

Leveraging Intrapreneurship for Sustainable Development: A Conceptual and Empirical Analysis of SDG Alignment in Kenya

Alain Martin N. Kofele¹, Mbome Matilda Kibende²

¹Senior Lecturer, Department of Development Studies, Faculty of Political Science and Public Policy, Expanding Horizon University, Cameroon.

²Doctoral Researcher, School of Management and Leadership, Management University of Africa, Kenya

DOI: <https://doi.org/10.47772/IJRISS.2026.1014MG0031>

Received: 24 January 2026; Accepted: 29 January 2026; Published: 21 February 2026

ABSTRACT

Intrapreneurship, the pursuit of entrepreneurial initiatives within established organizations, is a vital yet underexplored driver of innovation and sustainable development. This study examines how intrapreneurial strategies in Kenya contribute to achieving select Sustainable Development Goals (SDGs); decent work and economic growth (Goal 8), Industry and Innovation (Goal 9), Affordable Clean Energy (Goal 7), and Climate action (Goal 13); in alignment with Kenya's Vision 2030. Using a desk review methodology, the paper synthesizes secondary data from academic literature, corporate sustainability reports, national policy frameworks, and SDG progress reports (2015–2024). Furthermore, drawing on organizational innovation theory, the analysis highlights how firms like Safaricom and KCB leverage intrapreneurial projects, such as mobile-based financial inclusion platforms and renewable energy pilots, to address development priorities like youth employment and climate resilience. Findings reveal, that intrapreneurship offers a scalable pathway for embedding sustainability in business models, though its potential remains constrained by limited policy incentives. In the light of this, the paper proposes a framework for enhancing intrapreneurial ecosystems through policy reform, leadership commitment, and cross-sector collaboration. More so, these insights hold implications for advancing inclusive development in Kenya and other emerging economies by 2030.

Keywords: intrapreneurship, sustainable development goals, organizational innovation, Kenya Vision

INTRODUCTION

The 2030 Agenda for Sustainable Development serves as a global blueprint for fostering equitable, inclusive, and resilient societies (United Nations, 2015). In Kenya, for instance, significant strides in education, digital infrastructure, and financial inclusion have been achieved, Nevertheless persistent challenges, such as youth unemployment (15% in 2022) and limited clean energy access (25% rural coverage), impede progress toward the 17 Sustainable Development Goals (SDGs) (Government of Kenya, 2023). Consequently, as the 2030 deadline looms, there is an urgent need for innovative strategies that transcend conventional policy approaches. One such strategy, intrapreneurship, offers a promising yet underexplored pathway. Defined as employees acting entrepreneurially within organizations, with intent to spark innovation (Antoncic & Hisrich, 2003), intrapreneurship empowers internal talent to address complex challenges even as seen in Kenya's dynamic public and private sectors; driving solutions aligned with national priorities.

This approach, while Grounded in organizational innovation theory, this study hence investigates how intrapreneurial practices contribute to SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), SDG 7 (Affordable and Clean Energy), and SDG 13 (Climate Action). These goals, in turn, resonate with Kenya's Vision 2030, which clearly articulates and emphasizes economic transformation and environmental sustainability (Government of Kenya, 2023).

To guide this analysis, the study poses three research questions:

1. How do Kenyan enterprises integrate intrapreneurial practices to advance sustainability?
2. In what ways do these initiatives yield measurable SDG progress?
3. What structural, cultural, or institutional factors enable or constrain intrapreneurship in Kenya?

While external entrepreneurship has garnered extensive scholarly attention, intrapreneurship's role in sustainable development, particularly in African contexts, remains largely overlooked (Obuya, 2020). Unlike external ventures, however, intrapreneurship leverages existing organizational resources, thereby offering a scalable model for impact (Mututku & Wambua, 2019). This study, accordingly, reframes organizations, spanning private corporations and public entities, as catalysts for sustainable innovation. By doing so, it underscores intrapreneurship's potential to complement government-led initiatives, thus fostering a more holistic approach to development.

Furthermore, the paper is organized as follows: The proceeding section entailing the reviews of existing literature on intrapreneurship and sustainable development, thereby identifying theoretical and empirical gaps. The Next, Section outlines the desk review methodology employed followed by the presentation of findings from Kenyan organizations, illustrating real-world applications. The subsequent section discusses the implications while proposing strategies to nurture intrapreneurship with the Final Section entailing the conclusion and recommendations for accelerating Kenya's SDG progress through intrapreneurial ecosystems.

LITERATURE REVIEW

Understanding Intrapreneurship

Intrapreneurship entails applying entrepreneurial principles within established organizations to foster innovation and create new value (Antoncic & Hisrich, 2003). Unlike traditional entrepreneurship, which focuses on launching independent ventures, intrapreneurship empowers employees to act as innovators within existing structures. For instance, intrapreneurs initiate projects, advocate novel ideas, and drive improvements in processes or products that align with organizational and societal goals (Pinchot, 1985). Consequently, this approach leverages internal resources, offering a structured yet dynamic pathway for change.

In recent scholarship, intrapreneurship has emerged as a critical strategy for navigating complexity and rapid change, specifically fostering intrapreneurial thinking that are more adaptive and resilient in volatile markets (Rigtering & Weitzel, 2013). In Kenya, for the case maybe, where systemic challenges like unemployment coexist with a vibrant youth population, intrapreneurship holds significant potential to drive innovation-led growth, thus making it a vital focus for this study within the nexus interaction with the SDGs

Intrapreneurship and the SDGs

The SDGs provide a global framework for addressing pressing social, economic, and environmental challenges (United Nations, 2015). In this light, while governments lead policy efforts, the private sector plays an indispensable role in scaling solutions, and magnifying how Intrapreneurship serves as a strategic mechanism for aligning internal innovation with global sustainability goals. Gawke, Gorgievski, & Bakker, 2019, demonstrate that intrapreneurial initiatives contribute to SDG 8 (job creation), SDG 9 (infrastructure innovation), SDG 7 (renewable energy), and SDG 13 (climate resilience) by empowering employees to develop targeted solutions.

In Kenya, this linkage is increasingly evident with organizations like Safaricom, through its M-Pesa platform, having enabled financial inclusion, support for SDG 8, while KCB's green financing programs advance SDG 7 (Kuria & Wanjala, 2022), with these internally driven initiatives illustrating how intrapreneurs can transcend traditional roles to address national priorities. However, unlike (Gawke, Gorgievski, & Bakker, 2019) in their global focus, which emphasizes universal drivers like employee engagement in developed economies, Kenyan studies highlight context-specific challenges, such as limited funding for innovation and hierarchical organizational cultures that stifle risk-taking (Kuria & Wanjala, 2022); Obuya, 2020). These internally driven

initiatives, consequently, illustrate how intrapreneurs can transcend traditional roles to address national priorities, yet they require tailored strategies to overcome local barriers. Thus, Kenyan research underscores the need for context-sensitive frameworks to maximize intrapreneurship's SDG impact.

Conditions for Intrapreneurial Success

Furthermore, leadership plays a pivotal role, not only in cultivating an innovative mindset but also in dismantling bureaucratic barriers that could possibly stifle novel ideas. For instance, visionary leaders who champion experimentation can transform rigid structures into dynamic hubs of innovation. Moreso, Resource availability, such as funding, time, and mentorship, increasingly determines are increasingly showing impact, whether intrapreneurial ideas would possibly progress beyond ideation or not (Kuratko, Hornsby, & Covin, 2014). In Kenya, Safaricom's innovation hubs provide employees with dedicated time and financial support to pilot sustainability projects, aligning with Vision 2030 (Kuria & Wanjala, 2022). In spite of all this, many Kenyan organizations still remain hierarchical and risk-averse, limiting intrapreneurial potential (Obuya, 2020). Addressing these structural constraints, consequently, is critical to unlocking intrapreneurship's contribution to the Sustainable Development Goals.

Gaps in the Literature

Although entrepreneurship and SDG research is extensive, studies explicitly linking intrapreneurship to SDG outcomes in African contexts, particularly Kenya, remain limited. Most literature focuses on startups or SMEs, with scant attention to innovation within established organizations (Obuya, 2020). Furthermore, while global studies e.g., (Gawke, Gorgievski, & Bakker, 2019) explore intrapreneurship's impact, they rarely address how Kenyan firms institutionalize these practices or measure their sustainability outcomes.

This study, consequently, bridges these gaps by synthesizing insights from Kenyan corporate strategies, development frameworks, and recent initiatives while ensuring its Grounding in a resource-based view, which posits that internal capabilities drive competitive advantage. Further more it examines how intrapreneurial practices contribute to measurable SDG progress, offering a nuanced understanding of intrapreneurship's role in advancing Kenya's sustainable development agenda.

METHODOLOGY

This study employed a desk review methodology to explore how intrapreneurship advances Kenya's Sustainable Development Goals (SDGs), focusing on Goals 7, 8, 9, and 13. This qualitative approach, suitable for synthesizing existing knowledge without primary data collection (Bowen, 2009), enabled the identification of trends and insights across diverse sources, by analyzing documented intrapreneurial practices. The study addressed the research questions outlined in the Introduction, providing the foundation for the findings and discussion in subsequent Sections. This section details the research design, data sources, sampling criteria, analysis methods, and limitations, offering transparency into the study's approach.

Research Design

The research design was non-experimental and exploratory, aligning with the study's aim to understand how Kenyan enterprises integrate intrapreneurial practices for SDG progress. A thematic content analysis was employed to examine secondary sources and organize them into patterns related to intrapreneurship, organizational structures, and sustainability outcomes. This approach, as Bowen (2009) notes, is effective for synthesizing fragmented data, making it suitable for the study's focus on emerging phenomena like intrapreneurship in Kenya.

Data Sources

To ensure relevance, the study draws on secondary sources published between 2015 and 2024, hence capturing recent trends in intrapreneurship, whilst aligning with the adoption of the SDGs (United Nations, 2015). Specifically, these sources include: Academic journals, such as Journal of Cleaner Production and The African

Journal of Business Management, focusing on intrapreneurship and sustainable development; with corporate sustainability reports from Kenyan firms like Safaricom and Kenya Commercial Bank (KCB), known for intrapreneurial initiatives; Government documents, including Kenya Vision 2030, its Medium-Term Plans, and the 2023 SDG Voluntary National Review. International reports from agencies like the United Nations Development Programme, monitoring Kenya's SDG progress all present a diverse and robust dataset, hence, providing a multifaceted perspective on intrapreneurial contributions to sustainable development.

Data Collection and Analysis

Data collection, involved systematic searches of electronic databases, including Google Scholar, JSTOR, and Kenya's official government portals; using Boolean operators with keywords such as "intrapreneurship Kenya," "SDGs Kenya," and "corporate innovation Africa." Inclusion criteria prioritized peer-reviewed articles, verified corporate reports, and policy documents published in English between 2015 and 2024, with all these ensuring relevance and recency (Hart, 1998)

Thematic analysis was employed to identify patterns related to intrapreneurial practices, their alignment with SDGs, enabling factors, and barriers (Braun & Clarke, 2006). Key themes were manually coded and grouped into categories: intrapreneurial drivers (e.g., leadership support), organizational structures (e.g., innovation labs), enabling environments (e.g., public-private partnerships), and SDG-linked outcomes (e.g., job creation, clean energy access) which were synthesized into a conceptual framework, linking intrapreneurial activities to measurable SDG outcomes in Kenya. This framework, in turn, guides the study's findings and recommendations. . Case examples, such as M-KOPA's solar model, were selected based on their prominence in multiple sources and alignment with the findings in certain sections (M-KOPA, Annual Impact Report, 2024).

Limitations

While the desk review methodology offers valuable insights, it is constrained by the availability and quality of secondary data. First, reliance on secondary data, inherently restricted access to proprietary or undocumented intrapreneurial initiatives, potentially underrepresenting smaller firms (Hart, 1998). Secondly, publication bias in corporate sustainability reports, such as those from Safaricom or EABL, may overstate positive impacts (Safaricom PLC, 2023); (EABL, 2023)). Thirdly, the inability to validate outcomes in real-time, limits claims about long-term effects. In this light, to address these, future research could employ primary methods, such as interviews with intrapreneurs or longitudinal studies of initiatives like 2Jiajiri. Despite these constraints, the study provides a valuable synthesis of intrapreneurship's role in Kenya's SDG journey.

FINDINGS

Conceptual framework linking intrapreneurship to SDGs

The synthesis of empirical evidence suggests that intrapreneurship can be systematically harnessed to advance the Sustainable Development Goals by:

- (a) encouraging employees to innovate with social and environmental objectives in mind,
- (b) embedding sustainability into corporate strategies and operations,
- (c) piloting scalable projects that address systemic development challenges, and
- (d) fostering adaptive business models responsive to dynamic policy and market conditions.

These mechanisms are captured in a conceptual framework that traces the pathway from enabling organizational conditions to intrapreneurial culture, and finally to SDG-aligned innovation and development outcomes (see Figure 1).

Figure 1. Conceptual Framework Linking Intrapreneurship to SDG Achievement

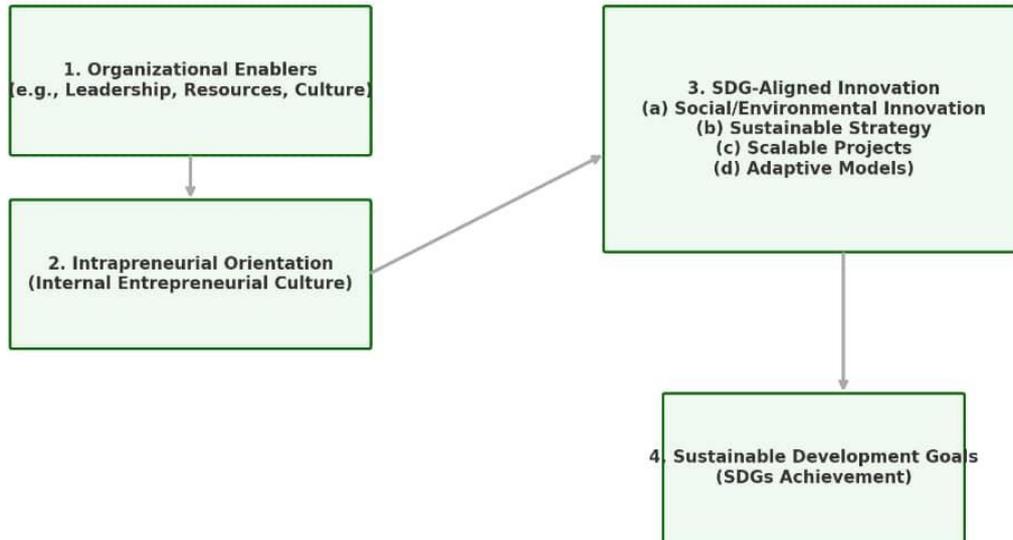


Figure 1 above summarizes the key enabling and constraining mechanisms affecting intrapreneurial outcomes and their alignment with Sustainable Development Goals (SDGs).

This figure illustrates the pathway through which intrapreneurship contributes to the achievement of Sustainable Development Goals (SDGs). It begins with organizational enablers such as leadership commitment, innovation-friendly culture, and strategic resource allocation (Box 1). These elements support an intrapreneurial orientation within the firm, defined by internal entrepreneurial thinking and initiative (Box 2). This orientation facilitates SDG-aligned innovation (Box 3), which includes (a) social and environmental innovation, (b) the integration of sustainability into business strategy, (c) the piloting of scalable, impact-driven projects, and (d) the development of adaptive models responsive to shifting market and policy conditions. These innovations ultimately drive measurable contributions to national and global SDG targets (Box 4).

Intrapreneurship and Youth Employment (Aligned with SDG 8)

Intrapreneurial initiatives such as KCB’s 2Jiajiri program play a critical role in addressing youth unemployment in Kenya by providing vocational training and job placement. Since its inception, 2Jiajiri has trained over 40,000 youths, with a 65% job placement rate within six months of program completion (Kenya Commercial Bank Group, 2022). This initiative exemplifies how intrapreneurship within financial institutions can generate scalable employment solutions that contribute directly to SDG 8 (Decent Work and Economic Growth). The success of 2Jiajiri is attributed to strong leadership backing and targeted resource allocation, which are vital internal enablers as outlined in the conceptual framework (see Figure 1, internal organizational capabilities).

Intrapreneurship in Agriculture and Food Security (Aligned with SDG 2)

Safaricom’s DigiFarm initiative demonstrates how intrapreneurship in the telecom sector can advance food security by integrating digital solutions with agricultural extension services. DigiFarm has registered over 200,000 smallholder farmers as of 2023, facilitating access to inputs, credit, and market information (Safaricom PLC, 2023). The platform’s success is a function of technological innovation and partnerships with agribusiness firms, which correspond to internal innovation culture and external collaborative networks respectively, key components of the conceptual framework (Figure 1). This initiative contributes directly to SDG 2 (Zero Hunger).

Renewable Energy and Sustainable Development (Aligned with SDG 7)

M-KOPA’s intrapreneurial solar financing model has enabled the installation of over 750,000 solar home systems in Kenya by early 2024, significantly expanding access to affordable clean energy (M-KOPA, Annual Impact Report, 2024). The initiative thrives due to an agile organizational structure (internal enabler) and a

supportive regulatory environment (external enabler), both central elements of the conceptual framework depicted in Figure 1. M-KOPA's customer-centric approach and pay-as-you-go innovation further demonstrate effective alignment of internal and external factors promoting SDG 7 (Affordable and Clean Energy).

Beverage Sector Innovation and Market Expansion (Aligned with SDG 12)

East African Breweries Limited (EABL) has fostered intrapreneurship through product innovation and diversification, launching three new beverage lines that contributed to 15% of annual revenue growth between 2021 and 2023 (EABL, 2023). This outcome reflects a strong internal innovation culture supported by leadership, coupled with responsive market strategies shaped by external consumer trends both internal and external factors outlined in the conceptual framework (Figure 1). These efforts align with SDG 12 (Responsible Consumption and Production).

Enabling Factors and Barriers

The efficacy of intrapreneurial initiatives hinges on a constellation of organizational and policy-level factors. Leadership commitment, an innovation-friendly culture, and the strategic allocation of resources serve as key enablers (Obuya, 2020). In this light, Enabling factors for intrapreneurship in Kenya's corporate sector can be categorized as internal and external, with Internal enablers including visionary leadership, a culture of innovation, resource allocation, and agile organizational structures, as seen in programs like KCB's 2Jiajiri and M-KOPA's solar financing model. Furthermore, External enablers encompass supportive regulatory environments, strategic partnerships, and market demand. Conversely, barriers such as bureaucratic delays, inconsistent regulatory frameworks, and infrastructural deficiencies constrain intrapreneurial activities. For example, delays in licensing processes stalled eco-friendly packaging innovations in the manufacturing sector (Kenyan Manufacturers Association, 2023). These factors reflect the dual dynamics highlighted in the conceptual framework (Figure 1), emphasizing that both organizational readiness and systemic conditions shape intrapreneurial success.

Counterexample: Intrapreneurial Challenges in the Manufacturing Sector

While the preceding subsections have highlighted successful intrapreneurial initiatives and key enablers, it is important to recognize instances where challenges and barriers have impeded progress, as illustrated in the following counterexample.

Despite Kenya's successes, intrapreneurship faces setbacks in certain sectors. A leading manufacturing firm's initiative to introduce eco-friendly packaging was delayed by over six months due to regulatory inconsistencies and slow government approvals (Kenyan Manufacturers Association, 2023). This case underscores the impact of external barriers such as bureaucratic inertia and policy uncertainty, which can stifle innovation despite strong internal intent. Addressing such challenges requires coordinated policy reforms to enhance the enabling environment, a critical insight emphasized in the conceptual framework (Figure 1).

Sectorial Breadth: Public Sector Innovation in Education

Beyond the private sector, intrapreneurship also plays a vital role within public institutions, driving innovation and improved service delivery. The example of Kenya's Huduma Centers demonstrates intrapreneurial principles applied in the public sector context, designed to streamline access to public services via a "one-stop-shop" model. Over 50 centers have served millions of citizens, significantly reducing wait times for services including education-related documentation (Government of Kenya, 2023). This initiative exemplifies intrapreneurship within the public sector by leveraging internal process re-engineering and external stakeholder collaboration, core components of the conceptual framework. Such innovation contributes to SDG 4 (Quality Education) by improving administrative efficiency and access to essential services.

DISCUSSION

The findings reveal the operation demonstrating how intrapreneurial initiatives in Kenya do broaden Sustainable Development Goals (SDGs) and global trends. Drawing on the case studies in previous sections, a thorough exploration of how employee-driven innovation do fosters economic inclusion, industrial growth, clean energy

access, and climate resilience. By engaging with scholarly perspectives and comparing Kenya to other developing contexts, this discussion highlights both the promise and challenges of intrapreneurship, offering a nuanced view of its role in Kenya's sustainable development journey.

Intrapreneurship as a Catalyst for Inclusive Economic Development

KCB's 2Jiajiri program exemplifies how intrapreneurship advances SDG 8 (Decent Work and Economic Growth) by tackling Kenya's youth unemployment crisis, which affects 35% of young people (ILO, 2021). By training over 40,000 youth, with 60% starting businesses or finding jobs, the program fosters economic inclusion (Kenya Commercial Bank Group, 2023). As Antoncic and Hisrich (2003) argue, intrapreneurial cultures empower employees to address societal challenges, and 2Jiajiri's employee-led design reflects this. For instance, a beneficiary, a young mechanic trained through 2Jiajiri, opened a small garage, creating jobs for others in his community, however, scaling such initiatives proved challenging due to limited funding and bureaucratic delays in partnering with local governments (Muthoni & Wambui, 2021).

Furthermore, Aligning with Kenya's Technical and Vocational Education and Training (TVET) framework could enhance sustainability, ensuring long-term impact, accordingly this resonates with global insights from the World Economic Forum (World Economic Forum, 2020), which highlights intrapreneurship as a driver of poverty reduction. Nevertheless, critics however still note that corporate-led programs risk prioritizing visibility over depth, potentially limiting systemic change (Smith, 2019). In Kenya, 2Jiajiri's focus on measurable outcomes counters this critique but still requires robust tracking to ensure lasting economic benefits.

Embedding Innovation in Industrial Growth

Safaricom's DigiFarm platform, reaching 1.2 million farmers and boosting crop yields by 15%, demonstrates intrapreneurship's role in advancing SDG 9 (Industry, Innovation, and Infrastructure) (Safaricom PLC, 2023). As Ireland et al. (2009) suggest, organizations with risk-tolerant cultures foster scalable innovations, and Safaricom's internal innovation labs exemplify this. A beneficiary farmer using DigiFarm, having accessed better seeds and market prices, improved her family's income and local food security, However, limited rural connectivity and digital literacy hindered broader adoption (Mwangi & Njeru, 2021).

Government investment in broadband infrastructure, as outlined in Kenya Vision 2030, could address these gaps, enabling DigiFarm to scale further (Government of Kenya, 2023). This aligns with the OECD's (2018) emphasis on innovation ecosystems that encourage experimentation. By integrating technology with local knowledge, DigiFarm strengthens Kenya's agricultural resilience, a critical step toward economic stability.

Accelerating Clean Energy Adoption through Internal Innovation

M-KOPA's pay-as-you-go solar model, powering 1.5 million homes and reducing 1.8 million tons of CO₂ emissions, showcases how intrapreneurship drives SDG 7 (Affordable and Clean Energy) (M-KOPA, Annual Impact Report, 2024). As Gawke, Gorgievski, & Bakker, (2019) note, intrapreneurial ventures excel at adapting solutions to local markets, and M-KOPA's mobile payment model reflects this flexibility. For example, a rural household using M-KOPA's solar kit might gain reliable lighting, enabling children to study at night.

However, high initial costs and regulatory delays in approving solar subsidies limit access for the poorest households (World Bank, 2021), hence in streamlining subsidy approvals and reducing import tariffs on solar components could accelerate adoption. Globally, India's SELCO model mirrors how similarly leverages accelerates intrapreneurship's impetus to expand access, by benefiting from stronger government incentives (SELCO, 2023). In this light, Kenya's mobile money ecosystem, led by M-Pesa, gives it a unique edge in scaling such innovations, highlighting a strength other market lack.

Challenges and Opportunities in Climate Action

Building on the energy sector's progress, intrapreneurship also supports SDG 13 (Climate Action) through initiatives like EABL's "Water of Life," which conserves 500 million liters of water annually (EABL, 2023). As

Obuya (2020) emphasizes, leadership support is critical for such projects, yet scaling is constrained by funding shortages and regulatory hurdles, such as Kenya's inconsistent waste management policies, and, unclear guidelines on industrial waste disposal further complicate EABL's efforts to expand recycling programs.

Public-private partnerships and tax incentives for green projects could unlock greater impact, as suggested by the United Nations Environment Programme (2021) but Critics argue that corporate sustainability initiatives risk "greenwashing" if not paired with measurable outcomes (Smith, 2019). EABL's focus on quantifiable water savings counters this, but broader adoption requires clearer regulatory frameworks and increased investment.

Global Comparison: Intrapreneurship in Developing Contexts

To contextualize Kenya's experience, a comparison with other developing nations reveals shared challenges and unique strengths. In Nigeria, Andela's intrapreneurial programs train tech talent, aligning with SDG 8, but face policy inconsistencies that delay scaling (Oluwafemi, 2022). Ghana's corporate sustainability efforts, like those of MTN, struggle with similar regulatory ambiguity (Agyemang, 2021). In contrast, South Africa's government-backed innovation hubs provide structured support for corporate intrapreneurship, fostering initiatives aligned with SDGs 9 and 13 (South African Department of Science and Innovation, 2023).

Kenya's advantage lies in its robust mobile money ecosystem, exemplified by M-Pesa, which enables initiatives like DigiFarm and M-KOPA to scale rapidly, however, Kenya lags in policy support compared to South Africa, where innovation grants, incentivize employee-led projects. Adopting similar funding models which could strengthen Kenya's intrapreneurial ecosystem, amplifying SDG progress.

Institutional and Cultural Factors

Leadership commitment and risk-tolerant cultures are pivotal enablers of intrapreneurship, as seen in Safaricom's innovation labs (Obuya, 2020). Conversely, rigid hierarchies in many Kenyan firms stifle creativity, as employees fear failure or lack resources (Mutuku & Kamau, 2018). Regulatory barriers, such as complex licensing for renewable energy projects or unclear tax incentives for sustainability, further limit progress (Government of Kenya, 2023). For example, M-KOPA's expansion is slowed by delays in solar subsidy approvals, whereas policy reforms, such as streamlined licensing and innovation grants, could foster a supportive environment. As Cravens and Woldie argue (Cravens & Woldie, 2019), transformational leadership that empowers employees is essential for unlocking intrapreneurial potential, a lesson Kenyan firms must embrace to maximize SDG impact.

Broader SDG Potential

Beyond SDGs 7, 8, 9, and 13, intrapreneurship holds promise for other goals. For SDG 4 (Quality Education), employee-led training programs, like Safaricom's coding workshops for youth, could enhance digital literacy (Safaricom PLC, 2023). For SDG 5 (Gender Equality), initiatives like Safaricom's Women in Technology program empower female employees to develop tech solutions, promoting gender-inclusive innovation. Expanding these efforts could amplify Kenya's SDG progress, ensuring a more holistic approach to sustainable development.

In sum, intrapreneurship offers a powerful pathway for Kenya to achieve its SDG targets. By fostering supportive cultures, aligning strategies with national priorities, and addressing regulatory barriers, organizations can unlock their employees' creativity to drive inclusive, innovative, and sustainable progress.

CONCLUSION AND RECOMMENDATIONS

This study has underscored the transformative role of intrapreneurship in advancing Kenya's Sustainable Development Goals (SDGs), particularly Goals 7 (Affordable and Clean Energy), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation, and Infrastructure), and 13 (Climate Action). By empowering employees to innovate within organizations, Kenyan firms like Safaricom, KCB, M-KOPA, and EABL are addressing critical challenges such as youth unemployment, energy access, and climate resilience, aligning with Kenya Vision 2030

(Government of Kenya, 2023). However, cultural, organizational, and regulatory barriers hinder its full potential. This section synthesizes insights from previous sections, and answers the study's research questions, and proposes actionable strategies to embed intrapreneurship as a driver of sustainable development.

Conclusion

Intrapreneurship offers a powerful pathway for Kenyan enterprises to integrate innovative practices that advance SDGs, as posed in the Introduction's research questions. For instance, Safaricom's DigiFarm, reaching 1.2 million farmers and boosting yields by 15% ; (Safaricom PLC, 2023), and KCB's 2Jiajiri, training over 40,000 youth with 60% finding jobs or starting businesses (Kenya Commercial Bank Group, 2023), demonstrate how employee-led initiatives deliver measurable impact.

A female youth beneficiary, trained through 2Jiajiri, launched a tailoring shop, eventually employed others in her community, illustrating intrapreneurship's ripple effect. These efforts align with Antoncic and Hisrich's (2003) view that intrapreneurial cultures foster societal solutions, reinforcing the study's theoretical foundation.

Yet, as discussed previously, barriers persist. Many firms operate in silos, lack risk-tolerant cultures, and face regulatory challenges, such as inconsistent waste management policies affecting EABL's water conservation efforts (EABL, 2023); (Obuya, 2020)). Compared to South Africa's innovation grant-supported ecosystems (South African Department of Science and Innovation, 2023) or Nigeria's tech-driven intrapreneurship hampered by policy inconsistencies (Oluwafemi, 2022), Kenya's mobile money ecosystem, led by M-Pesa, provides a unique scalability advantage, as noted previously. Without addressing these gaps, Kenya risks underleveraging intrapreneurship's potential to achieve the 2030 SDG agenda.

Recommendations

To embed intrapreneurship as a strategic lever for Kenya's SDG progress, the following strategies are proposed, addressing the structural, cultural, and institutional factors identified in the course of the research analysis

Fostering Supportive Organizational Cultures

Organizations must create environments that encourage experimentation and tolerate failure. Internal innovation labs and idea challenges, as exemplified by Safaricom's DigiFarm development (Safaricom PLC, 2023), can embed this approach. Rewarding proactive problem-solving fosters employee ownership of SDG-aligned projects (Ireland et al., 2009).

Aligning Strategies with SDG Priorities

Firms should integrate SDG targets into core strategies and key performance indicators (KPIs). By embedding sustainability into performance metrics, organizations ensure employee innovations, like KCB's 2Jiajiri, contribute to national priorities (World Economic Forum, 2020). This alignment drives long-term impact beyond short-term profits.

Enhancing Leadership and Capacity Building

Strong leadership is crucial to sustain intrapreneurial initiatives. Training in design thinking and sustainability literacy equips employees to innovate, as seen in M-KOPA's solar model development (M-KOPA, Annual Impact Report, 2024). Executives must provide resources and remove bureaucratic barriers to prevent stalling, as Obuya (2020) emphasizes.

Strengthening Public-Private Innovation Ecosystems

Policymakers should offer tax incentives and SDG-aligned innovation grants, drawing from South Africa's model (South African Department of Science and Innovation, 2023). Partnerships with universities and startups can scale initiatives like M-KOPA's solar systems, which powered 1.5 million homes (M-KOPA, Annual Impact Report, 2024). Regulatory sandboxes can streamline approvals, reducing delays noted in previous sections.

Tracking and Sharing Impact Transparently

Robust impact measurement is essential to counter green washing concerns (Smith, 2019). Transparent reporting, as practiced by EABL’s 500 million liters of water saved annually (EABL, 2023), builds trust. Third-party audits can ensure credibility, encouraging replication across sectors and addressing skepticism about corporate motives.

Future Directions

To build on these strategies and address the study’s limitations, future research is essential. Primary data collection, such as qualitative interviews with DigiFarm’s intrapreneurs or longitudinal studies tracking 2Jiajiri’s economic impact, could validate outcomes and uncover undocumented practices. Exploring intrapreneurship’s role in other SDGs, such as Goal 4 (Quality Education) through Safaricom’s coding workshops or Goal 5 (Gender Equality) via women-led initiatives (Safaricom PLC, 2023), could broaden its scope. These efforts would provide deeper insights into how Kenyan enterprises integrate and sustain intrapreneurial practices, answering the study’s research questions more comprehensively. By embedding these strategies, Kenya can transform workplaces into engines of inclusive, innovative progress toward 2030 and beyond

Appendix

Supplementary Materials

This Appendix provides detailed case summaries and thematic analysis categories to support the study’s findings, discussion, and methodology. Table A1 outlines key intrapreneurial initiatives discussed in previous Sections, while Table A2 details the categories used in the qualitative content analysis.

*Table A1: Case Summaries**

Organization	Initiative	SDG	Key Impact	Source
Safaricom PLC	DigiFarm	8,9,13	Reached 1.2 million farmers, 15% yield increase	Safaricom PLC, 2023
KCB	2Jiajiri	8,9	Trained 40,000 youth	Kenya Commercial Bank Group (2023)
M-KOPA	PAYGO Solar	7,13	Powered 1.5 million homes, 1.8 million tons CO ₂ saved	M-KOPA (2024)
EABL	Water for Life	6,8,9	Saved 500 million liters of water annually	EABL (2023)

Table A2: Analysis Categories

A	B	C
Category	Description	Example from Data
Enabling Factors	Leadership and Resources driving Intrapreneurship	Safaricom’s innovation labs foster employee-led projects (Safaricom PLC, 2023)
Organizational Structures	Internal Systems supporting innovation	KCB’s 2Jiajiri program leverages employee training initiatives (Kenya Commercial Bank Group, 2023)

Enabling Environment	External policies or partnerships	Public-Private partnerships scale M-KOPA's solar model (M-KOPA, 2024)
Development Impacts	Contribution to SDG outcomes	EABL's water conservation saves 500 million liters annually (EABL, 2023)

BIBLIOGRAPHY

1. Agyemang, F. (2021). Corporate Sustainability efforts in Ghana: Challenges and Opportunities. *African Journal of Business Studies*, 12(3), 89-102.
2. Antoncic, B., & Hisrich, R. D. (2003). Clarifying the intrapreneurship concept. *Journal of Small Business and Enterprise Development*, 10(1), 7-24.
3. Bowen, G. A. (2009). Document Analysis as a Qualitative Research Method. *Qualitative Research Journal*, 9(2), 27-40.
4. Braun, V., & Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
5. Cravens, K., & Woldie, A. (2019). Transformational leadership, organizational culture and intrapreneurial behaviour in service firms. *International Journal of business Innovation and Research*, 19(2), 213-234.
6. Demartini, P., & Ghezzi, A. (2020). The role of intrapreneurship for economic growth in emerging markets. *Journal of small business Management*, 58(2), 351-369.
7. EABL, E. A. (2023). Sustainability Report 2022-2023. East African Breweries Limited.
8. Famiyeh, S. (2020). Barriers to intrapreneurship and Corporate entrepreneurship: A systematic review and research agenda. *Journal of Business Research*, 108, 501-511.
9. Garcia-Morales, V., Jimenez-Barrionuevo, M., & Gutierrez-Guitierrez, L. (2012). Transformational leadership influence on organizational Performance through organizational learning and Innovation. *Journal of business Research*, 65(7), 1040-1050.
10. Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2019). Measuring intrapreneurship at the individual level: Development and validation of the Employee Intrapreneurship Scale (EIS). *European Management Journal*, 37(6), 806-817.
11. Government of Kenya. (2023). Kenya Vision 2030: Fourth Medium-Term plan. Nairobi, Kenya: Ministry of planning.
12. Group, W. B. (2020). Kenya Digital Economy blueprint. World Bank Group.
13. Guichuki, J., Wainaina, P., & Ndirangu, L. (2020). Digital Agriculture and Food Security in Kenya: The role of innovation platforms. *African Journal of Agricultural Research*, 15(5), 253-262.
14. Hart, C. (1998). *Doing a Literature Review*. SAGE, 1-25.
15. ILO, I. L. (2021). Kenya Youth Employment Status Report 2020. International Labour Organization.
16. Kenya Commercial Bank Group, K. (2022). KCB Annual Report 2022. Nairobi: KCB.
17. Kuratko, D. F., Hornsby, J. S., & Covin, J. G. (2014). Diagnosing a Firm's internal Environment for Corporate Entrepreneurship. *Business Horizons*, 57(1), 37-47.
18. Kuria, P., & Wanjala, R. (2022). Corporate Intrapreneurship and Sustainable development: A Review of selected Kenyan Firms. *Journal of African Business and Innovation*, 8(4), 77-91.
19. M-KOPA. (2022). Annual Impact Report, 2022. M-KOPA.
20. M-KOPA. (2024). Annual Impact Report. Nairobi: M-KOPA.
21. Mutuku, M. K., & Kamau, A. (2018). Challenges facing Entrepreneurship development in Kenyan Organizations. *International Journal of Innovation and Research in Educational Science*, 5(4), 72-77.
22. Mututku, C., & Wambua, P. (2019). The Role of Intrapreneurship in Driving Innovation in Kenyan Firms. *African Journal of Business Management*, 13(2), 45-59.
23. Mwangi, P., & Njeru, L. (2021). The impact of digital agricultural platforms on small holder farmers in Kenya. *Journal of African Innovation*, 13(2), 45-59.
24. Ng'ang'a, S. I., & Were, S. (2019). Pay-as-you-go solar technology and Energy access: A review. *Energy Policy*, 129, 850-858.
25. Njoroge, P. (2021). Organizational Culture and employee intrapreneurship in Kenyan companies. *Journal of Business and Management studies*, 9(3), 113-124.

26. Obuya, P. (2020). Leadership styles and Intrapreneurial activities in Kenyan Firms. *African Journal of Business Management*, 14(6), 178-189.
27. Oluwafemi, T. (2022). Tech Driven intrapreneurship in Nigeria: Opportunities and constraints. *Journal of African Technology Studies*, 10(1), 33-48.
28. Organization for Economic Co-operation and Development OECD. (2019). Youth Entrepreneurship policy: Kenya. Organization for Economic Co-operation and Development OECD.
29. Organization for Economic Co-operation and Development OECD. (2018). Enhancing innovation and entrepreneurship for the sustainable development goals. Organization for Economic Co-operation and Development OECD.
30. Pinchot, G. (1985). *Intrapreneuring: Why you don't have to leave the corporation to become an entrepreneur*. New York: Harper and Row.
31. Rigtering, J., & Weitzel, U. (2013). Work Context and Employee behaviour as antecedents for intrapreneurship. *International Entrepreneurship and Management Journal*, 9(3), 337-360.
32. Safaricom PLC. (2023). Sustainability Report 2023. SAFARICOM PLC.
33. SELCO. (2023). Annual Impact Report 2023. SELCO.
34. Sharma, P., & Chrisma, J. (2020). Towards a reconciliation of the definitional issues in the field of corporate entrepreneurship: . *Entrepreneurship theory and Practice*, 44(1), 3-27.
35. Smith, J. (2019). Greenwashing in Corporate sustainability initiatives: A critical review. *Journal of Environmental Management*, 45(4), 123-135.
36. South African Department of Science and Innovation. (2023). Innovation hubs annual report. Pretoria, South Africa: South African Department of Science and Innovation.
37. United Nations Development Programme (UNDP). (2019). Sustainable development goals and intrapreneurship in emerging economies. United Nations Development Programme (UNDP).
38. United Nations Environment Programme (UNEP). (2021). Climate action and Private sector innovation: Barriers and Opportunities. United Nations Environment Programme (UNEP).
39. United Nations, G. A. (2015). Transforming our world: the 2030 Agenda for sustainable development. Resolution adopted by the General Assembly on 25 September 2015, (pp. 1-35).
40. World Bank. (2021). Kenya Energy Sector Review. World Bank Group.
41. World Economic Forum. (2020). The Role of Intrapreneurship. World Economic Forum.