is found in the history of both companies. In both companies, entrepreneurial influence originates in the founder companies and is strongly exhibited by the current international CEO.

The category “Multinational’s social profile” was used to highlight differences in the purposes and, above all, the lenses used by each subsidiary in the influence of building their SI profile. For Coca-Cola, its social profile is highlighted, as a private institution with the potential to generate social impact on a large scale. From the collective platform stems an advanced model of social transformation that has the support of the Coca-Cola Institute and the engagement of SI that strengthen pro-activity with the mission of the projects led by the company’s SB department. As for Danone Brazil, perhaps because it is a privately held subsidiary, a more succinct social profile in terms of scalability was detected. The company, however, gives a social profile from an opened sustainability that debates and integrates SI of other departments to think together and run positive social impact projects.

**Conclusions and Recommendations**

In the field research it was verified that FM are increasingly aware of their role in building SB models. As for the goals of the paper, the following remarks can be made:

The founders’ profile is evident in strengthening the entrepreneurial culture and in the SI’s profile support in organisations - especially Danone, whose founder himself is recognised as a social entrepreneur. Both subsidiaries have at the heart of their business and their organisational history a strong entrepreneurial culture that favours the *status quo* of workers with SI profile in multidisciplinary teams;

The traditional entrepreneurial profile that ensured strategic advances to the Multinational significantly influenced the strong social intrapreneurial culture in two subsidiaries. In the case of Coca-Cola, more intrinsically linked to the Social Business Department, and Danone interconnected to other traditional departments of the company - not only to sustainability;

The social intrapreneur’s profile is characterised by a constant and bold search for changes in strategic actions that enable the integration of its business expertise with the success of the organisation’s SB;

These SI are moved, at the same time, by the compassion and the business, with the transforming goal of making a difference by promoting sustainable mechanisms that correspond to considerable profit rates as well as the promotion of community needs and their respective inclusion;

What keeps social entrepreneurs within these companies is their proactive and innovative essence, their sensitivity to recognise social opportunities, their merit in creating strategic alliances and their judgment of true missions and social purposes directed by the organisation.

The literature review and the analysis of the cases suggest that some consensus begins to emerge in an area with limited prior research with regard to social intrapreneurs’ profile in large corporations. Howe-
ver, it is important to say, as a limitation of the study, that the research is exploratory, which does not leave room for definitive conclusions on the matter, since there are few multinationals operating in this way in Brazil. On the other hand, the research sought to contribute to the development of empirical knowledge about the social intrapreneurship, which serves as a starting point for future research, seeking to better understand this phenomenon and its importance for the development of a more inclusive and sustainable capitalism, that considers profit and the entrepreneur in its various forms.

References


This specifies each one of the entrepreneur’s qualities, identifying how they behave in each of them, both the traditional entrepreneur and the social intrapreneur’s profile. For the authors there are both similarities and differences, and that’s why it is so important to distinguish them (Andersson, 2000; Austin et al., 2006; Dees, 1998; Hart, 2006; Prahalad, 2010; Schumpeter, 1950; Yunus, 2001).

### APPENDIX 1. Differences Between Entrepreneur’s Profiles

<table>
<thead>
<tr>
<th>Features/Profile</th>
<th>Traditional entrepreneurs</th>
<th>Social intrapreneurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take risks</td>
<td>According to the marginal rate of probability</td>
<td>The risk is more turned for viewing of changes</td>
</tr>
<tr>
<td>Transfer economic resources</td>
<td>Through the company</td>
<td>Through social projects</td>
</tr>
<tr>
<td>Detect opportunities</td>
<td>Financial return</td>
<td>Social return</td>
</tr>
<tr>
<td>Have a role model or an inspiring person</td>
<td>Often, the founder of the company</td>
<td>Often, social leaders</td>
</tr>
<tr>
<td>“Internality” degree</td>
<td>Low</td>
<td>High</td>
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<tr>
<td>Belief in changing the world or something in the world</td>
<td>They act only in certain segments of internal change</td>
<td>They have bold projects aiming to change the world</td>
</tr>
<tr>
<td>Values</td>
<td>Add more economic values</td>
<td>Add more social values</td>
</tr>
<tr>
<td>Innovation</td>
<td>Turned to profitability with insertion of a new good or service</td>
<td>Focused on products and services of high social impact and branding</td>
</tr>
<tr>
<td>Leadership</td>
<td>Part of the function</td>
<td>Part of the person</td>
</tr>
<tr>
<td>Influences and changes</td>
<td>Proactive and add people in their projects</td>
<td>Proactive and employ people in their projects</td>
</tr>
<tr>
<td>Are influenced by the organisational/outside environment</td>
<td>To add profitability factors</td>
<td>To add high social impact factors</td>
</tr>
<tr>
<td>Validate personal preferences and networking</td>
<td>To select markets based on the competitive environment</td>
<td>To enhance strategic alliances for social impact projects</td>
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</table>

APPENDIX 3. Script of interviews with the Advisor/Manager of the Department Responsible for Social Business in the Company and/or the Responsible (NGOs) for the Project in the Community

Name of the interviewee: ______________________________________________
Job title: ______________________________________________________________
Place of Interview: __________________ Date ___/___/___
Time: from ____:____to____:____
Years in the Company? ____years
In which areas?_________________________ ___________________
What is your academic background? ______________________________________
What is your current role? ________________________________________________
How long is the Company in Brazil? _____________________ (Source: Exame/GRI)
Company’s revenue range? ______________________ (Source: Exame/GRI)
Numbers of workers in Brazil ______________________ (Source: Exame/GRI)

APPENDIX 2. Secondary Data

<table>
<thead>
<tr>
<th>Data</th>
<th>From:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspapers, magazines and web news that showed materials on social businesses performed by enterpris</td>
<td>Coca-Cola, Impresna (2013); Communiqué de Presse, Danone (2010); Época Negócios (2007); Época, Revista (2011); Food and News, (2014); Forbes (2013); Insea (2014); L’Expansion (2012); L’Express Amphi (2009); Management (2011); Meio E Mensagem (2010); Mundo Coop (2011); Sustentabilidade Danone (2014); The Guardian (2012); Varejo Sustentável (2013)</td>
</tr>
<tr>
<td>Sustainability reports</td>
<td>From 2009, 2010, 2011 and 2012 from both organisations</td>
</tr>
<tr>
<td>Internal documents sent by e-mail</td>
<td>By Social Business Department - Company “A” and Sustainability - Company “B”</td>
</tr>
<tr>
<td>Interviews conceived</td>
<td>By directors, CEOs and assistants in TV channels or internet related to social business project</td>
</tr>
<tr>
<td>Presentation of social impact projects in seminars and conferences in the area</td>
<td>Conference with d’Emmanuel Faber, Vice-President of Danone, on the 9th of February 2012 in Lille, France; Danone’s Brazil Campus Congress, in June 2013, in São Roque/SP; Coca-Cola’s Congress “Shared Value Leadership Summit”, in May 2013, in Cambridge, Massachusetts; Lecture by the director of Social Affairs of Coca-Cola: “brand-NGO relationships” in “Sustainable Brands London Conference” on 27-28 of November 2012 in London, England; Lecture on Innovation and Entrepreneurship of Coca-Cola in Sustainable Brands Conference (SBRio) on May 8th, 2013; Opening Speech made by the Director of Social Affairs of Coca-Cola on the Book Launching “Negócios Sociais no Brasil” (Barki et al., 2013) in November 2013</td>
</tr>
<tr>
<td>Videos in digital media</td>
<td>“When social impacts business” (Danone, 2014); “Danone: 40 ans d’une trajectoire unique” (Danone, 2014); “Danone Ecosystem Fund” (Danone, 2014); “Coletivo Coca Cola Ceilândia 02 - Atitude” (Coca-Cola, 2014); “Administração: A História da Coca Cola” (Coca-Cola, 2014); Projeto Coletivo Coca-Cola (Coca-Cola, 2014)</td>
</tr>
</tbody>
</table>
1. Block of social-entrepreneurial culture of the enterprise (interviews and secondary data):
   - What is the founder’s profile?
   - What was his influence in the SB process?
   - What is the Company’s history?
   - Do you consider the founder an entrepreneur?
   - Is it possible to see the social-intrapreneur profile in the organisation?
   - What characteristics would you point to an intra-entrepreneur?
   - Does any stands out in view of the founder?
   - How do you define a Social Entrepreneur? What are their characteristics?
   - Can a social entrepreneur be considered within a multinational?
   - What is the role of multinationals in a SB world?
   - How is CSR seen within large organisations nowadays?
   - Is a more inclusive Capitalism a way-out for these organisations?
   - What authors deal with the perspective of multinationals as a protagonist in building a more inclusive capitalism?

2. Block of social business:
   - What is the role of multinationals in a SB world?
   - How is Company Social Responsibility (CSR) seen within large organisations nowadays?
   - Is a more inclusive Capitalism a way-out for these organisations? What authors deal with the perspective of multinationals as a protagonist in building a more inclusive capitalism?
   - When the company has shown interest in the subject social business? How did the project of SB begin?
   - What is the difference between SB done today from (CSR) done last year?
   - How would you characterise the development of this business to business?
   - What are the barriers found in SB? How does the company verify the creation of social value?
   - Among those factors: innovation; proactiveness; risk management, sustainability, involved environment, social function; which of them is noticeable in SB conducted by the company? How does the company measure the social impact caused in local community?

APPENDIX 4. Summary of Coca-Cola’s Answers

<table>
<thead>
<tr>
<th>Categories</th>
<th>Summary of Coca-Cola’s answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) “Social intrapreneur’s” profile</td>
<td>People with purpose, proactive, committed to social impact. It is very strong the IS’s figure in Coca-Cola. This is mainly represented by the director of social business.</td>
</tr>
<tr>
<td>(2) Founder’s entrepreneurial influence</td>
<td>The company’s founder died very early, which is why there is little identity of his profile with strong entrepreneurial culture of the company. The greatest support, leadership and inspiration comes today from the global CEO.</td>
</tr>
<tr>
<td>(3) Social profile of the multinational</td>
<td>Coca-Cola is a multinational that has unique possibility to generate social impact on a large scale, as its business expertise and its institutional capillarity are present in more than 200 countries.</td>
</tr>
</tbody>
</table>

Source: Elaborated by the author (2013)
It is clear that the profile of this new social intrapreneur consists of singular features, as expressed by the director of SB in one of her answers:

In the past (...) the world was a little more Cartesian: every man did his piece, each tending his own. The private sector had a single role (...) making money. For us it was almost impossible to enter that social impact territory; And the world is now saying no more, now we need to use all strengths, all the forces of all sectors to build something new. (...) If we could, in a company of this size that is Coca-Cola, make a business model that can deliver a coke in every place in the world, there are more than two hundred countries, one million retail in Brazil, the numbers are all huge, we will also get to find business models to radical social transformation.

APPENDIX 5. Summary of Danone’s Answers

<table>
<thead>
<tr>
<th>Categories</th>
<th>Summary of Danone’s answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) “Social intrapreneur’s” profile</td>
<td>People with purpose, change makers, innovators and proactive. Strong presence from the founder’s profile to employees of the company - purchasing departments, sustainability and marketing.</td>
</tr>
<tr>
<td>(2) Founder’s entrepreneurial influence</td>
<td>Starting in 1972, with the merger between BSN and Gervais Danone, highlighting the empowerment and autonomy granted by the Riboud family to the entrepreneurial company culture - infectious, encouraging and visionary.</td>
</tr>
<tr>
<td>(3) Social profile of the multinational</td>
<td>It has a characteristic of being a company where everything is very fast. Open to discussing sustainability, to bring new things to think about their future and generate positive social impact.</td>
</tr>
</tbody>
</table>

Source: Elaborated by the author (2013)

According to one of the executives, the Department of Sustainability of the Brazilian subsidiary emerged motivated by the strong entrepreneurial leadership of Franck Riboud:

Antoine Riboud, Franck Riboud (...) both have the characteristic of being a person that is contagious, you see by the history of them. (...) Even the Grameen project, he (Franck) agreed to do something that no-one has ever heard before; the challenges in creating the Ecosystem Fund. ( ...) We weren't even talking about sustainability and he (Antoine) already spoke about the company’s responsibility that goes beyond the factory gates. He is a visionary.