

# Turning a workforce into *intrapreneurs*.

*Co-designed with Siemens over a decade. One of the most successful corporate intrapreneurship programs of its kind, and a zero-regret investment in the words of the program's original sponsor.*

10

YEARS

~1,000

PEOPLE  
TRAINED

40+

COUNTRIES

14

BOOTCAMPS

4

CONTINENTS

“LUMAN is humble enough to take a step back while at the same time pushing the edge of what is possible. They master the art of creating space for others to rise for greater impact, drawing from deep knowledge of building bridges between the human factor and technological as well as societal developments.

Laura Engelhardt · Head of Strategy for Foundational Technologies, Siemens.  
Original sponsor and architect of the Intrapreneurs Bootcamp.

## 01 — THE CHALLENGE

### A people problem, not a *tools* problem.

Siemens already had every innovation tool: design thinking, value proposition design, business model canvases, pitch frameworks. They didn't have people who could use them.

The shift required wasn't methodological. It was psychological: from executor to creator, from process-runner to value-shaper. This is precisely why most corporate intrapreneurship programs fail — they treat a human-development challenge as a tools problem.

## 02 — OUR APPROACH

### Cultural intrapreneurship, anchored in *human development*.

We approached it as a human-development challenge first, an innovation challenge second. Built on our Signal-to-Launch framework, we layered in the work of cultural intrapreneurship: the inner conditions that make innovation actually move through an organization.

Critically, we treated the intrapreneur herself as the primary risk variable to manage, not the methodology. Three integrated paths ran through every cohort.

# Outcomes across *three layers*.

Tangible business results, deep cultural shift, and human-development outcomes that compounded over a decade. Quantified through internal Siemens studies and an independent academic impact analysis.

## Economic

- ◆ Multiple products in market with significant revenue across Siemens BUs, e.g. *eS/E*, an AI assistant for industrial applications, built years before mainstream LLMs.
- ◆ Multiple patents and innovation disclosures, **8 cross-company patents** for AI-based clean-room fan optimization in joint Infineon × Siemens cohort alone.
- ◆ **Significant cost savings** through cross-departmental solutions and in global business services cohorts.

## Cultural

- ◆ Format replicated across other parts of Siemens beyond the originating division.
- ◆ Each participant influenced an average of **10 colleagues** in their home department (internal study).
- ◆ Net Promoter Score: **74** (independent academic impact analysis).

## Workforce

- ◆ Many participants advanced into Head of Innovation roles in their divisions.
- ◆ Versions of the bootcamp now run across other Siemens divisions and adjacent organizations.
- ◆ Sustained behavioral shift across cohorts with **quantified evidence**.

95%

Increased focus on innovation

88%

Inspired to seize new opportunities

84%

Increased resilience

90%

More cross-hierarchy collaboration

96%

Increased loyalty to Siemens

“ When we put our hearts and minds into transforming a reality, the biggest transformation is ourselves.

BOOTCAMP PARTICIPANT

“ I feel empowered to approach anyone at Siemens with my ideas.

BOOTCAMP PARTICIPANT

“ Common purpose + diverse backgrounds + IBC network + dedication = magic.

BOOTCAMP PARTICIPANT

*LUMAN's deep understanding of the evolution of organizations and people today were key in developing the Siemens Intrapreneurs Bootcamp initiative.*

**Ilaria Carrara Cagni**

Co-lead, Intrapreneurs Bootcamp · Siemens

*As an innovator and leader, you need to understand your Personal Operating System and answer the question: who are you, and who do you want to become?*

**Martin Tackenberg**

Senior Innovation Manager · Siemens Smart Infrastructure



WHY IT WORKED

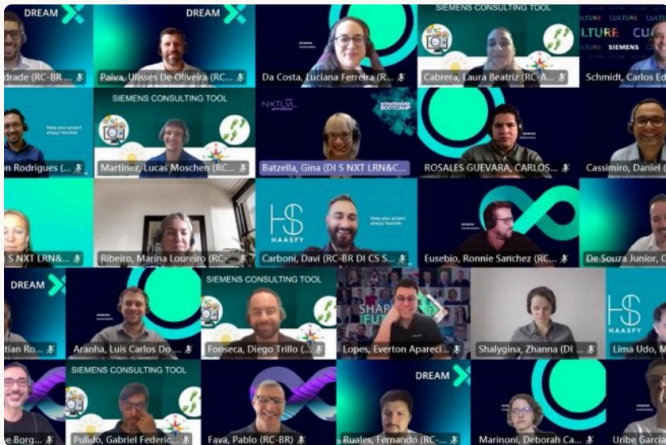
# The irreducible core was always *people*.

Methods change, especially now with AI. Across ten years of bootcamps we ran physical, virtual, hybrid, AI-focused, and cross-company formats; the methods evolved, the toolkit expanded. What stayed constant, and what compounded, was the investment in people.

We turned employees into intrapreneurs who stayed. Even when individual ventures didn't ship, cohorts produced career-shaping leaders, multiplier effects, and culture carriers across the organization. This is why Siemens calls it a zero-regret program: the development always made every cohort worth it.



*Across formats, borders, and innovation horizons.*



<b>FORMATS</b>	Physical · virtual · hybrid
<b>TOPIC FOCUSED</b>	AI Innovation · Sustainability · New Financing Models
<b>INTEGRATIONS &amp; COLLABORATION</b>	Cross-Departmental · Cross-Company
<b>INNOVATION HORIZONS</b>	<p><b>Horizon 1</b> — Process Automation &amp; Cost Optimization</p> <p><b>Horizon 2</b> — Next Stage Business Models</p> <p><b>Horizon 3</b> — Possibility Explorations</p>

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If you are ready to activate your people's potential and become a learning organization ready to face the complexities of our time, *let's talk*.

