"ASSESSING INDUSTRY-SPECIFIC VARIATIONS BY THE DIVERSE INFLUENCE OF CORPORATE ENTREPRENEURSHIP COMPONENTS ON CONSUMER ENGAGEMENT ACROSS SECTORS"

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Submitted towards the Requirements for the Award of Degree of

Doctor of Philosophy
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Under the Department of Commerce

By
Sarugari Anusha Reddy
(Enrolment No.: 161590217258)

Under the Supervision of

Dr. AIMAN FATMA

Department of Commerce



2025
P.K. UNIVERSITY
NH- 27, Vill. Thanra (P.O. Dinara)
Shivpuri, M.P. India - 473665
www.pkuniversity.edu.in

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Date ……. **Sarugari Anusha Reddy**

Place ……. **Enrolment No: 161590217258**

LIST OFABBREVIATIONS

S.No	Abb.	Full Form
1	FMCG	Fast-Moving Consumer Goods
2	CEAI	Corporate Entrepreneurship Assessment Instrument
3	CLV	Consumer Lifetime Value
4	OCB	Organizational citizenship behavior
5	B2B	Business-To-Business
6	CCIs	Cultural And Creative Industries
7	CRM	Customer Relationship Management
8	CBBE	Consumer-Based Brand Equity
9	CE	Corporate Entrepreneurship
10	SEM	Structural Equation Modeling
11	AMOS	Analysis of Moment Structure
12	SPSS	Statistical Package for Social Sciences
13	NPS	Net Promoter Score
14	WOM	Word-Of-Mouth
15	GEM	Global Entrepreneurship Monitor
16	VoC	Varieties-of-Capitalism
17	SNSs	Social Networking Sites
18	UWES	Utrecht Work Engagement Scale

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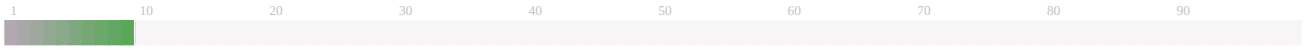
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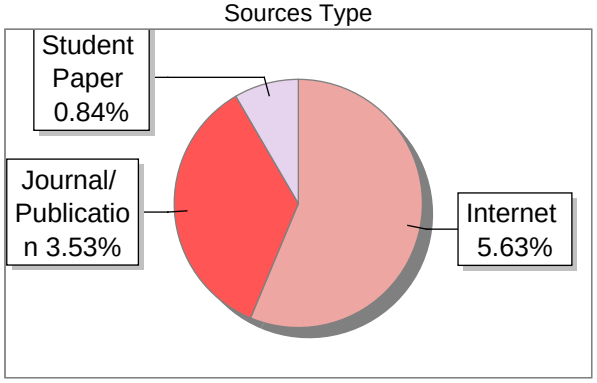
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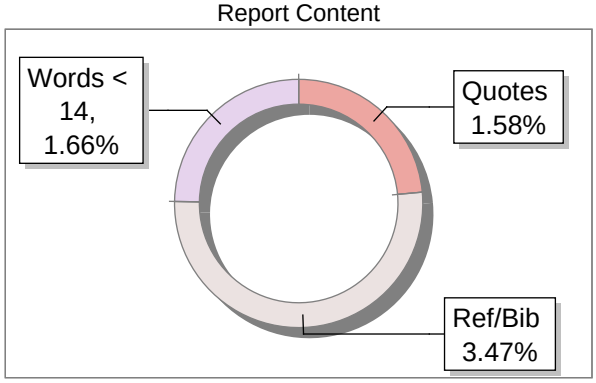
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ABSTRACT

Corporate entrepreneurship encompasses several components that profoundly impact consumer engagement. Firstly, innovation plays a pivotal role, as entrepreneurial activities within a corporation often lead to the development of new products, services, or processes. These innovations can capture consumers' attention and meet their evolving needs more effectively, thereby enhancing engagement. This research looks at consumer involvement through the prism of corporate entrepreneurship components and how it varies across industries. We look at the varied effects of corporate entrepreneurship—that is, innovation, proactiveness, and risk-taking within organizational contexts—across several industries. This research set out to examine and contrast the ways in which the aforementioned four elements of the corporate ecosystem—the academic community, financial institutions, pharmaceutical companies, information technology firms, and the automotive industry—influence corporate entrepreneurship and the factors that propel it forward in five distinct industries. The findings from this study's examination of these industries' corporate ecosystems and the current status of corporate entrepreneurship are detailed here. Corporate entrepreneurship and the various elements that make up corporate ecosystems are strongly correlated, according to the existing literature. By identifying the specific effects of various factors on corporate entrepreneurship and the factors that influence it, we can hone in on the positive traits of these elements and assist in shaping businesses so that they are more suited to foster and execute corporate entrepreneurship. In order to categorize the components of the corporate ecosystem that have a positive or negative effect on CE, this study looks at how different components of the ecosystem affect CE in different industries. We can use these conclusions to shape our organizational actions so they meet our CE standards. In this study, a mixed-method approach was adopted, combining quantitative and qualitative research techniques. Results from a survey of people working in the information technology (IT), academic, pharmaceutical, banking, and automotive industries formed the basis of the present investigation. A Likert Scale was used to collect responses from the staff.

This study adds to our understanding of sector-specific techniques for improving customer relationships by evaluating the impact of these components on consumer

engagement indicators including brand loyalty, advocacy, and interactive behaviors. The findings show that corporate entrepreneurship has differing effects on different types of industries, and that these effects are complex and multi-faceted.

CHAPTER 1
INTRODUCTION

1.1 OVERVIEW

There is a significant effect that the complex dynamics of corporate entrepreneurship components have on consumer engagement across a wide range of business sectors. These components weave a tapestry of distinct variants that embody the spirit of each domain. In the modern-day business environment, the combination of corporate innovation, risk-taking, and strategic vision has evolved into a crucible that serves as a catalyst for the development of entrepreneurial activities inside established firms. The interplay of entrepreneurial components orchestrates a characteristic rhythm in customer encounters, which is made possible by this synergy, which gives birth to a multitude of industry-specific adaptations. In order to interpret the intricate link that exists between corporate entrepreneurship and consumer engagement, it is essential to have a thorough understanding of these subtle differences. This is because it reveals a wide range of tactics, problems, and triumphs that characterize the landscape of contemporary company. A paradigm that goes beyond the conventional confines of organizational structures is the idea of corporate entrepreneurship, which serves as the central focus of this investigation.

A culture that fosters creativity, flexibility, and a proactive response to market dynamics is created via the practice of corporate entrepreneurship, which incorporates the spirit of innovation and risk-taking inside the established framework of a business. This spirit of entrepreneurship, when pumped into various industrial sectors, germinates into a multiplicity of expressions, each of which is fashioned by the distinctive qualities and requirements of the separate domains. An excellent example of the transformational effect that corporate entrepreneurship can have on the level of engagement that consumers have with a brand is the technology industry. Tech firms manage the turbulent seas of innovation with a sharp entrepreneurial spirit in order to succeed in an environment that is defined by fast technical breakthroughs and ever-evolving customer tastes. Furthermore, the seamless integration of cutting-edge technologies, such as artificial intelligence, blockchain, and the Internet of Things, is not only a strategic option; rather, it is a demonstration of the inherent entrepreneurial

DNA that is entrenched inside these firms. As a result, the landscape of consumer interaction in the technology sector transforms into a dynamic playground in which businesses are always competing with one another to out-innovate one another, so generating an ongoing cycle of product innovation and increased customer expectations.

On the other hand, the effect of corporate entrepreneurship components on customer involvement takes on a distinct tint in conventional sectors such as automotive manufacture. It is possible that the emphasis here is not on ground-breaking technology advances but rather on the optimization of processes, the sustainability of supply chains, and the resilience of supply chains. These industries have been infused with characteristics of entrepreneurship, which present themselves in the form of flexible production techniques, projects that are environmentally friendly, and an uncompromising dedication to meeting quality standards. The participation of consumers gives rise to a narrative of trust and dependability, in which customers are not only shoppers but rather stakeholders in the journey that the organization is taking towards ecological sustainability. Although it is not as obvious as it is in the technology industry, the creative attitude is pervasive across the organizational culture, which shapes how these businesses react to the needs of the market and the expectations of their customers. When moving into the service business, the influence of corporate entrepreneurship on the level of participation of consumers takes on a new and different dimension.

Creating a culture that is focused on the needs of customers is a common way for businesses in industries such as hospitality and finance to harness their entrepreneurial energy. One example of an organization that makes use of technology is a financial institution. This organization uses technology not just to improve operational efficiency but also to improve the client experience by providing tailored services, fintech solutions, and user-friendly interfaces. In a similar vein, the incorporation of entrepreneurial elements in the hotel industry results in the provision of experience services, loyalty programs, and an ongoing effort to anticipate and surpass the requirements of customers. In the context of this discussion, consumer engagement refers to a narrative that emphasizes customized service and emotional connection. In this context, businesses try to go beyond transactional contacts in order to establish

long-lasting connections with their customers. The healthcare business, with its one-of-a-kind combination of sensitivity and complexity, offers yet another canvas for the varied effect that corporate entrepreneurship has on the involvement of consumers. Innovative medical practices, treatment that is centred on the patient, and the incorporation of digital health solutions are often the focal points of entrepreneurial activity in this region. Companies in the pharmaceutical industry, which are motivated by an entrepreneurial spirit, make significant investments in research and development. Their primary objective is not only to provide innovative treatments to the market, but also to make these treatments more accessible and affordable. On the other side, healthcare practitioners are beginning to engage in entrepreneurial endeavours by adopting telemedicine, remote patient monitoring, and decision-making that is driven by data. As a result of the very human nature of this industry, consumer involvement takes on a profoundly human dimension. In this sector, the effect on lives becomes a crucial indicator of success, and businesses are motivated by a dual commitment to health outcomes and patient pleasure.

The fast-moving consumer goods (FMCG) industry, which is distinguished by its fast-paced nature and brand-centric strategy, is defined by a unique interaction between corporate entrepreneurship and customer involvement. The entrepreneurial elements are shown in this context via the implementation of flexible marketing tactics, the diversification of products, and the unrelenting quest of customer insights. Companies that deal in fast-moving consumer goods live on innovation, not just in the production of their products but also in the manner in which they engage with customers via advertising, social media, and experiential marketing. When it comes to the fast-moving consumer goods industry, customer engagement is a dynamic dance that involves brand loyalty, partnerships with influencers, and the capacity to quickly respond to any shifting consumer trends. Companies operating in this sector are aware that customer involvement is not a one-time transaction but rather a continuous conversation that calls for agility and a profound comprehension of the cultural and societal forces at play.

There is a multidimensional panorama of methods, difficulties, and results that may be shown when one considers the varying effect of corporate entrepreneurship components on customer involvement across different industries. When the spirit of

entrepreneurship is combined with the specific requirements of each sector, it transforms into a driving force that not only determines how companies function but also how they interact with their clientele. It is a tribute to the adaptable nature of contemporary enterprises that the impact of corporate entrepreneurship on consumer interaction can be seen in a variety of industries, including technology, manufacturing, services, healthcare, and fast-moving consumer goods (FMCG).

1.2 CONCEPTUAL FRAMEWORK OF CORPORATE ENTREPRENEURSHIP

This section provides a thorough examination of the existing body of knowledge on corporate entrepreneurship. The primary objective is to provide a comprehensive knowledge of the core principles of entrepreneurship by referencing existing studies and research, thereby providing the reader with a solid grasp of the underlying basis of corporate entrepreneurship. Following that, the literature study examines the details of corporate entrepreneurship, investigating several definitions and conceptualizations of the word. In addition, a comprehensive analysis is conducted on the antecedents that drive and impact corporate entrepreneurship, providing a more profound comprehension of the elements that determine the evolution of this notion.

1.2.1 DEFINING ENTREPRENEURSHIP

Entrepreneurship, as a pursuit, has a lengthy historical background, originating from the first stages of commerce between human beings. Over the course of several centuries, many definitions have been developed via considerable scientific research on the subject, with some of the oldest ones dating back to the 18th century. Richard Cantillon, a prominent French economist, is recognized as the first economist to illustrate the significance of entrepreneurship in the economy. In one of his published papers, he described entrepreneurs as persons who are ready to purchase goods or services at a certain price and then sell them at an unpredictable price. Economist Joseph Schumpeter made a significant contribution to the subject of entrepreneurship studies in the early 1900s. The Austrian economist saw entrepreneurship as a deliberate act of challenging and deviating from established norms, opposing the existing state of affairs, and directing the economy towards an uncharted trajectory. According to Schumpeter, the act of going against the prevailing direction is the

fundamental characteristic of a capitalist system, since new ideas and inventions bring about the process of creative destruction, which in turn drives economic expansion. According to Schumpeter, the entrepreneur is the key player in this process, serving as the inventor.

Following Schumpeter, several academics have provided various definitions of entrepreneurship, resulting in a proliferation of definitions that is roughly equivalent to the number of researchers in the subject. The abundance of definitions for entrepreneurship can be attributed to its multidimensional nature, which is explored in various academic disciplines including sociology, anthropology, psychology, and economics. Some scholars view entrepreneurship as a process, while others perceive it as a resource or even a state of being.

These definitions of entrepreneurship demonstrate the existence of many viewpoints and understandings on the nature of entrepreneurship. Entrepreneurship may be defined as the act of taking on risks, introducing new ideas or inventions, and providing financial resources and organization for productive assets. Entrepreneurship may be defined as the systematic undertaking of identifying, assessing, and capitalizing on potential possibilities. Entrepreneurship may be defined as a dynamic process that encompasses vision, change, and invention. The process of innovation and new-venture development is achieved via four key dimensions: individual, organizational, social and cultural, and process. Collaborative networks in government, education, and institutions play a crucial role in facilitating this process. Entrepreneurship may be defined as the deliberate and intentional act of producing value by combining distinct resources to take advantage of a business opportunity with the goal of generating profit.

Through a comparison of the aforementioned definitions, one may discern commonalities such as creativity, invention, identification of resources, economic organization, and opportunity in the face of risk and uncertainty. The definition provided by Marc Dollinger in his book "Entrepreneurship, Strategies and Resources" includes these aspects. The author defines entrepreneurship as the management and use of resources to establish a new economic entity (or a group of entities) with the aim of achieving profit or expansion in situations including risk and uncertainty. Put simply, someone is considered entrepreneurial if they are leaders or founders of a

forward-thinking economic organization that looks for opportunities to either bring about significant changes in the market or restore balance, all while dealing with the difficulty of creating new value despite limited resources. Entrepreneurship refers to the process of establishing a new business by persistent effort and taking advantage of potential opportunities.

This thesis embraces the definition proposed by Pramodita Sharma and James Chrisman, with the objective of elucidating the terminology related to entrepreneurship. Additionally, it incorporates the perspective of Donald Kuratko, who updates the notion by considering contemporary elements.

Entrepreneurship refers to the activities of creating, revitalizing, or innovating organizations, whether they are carried out inside an existing organization or outside of it.

Entrepreneurship is a dynamic and innovative process that involves envisioning, implementing changes, and creating new opportunities. The process necessitates the exertion of energy and fervor in order to generate and execute novel concepts and innovative resolutions. The key components necessary for success are a readiness to undertake well-thought-out risks, establish a capable team, gather the necessary resources, develop a strong business strategy, and, ultimately, possess the foresight to see opportunities in situations that others perceive as disorder, inconsistency, and uncertainty.

1.2.2 DEFINITION OF CORPORATE ENTREPRENEURSHIP

The existing corpus of literature on corporate entrepreneurship lacks uniformity in its attempts to provide a clear definition of the word. Various attempts have been made to provide a clear definition of the word, although there remains a state of uncertainty within the profession. Furthermore, an examination of the literature on corporate entrepreneurship uncovers a lack of clarity resulting from the use of many terminologies to refer to the same ideas, such as corporate venturing.

This chapter provides a comprehensive analysis of the many definitions and aspects of corporate entrepreneurship. The purpose is to provide clarity and eliminate any

uncertainties, allowing for a better comprehension of the theoretical principles of corporate entrepreneurship.

Corporate entrepreneurship refers to the process of applying entrepreneurial principles and practices inside an established organization. The origin of corporate entrepreneurship may be traced back to the theories of Joseph Schumpeter (1883-1950), who recognized that entrepreneurship plays a crucial role in driving economic progress. As previously discussed, entrepreneurship, according to Schumpeter, is a concept characterized by "creative destruction." It involves people actively seeking out new goods or manufacturing processes, which in turn leads to the displacement or destruction of existing ones. The Schumpeterian entrepreneurial theory served as a fundamental basis for scientists to direct their study towards the organizational setting.

The notion of corporate entrepreneurship has evolved throughout time due to conflicting definitions by researchers and the use of numerous terminology to describe the same concept. As a result, the literature on this issue often addresses overlapping ideas. Several academics use terminology like as entrepreneurship, internal corporate entrepreneurship, or corporate venturing. To provide clarity, this thesis will only use the term corporate entrepreneurship or the abbreviation "CE".

Aside from the lack of coherence about the many terminologies used in the literature, there is also a multitude of diverse meanings assigned to corporate entrepreneurship. The definitions are provided and summarized in table 1. After analyzing the definitions, it can be inferred that several writers agree on the distinctive characteristics of corporate entrepreneurship that are exclusive to the field. Nevertheless, the lack of consistent vocabulary among researchers when defining concepts is a regular occurrence in new fields, leading to uncertainty.

The area of Corporate Entrepreneurship (CE) study has seen transition and development throughout time, mirroring the shifting interests of scholars. The academic work in the 1970s first focused on venture teams and the factors that contribute to successful entrepreneurship within them. However, the emphasis later turned towards linking corporate entrepreneurship with the process of organizational renewal. Corporate entrepreneurs are persons who have the ability to expedite and

enhance the process of transferring technology from research and development (R&D) to the marketplace, resulting in increased speed and profitability.

In the 1990s, there was a change in the focus of study on corporate entrepreneurship (CE) towards a comprehensive perspective. This perspective saw innovations as the results of a company's endeavors, driven by corporate entrepreneurship. Corporate entrepreneurship encompasses a company's collective endeavors in innovation, rejuvenation, and venturing.

Innovation encompasses the act of developing and implementing new goods, industrial methods, and organizational structures. Renewal refers to the process of rejuvenating a company's operations via altering the extent of its business activities, its competitive strategies, or both. It also refers to the process of developing or obtaining new talents and then strategically using them to enhance value for shareholders. Venturing refers to the strategic decision of a company to engage new business ventures by either extending its activities in current areas or entering new markets altogether. Corporate entrepreneurship involves two distinct phenomena and the processes that revolve around them:

(1) The birth of new businesses within existing organizations, i.e., internal innovation or venturing;

(2) The transformation of organizations through renewal of the key ideas on which they are built, i.e., strategic renewal".

After extensive study spanning many decades, experts in the early 21st century have come to recognize that corporate venturing and strategy renewal are the primary elements of entrepreneurship that constitute corporate entrepreneurship (CE).

Additionally, the significance of CE in generating lasting competitive advantages is emphasized. Sharma and Chrisman proposed a comprehensive description of CE in an effort to enhance understanding in the field. Sharma and Chrisman define corporate entrepreneurship (CE) as the act of a person or a group, in collaboration with an established organization, establishing a new organization or introducing revitalization or innovation inside that company.

This statement covers two distinct phenomena of corporate entrepreneurship: corporate venturing and strategic renewal, both of which are recognized in the field of strategy literature. The following chapter delves more into these themes.

1.2.3 CORPORATE ENTREPRENEURIAL ACTIVITIES

Corporate venturing, in essence, refers to the entrepreneurial activity of creating new firms or expanding into new business sectors inside an established corporation. Corporate venturing may either be a result of or a catalyst for innovations that lead to the expansion into new markets and/or the development of new goods. Corporate venturing operations may be classified as either internal or external depending on the location of the organizational formation. Internal corporate venturing involves the formation of a new firm inside an existing corporation. Similarly, external corporate venturing stimulates the formation of a new company entity that is distinct from and operates independently of the current organizational structure.

The fundamental distinction between corporate venturing and strategic rejuvenation lies in the fact that although both initiate strategic or structural reform inside an established organization, strategic renewal takes place only within the current organization and has an impact on it. Strategic renewal may be defined as the process of implementing activities that bring about significant changes inside an established organizational body, without introducing new businesses that are separate from the present one.

In academic literature, the term "innovation" is used to describe any new introduction to the market. Innovation has a crucial role in generating value and maintaining a competitive advantage. Furthermore, it plays a key role in securing the development or even the survival of a corporation. The definition of the word "innovation" varies depending on the particular context in which it is used. This implies that all innovations may be classified on a spectrum that spans from small, gradual improvements to groundbreaking, transformative advancements. Innovative organizations, whether they adopt radical or incremental approaches, possess the ability to effectively address the challenges posed by rapidly changing customer demands. Additionally, they are capable of leveraging the opportunities that arise from the transformation of markets, structures, dynamics, and technologies. This

enables them to enhance their existing resources or create new resources, ultimately leading to the generation of new wealth. The process described here is the fundamental nature of innovation, where possibilities are transformed into practical ideas. As seen in figure 1.1, innovation is not inherently present in the process of organizational establishment or renewal. Innovation may have a significant impact on company venturing or regeneration, although it is not always essential. This may be attributed to the inherent characteristics of innovation, which can range from gradual improvements to revolutionary changes. As a result, attempting to establish a certain amount of creativity necessary for entrepreneurship would be unproductive, to say the least.

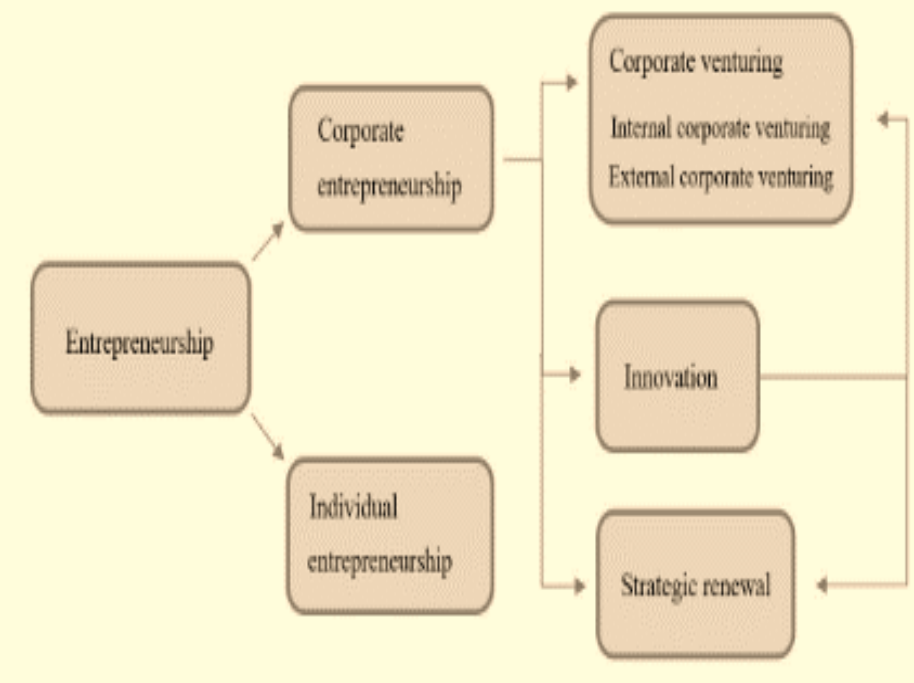


Figure 1. 1 Corporate entrepreneurship and its dimensions

(Source: secondary data from https://www.mdpi.com/2071-1050/12/21/9042)

The field of corporate entrepreneurship (CE) research acknowledges corporate venturing and strategic renewal as the two main dimensions, often accompanied by innovation.

However, there is some disagreement among scholars regarding whether these dimensions should be considered as separate components or as a single overarching concept.

However, the latter perspective is widely recognized, stating that innovation, corporate venturing, and strategic renewal, although distinct phenomena, naturally support and complement each other.

Therefore, one may deduce the following on the definition and features of corporate entrepreneurship: Corporate entrepreneurship encompasses the whole cycle of innovation, risk-taking, and proactive behavior in which one or more persons, in collaboration with an established firm, build a new organization or introduce novel combinations inside the existing organization.

1.2.4 ANTECEDENTS OF CORPORATE ENTREPRENEURSHIP

Having established the definition of corporate entrepreneurship and its many aspects, this chapter may now proceed to examine the variables that facilitate corporate entrepreneurship inside a company. This is a crucial component in building the theoretical foundation for the empirical investigation. It is crucial to comprehend the characteristics that lead to corporate entrepreneurship in order to replicate these aspects in subsequent chapters regarding employee engagement and use them throughout the empirical research phase for data categorization.

The preceding chapter, authored by Sharma and Chrisman, provided the basis for the empirical research conducted by Hornsby et al. These studies focused on the characteristics within the organizational domain that stimulate corporate entrepreneurial acts among middle managers.

Simultaneously, researchers redirected their attention towards empirical studies about the causes of CE and emphasized interorganizational factors as the most significant. Based on empirical investigations, experts agree on five interorganizational factors: managerial support, job choice and autonomy, incentives and reinforcement, time availability, and organizational boundaries.

There is compelling data indicating that CE may result in enhanced corporate performance. Companies that possess a culture of entrepreneurship (CE) are often seen as being nimble and flexible, prepared to capitalize on emerging possibilities.

Managers have the ability to deliberately mold the company's structure in order to cultivate a highly entrepreneurial atmosphere. A company that is capable of effectively using its limited resources will also have the ability to adapt to external, constantly evolving problems, such as a competitive market or quick technical advancements.

Assessing a company's existing organizational culture or readiness for entrepreneurship is crucial in order to properly execute a Corporate Entrepreneurship (CE) strategy. To do this, researchers have examined the factors that contribute to CE and have created a highly regarded tool known as the Corporate Entrepreneurship Assessment Instrument (CEAI).

The tool evaluates each of the five antecedents described earlier, with a total of 48 Likert-style questions. Its purpose is to assess the inter-organizational aspects of corporate entrepreneurship. The CE Assessment Instrument (CEAI) comprises five essential characteristics that are required to create a conducive internal environment for CE to flourish. The antecedents of CE include many aspects, including managerial support, job discretion/autonomy, rewards/reinforcement, time availability, and organizational limits.

Management support encompasses the degree to which management actively supports, enables, and promotes entrepreneurial actions. Work discretion, often known as autonomy, refers to the ability to make autonomous judgments without supervision or oversight. Put simply, individuals are granted the authority to make decisions about their own job duties.

Rewards and reinforcement include the implementation of evaluation and incentive systems that compensate workers for their entrepreneurial endeavors, performance, and innovative contributions.

Time availability refers to the anticipation that people would efficiently use their working hours to prioritize their most significant activities. Organizational boundaries pertain to the configuration or arrangement of an organization. In this sense, "structure" refers to the manner in which information is disseminated, both outwardly and internally, among the many departments and divisions of the company.

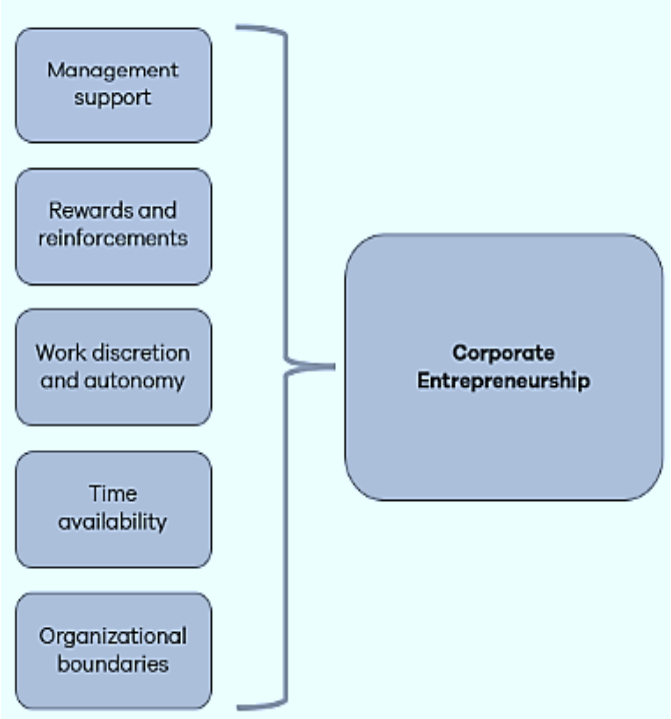


Figure 1. 2 Antecedents of corporate entrepreneurship

(Source: secondary data from https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2020.531886/full)

Management support, as a component of corporate entrepreneurship, is shown in several ways inside a business, as stated by Kuratko, Hornsby et al. This encompasses a readiness to embrace enhanced work methodologies, particularly those devised by employees. Management should also foster an environment that promotes workers' autonomy in generating innovative ideas and demonstrate openness to their proposals. This may be shown by implementing promotions or offering other incentives to encourage the generation of new ideas. Projects should empower those who take action to make decisions without the need for lengthy explanations or approval processes. Management should further facilitate innovators by giving them the freedom to circumvent norms and processes, hence enabling the development of prospective ideas. Financial assistance should be provided for new project proposals, together with supplementary incentives and remuneration for those who achieve success in their inventive endeavors. It is important to promote and acknowledge risk-taking and experimenting, even if some efforts ultimately result in failure. It is

advisable to provide employees with dedicated time to foster innovative ideas and actively promote cross-departmental communication for possible project collaborations.

Work discretion pertains to the degree of independence and self-governance that someone have in their profession. It entails the ability to exercise autonomy and discretion, without the need for frequent validation or oversight. Additionally, it encompasses the capacity to exhibit creativity and experiment with novel approaches to doing the task, along with the opportunity to use one's aptitudes and expertise in a purposeful manner. In a workplace characterized by a significant degree of work discretion, individuals have a sense of autonomy and see themselves as being in control of their own work, with little intervention or excessive supervision. Errors are not subjected to severe criticism or punishment, and there is adaptability in the approaches and procedures used to accomplish significant assignments.

Rewards and reinforcements within an organization include a multitude of criteria. Initially, managers assist workers in accomplishing their tasks by eliminating any hindrances or barriers that could impede their progress. In addition, prizes are allocated according to an employee's degree of inventiveness in their work. Exemplary performance is acknowledged and incentivized by granting more work responsibilities and receiving commendation from managers. Exceptional performance is recognized by supervisors who inform their superiors about outstanding work. Finally, the roles inside the business include a distinct element of difficulty.

Time availability in a corporation pertains to the quantity of time that personnel possess to accomplish their job, as well as their capacity to commit time towards significant activities and initiatives. It is crucial for workers to perceive that they are assigned a manageable amount of work and have an adequate amount of time to fulfill their responsibilities. Perceiving a continuous presence of time limitations and being hindered by excessive workload might be indicative of a scarcity of time available for workers. Conversely, if employees perceive that they have enough time to complete all tasks and can allocate time for collaborative problem-solving with their colleagues, it may indicate a greater degree of time availability inside the firm. In essence, time

availability refers to the equilibrium between workload and time management, enabling people to do their jobs with effectiveness and efficiency.

Organizational limits pertain to the degree of usefulness of flexibility in the organizational structure for supporting entrepreneurial activity. The reason for this is because flexible borders may enhance the exchange of information between the business and its external environment, as well as across various divisions inside the organization. Although innovation is often linked to disorder, more reliable results are obtained when innovation is approached as a methodical and intentional procedure. Conversely, when there are no clear boundaries inside an organization, it may result in ambiguity and perplexity about an employee's duties and the required degree of achievement. This may be shown by a failure to comply with established protocols, a deficiency in documented guidelines and processes, ambiguous work requirements, and indistinct performance criteria. When there are well defined organizational boundaries, individuals possess a distinct comprehension of their duties and responsibilities, resulting in a work environment that is more productive and efficient.

The components of corporate entrepreneurship, as outlined by Kuratko, Hornsby et al., including managerial endorsement, autonomy in decision-making, incentives and positive reinforcement, availability of time, and clear organizational boundaries, all have a crucial impact on fostering corporate entrepreneurship. These factors influence the work environment and provide workers with essential resources and assistance. Subsequently, this establishes the basis for the subsequent pivotal element of this thesis, namely employee engagement, which will be thoroughly examined in the subsequent section.

1.3 CONCEPT OF CUSTOMER ENGAGEMENT

From the perspective of service and relationship marketing, customer engagement refers to the psychological connection that a consumer has with a particular service provider or brand. Researchers propose that a psychological connection between the client and the service provider/brand leads to customer loyalty.

Engaged customers may actively participate in organizational innovation processes, generate value, recommend the brand to others, and provide valuable feedback as

customers who have an equal influence on the value they gain from utilizing the product or service.

Service providers in the current competitive business landscape need a strategic imperative to achieve exceptional performance, sales growth, good corporate performance, and profitability. This may be achieved via customer interaction. Service marketing organizations have forecasted that customer engagement would be one of their highest goals.

In order to cultivate and maintain a loyal client base, it is necessary to make deliberate and strategic efforts that go beyond mere transactions and interactions to actively connect with customers. Emphasis should be placed on preserving and cultivating psychological and emotional connections with clients. When a corporation or business is able to effectively engage its clients, it will lead to increased profitability via the expansion of its customer base. Retaining clients is a more cost-effective strategy than constantly acquiring new ones.

Therefore, it is advantageous to prioritize, develop, and evaluate consumer involvement. The principle of customer connection marketing is used to enhance the relationship between customers and a firm or brand, ultimately leading to increased profitability. Within this particular setting, the social exchange theory becomes pertinent. This theory proposes that people evaluate the intangible and tangible expenses they bear in comparison to the advantages they get from their involvement. Hence, it is crucial to see customer engagement as a systematic procedure rather than a result, since it ultimately results in more quantifiable outcomes such as customer satisfaction and loyalty towards a certain brand, business, or corporation. There is much evidence and empirical data suggesting that the Indian hospitality business must prioritize customer interaction in order to retain loyal consumers and effectively manage competition. This emphasizes the notion that customer management has been advancing and developing in recent years. Previously, the management mostly focused on transactions that primarily included monetary value. The shift towards relationship marketing began in the late 2000s. The primary goal of marketing has been to establish and sustain client relationships by providing goods and services. The ultimate goal is to attain client contentment, which in turn drives their desire to make future purchases.

The customer's environment is susceptible to fluctuations as a result of shifts in market trends. Firms have difficulties in a competitive environment if they just rely on measurements. In today's world, clients are increasingly looking for distinctiveness in both goods and services. Loyalty and satisfaction are closely linked to achieving long-term viability.

It is crucial to acknowledge that just establishing a connection is insufficient, and the company must actively involve its clients to a satisfactory extent. The immersion of clients should be expanded beyond just transactions and meetings.

The concept of employee involvement was presented within the framework of business. Subsequent researchers proceeded to analyze it from the perspectives of organizational behavior and psychology.

The word "engagement" gained significance in the field of marketing in September 2009. A leadership conference focusing on customer management was organized in Montabaur, Germany. The 2010 special edition of the Journal of Service Research focused on the notion of customer involvement, providing fresh perspectives, particularly within the marketing environment. The interest created in customer engagement has provided managers with a fresh perspective on how to establish and oversee customer interaction.

The Marketing Science Institute was recognized for their study on consumer involvement in 2010. The subject was deemed so significant that it was included as a research priority in esteemed journals from 2010 to 2018.

Initial study focused on the behavior of the client in relation to this idea. The concept of consumer incentive to willingly contribute to a brand or organization has become more significant, beyond the mere transactional connection. Researchers have defined consumer involvement as a multi-dimensional notion that encompasses cognitive, emotional, and behavioral aspects.

Customer engagement is a psychological condition that arises from interactive and co-creative activities. Customer interacts with a central entity or representative (such as a brand or company) in specific service relationships. It happens at several levels of client involvement and is a dynamic and iterative process inside service partnerships

that jointly produce value. Customer engagement is a key factor in a system of relationships that regulate service interactions. Other related ideas like as participation and loyalty are either causes or effects in the process of creative customer engagement. The idea is multidimensional and may be expressed in a context-specific and stakeholder-specific manner, including cognitive and behavioral dimensions.

Customer engagement refers to the customer's individual relationship with a brand, which is shown by their cognitive, emotive, and behavioral reactions that occur outside of the actual transaction. Customer engagement has been defined in several ways. The one-dimensional perspective primarily focuses on the behavioral side of customer behavior, which includes good and negative word-of-mouth, desire to participate, and feedback.

The multi-dimensional viewpoint encompasses cognitive relational, affective (emotional/psychological), and behavioral components of consumer activities, which include many phases and degrees of involvement. Researchers have used terminology to elucidate engagement, whereby the client perceives these engaging actions as sources of delight or utility.

Customer engagement may also be facilitated via a positive customer experience. Engagement include consumer purchases, social media interactions, and the sharing of references and information among fellow customers.

Customer engagement may be assessed by analyzing indicators such as the quantity and quality of reviews, as well as the rating of a product or service based on its popularity.

1.3.1 COMPONENTS OF CUSTOMER ENGAGEMENT

In order to comprehend the proof of consumer involvement, it is essential to have a thorough understanding of the individuals who are responsible for its occurrence. Service-dominant logic, established in the early 2000s, aims to provide a service-oriented perspective to the traditional goods-based economic exchange paradigm. In contrast to the physical nature of commodities exchange, service exchange logic relies on the interactions between consumers and providers to co-create value. The consumers have an active role in this process and their involvement is essential for

customer engagement. Customers get more value from their interactions with the company when they actively engage and participate. The company also has several opportunities to engage with clients and generate great experiences. Additionally, it should be emphasized that customer interaction relies not only on the company and the client, but also on the involvement of other stakeholders. Employees serve as the face of a company, making their interactions with consumers of utmost importance to the company's success. The following elements constitute the core of the customer interaction components:

1. Primary subject / Customer / Guest.

2. Primary object / Firm/ company / Hotel.

When the first entity interacts with the second entity, the main emphasis is on the principal individual who is the customer. The current emphasis has been on paying consumers, however, it is crucial to recognize the significance of potential clients as well. Customers who first take advantage of free perks might potentially be advantageous for the company in the future when they make purchases, exert influence, provide feedback, and collaborate in creating experiences. Companies must take into account these non-paying clients, who are nevertheless significant. consumer engagement marketing refers to the act of the company interacting with the consumer. The main entity engages in interactions with other clients, businesses, and encounters with the main entity being referred to. The most prevalent individual main objects are brands, social media platforms, and service providers. Customer involvement involves interaction among all the participants. This refers to a situation where the brand, brand community, and people are engaging with one other and influencing each other. Engagement is no longer exclusively confined to human connection. Technology has facilitated human-machine interactions, enabling the creation of digital interfaces, internet of things, and robotics.

1.3.2 PRINCIPLES OF CUSTOMER ENGAGEMENT

Customer engagement has emerged as a crucial concept in the service industry, and companies must recognize its significance for the prosperity of their organization. Customer engagement methods are essential for initiating and maintaining a continuous dialogue with consumers. Establishing a culture that promotes these

activities is crucial for a firm to provide a satisfying service experience. It is crucial to allocate certain procedures that result in client interaction. The top leadership of a company should cultivate this degree of involvement, where the emphasis is on providing a higher level of service that transforms consumers into devoted advocates for the company's goods or services.

It is recommended that every firm establish a formal committee consisting of personnel from several departments inside the corporation. This committee must get the endorsement of the management and make concerted efforts to achieve advancements in participation. Allocating a dedicated budget and ensuring effective communication are essential for promoting involvement. Managers must explicitly communicate the requirements for providing an engaging service to staff. The primary objective of any firm should be to coordinate all efforts towards customer engagement.

Studying the psychological factors that promote customer engagement from the consumer's perspective is crucial, since customers tend to make purchasing choices based more on emotions rather than rationality.

1.3.3 COMPONENTS OF CUSTOMER ENGAGEMENT STRATEGY

"Components of a customer engagement strategy" emphasizes the importance of evaluating the many elements of customer interaction in a company. A comprehensive strategy must be formulated, including a well-defined thought process by the company, clearly specified objectives, and a wide-ranging scope. It is crucial to have a connection between responsibility, metrics, and a plan for implementing this approach to both workers and consumers. An effective customer interaction plan must have the following elements:

- **A reason to engage:** The companies are required to enumerate the collaborative endeavors aimed at jointly creating with customers. A feasibility audit must be conducted to determine the effectiveness, priority, and significance of the engagement activities, as well as to assess the availability of resources.

- **Identification participation and incentive:** The company must engage proactive clients who are willing to participate in an activity that contributes to the

achievement of objectives. The company must carefully consider the incorporation and motivation of consumers.

- **Accurate measurement of engagement and impact on business performance:** Prior to investing, it is crucial to assess consumer involvement and its influence on the organization. Otherwise, it will not be a viable proposal in the long term.

- **Customer co-creation, organizational alignment and support:** When a company engages clients, it is essential to consider their comments. If the corporation adheres inflexibly and fails to implement realistic ideas, clients will lose interest.

- **Engagement through employees of the firm:** A company must identify personnel who contribute to the achievement of the company's commercial objectives. It is necessary to provide training to employees in order for them to perform these responsibilities effectively. An effective and comprehensive strategy must be established to implement an intrinsic/extrinsic incentives system in order to incentivize and encourage personnel.

1.3.4 PROCESS OF CUSTOMER ENGAGEMENT

The author aims to comprehend customer interaction by analyzing the process that customers undergo throughout engagement. Every brand desires client satisfaction and aims to establish a lasting connection to support corporate objectives. The customer engagement process demonstrates the emergence of temporary loyalty, which is linked to the sequential phases of calculative commitment, participation, emotional commitment, and trust. This journey includes the progression of a new consumer to becoming a loyal, repeat customer of the same brand. This process is psychological and follows a sequential pattern in which the client develops loyalty towards a certain brand. The procedure varies between new and returning clients.

1. **New customer/first time customer:** These clients make informed decisions based on the information they get about the brand, its goods, or services. At this level, individuals make a cognitive choice and evaluate the rewards associated with committing to the brand. These clients lack knowledge about the brand and rely primarily on concrete and external examples to assess a new service brand

experience. This occurs because they lack a defined set of expectations about the service they will get. They mostly depend on information that is superficial in nature. The involvement of new customers is determined by the benefits they would obtain and if the brand experience fulfills their utilitarian demands. Novel buyers establish logical connections with the brand predicated on their encounter.

2. **Repeat customer/regular customer:** The level of engagement is mostly influenced by the brand experience that the repeat customer has previously had as a result of previous consumption of the product or service. These consumers are aware of the consistent range of experiences they have had and engage with the company with less conscious thought if their previous interactions have been more favorable. Because the client already has sufficient information about the brand, there is a feeling of engagement and trust on their part. When customers are engaged, there is a high probability that the reaction to the marketing process will be favorable. When a consumer returns, the company prefers to provide personalized offers. Customers that are highly engaged are more inclined to disregard any criticism or conflicts related to the brand. This factor becomes more significant when a consumer has the intention to make a purchase. Trust is a crucial factor in how people perceive and connect with a business. This trust leads to emotional dedication to the brand. It is influenced by an emotional inclination that is strongly linked to sentiments of belonging, recognition, and bonding. Repeat consumers see that a certain brand has consistently maintained a satisfactory standard of quality and they possess a deep-seated faith that the brand will prioritize the demands of the customer. The pledge would enhance consumer loyalty, foster good word-of-mouth marketing, and ensure brand retention. Any error will be subject to examination, otherwise, which may limit the enjoyment for other visitors.

The customer engagement process consists of four phases that are directly linked to consumer behavior. The process starts with consumers engaging in consumption, often in a passive manner, by perusing postings related to the brand and retaining knowledge about it. In the second stage, they curate by evaluating the experience, expressing approval of the material, or leaving comments on the web platform. Subsequently, it is advisable to engage in a collaborative effort with the brand in order

to compose a review or respond to a post made by others. Next is concretion, which involves clients actively participating in the firm's operations via blog writing, design creation, and interaction. This notion of engagement is at the core of concretion. The third and fourth steps represent the active phases of the customer interaction process.

1.3.5 ANTECEDENTS OF CUSTOMER ENGAGEMENT

Customer engagement is influenced by two sorts of antecedents: those linked to the customer and those related to the company. It is crucial to comprehend that engagement occurs when the client willingly participates. Several prerequisites must be in place for this bilateral interaction to occur. Customers must acquire knowledge and skills in order to effectively connect with a brand, since their level of engagement is improved by their understanding. Armed with this information, consumers are capable of responding to a brand in the most optimal manner, both intellectually, behaviorally, and emotionally. The co-creation that occurs between a company and a consumer is a direct outcome of this understanding. Customers are also motivated to participate because of their perception of service ease and service fairness. The clients anticipate that the organization will fulfill their requirements and provide them equitable pricing. Upon attaining this objective, the buyer will be... The company begins the process, and the customer should possess certain behavioral characteristics such as involvement, trust, calculative commitment, or affective commitment. These traits are based on transactional interactions, such as loyalty or the intention to repurchase, where the customer has already engaged with the brand. consumer engagement experts assert that consumer happiness and great brand experiences are important antecedents. Prospective customers are often impacted by word-of-mouth or evaluations, and may also have intrinsic incentive to connect with a corporation in order to achieve a personal objective. Extrinsic motivation arises from external stimuli such as receiving perks, incentives, or loyalty points that are acquired when a consumer is incentivized to co-create. Positive ideas and sentiments towards a brand may also be seen as antecedents. Customers often have a strong sense of connection and identification with a brand, which is a significant factor that motivates them to engage with the brand. They have a feeling of contentment when they align their philosophy with the brand. Satisfaction, trust, and commitment may be seen as

antecedents or consequences, depending on whether the consumer is a repeat or new one.

The company also has planned activities for consumer interaction marketing. These actions are intentionally performed to stimulate consumer involvement, empower them, and measure the level of their involvement. Propose that these efforts often provide advantages to the company that extend beyond their economic gains. The company's corporate social responsibility efforts may be classified into two categories: task-based initiatives and those related to social media and context. Customers join in order to get advantages, incentives, or loyalty points, which are earned when a customer refers another customer or does regular business. The experience component encompasses the emotional and psychological engagement with the brand. These activities are closely correlated with the marketing part of the firm's success. Given the significance of social media, companies now prioritize social relationship management. A company has the ability to engage with several consumers simultaneously and provide content tailored to their specific segment and target audience. This is a kind of communication that involves both parties participating and interacting, where clients are invited to actively contribute to the development of marketing strategies and goods. Employees may be actively involved in engagement initiatives and serve as advocates for the company.

1.3.6 OUTCOMES OF CUSTOMER ENGAGEMENT

client involvement yields several marketing advantages for the company, while simultaneously providing various benefits to the client. The primary results consist of contentment and allegiance via verbal communication. It is important to mention that the results of satisfaction and trust may also be seen as factors that rely on whether the consumer is new or old, based on their past experience. The act of purchasing and the spread of information via personal recommendations are two results that may be associated with marketing outcomes for both types of consumers. The company gains advantages from customer outcomes like as customer retention and customer acquisition, which contribute to the firm's performance improvement. Firms may assess and appraise customers depending on their connection. The phrase "lifetime value of a customer" refers to the value generated by a client who makes frequent purchases from a corporation. The companies are motivated to provide incentives to

attract new consumers, which enhances the value of client referrals. When existing consumers engage in good word-of-mouth, they increase the effect they have on other customers. The customer's feedback and ideas are transformed into the customer's knowledge value. The company must recognize that consumer interaction fosters a long-lasting brand connection and provide personalized goods and services based on client input. Innovation is reliant on the collaborative involvement of consumers in the process of co-creation.

1.3.7 ENGAGEMENT METRICS TO MEASURE CUSTOMER ENGAGEMENT

It is crucial for everyone, regardless of the business, to measure the efforts made to engage customers. When companies make significant investments in customer interaction marketing, it is necessary to evaluate the outcomes to validate whether they meet the expected goals of this initiative. The company must implement procedures to determine the level and evaluation of customer involvement from the customer's perspective. If customer involvement is not aligning with the planned objectives, analyzing the metrics may provide an accurate assessment of the necessary adjustments to the strategy moving ahead. Engagement occurs in both physical and virtual realms. Both of these channels need to be quantifiable in order to optimize the advantages.

Identifies the key indicators for evaluating client involvement, specifically focusing on online data. Measuring this concept is crucial for companies. The firm's primary aim is to ensure that customers continuously contribute to the brand's client base. These indicators assist the company in quantifying the level of engagement between the target consumers and the marketing efforts. Engagement aims to foster loyalty, enhance consumer pleasure, and raise awareness. In order to get a comprehensive overview, a company must make financial investments and demonstrate online achievements.

1. **Net promoter score:** The data is gathered via in-app surveys or email campaigns to assess the likelihood of customers advocating for the company. The consumer is either asked to evaluate their service experience or a numerical sliding scale is

employed. For instance, some examples are Survey Monkey and Mopinion User Voice.

2. **SAT:** This measures consumer satisfaction after the use of a product or service, akin to the Net Promoter Score (NPS). At the conclusion of a satisfaction survey, one or more questions are included to gather feedback.

3. **Customer lifetime value (CLV):** client lifetime value is a metric that quantifies the anticipated income a company predicts to get from a client for the whole duration of their business relationship. The longer a consumer remains loyal to a business, the better their consumer Lifetime Value (CLV) becomes. The likelihood of a return client making a purchase is much higher, ranging from 60-70 percent, compared to a new customer who only has a 5-20 percent possibility of making a purchase.

4. **User activity:** The user's activity is tracked on a daily or monthly basis, allowing the company to identify individual consumers who are utilizing their product or service during a specified time period. Aggregating the number of users who are active on a daily and monthly basis would provide the company with a comprehensive understanding.

5. **User engagement in the first week:** Assessing user engagement throughout the first week provides valuable insights on customer enthusiasm. In order to maintain client engagement, it is crucial to have a robust internal process that offers user-friendly customer onboarding, exceptional user experience, and a consistently high level of user enthusiasm.

6. **Visit frequency:** This provides the company with valuable information into the recurring patterns of client behavior after each visit. The relevant pattern of the product or service has to be determined. This is the fundamental benefit that individuals get by interacting with the company.

7. **Feature usage:** This measure may be used by the company to communicate with clients about a novel feature. This improves customer interactions.

8. **Churn rate:** The statistic is used to determine the quantity of customers that terminate their relationship within a certain timeframe. Higher client retention is associated with lower turnover rates. Having a consumer interaction plan that takes into account both qualitative and quantitative data is crucial. By using digital means, client sentiment research may be obtained instantly via the use of metrics.

9. **Customer effort score:** This is a metric that quantifies the level of effort required by the clients of the company in order to resolve their problem. If the company has to expend extra effort, it is not beneficial for engagement.

10. **Social media engagement:** Social media fosters interaction and is crucial for cultivating consumer relationships.

Customers generate value for a business or corporation via several means. A company cannot assess the worth of consumers only based on their dealings with the firm. The measurement of customer engagement may be offered by considering three more components of CE value, in addition to the customer lifeline value discussed before.

1. Customer referral value

2. Customer influence value

3. Customer knowledge value

The client is the focal point of all commercial activities, and comprehending their worth may facilitate the development of tactics that anticipate or encourage more customer engagement. Establishing a bilateral rapport with clients is essential for enhancing engagement and involvement. In order to start the consumer Experience (CE), the consumer must first make a purchase. Continuous education is necessary to ensure future development and should be implemented to assess the level of customer experience (CE). In addition to making a purchase, consumers generate value via the pleasant sentiments they have when they communicate this news with other customers, which may influence the behavior of both the listener and the speaker. consumer engagement undeniably impacts consumer reactions.

Generating value involves a variety of nuanced and complex methods that go beyond just purchasing. The purchase comes with both good and negative

indications/expressions. Customer involvement generates the potency or strength around a firm's goods or services. The four components of customer lifetime value (CLV) are directly tied to buying behavior, namely recurring or accidental purchases. Customer referral behavior refers to the acquisition of new customers via a structured referral program implemented by a company, which generates customer referral value. When current consumers endorse a product or service, it generates word-of-mouth (WOM) marketing to attract new customers and potential clients. This minimizes consumer remorse and also boosts the spending of loyal customers who are internally driven to acquire or support the company's products, resulting in increased customer impact and value. Customer input, recommendations, and ideas for innovation and improvements enhance the customer's knowledge value. The total value is derived from the combination of all these components, which in turn mutually impact each other to achieve success and drive the expansion of the organization. To develop and implement effective marketing strategies and allocate resources efficiently, it is essential for a corporation to possess a comprehensive understanding of these measuring components.

1.3.8 THEORIES USED FOR CUSTOMER ENGAGEMENT

consumer engagement occurs when the consumer willingly engages with the brand, organization, or company. Many theories that aim to elucidate consumer engagement focus on the relational and behavioral elements of human nature. These factors elucidate the elements that drive a client to engage with companies. Customer engagement experts use the theoretical basis of these ideas to elucidate customer behavior, which is influenced by the cognitive, emotional, or psychological thinking processes of individuals, resulting in benefits when engagement occurs. When discussing the basis of Customer engagement research, the following theories are very relevant.

Relationship marketing theory

Relationship marketing has seen significant and rapid development. It is defined as the implementation of all marketing efforts that aim to build, develop, and sustain effective relational exchanges. Firms that engage in relationship marketing initiatives are able to cultivate better client connections, which in turn result in increased sales

growth and profitability for the business. Every company must develop a distinct relationship marketing plan that focuses on the results of trust, contentment, commitment, and the quality of the connection. A relationship is inherently reciprocal, requiring both people to mutually enjoy the advantages of their connection. When customers experience advantages such as efficient operations, ease, and a sense of camaraderie from a brand, it is the beginning of a potential relationship. When a brand makes an investment to cultivate a closer connection, both sides engage in well-coordinated efforts to accomplish shared objectives. Relationships play a crucial role in services because to their intangible nature, perishability, and lack of consistency. The consuming process involves equal participation from both customers and vendors.

Relationship marketing techniques include the recruitment of highly skilled personnel who possess knowledge and excellent communication skills to engage with clients. The customer must get advantages from their connection with the brand/firm, since this relationship directly impacts performance. Relationship healing is a continuous process that involves addressing any disputes that arise. The dissemination of information via personal recommendations and collaboration are essential for achieving success. All of the aforementioned techniques are connected to customer interaction activities that are designed to benefit both parties involved. Relationship marketing serves as the basis for customer engagement, since it involves the creation of expectations that encourage consumers to respond in like. The proficiency of the seller is a crucial component of relationship marketing, since clients get more value from their interactions with a knowledgeable professional. They have a tendency to enhance, foster, and sustain relationships more effectively. Reciprocity is essential in a connection. The quantity, quality, and frequency of communication must be significant. It not only facilitates the resolution of challenges and disagreements, but also collaboratively generates new products or services. Shared characteristics between two parties can enhance their level of involvement. Knowing the length of a relationship is crucial for understanding the behavioral characteristics of each partner. This enables the anticipation of each party's level of trust in the actions of the other side. Resolving conflicts is crucial since it has the potential to result in the loss of the customer's trust or loyalty to the business. The anticipated outcomes of relationship marketing from the customer's perspective include loyalty and a willingness to make

repeat purchases. The crucial outcome for the company is its improvements in performance, such as increased profit, share of wallet, and sales. Customer cooperation is also obtained via customer involvement. Research on relationship marketing further demonstrates that placing emphasis on customer involvement may significantly improve a firm's marketing efforts.

Social exchange theory

Social exchange refers to the interactions and transactions that occur between individuals or groups within a society. Theory is mostly used to examine the social conduct of individuals or collectives. This theory posits that individuals make choices by consciously or subconsciously considering the trade-off between costs and rewards in a relationship or activity, with the primary goal of maximizing their benefits in the given scenario. The explanation posits a theoretical relationship between the leader of an organization and the workers, suggesting that organization citizenship behavior (OCB) is a result of this relationship. Employees encounter several hurdles, such as the fact that in the hotel sector, the primary offering is an intangible service. Customer satisfaction necessitates a high level of service quality. If customers are content, they will engage in good word-of-mouth, make repeat purchases, and become loyal to the brand. Exceptional customer service may be likened to the delicate act of balancing on a tightrope. When an employee surpasses the required level of service, they demonstrate qualities of an organizational citizen. These personnel contribute to the success of their boss, the operations, among their colleagues and eventually the clients.

Organizational citizenship behavior (OCB) refers to the phenomenon when an employee goes above the standard job obligations and gives something more to the workplace. If workers adopt this habit, it greatly benefits the business or enterprise. The personnel must possess attributes of selflessness and prioritize the well-being of others. One must possess dedication and a strong sense of responsibility in order to consistently produce work of exceptional quality. They must exhibit the attribute of refraining from complaining or engaging in negative behavior. A pleasant employee is someone who tactfully resolves an issue without displaying rudeness. The employee is required to adhere to the norms and procedures of both the function and the company. The idea of social exchange posits that positive social activity is often

reciprocated by the recipient, creating a sense of obligation to behave similarly in return.

In contrast to economic transaction, the parties involved in this scenario strive to preserve a sense of equilibrium in their connection, anticipate a more favorable experience, and have a clear understanding of the sort of relationship they are entitled to. Within an employer-employee dynamic, workers engage in social interaction to establish a lasting connection and demonstrate care for their fellow colleagues. Employees recognize this concern, and if they are treated with respect, they are more likely to participate in Organizational Citizenship Behavior (OCB).

The presence of effective teamwork and social interchange among colleagues leads to the production of high-quality service. Attending to clients is the paramount duty of workers. Customers are actively engaged in the delivery of this service. It is further proposed that the social interaction between staff and consumers should be both emotional and fulfilling. Managers should actively promote and cultivate this conversation among the teams they oversee. This conducive environment will have a cascading effect on consumers. Maintaining client happiness and consistently delivering high-quality service will not pose a challenge in the long term.

Service-dominant logic theory

This theory was first formulated to provide an alternative perspective on the prevailing belief that economic trade is primarily based on tangible things and their use and transaction. According to the notion of service dominating logic, the transaction between suppliers and consumers is centered around the service, which is the foundation for value creation. This concept asserts that consumers must actively participate in order to effectively interact with a company. According to the principle, consumers use their resources and actively interact with the business in order to co-create. It is important for enterprises to manage these encounters cautiously and provide a great client experience. According to further research, experts argue that the connection, which is typically characterized by two parties, should be expanded to include all the individuals who have a stake in the service process. The service dominating rationale is applicable to engagement due to its perceptibility. Both parties may experience the service supply and reception via the process of service delivery

and consumption. Value co-creation is a principle within the service dominating logic framework that asserts that value is created via a collaborative process in which the activities of the service provider and the consumer blend into a single series of interactions.

Uses and gratification theory

This hypothesis arose within the framework of communication and mass media. McQuail achieved prominence in 1987. It served as a means to comprehend the underlying factors that drive individuals to choose certain forms of media. According to the notion, customers are attracted to the brand because they perceive advantages and get valuable material via their interactions. This idea posits that customers have influence over the media by using it to satisfy their needs and desires. The Uses and Gratification theory serves as a valuable framework for comprehending the motivations behind individuals' use of the internet, mobile phones, and gaming in contemporary society. According to the idea, people use media in five distinct ways to satisfy their affective and emotional needs, cognitive requirements, social integrative needs, personal integrative needs, and tension-free needs. The company may use these requirements to interact with customers based on segmentation, providing targeted communication to certain groups and maximizing the benefits by delivering relevant material. This idea proposes that consumer engagement occurs on behavioral, emotional, and psychological levels when there is contact, information seeking, relaxation, expressing of opinion, and information exchange. This theory examines the consumer's behavior in relation to the media material they consume.

DART Theory

Emphasize that corporations prioritize consumers as the primary emphasis while making marketing choices. In addition, they are accountable for engaging in partnerships. This research thoroughly examines the interaction from the guest's point of view, focusing on four elements of the DART model: Dialogue, Access, Risk Assessment, and Transparency. This notion is crucial for comprehending consumer involvement, since value co-creation relies on a platform of communication between equal partnerships. Value co-creation refers to the active involvement of customers in the process of combining resources to produce new and useful value. For successful

interaction, both parties must be willing to engage with one other. This connection facilitates the exchange of information via discourse, which is crucial for the company to provide details about its goods and services. In the context of hospitality, service is specifically tailored to be encountered by visitors. Personalized experiences are fundamental. This experience is valuable since it encompasses not only current but also previous and future events.

1.3.9 LEVELS OF CUSTOMER ENGAGEMENT

Customers are the primary justification for the existence of a company. In the current era of social media, customer relationship management takes on several forms and aspects. Companies have several challenges in prioritizing client involvement to a greater extent than in the past. The company must have a strategy that is consistent in thinking, behavior, and implementation. This encompasses consumer branding, internal marketing, service delivery, and customer experience, all of which have equal significance. The integration would lead to long-term client trust in the organization.

It is important to understand and use customer connection as a continuous chance to engage with consumers. Engaged customers actively collaborate with the company to jointly generate value. This leads into a customer journey characterized by loyalty and advocacy. The marketing department is accountable for generating awareness, stimulating interest, and fostering preference throughout the purchasing process. Once the choice to buy has been made, the operational divisions must provide the necessary attention during and after sales. The focal point of these operations is to provide an exceptional client experience. The firm's ability to effectively blend emotional and physical delivery is what distinguishes it from its competitors, leading customers to choose it over others. The success of a company is determined by the extent to which it is able to cultivate a high degree of client engagement. Long-term development and profitability are achieved by prioritizing customer recommendations, since they are crucial to the success of a firm.

There are five separate levels of consumer involvement, with each level building upon the successful completion of the previous level. Following the customer's first awareness and interest in the product or service, they proceed to stage one, which involves making the actual purchase.

1. **Level 1:** The first phase of the process involves transitioning prospective clients from a state of unawareness to developing trust and confidence in the product or service. This is accomplished via allocating resources towards advertising, investing in a sales team, and engaging in PR efforts.

2. **Level 2:** This is the stage of the customer journey when the business aims to persuade and inform the consumer about its area of expertise. Information in many industries is often conveyed via the medium of brand storytelling. Every piece of information regarding the company is presented with meticulous attention to detail.

3. **Level 3:** The consumer is a loyal patron of the company and regularly selects the firm/brand. At this point, the client advocates the brand to their friends and family.

4. **Level 4:** At this level, the client experiences a sense of satisfaction in their affiliation with the brand and actively engages with it. The brand may engage the client to enhance their level of expression about the brand, with the aim of improving it.

5. **Level 5:** Customers that reach this level are the most devoted fans of the company. These clients must be engaged in the firm's internal operations. These clients might be engaged in the process of developing new products or services.

On order to attract and involve customers, the company must create a compelling value offer that is rooted on a deep understanding of the customers' needs and preferences. The company must communicate the concept effectively via appropriate advertising. An effective engagement strategy requires meticulous planning and comprehensive training of personnel to fulfill their critical responsibility of delivering on promises. The basis of the organization must guarantee that it fulfills its commitments to customers and exceeds their expectations.

1.4 CUSTOMER AND BEHAVIOURAL INTENTION

1.4.1 Customer Engagement and Behavioural Intention

Businesses that collaborate with their customers can swiftly improve brand recognition and business performance in a variety of ways in today's fiercely

competitive market. Prior research has shown that nearly all businesses depend on customer interaction as a crucial component of their success. Customers' commitments to firms in this instance extend beyond purchases to encompass non-tangible consumer behaviours. Customer involvement has to be interpreted in light of all of these promises made by customers to the industry. Nonetheless, the idea of customer engagement has been explored in the domains of marketing (as customer engagement) and psychology (as task engagement). The researchers have engaged in extensive discourse over the characteristics of customer engagement. Perceptually, a number of academics have proposed that customer engagement includes intra- and extra-role customer emotions, thoughts, and behavior; however, some researchers have restricted the dimensions to extra-role only (helping behaviours). The prior paradigm, which offers the most thorough and efficient, understanding of client involvement, is used in this study. Additionally, in light of its conceptual roots in communication, consumer interaction has been examined from the standpoints of relational marketing and SD logic. According to these academics, supporting customer initiative in communication equates to customer engagement.

Under consumer interaction experiences with an item, brand, or individual, customer engagement is defined as a psychological state. Additionally, defined as a customer's moral expression with any brand, firm, or person emphasis, above purchases, finishing motivational intents, customer engagement is defined as acts that come before capital expenditures. Aside from these various viewpoints, had extensively expanded customer involvement to include behavioral, cognitive, and affective components, revealing its complex perspective. Therefore, it is highly likely that the absence of behavioral or psychological aspects of client interaction stems from a lack of understanding necessary to properly analyze the idea.

Consequently, in order to properly comprehend the phenomena of customer engagement, it is important to take into account both the behavioral and psychological perspectives, none of which by itself truly illustrates customer engagement. Consequently, the three dimensions of client engagement—affective, behavioral, and cognitive—are the main emphasis of this study. The customer's level of understanding of a company, brand, or person (seller) and their ability to interactively comprehend a specific component of a brand, firm, or person are referred to as the cognitive aspect.

In a particular consumer and seller encounter, the affective aspect refers to the customer's perception of a favourable brand, company, or connection. Finally, the amount of time, energy, and effort a consumer invests in a brand, company, or individual during a particular customer and seller contact is known as behavioral customer engagement.

Customer connection with a brand or product is referred to as customer emotional engagement. In other words, the more a client uses or consumes a brand, product, service, or interacts with an individual, the higher their degree of experience, knowledge, and identification will be, and vice versa. A customer's level of competence in comprehending the performance, durability, or reliability of a certain product, brand, person, or service is referred to as their cognitive engagement. A customer's experience rises as understanding comparatively rises, and vice versa. The behavioral component is concerned with the time and effort spent with a company, brand, product, individual, or service that raises the experience and identity of a client.

1.4.2 CUSTOMER EXPERIENCE AND BEHAVIOURAL INTENTION

The idea of experience in marketing, which has since grown to be essential for figuring out how customers behave in general when interacting with brands. A growing area of marketing theory, experience marketing has important ramifications for all facets of marketing. Experiences are individual insights that arise when a sense is stimulated to discover something new; they are mainly the result of firsthand involvement in an actual or virtual experience. Experience is regarded as a separate psychological state that clients go through. Experiences are often attained rather than self-created. Every time a person interacts with an event, they acquire experiences from it.

Furthermore, it is said that experience is a complex, ever-evolving resource—that is, no two experiences are same. Following economic shifts in the 1990s, the factors influencing experience increased. Economic activity aims to provide experiences through engagement in addition to output. Experiences based on a unique economic, competitive advantage restrict or eliminate imitation or substitution. In light of this, marketing writers and practitioners view customer experience management

approaches as a significant advancement. Experiential marketing is more important than traditional marketing strategies, according to a few researchers. According to the suggested study, consumers want engagement with brands, products, services, or individuals. Marketing initiatives that warm their emotions, stimulate their thoughts, uplift or inspire their senses, and integrate themselves into their daily lives. Customers therefore want value propositions, marketing strategies, and interactions that improve their experience.

Customers gain from using and experiencing a product or service that incorporates their viewpoint on the advantages gained from it and how their needs are met. Conclusions drawn from a customer's experience with a product or service may represent their conscious or unconscious assessment of the good or service they obtained. Experiences with the product or service after use will therefore influence the customer's intention to repurchase, re-use, and promote it to others. Customer experience can therefore have a good or negative impact on behavioral intention. As a result, experience marketing is becoming more and more important to writers and marketers in order to build experiential relationships with clients and consumers. There is a broad psychological notion that behavior toward a certain product, brand, or company changes with each new encounter one has with it. Following an experiential interaction, the client may feel differently than before.

1.4.3 CUSTOMER IDENTIFICATION AND BEHAVIOURAL INTENTION

In the marketing paradigm, a key intellectual foundation for consumer identification is the social identity theory, or SIT. Customer identification, as defined by SIT, is a customer's mental state in which they experience, perceive, and analyze their attachment to the brand, service, or product. According to social identity theory, individuals can make legitimate attempts to cultivate their social identity independently of their personal identity. These views are also supported by SET, or social exchange theory, which focuses on people's efforts in social contexts, demonstrating the importance of the concepts used in this research. The study's author used identification in a way that was relevant to customer-seller and brand relationships. The author placed a strong emphasis on how a customer's social and personal identities support their self-image. Consumers engage in a similar approach to identify products or brands that align with their perception of themselves. The

relationship a customer builds with a brand and identity is known as customer identification, and it is suggested that customer experience and customer identification are closely related in this context. Customer self-brand connection is seen as a result of a customer's unique communicative experiences, and customer experience.

This study logically demonstrates how customer identification is influenced by emotive, behavioral, and cognitive consumer involvement. In a similar vein, the customer's emotive and cognitive customer involvement predicts their identification of the offerings and their relationship with the brand. It is comparatively indicated that consumers engage in social networking, which strengthens their sense of identity. This connects a brand to a customer's identity precisely. The social exchange theory, or SIT, recognizes that consumers ought to invest their resources in value—that is, compatibility, identity, and status. Consumers trade marketers their financial, social, mental, and physical resources. In order for customer involvement to benefit both the vendor and the client, it must be understood as a social exchange process.

When a consumer recognizes a brand or product, they are typically startled by the sensory requirements. Positive or negative effects on behavioral intention might result from identification stimulation of the senses. Generally speaking, customer identification is beneficial if the consumer interacts with a particular brand, individual, good, or service and vice versa.

1.5 STATEMENT OF AIM

The objective of this thesis, entitled "Assessing Industry-Specific Variations Influenced by Corporate Ecosystem Components on Consumer Engagement across Sectors," is to investigate and clarify the distinct ways in which various components of corporate ecosystems affect consumer engagement in different sectors. It is essential to comprehend the interaction between company strategy and customer behavior in order to achieve a competitive advantage in today's ever-changing business environment. This research aims to analyze the complex interconnections among technological advancements, strategic alliances, supply chain configurations, regulatory influences, and market dynamics. It seeks to understand how these factors collectively influence consumer interactions and loyalty in specific sectors, including

technology, retail, healthcare, finance, and manufacturing. This thesis will use a mixed-method approach, combining qualitative and quantitative studies, to get a detailed knowledge of how industry-specific ecosystem components influence customer involvement in distinct ways. The main objective is to provide practical and valuable information that will assist companies in customizing their approaches to connect with customers in a way that is in line with the specific attributes of their sector. This will ultimately improve consumer happiness and loyalty. Moreover, the results will provide significant insights for policymakers and business leaders in establishing conducive circumstances that promote thriving company ecosystems and durable customer interactions.

1.6 NEED AND SCOPE OF THE STUDY

Need of the study

Comprehending the unique differences in how consumers connect with different industries, influenced by the many components of a corporate ecosystem, is essential for firms seeking to improve their strategy across several sectors. Consumer behavior is becoming more intricate and is affected by several elements. The importance of business ecosystems, which include technology, alliances, supply chains, and regulatory frameworks, differs greatly across different industries. For example, the technology industry might see a significant impact on how consumers connect with products and services due to innovation and the integration of digital technologies. On the other hand, the retail industry may be more impacted by the efficiency of their supply chain and their commitment to providing excellent customer service. An examination centered on these discrepancies might provide crucial observations on the interplay between various components of an ecosystem and their impact on customer perceptions, loyalty, and purchase choices. Through evaluating these factors, organizations may customize their approaches to maximize particular advantages and tackle distinct obstacles in their respective sectors. This research is crucial not only for improving consumer happiness and loyalty but also for attaining a competitive edge and ensuring long-term viability in various marketplaces. Moreover, comprehending these fluctuations may assist policymakers and industry executives in creating specific assistance mechanisms that promote robust company ecosystems, eventually stimulating economic expansion and enhancing consumer well-being.

Scope of the study

This research examines the impact of various components of the corporate ecosystem on customer involvement in different industries. It focuses on industry-specific differences and covers many important aspects.

Firstly, it entails a thorough examination of several sectors like technology, retail, healthcare, finance, and manufacturing, among others. The study's objective is to identify and compare the specific elements of business ecosystems in different sectors, such as technical breakthroughs, strategic collaborations, supply chain topologies, regulatory frameworks, and market dynamics.

Furthermore, the study will explore how these specific elements of the ecosystem influence customer involvement in each business. This involves analyzing customer behavior patterns, determining the elements that promote loyalty, and identifying the factors that influence purchase choices.

The research will use a combination of qualitative and quantitative approaches, including surveys, interviews, case studies, and statistical analysis, to collect and evaluate data.

1.7 OBJECTIVES OF THE STUDY

Following are the main objectives of this study: -

1. To examine impact of corporate ecosystem on corporate entrepreneurship and its elements
2. To identify industry-specific corporate entrepreneurship components.
3. To analyse consumer engagement metrics across sectors.
4. To assess impact of corporate entrepreneurship components on consumer engagement,
5. To determine industry-specific variations in corporate entrepreneurship's influence.

1.8 HYPOTHESIS OF THE STUDY

Following are the hypothesis of the study.

H1: There is a significant impact of Organizational culture and Leadership on corporate entrepreneurship.

H2: There is a significant impact of corporate ecosystem elements on corporate entrepreneurship varies with the industry sectors.

1.9 VARIABLES OF THE STUDY

Independent Variables:

- Corporate Entrepreneurship Components

Dependent Variable:

- Consumer Engagement

1.10 DEFINITION OF THE KEY WORDS

1. **Corporate Ecosystem:** The ecosystem of entities, including suppliers, distributors, consumers, rivals, government agencies, and other organizations, engaged in the provision of a particular product or service via a combination of competition and collaboration. This ecosystem comprises several components, including technology, alliances, supply chains, and regulatory contexts, which have impact on company operations and results.

2. **Consumer Engagement:** Brand affinity refers to the emotional and behavioral bond that exists between a customer and a brand or firm. It encompasses the interactions and experiences that shape a consumer's perspective, loyalty, and decision-making processes. Greater consumer interaction often results in heightened customer pleasure, loyalty, and advocacy.

3. **Industry-Specific Variations:** Distinctive attributes, methodologies, and interactions that are exclusive to each sector. These fluctuations may arise from variables such as market composition, legal mandates, technology progress, and

customer demands, all of which can have a substantial influence on company tactics and results.

4. **Strategic Partnerships:** Partnerships between enterprises or organizations to use their respective skills and resources for mutual advantage. These collaborations have the potential to impact customer involvement by extending the range of products available, improving the delivery of services, and expanding the reach of the market.

1.11 LIMITATIONS OF THE STUDY

This research examines the impact of business ecosystem components on customer involvement, specifically focusing on industry-specific differences. The study has many limitations. Firstly, the study is constrained by the accessibility and dependability of data across various sectors and countries, which might impact the thoroughness of the investigation. Moreover, the dynamic and swiftly changing landscape of technology and market circumstances might pose difficulties in accurately capturing the latest trends. The study's dependence on self-reported data obtained via surveys and interviews may potentially create biases. The generalizability of the results may be constrained due to the substantial variation in industry-specific dynamics, which poses challenges in applying the conclusions generally across all sectors.

1.12 DELIMITATION OF THE STUDY

This study focuses specifically on the impact of corporate entrepreneurship components on consumer engagement, highlighting industry-specific variations across selected sectors. The research will be confined to specific industries, such as technology, retail, and healthcare, to allow for a more in-depth analysis of how corporate entrepreneurship manifests differently in each sector. By narrowing the scope to these particular industries, the study aims to provide targeted insights that are relevant to the unique challenges and opportunities faced within each sector. Additionally, the research will primarily focus on the key components of corporate entrepreneurship, including innovation, risk-taking, and proactiveness, while excluding other potential factors that may influence consumer engagement, such as

external economic conditions or social influences. This intentional limitation is designed to maintain a clear focus on the relationship between corporate entrepreneurship and consumer behavior, allowing for a more precise examination of the components' effects.

Furthermore, the study will utilize a quantitative approach to data collection through surveys, which may not capture the nuanced, qualitative aspects of consumer engagement that could be revealed through interviews or case studies. While this method allows for statistical analysis and broader generalization, it may overlook the complexities of consumer sentiments and experiences that are not easily quantifiable. Overall, these delimitations are intended to enhance the clarity and focus of the study, providing actionable insights specific to the selected industries while acknowledging that other variables and sectors may offer additional perspectives on corporate entrepreneurship and consumer engagement.

1.13 PLAN OF WORK

Chapter 1: Introduction

This study establishes the foundation by providing the history and context of the research on how industry-specific variances are impacted by the components of a corporate ecosystem, which in turn affect customer engagement.

The text elucidates the research quandary, aims, and importance of the investigation, elucidating the criticality of comprehending these discrepancies for firms and policymakers.

The chapter further establishes the definitions of important words and offers a concise summary of the study's framework, thereby preparing the groundwork for the subsequent comprehensive investigation and analysis.

Chapter 2: Review of Literature

Explores prior studies and theoretical models about business ecosystems, customer involvement, and industry-specific differences. This review consolidates pertinent research, pinpointing deficiencies and incongruities in the existing understanding. This study investigates the influence of numerous elements within business

ecosystems, including technology, alliances, and regulatory settings, on customer behavior in different industries. The literature review establishes a strong basis for the research, by providing a rationale for the study and directing the formulation of research questions and hypotheses.

Chapter 3: Research Methodology

The study used a specific research design and technique. The text outlines the mixed-method approach, which incorporates both qualitative and quantitative methodologies, used for data collection and analysis. This chapter provides an overview of the sample methods, data gathering devices, processes, and analytical tools and techniques used. Additionally, it discusses ethical issues and the steps followed to assure the trustworthiness and accuracy of the research results, offering a clear guide for reproducing the study.

Chapter 4: Data Analysis and Interpretation

Provides an exposition of the data analysis outcomes, elucidating the discoveries within the framework of the study goals and inquiries. The process involves a thorough analysis of the gathered data, using statistical methods to reveal patterns and connections between various components of the business ecosystem and customer involvement in diverse sectors.

Chapter 5: Conclusion, Recommendation, and Future Scope

Summarizes the main discoveries of the research, deriving conclusions on the influence of business ecosystem components on customer involvement across different sectors. The document offers pragmatic suggestions for firms and governments on how to enhance their involvement strategy and cultivate a conducive corporate environment. The chapter also outlines the constraints of the study and proposes potential avenues for future research, underscoring the need of continuous exploration into the interactive relationship between business ecosystems and consumer behavior.

CHAPTER -2
REVIEW OF LITERATURE

Abou-Moghli, Azzam et al., (2018) corporate entrepreneurship is often represented by corporate venturing and entrepreneurial orientation. Both of these concepts are widely used as substitutes. There is a great probability that small and big businesses will encounter distinct problems; hence, in order to achieve high performance, both types of businesses will need to implement distinct business strategies. With regard to the generation of innovation, for instance, both small and big businesses are confronted with managerial and technological challenges. A primary objective of the research was to investigate the connection between corporate entrepreneurship and the success of businesses. The collection and analysis of the main data was accomplished via the use of a survey methodology, and 152 questionnaires were disseminated across various companies in Jordan. Forty-one percent of the participants have expressed their support for the role that corporate entrepreneurship plays in enhancing the performance of firms. Additionally, around 42.8% of the participants have expressed their support for the role that corporate venturing plays in the expansion and development of a firm. The investigation revealed that there is a favorable correlation between corporate entrepreneurship and the success of the company. There were 77 individuals who did not have a strong opinion on this statement; yet, 48 of them were in agreement with this statement. Consequently, the findings of the research have led to the conclusion that there is a significant connection between corporate entrepreneurship and the success of firms.

Acs, Zoltan. (2006) what role does entrepreneurship play in the expansion of the economy? What seems to be the solution to this question is rather straightforward: Entrepreneurs are responsible for the establishment of new enterprises, which in turn provide employment opportunities, heighten the level of competition, and maybe even boost productivity via new technical developments. Therefore, high levels of economic development will straight directly transfer into high levels of entrepreneurial activity that can be quantified. Having said that, the truth is little more difficult. If one interprets the term "entrepreneurship" to include any form of informal self-employment, then high levels of entrepreneurship may actually indicate either

that there are significant bureaucratic barriers to formally creating a new business or that the economy is simply creating too few conventional wage-earning job opportunities. Both of these interpretations are possible. We could reasonably hypothesize that high levels of entrepreneurial activity would be correlated with slow economic growth and lagging development if we were to consider these circumstances. For the past two years, I have served as the chair of the research committee for a project known as the Global Entrepreneurship Monitor (GEM) project. This project is a multi-country survey effort that has begun to make progress in understanding how various types of entrepreneurship affect development. The first step has been to differentiate between "necessity entrepreneurship," which refers to the situation in which an individual is forced to become an entrepreneur because they do not have any other options available to them, and "opportunity entrepreneurship," which refers to the determination to initiate a new business venture on the basis of the perception that there is an unexploited or underexploited business opportunity. After conducting an analysis of the data collected by GEM researchers in eleven different countries, Atilla Varga and I came to the conclusion that the effects of necessity and opportunity entrepreneurship on economic growth and development are considerably different. We came to the conclusion that opportunity entrepreneurship has a positive and significant impact on economic development, whereas necessity entrepreneurship has no impact whatsoever on the development of the economy.

Ahmed, Umair et al., (2018) The purpose of this article is to bring attention to the idea of innovation performance, as well as its significance and the many factors that exist inside an organization that have the ability to improve it. The purpose of this study is to shed light on how innovative performance is fundamentally crucial for organizations to succeed in the contemporary global economy by concentrating on prospects such as corporate entrepreneurship and employee engagement. This has been accomplished via a critical evaluation of the existing literature. In the end, the analysis came to the conclusion that innovation, and more significantly, the performance of employees in terms of bringing fresh ideas to the table, is essential for organizations. Corporate entrepreneurship is a notion that is always growing and focuses on the cultivation and establishment of an atmosphere that encourages and inspires individuals to work with an initiative attitude, as well as to engage in creative and innovative endeavors inside the firm. Particularly noteworthy is the fact that

previous empirical data has shown that employee engagement is of utmost significance in improving performance-oriented results. The purpose of the article was to investigate the ways in which corporate entrepreneurship might improve the innovation performance of a business. Additionally, the article has underlined the critical function that employee involvement plays as a possible moderator to deepen this interaction. This is an important point to make. This study has presented a research model that emphasizes the severe lack of research that has been done and the mature value of research in terms of encouraging innovative performance in the workplace.

Ahmed, Umair et al., (2020) in the current research, the effect of corporate entrepreneurship (CE) on company performance was investigated after employee engagement served as a mediator. For the purpose of this research, a total of 201 middle managers from Pakistan's five largest banks were selected as participants. When structural equation modeling was used to assess the statistical link between CE and company success, the findings showed that there is a substantial positive association between the two. In light of this, the findings also suggested that there was a mediation of employee involvement in this connection, which ultimately provided support for both of the predicted correlations. The research is the first of its kind and provides a solution to a significant gap affecting employee involvement in the field of corporate social responsibility and business success. Through the presentation of crucial explanations and prospective ramifications, the research demonstrates how CE prospects have the ability to assist workers in feeling obligated to react with improved levels of engagement and company success. Towards the conclusion of the chapter, there is a discussion of potential future research directions and the scope of more research.

Åmo, Bjørn Willy. (2006) the examination of the entrepreneurial innovation behavior of workers who are not managers has gotten a minor amount of attention for the most part. Using a two-level structural equation model of white-collar workers (n=153), it has been shown that the competitive strategies of an organization are the key factor in influencing the firm's desire for creative conduct on the part of its employees. Both the amount of initiative possessed by the individual and the organization's desire for

creative conduct on the part of the employee are factors that affect the innovation behavior of an employee.

Anderson, Neil et al., (2014) it is essential for every firm to rely on creativity and innovation in order to achieve effective performance. The authors provide a comprehensive analysis of the rapidly expanding corpus of research in this field, with special focus on the years 2002 to 2013, inclusive throughout their assessment. In light of the fact that we consider creativity and innovation to be significant components of basically the same process, we suggest a new definition that is integrative. It is important to highlight that research on creativity has traditionally focused on the stage of idea production, but studies on innovation have often also covered the latter phase of concept implementation. Following a discussion of many important ideas of creativity and innovation, the authors employ a thorough levels-of-analysis framework to conduct a review of existing research on three different types of innovation: individual invention, team innovation, and organizational innovation. Then, the most important measuring aspects of the research that were examined are stated. As a conclusion, we would like to provide a guiding framework for future study that includes sixty specific topics for future investigations as well as eleven overarching themes.

Austin, James et al., (2012) In addition to being a driving factor behind the fast development of the social sector, entrepreneurship has been the engine that has been powering a significant portion of the growth that has occurred in the business sector. The purpose of this essay is to provide a comparative study of social entrepreneurship and commercial entrepreneurship by using a prevalent analytical model from the field of commercial entrepreneurship. In addition to highlighting the fundamental parallels and contrasts between these two types of entrepreneurship, the study also provides a framework that outlines how to approach the process of social entrepreneurship in a manner that is more methodical and efficient. In this article, we investigate the consequences that this understanding of social entrepreneurship has for scholars as well as aspiring social entrepreneurs.

Bakytgul, Tundikbayeva et al., (2019) this study will attempt to shed light on the notion of corporate entrepreneurship in order to accomplish its own goal. The authors have made an effort to emphasize the many conceptualizations and explanations that

have been provided by well-known researchers in the field of entrepreneurship in relation to corporate entrepreneurship and how it might result in results that are beneficial for firms. Specifically, the research has examined and offered a remarkable model that explains the factors that predict corporate entrepreneurship as well as the implications of such behavior. To be more specific, the article has made an effort to investigate the nature of the relationship between corporate entrepreneurship and organizational success. The possible role that organizational involvement may have in regulating this link has also been highlighted in the article via the process of critical evaluation. Prepositions and a conceptual model are presented in this work for academics who are interested in studying corporate entrepreneurship and its link with organizational performance in light of the buffering effect that organizational performance has.

Barger, Victor et al., (2016) The question "whether or how social media can be used to leverage consumer engagement into highly profitable relationships for both parties" was posed by Schultz and Peltier (2013) in their article titled "Social media's slippery slope: challenges, opportunities, and future research directions." This article's objective is to continue the conversation that has been going on by doing a literature analysis on the most current studies on customer involvement and putting out a framework for further investigation. Arrangement, methodology, and strategy: The purpose of this article is to conduct a literature review on social media marketing, with a specific focus on improving customer engagement, which Schultz and Peltier (2013) highlighted as a significant area of concern. Discoveries: In the years after 2010, a substantial amount of study has been carried out on the topic of consumer involvement. Fragmentation within the field, on the other hand, has been brought about by the absence of an agreement over the definition of the construct. As a consequence of this, research that is associated with consumer interaction is often not labeled as such, which makes it challenging for academics and practitioners to keep up with the latest breakthroughs in this field. The originality and significance of this critical review lies in the fact that it presents a conceptual framework for future study and provides marketing academics and practitioners with insights into the causes and effects of consumer involvement.

Behnam, Mohsen et al., (2021) In spite of the fact that customer engagement (CE) is becoming more recognized as a strategic organizational imperative, there is still a lack of empirically generated understanding into its nomological network. We thus examine service-dominant logic-informed CE in respect to its major antecedents of knowledge sharing and learning, as well as its implications of customer cocreation and relationship quality. This is an extension of the study that has already been conducted. We also consider the possibility of CE-based variations between settings involving physical items and those involving services. This led us to include the type of the offering (good vs service) as a moderating element in our model, which is a unique addition. For the purpose of putting the model to the test, a survey was carried out in the settings of tangible sports items (example: sports retail) and services (example: sports clubs). The results provide evidence that customer learning and knowledge sharing have a good impact on customer engagement, hence providing empirical validation for statements that are based on conceptual literature. Additionally, it was shown that CE has a positive impact on the quality of relationships and the cocreation of products by customers. In addition, the findings provide evidence that our hypothesized moderating impact is correct by demonstrating that the framework has greater connections for service-based CE as opposed to product-based CE. As a conclusion, we will go over some of the most important conclusions that arose from our analysis.

Bierwerth, Michael et al., (2015) despite the fact that a substantial amount of research has been carried out on the topic, the empirical findings about the connection between Corporate Entrepreneurship (CE) and performance has not yet arrived at a conclusion. CE is also referred to as strategy renewal, innovation, and corporate venturing. For the purpose of compiling a synthesis of prior studies about the connection between CE and performance, the present study makes use of a meta-analysis. This investigation comprises 43 separate samples that are comprised of 13,237 different businesses. On the basis of our data, we have arrived at the conclusion that the renewal of strategies, the introduction of new ideas, and the establishment of new business ventures all have a positive influence on the overall, subjective, and objective performance of these firms. Furthermore, we carry out moderator analyses in order to consider the context and to discover whether or not the correlations alter in the presence of a variety of features that are special to the topic under examination. During the course of our

investigation, we came to the realization that the influence of innovation on performance is more evident in high-tech organizations as compared to low-tech ones. In addition, the association between corporate venturing and success is most strong in Europe, in contrast to both North America and Asia. This is the case in comparison to both of these regions. In contrast to the assumptions that we had based on our theoretical framework, we discovered that the connection between strategy renewal and performance is stronger for larger organizations than it is for smaller enterprises. This finding contradicts the beliefs that we had previously held. In addition to highlighting the managerial implications of these results, we also provide a number of recommendations for further research that might be extrapolated from our findings.

Bizhanova, Kenzhegul et al., (2019) In addition to discussing the primary activities involved in the establishment of a company structure, the article delves into the influence that digital marketing has had on contemporary business ventures. In the years leading up to the turn of the century, predictions of increased consumer power in the digital era were strengthened by the introduction of the Internet, and then they were sparked by social media. Businesses are needed to reevaluate their marketing strategy in the digital arena in order to accommodate changes in customer behavior. The customer is the primary focus of the majority of the research that is now being conducted in this area. This research makes use of the company's point of view in order to enhance comprehension of digital marketing and the use of social media, as well as the advantages and disadvantages associated with these practices. The second generation of Internet apps improves marketing efforts by enabling businesses to establish novel modes of communication and to collaborate with their consumers in the production of content. The engagement of businesses in digital marketing may be categorized according to the use of digital marketing and the perceived advantages of digital marketing. For digital marketing to be more effective in increasing consumer engagement, marketers need to place more emphasis on relationship-based interactions with their customers. This essay sheds light on the fact that several businesses are currently doing just that.

Bosma, Niels. (2012). The Global Entrepreneurship Monitor (GEM) is a project that is being carried out by a research consortium that is committed to gaining an understanding of the connection that exists between corporate entrepreneurship and

the growth of national economies. Since the year 1999, the Global Entrepreneurship Monitor (GEM) reports have been an essential source of comparative data across a wide range of nations about attitudes towards entrepreneurship, actions related to starting and running enterprises, and the goals that entrepreneurs have for their companies. It is becoming more possible to conduct in-depth academic research thanks to the proliferation of databases, and this is reflected in the fast expanding number of scientific articles based on GEM that are being published in a larger variety of academic journals. At this point, it is necessary to present an overview on these articles, to describe the key contributions that they have made, and to suggest some paths for generating interesting academic contributions based on GEM in the future. The purpose of this article is to present a review of 89 academic papers based on GEM that have been published in journals that are included on the SSCI database since 2004. The study's aims are to emphasize the specific benefits of GEM data, as well as their quality and usefulness, as well as their limits. In addition to this, it suggests a number of different ways in which the GEM project may grow further and have a greater influence on the field of entrepreneurship research, as well as on the policy and practice of entrepreneurship, and ultimately on the process of gaining a better understanding of the intricate relationship that exists between entrepreneurship and economic development.

Dilli, Selin et al., (2018) Researchers in the field of entrepreneurship are in agreement that institutions are important for entrepreneurship; yet, they also have a relatively all-encompassing concept of institutions, which they define as almost any external element that has an effect on entrepreneurship. This body of research ultimately results in the compilation of a lengthy list of institutional elements that may be responsible for the disparities in entrepreneurial practices that exist across nations. However, which organizations have the most significant impact? What are the roles that these institutions play in relation to the various forms of entrepreneurship? And to what degree do various sorts of institutions complement one another in terms of the ways in which they support different forms of entrepreneurial endeavors? In order to provide answers to these concerns, the literature on "Varieties-of-Capitalism" (VoC) provides a theoretical framework that is as simple as possible. On the basis of the literature on VoC, we theoretically develop a consistent set of institutional indicators that are capable of explaining disparities in the forms of entrepreneurship that were

found in different nations. Using main component and cluster analysis, we demonstrate how 21 developed economies in the Western hemisphere cluster around four unique institutional frameworks. Additionally, we take use of simple OLS regressions in order to demonstrate the ways in which these institutional constellations are connected to various forms of entrepreneurship. We have arrived at the conclusion that there are four distinct "Varieties of Entrepreneurship" that may be found across the Western world. The most important inference that can be drawn from our results is that there is no such thing as a "perfect" institutional constellation that is capable of fostering all forms of entrepreneurship in the same way. Therefore, policymakers that are interested in fostering entrepreneurship are confronted with the dilemma of directing policy changes toward the kind of entrepreneurship that they desire to encourage. This is done at the cost of other types of entrepreneurship as well as the wider societal effects that such reforms will have.

Divakara, Sanath. (2021). Entrepreneurs who work inside a company are considered to be part of the corporate entrepreneurship definition; hence, corporate entrepreneurs play an essential part in the expansion of existing firms. Over the course of the last two to three decades, the performance of the business lexicon has been encouraged as a blossoming trend in exploring the notion of corporate entrepreneurship has been taking place. The primary objective of this study was to investigate the elements that have a significant role in the formation of corporate entrepreneurs inside big enterprises in the setting of Sri Lanka. Within the scope of the research, the primary objective was to construct a framework that adhered to the narrative strategy and qualitative methodology in order to investigate first-hand current knowledge in connection to company growth. Corporate entrepreneurs are recognized as the driving forces behind the organization's business expertise and are responsible for initiating the necessary execution that is aligned with the prevalent market trends. In light of this, it is vital that influencing variables contribute to the growth of corporate entrepreneurship in the process of decision making, creativity, innovation, and strategy renewal. As a result of the research, solutions were found to the questions of how corporate entrepreneurship develops inside an organization and how this affects the development of the firm. Within the framework of purposive sampling, the research was carried out by conducting in-depth interviews with fifteen of the most notable corporate entrepreneurs working for large-scale enterprises. The analysis was

carried out based on narrative inquiry, and the software used was NVivo 12. Through the use of the literature, the results were able to be categorized into three distinct areas: individual, organizational, and contextual. In the course of the research, significant themes emerged as important results, which made it possible to accomplish the research goals that were anticipated.

Dwivedi, Yogesh et al., (2020) The usage of the internet and social media has altered the behavior of customers as well as the methods in which businesses conduct their operations. The use of social and digital marketing presents firms with substantial potential, including reduced expenses, enhanced brand recognition, and greater revenues. However, there are considerable issues that arise from unfavorable word-of-mouth that is transmitted electronically, as well as an online brand presence that is invasive and unpleasant. Several of the most prominent authorities on matters concerning digital and social media marketing have contributed their insights to this essay, which brings together their combined perspectives. A detailed narrative on key aspects of this significant topic is provided by the perspectives of the experts, as well as perspectives on more specific issues, such as artificial intelligence, augmented reality marketing, digital content management, mobile marketing and advertising, business-to-business marketing, electronic word of mouth, and ethical issues that are associated with these topics. We highlight the limitations within the current research, outline the research gaps, and develop the questions and propositions that can help advance knowledge within the domain of digital and social marketing. This research offers a significant and timely contribution to both researchers and practitioners in the form of challenges and opportunities. This research offers a contribution that is both significant and timely.

Farayola, Oluwatoyin et al., (2023) this research digs into the complexities of AI-driven business models, providing a detailed knowledge of their inception, evolution, and influence on conventional business tactics. This study is conducted in an age in which artificial intelligence (AI) is transforming business paradigms. This academic investigation intends to explore the role that artificial intelligence plays in transforming business models, shining a light on the dynamic relationship that exists between technology innovation and company strategy. The research employs a systematic and thematic examination of a wide variety of literature, including

academic journals, industry reports, and case studies, in order to conduct an in-depth investigation of the incorporation of artificial intelligence (AI) into many aspects of business. By addressing both the potential and the problems that artificial intelligence (AI) provides, this methodological approach makes it possible to get a thorough knowledge of the role that AI plays in corporate innovation. Enhanced operational efficiency, data-driven decision-making and customer-centric methods are some of the characteristics that are associated with AI-driven business models, according to the research made available. In light of the fact that these models represent a radical departure from traditional corporate methods, it is necessary to reevaluate the responsibilities of leadership and the ethical issues that are relevant in the digital age. The research reveals important hurdles in the adoption of artificial intelligence, such as ethical concerns and technological complications, while also highlighting the immense potential that AI presents for the development of businesses and for gaining a competitive edge. The research comes to the conclusion that a balanced approach to the integration of artificial intelligence is recommended. This approach places an emphasis on the need of ethical AI practices, continual adaptation, and a synergy between the capabilities of AI and human ideas. It encourages business leaders to embrace artificial intelligence not just as a technology tool, but also as a catalyst for the development of businesses in a way that is both sustainable and creative. Providing a basic paradigm for future study and practical application in AI-driven corporate innovation, this academic work makes a substantial contribution to the ongoing conversation about artificial intelligence (AI) in business.

Farook, Fathima et al. (2016) The research investigated the impact that marketing via social media has on the level of involvement of customers. For the reason that we can see that organizations' spending on social media continues to skyrocket, yet assessing the effect of this expenditure continues to be a struggle for the majority of companies, it was agreed that the research should be studied. All things considered, social networking sites make it easier for businesses to engage in active engagement with their customers and encourage users to communicate with one another. Once this point was reached, it became necessary to investigate the aspects that influence consumer engagement; specifically, to investigate the material that customers love the most on a Facebook brand page and that motivates them to return. The information that was utilized for this research was gathered via the use of questionnaires that were

sent out to followers of a certain Facebook brand page. According to the findings, the kind of postings and the media that they include have a major impact on the level of involvement that customers have with online platforms. In addition to this, it stressed that the level of client interaction would increase in proportion to the increased effect of social media marketing. According to the results of this research, there are five characteristics that have a major influence on the level of involvement shown by customers. Due to the fact that it stimulates contact in both directions between consumers and businesses, social networking sites (SNSs) are an extra channel via which information may be delivered. Therefore, when it comes to what they put online, marketers need to exercise more caution since this is more likely to have an effect on consumers. The research also highlights the relevance of "self-disclosure" as a crucial aspect in personal connections between individuals. This is because a stronger brand-consumer relationship online will eventually effect the consumer's buying behavior in the real world.

Gallart, Valentín et al., (2021) any company recognizes the significance of having a strong brand equity. The notion of brand equity has been investigated in a variety of industries; however, the retail industry has not invested as much time and effort into analyzing it as other sectors has. The examination of engagement, on the other hand, has been acquiring greater significance in recent decades. Customer engagement is an issue that is becoming more and more significant and is being investigated. On the other hand, there are not many researches that link this idea to the retail sector. The purpose of this study is to investigate the impact that interaction has on the various aspects of retail brand equity. The a priori model takes into account both the past research and the hypotheses that have been offered. A Confirmatory Factor Analysis is carried out making use of the information that was gathered by means of a structured questionnaire that had closed-ended questions and a response scale of the Likert type with five points. A total of 623 individuals participated in the research project. For the purpose of achieving the research objective, this study used a conceptual model that incorporates the brand equity components, which are awareness, perceived quality, image, perceived value, and loyalty. The postulated causal model establishes a connection between the factors that constitute brand equity and the effect that engagement has on those factors. Based on the findings of the empirical study, it was discovered that customer involvement has a favorable impact

on all aspects of the brand equity of the retailer, with the exception of its image. This is particularly true with regard to the factors of retailer awareness, loyalty, and perceived quality. After conducting their research, the authors came to the conclusion that engagement has an effect on retailer awareness, loyalty towards the store, and perceived quality of the retailer. Therefore, it would be important for the management of the retail establishment to pay particular attention to the creation of actions that contribute to the engagement of consumers in the many areas of contact with them, including both online and at the physical point of sale. Expanding the geographic area for future research should be done, taking into account a variety of locations or even nations, and monitoring any probable changes in the conduct of the people who were interviewed would be beneficial.

Hasanin, Iman. (2018) the purpose of this research is to provide an understanding of the nature of the connection that exists between the many aspects of corporate entrepreneurship and the loyalty of consumers. It plans to do this by using the function of customer satisfaction as a mediator, by determining the amount to which these dimensions apply in accordance with the research, and by gaining an understanding of the quality of the connection. The selection of a regular sample consisting of 384 persons was done so that the aims of the research could be accomplished. Customers who visited the commercial banks for a certain amount of time were the ones who chose these folks to be their customers. These consumers were chosen by the commercial banks. According to the findings of the research, there was also a statistically significant association between corporate entrepreneurship and customer loyalty. This indicates that the larger the application of corporate entrepreneurship, the greater the influence of both internal and external elements. In order to urge banks who participated in the survey to use CE in order to increase client loyalty, the report provides a series of suggestions.

Hollebeek, Linda et al., (2022) Although it is indisputable that the design of products and services plays a significant role in the cultivation of customer engagement (CE) with industrial advances, the theoretical interaction between industrial design, innovation, and CE continues to be ambiguous, hence revealing a significant gap in the existing body of literature. Further knowledge is required regarding the engagement of other stakeholders (such as employees or fellow customers), who may

co-design an industrial firm's offering (for example, by contributing to its product development activity), and the effect that this has on CE. This is in relation to the fact that the literature has focused on the firm as the focal designing stakeholder. In other words, we develop an Omni-stakeholder view on industrial design in this study since co-designing stakeholders may contribute to the design of industrial goods via their individual involvement. In order to address these concerns, we have developed a conceptual model and a collection of propositions that are related with it. These propositions investigate the impact that various stakeholders have on the process of co-designing industrial innovations, as well as the impact that these stakeholders have on CE in relation to the invention. Next, we will discuss the articles that are included in this issue as well as the connections that they have to the framework. We end by providing an outline of other study areas that have emerged as a result of our studies.

Hoque, A et al., (2017) Nevertheless, the link between corporate entrepreneurship (CE) and innovation performance (IP) and employee engagement (EE) is seldom investigated. This is despite the fact that CE is rapidly garnering the attention of a variety of researchers that study organizational innovation. Over the course of more than three and a half decades, there has been a substantial amount of research conducted in the field of corporate entrepreneurship (CE). As a consequence of this, the objective of this book is to offer an addition to the current body of research by investigating the influence that corporate entrepreneurship has on the creative performance of businesses in connection to employee engagement. A model is constructed on the basis of prior research, and a quantitative research technique is used in order to study the link between corporate entrepreneurship, innovation performance, and employee engagement structures of the organizations. This is done in order to investigate the connection between these three factors. For the purpose of accomplishing this objective, a survey was conducted, and the responses of three hundred employees working for two major mobile communication service providers (specifically, Grameenphone Limited and Robi Axiata Limited) were gathered in order to delve into the relationships that exist between the two organizations. An analysis of the data was performed with the help of the IBM-SPSS-AMOS package 25.0, and hypotheses were put to the test. Based on the results of the research, it was disclosed that the direct influence of corporate entrepreneurship on the innovation performance of enterprises is not only favorable but also statistically significant

(β=0.369, P=.000). Furthermore, the statistical analysis revealed that corporate entrepreneurship has a noteworthy and favorable influence on the level of employee engagement inside organizations (β=0.749, P=.000). In addition, the research discovered that the level of employee engagement has a positive and substantial influence on the innovation performance of companies (β=0.311, P=.000). On the other hand, the results of this study indicate that employee engagement does not fulfil the role of a mediator in the relationship between corporate entrepreneurship and innovation performance. Specifically, this is due to the fact that the indirect influence is lower than the direct effect (that is, the indirect effect is equal to 0.735 times 0.318, which is equivalent to 0.233, but the direct effect is equal to 0.369). The distinctive quality of the document may be traced back to the fact that the concept was examined in a market that is still in the process of development, namely Bangladesh. Additionally, technical indications are seldom investigated in the existing body of literature, which is the focus of the research that is being carried out in this particular location. It is proposed that improvements be made to product and process innovation, as well as technical indicators, by strengthening the entrepreneurial activities of firms. This recommendation is based on the findings of the study.

Hornsby, Jeff et al., (2013) Despite the fact that there is a widespread opinion that established companies have a need for and an inherent value in entrepreneurial activity, there is still a great deal of information that has to be provided about the definition of corporate entrepreneurship (CE) in organizational contexts. Fortunately, the collection of information on the subject has been developing at a fast pace, and many of the components that are necessary for creating a theoretically grounded understanding of CE may be easily recognized from the literature that is now available. Corporate entrepreneurship may be in possession of the essential components that are required for the future productivity of businesses operating on a global scale. Nevertheless, it is a much-reaching notion that incorporates a variety of different factors, and as the amount of study that is being conducted in this area continues to expand, it is necessary to investigate a more comprehensive understanding of what defines corporate entrepreneurship. The objective of this article is to provide an overview of the numerous fields that are presently being investigated within the field of corporate entrepreneurship within the research arena. The exploration of these areas and the acquisition of a more focused attention on the

process of corporate entrepreneurship may be the most essential step for academics who are interested in advancing the topic into the future.

Hunt, Richard et al., (2017) the purpose of this research is to provide the first complete effort to define and analyze entrepreneurship as an industry. Furthermore, it is the first study that has been conducted to this point to empirically evaluate the degree to which the entrepreneurship industry (EI) is connected with entrepreneurial behaviors and results. The term "entrepreneurial intelligence" (EI) refers to the commodities and services that are specifically designed for the purpose of opportunity identification and development by existing and potential entrepreneurs. This sector generates revenue of $13 billion annually. A matched set comparison of EI consumers and nonconsumers is used in order to evaluate the effect of EI. The results of this comparison show that high levels of EI consumption are connected with an increase in entrepreneurial activity, but a drop in performance and survival prospects. Through the incorporation of EI into the entrepreneurial settings that have a significant impact on the process of identifying, developing, and pursuing opportunities, the results fill in significant gaps that have been identified in previously established frameworks.

Hunt, Richard et al.,(2015) The purpose of this article is to make the first complete effort to define and analyze entrepreneurship as an industry. Furthermore, it is the first research that has been conducted to this point to empirically evaluate the degree to which the Entrepreneurship Industry (EI) is connected with entrepreneurial behaviors and results. An industry that generates more than $12 billion in yearly sales is known as enterprise intelligence (EI), which is defined as the products and services that are specifically meant for the purpose of opportunity identification and development by present and potential entrepreneurs. A matched set comparison of EI consumers and non-consumers is used in order to evaluate the effect of EI. The results of this comparison show that high levels of EI consumption are related with an increase in entrepreneurial activity, but a drop in performance and survival prospects. Existing theories concerning the ways in which entrepreneurial settings impact opportunity identification, development, and exploitation are enriched as a result of the results.

Kassa, Afework et al., (2015) In order to better understand the connection between corporate entrepreneurship and employee engagement, the goal of this research is to analyze the link. Entrepreneurship in corporations is one of the topics that has

received a lot of attention in recent years, along with employee engagement. In general, however, there are not many studies that combine the two different notions. The primary objective of this research was to investigate the connection between corporate entrepreneurship and employee engagement by using the corporate entrepreneurship assessment instrument (CEAI) and the Utrecht Work Engagement Scale (UWES). This research was conducted with the intention of addressing the gap that was identified and based on the current body of literature. Arrangement, technique, and strategy – In accordance with the principles of the pragmatic method, this research was conducted using a descriptive survey design and a cross-sectional time frame. A structured questionnaire was established in order to collect primary data. This questionnaire was based on the CEAI, which was developed by Hornsby et al. (2002) for the purpose of evaluating the corporate entrepreneurial climate, and the UWES, which was developed by Schaufeli et al. (2002) for the purpose of evaluating employee engagement. There are 332 individuals that participated in the survey, and they were selected from six different leather footwear firms in Addis Ababa, Ethiopia. In order to provide a description of the hypothesised connections, the social exchange theory (SET) was used. The outcomes of this study provided more evidence in support of the proposal put forward by Saks (2006), which states that the SET has the potential to provide a significant theoretical foundation for comprehending and researching employee engagement. In light of this, the findings of this research demonstrated that the connection between the organization and its workers may be seen as a mutually advantageous arrangement that involves a reciprocal transaction taking place. In addition, it was shown that the CEAI's five-factor model can be used to forecast employee engagement, and that the corporate entrepreneurial characteristics may account for a sizeable portion of the variance in the engagement dimensions. This was a noteworthy finding. At last, it was discovered that certain factors in the CEAI are capable of predicting various engagement dimensions in the UWES. The data in this study are not categorized according to demographic characteristics, which is one of the limitations and implications of this research. In a similar vein, future research might investigate the impact of the CEAI on the many aspects of employee engagement, taking into account a variety of demographic categories such as pay ranges, age groups, gender, experience, and job position. In addition, the present study makes use of cross-sectional data; in the future, researchers may take into consideration longitudinal data in order to make more accurate findings.

Repercussions for everyday life – According to the findings of the study, it is essential for managers in practice to view the relationship between the organization and its employees as a two-way relationship that is guided by reciprocal exchange. In this scenario, employees would respond by engaging themselves in innovative activities when the environment of the firm is conducive to entrepreneurial endeavors. It is also important for managers to be aware of which CEAI factors influence particular engagement characteristics in order to achieve better results. Although there are a few studies that have been conducted on corporate entrepreneurship and employee engagement individually, there has been no effort made to establish a connection between the two ideas with regard to originality or value. In light of this, the research was the first effort to establish a connection between the two concepts.

Kassa, Afework et al., (2020) Recent years have seen a rise in the number of people interested in doing study on the subject of corporate entrepreneurship. However, a significant amount of attention is paid to certain regions. such as the definitional issues that have arisen in the field of corporate entrepreneurship (Sharma P and Chrisman JJ 1999), the development and refinement of an instrument (Kuratko et al., 1990; Hornsby et al., 2002; Morris et al., 2001; Tasika. M. Davis, 2006; Adonisi 2003), the linking of corporate entrepreneurship to strategy, structure, and process (Lumpkin and Dess 1999), and the relationship between corporate entrepreneurship and strategic management (Barringer and Bluedorn, 1999) In general, there is a lack of research that investigates the entrepreneurial atmosphere inside a company and how it is related to innovativeness. Consequently, the purpose of this research is to analyze the functional link between corporate entrepreneurial factors and innovation. This is accomplished by building a model that establishes a connection between the two. Additionally, the research endeavors to investigate the extent to which the Ethiopian leather footwear sector is characterized by a high degree of innovation and the prevalence of corporate entrepreneurship. A cross-sectional time-based analytical survey approach was used to choose six leather footwear firms from Addis Ababa. These companies were chosen based on their quality. All of the corporate entrepreneurship factors were found to be below average on a five-point Likert scale, as shown by the descriptive analysis. A comparable scale is used to evaluate the amount of innovation, which is likewise scored as average. A favorable link between the corporate entrepreneurial factors and innovation was also demonstrated by the

results of the correlation matrix. In addition, the results of the regression analysis demonstrated that the reward system and the availability of time contributed the most to innovation compared to the other variables. Furthermore, the evaluation of the regression model revealed that approximately 48 percent of the variance in innovation can be explained by the model, and that the model was statistically significant. The results of this research are very significant for managers and other policy makers, since they provide information on the ways in which organizational and management characteristics may be altered in order to make things easier for innovation. As a recommendation, it is suggested that more research should attempt to reproduce these results in a variety of other settings.

Kearney et al., (2007) Entrepreneurship has been conceptualized as a process that can occur in organizations of all sizes and types (Burgelman, Academy of Management Review, 8, 32–47, 1983; Miller, Management Science, 29, 770–791, 1983; Gartner, Academy of Management Review, 10, 696–706, 1985; Kao, Entrepreneurship, creativity and organization, 1989). A conceptual model of organizational entrepreneurship in the public sector is going to be developed as a result of this research project. The objective of the model that has been proposed is to provide an illustration of the primary factors that are associated with corporate entrepreneurship within the public sector. Additionally, the model aims to demonstrate the impact that corporate entrepreneurship has on the performance of public sector organizations in terms of growth, development, and productivity, as well as the factors that influence its continuous performance. A discussion of the potential value of the model for academics and persons involved in corporate entrepreneurship in the public sector is offered after an evaluation of the characteristics of the model has been presented.

Khairani, Asmara et al., (2021) It is possible for the tourist industry to capitalize on possibilities presented by social media marketing and changes in customer behavior while traveling in the digital age. Taking into consideration these facts, digital content marketing is becoming an increasingly significant factor in enhancing the level of interaction that consumers have with social media. As of right now, content marketing has moved into the realm of digital marketing, which is also known as digital content marketing. When more individuals watch information on social media, it has a greater impact on the level of interaction seen from consumers. Therefore, it is necessary to

do research in order to identify how social media marketing may assist in the promotion of Indonesian destinations, particularly at a time when Indonesia is attempting to deal with a large number of losses as a result of the epidemic. Using content analysis, this research was able to determine the distinctions between digital content marketing of travel material. This was accomplished by finding 150 pieces of content that were both informative and compelling, and then measuring the level of consumer interaction on the social media platform Instagram. The findings indicate that information that is convincing has the greatest influence on the level of involvement of consumers. Additionally, this research has the potential to make a contribution to the literature on digital content marketing and consumer engagement concepts in the tourist industry. Additionally, it may serve as a reference for businesses operating in the tourist industry to promote their content by paying greater attention to the kind of information that is of interest to the general public in order to draw public interest in the location that is being targeted (destination branding).

Kompaso, Solomon et al., (2010) The term "employee engagement" refers to a broad concept that encompasses almost all aspects of human resource management that have been known up to this point. In the event that every aspect of human resources is not treated in an acceptable way, workers are unable to completely engage themselves in their place of employment as a reaction to the sort of mismanagement that is occurring. The notion of employee engagement is constructed from preceding ideas such as work satisfaction, employee commitment, and organizational citizenship behavior. These ideas serve as the basis for the construct. Even though it is connected to and incorporates these ideas, employee engagement is a more comprehensive notion in terms of its reach. When compared to the three prior constructs—job happiness, employee commitment, and organizational citizenship behavior—employee engagement is a more powerful predictor of good organizational performance, vividly demonstrating the two-way link that exists between employers and employees. Employees who are engaged in their work are emotionally tied to their company, extremely immersed in their work, and have a great deal of passion for the success of their employer. They go above and beyond the employment contractual agreement.

Kumar, V. et al., (2010) In a number of different ways, customers may connect with businesses and provide value for those businesses. The purpose of this essay is to argue that determining the worth of consumers only based on the transactions they have with a company would not be enough. It is essential to accurately value this interaction in order to prevent both undervaluing and overvaluing customers. Within the context of a company, we offer four components that make up a customer's engagement value (CEV). The first component is customer lifetime value, which refers to the customer's purchasing behavior. The second component is customer referral value, which pertains to the incentivized referral of new customers. The third component is customer influencer value, which encompasses the customer's behavior to influence other customers, which includes increasing acquisition, retention, and share of wallet through word of mouth of existing customers as well as prospects. The fourth component is customer knowledge value, which refers to the value added to the company by feedback from the customer. In the end, CEV may lead to more effective marketing tactics that permit increased long-term contributions from customers. This is because it gives a complete framework that can eventually lead to these strategies. We provide metrics to quantify CEV, future research proposals about the links between the four components of CEV, and marketing strategies that may leverage these ties. In addition, we recommend marketing tactics that can exploit these linkages.

Kumar, V. et al., (2016) Through an examination of the relevant literature and an examination of pieces from the popular press, the writers bring attention to the need of participation and establish a framework for it. In the engagement framework, they explore the definitions of the focus constructs, which are customer engagement (CE) and employee engagement (EE). They also capture the multidimensionality of these constructs, and they build and revise items for measuring CE and EE. Using data from 120 different organizations spanning two different time periods, they verify the framework that has been established, and they provide techniques to assist businesses in increasing their levels of CE and EE in order to enhance their performance. Moreover, they note that the influence of EE on CE is moderated by employee empowerment, the type of firm (business-to-business [B2B] versus business-to-consumer [B2C]), and the nature of the industry (manufacturing versus service); in particular, this effect is stronger for B2B firms as opposed to B2C firms and sen/ice

firms as opposed to manufacturing firms. While the authors discover that both CE and EE have a favorable impact on business performance, they also discover that the impact of CE on firm performance is far more significant. Furthermore, the influence of CE and EE on performance is strengthened for businesses that sell to other businesses (as opposed to businesses that sell to consumers) and for service companies (as opposed to manufacturing companies).

Kuratko, Donald et al., (2013) Despite the fact that there is a widespread opinion that established companies have a need for and an inherent value in entrepreneurial activity, there is still a great deal of information that has to be provided about the definition of corporate entrepreneurship (CE) in organizational contexts. Fortunately, the collection of information on the subject has been developing at a fast pace, and many of the components that are necessary for creating a theoretically grounded understanding of CE may be easily recognized from the literature that is now available. Corporate entrepreneurship may be in possession of the essential components that are required for the future productivity of businesses operating on a global scale. Nevertheless, it is a much-reaching notion that incorporates a variety of different factors, and as the amount of study that is being conducted in this area continues to expand, it is necessary to investigate a more comprehensive understanding of what defines corporate entrepreneurship. The objective of this article is to provide an overview of the numerous fields that are presently being investigated within the field of corporate entrepreneurship within the research arena. The exploration of these areas and the acquisition of a more focused attention on the process of corporate entrepreneurship may be the most essential step for academics who are interested in advancing the topic into the future.

Kuratko, Donald et al., (2013) Several companies, like Apple, 3M, Procter & Gamble, and Google, are aware of the significance of having an organizational climate that encourages inventive behavior. However, what ways are there to identify or quantify such environment? As research on corporate entrepreneurial activity has progressed, a growing number of scholars have recognized the significance of internal organizational characteristics in terms of fostering and sustaining an environment that is conducive to innovation. The following five particular aspects have been found as major predictors of an environment that is favorable to entrepreneurial activity that

have been identified by this research: It is important to have the following: (1) support from upper management; (2) work discretion and autonomy; (3) incentives and reinforcement; (4) time availability; and (5) organizational limits. If a business is serious about building an internal environment that is favorable to entrepreneurial activity, then it must make an effort to assess the particular characteristics that are linked with an inventive workplace. The purpose of this article is to provide a diagnostic tool known as the Corporate Entrepreneurship Assessment Instrument (CEAI), which is used to evaluate the views of managers on the five primary characteristics that are essential to the process of developing an environment that is conducive to innovation and entrepreneurship. This instrument offers an indicator of the possibility that a company will be able to effectively execute an innovative strategy. Additionally, it reveals areas of the internal work environment that need to be the focus of continuous development efforts.

Kuratko, Donald. (2017). There are genuine and concrete rewards for rising researchers in the field of corporate entrepreneurship (CE), which is a legitimate and productive topic of study. This is due to the fact that their work will greatly affect this crucial approach. Over the course of the last forty-five years, both theoretical and empirical information about CE has developed, starting with a relatively modest progression and gradually increasing in significance over the course of the decades. The theoretical and empirical knowledge about the domain of corporate entrepreneurship (CE) and the entrepreneurial behavior on which it is founded are still crucial concerns that need a deeper understanding. This is despite the fact that CE research has recently expanded and evolved over the last few years. Ongoing academic effort has also resulted in the emergence of new and significant research issues, as well as the identification of other theoretical pathways that need further investigation. The objective of this monologue is to first compile and evaluate the substantial research work that has been done in the literature on corporate entrepreneurship (CE) throughout the years, and then to propose some of the possible future avenues that CE scholars may take.

Mair, Johanna et al., (2016) As both a practice and a subject for academic examination, social entrepreneurship offers a one-of-a-kind chance to examine, question, and rethink notions and assumptions that are derived from a variety of

management and business research domains. According to the perspective presented in this article, social entrepreneurship is a process that not only meets significant social needs but also serves as a catalyst for social change. This is accomplished in a manner that is not predicated on the direct financial gains that are accrued to the entrepreneurs. When compared to other types of entrepreneurship, social entrepreneurship is distinguished by the fact that it places a significantly larger premium on the promotion of social value and development as opposed to the acquisition of economic value. The authors provide the idea of embeddedness as a nexus between theoretical approaches for the study of social entrepreneurship in order to encourage more research in this area.

Mamun, Abdullah et al., (2018) With the Resource-Based View (RBV) theory serving as the foundation, this research investigates the impact that entrepreneurial and market orientations have on the level of customer involvement as well as the performance of small and medium-sized manufacturing businesses. This research used a cross-sectional design, and quantitative data was gathered from 360 small and medium-sized manufacturing businesses in Peninsular Malaysia. The methodology and strategy of this study are described below. A stratified multi-stage sampling approach was used to choose small and medium-sized enterprises (SMEs) from among the total of 37,861 manufacturing SMEs. Selangor, Johor, Penang, Perak, Kelantan, and Terengganu were chosen as the states from which to pick the respondents since these states account for the bulk of the small and medium-sized manufacturing enterprises (SMEs) in Malaysia. The findings indicate that entrepreneurial and market orientations have favorable impacts on customer involvement that are substantially supported by statistical evidence. The participation of consumers, in turn, has a favorable impact on the performance of small and medium-sized manufacturing businesses in Peninsular Malaysia. In addition, the findings demonstrated that there is a partial mediation of consumer involvement between market orientations and entrepreneurial orientations on performance. The generalizability of the results may be improved by using a bigger sample size, which is one of the limits and implications of the research. The results of this study may be applicable to the process of designing strategies for small and medium-sized enterprises (SMEs) in the manufacturing sector. More specifically, managers may be able to utilize these findings by concentrating on entrepreneurial and market

orientation in order to increase customer involvement and enhance the overall performance of their SMEs. Originality and value: the emphasis of this research is on small and medium-sized manufacturing enterprises (SMEs) in Malaysia, a developing nation with characteristics that are not shared by other industrialized nations. The purpose of this research is to show that integrated economic and entrepreneurial approaches have substantial influence on the performance of small and medium-sized enterprises (SMEs). Consumer participation has the potential to act as a mediator in this connection. To be more specific, individual consumer orientation has the potential to impact the impact that entrepreneurial and market orientations have on the overall profitability of a company.

Morgan, Neil. (2011). Academics and business managers have been struggling for a considerable amount of time to comprehend and define the function that marketing plays in explaining the disparities in company performance that exist between different companies. The majority of the conceptual basis for any such initiatives must be guided by strategic management theory. This is because the key issue that strategic management strives to address is why certain companies outperform others over the course of time. The purpose of this study is to build an integrative theory-based conceptual framework that links marketing with the business performance of businesses. This framework is developed by combining three important streams of thinking in strategic management with the empirical and theoretical literature on strategic marketing.

Nambisan, Satish et al., (2018) Open innovation and platformization are two emerging trends that have simultaneously revolutionized the nature of entrepreneurship and the pursuit of it across industries and sectors in recent decades to a greater extent than ever before. The term "platformization" refers to the growing significance of digital platforms as a venue for the production and distribution of value, while "open innovation" refers to a trend toward models of invention that are more open and dispersed. The combination of open innovation and platforms has resulted in the creation of a multitude of options for entrepreneurs and their companies. These opportunities range from acting as a source of innovation for established companies to engaging as complementors on platforms that already exist. Our knowledge of these new kinds of entrepreneurship has lagged behind, despite the

fact that these possibilities (and circumstances) for entrepreneurship have presented themselves in a wide variety of rich and diverse ways. In this article, as well as in this Special Issue, our goal is to bring a more concentrated attention to the significant research concerns and topics that are at the heart of open innovation, platforms, and entrepreneurship. A copyright protection has been applied to this article. The owner retains all rights.

Porfirio, Jose et al., (2016) The purpose of this research is to investigate the ways in which both physical and soft factors have an impact on the growth of entrepreneurial endeavors in cultural and creative industries (CCIs). A further investigation into the impact that the environment has on the consequences of these situations is carried out by the research. The significance of both the hard and soft conditions is investigated via the use of a multiple multivariate regression analysis in order to provide an explanation for the discrepancies that exist between the United Kingdom and the Mediterranean nations of Portugal, Spain, and Greece. There were 123 business owners from each of the four nations included in the study. An essential addition to the understanding of the dynamics of entrepreneurship and to the further fine-tuning of entrepreneurship policies in CCIs in a variety of scenarios is represented by the use of this technique.

Raji, Ismaheel et al., (2022) Because employee turnover is a problem that has to be addressed, it continues to be a worldwide phenomenon, particularly in the context of developing countries. With the negative cost implications of employee turnover in organizational settings in mind, the current study investigates the effect of perceived organizational support and job satisfaction on turnover intention of banking staff in Nigeria. Additionally, the study investigates whether or not organizational commitment could play a role in mediating the relationships between these factors. A survey was conducted on 366 banking staff members in Lagos, Nigeria, with the purpose of acquiring data via the use of a questionnaire and a method known as simple random sampling and sampling. In order to analyze the data that was acquired, SPSS and Partial Least Squares (PLS-SEM) were used. The findings of the research indicate that perceived organization support has a large negative impact on the intention of banking staff to leave their jobs, whilst work satisfaction shows a negative influence that is small on the intention of banking staff to leave their jobs. In

addition, the findings of the research indicate that organizational commitment acts as a mediator in the interactions between perceived organization support, work happiness, and the desire to leave the banking staff. Therefore, organizational commitment is an essential underlying mechanism that has to be taken into account when attempting to explain the connection between perceived organization support and desire to leave the organization. This connection is even more significant when considering the link between work satisfaction and intention to leave the company. The conclusions contain a discussion of the consequences of the study, a discussion of the limits of the study, and some ideas for further research.

Ramachandran, Kavil et al., (2006) the majority of businesses arrive at the conclusion that when they transition from the entrepreneurial phase to the growth phase, their capacity to recognize and creatively capitalize on opportunities reduces. On the other hand, maintaining this capability is essential to achieving success in the highly competitive and ever-changing environment that the majority of businesses are now operating in. In light of this, businesses need to adopt an entrepreneurial strategy in order to maintain and expand their operations in the face of such conditions. This approach involves the pursuit of a competitive edge via continual innovation in order to successfully exploit possibilities that have been found. enterprises should build an enabling economic and political environment that does not hinder the redeployment of resources in innovative ways, whether on a small or big scale, in order for such a strategy to be successful. This ecosystem should not stop enterprises from pursuing creative and entrepreneurial goals. For the purpose of accomplishing this goal, businesses have a variety of alternatives from which to pick. This choice spectrum has a number of different options, one of which is called "focused entrepreneurship." In this kind of entrepreneurship, certain innovation efforts are developed while the rest of the firm is shielded from them. At the other end of the spectrum is a management strategy that ultimately results in the development of "organization wide entrepreneurship." In such businesses, entrepreneurship is a value that is held in common, and it influences the behavior of managers in both conscious and subconscious ways. Additionally, it fosters an entrepreneurial spirit across the whole company. A great number of mature businesses, which are reticent to change the status quo, have a tendency to develop targeted projects that are required to find and capitalize on innovative prospects. The sheer nature of the design of such

concentrated initiatives creates obstacles between the current organization and the innovation endeavor, despite the fact that such initiatives have the potential to encourage innovation. Because of this, it is difficult for the businesses to access and exploit the capacity base that is already in place, as well as to incorporate new projects back into operational activity. Companies that are committed to fostering and sustaining entrepreneurship throughout the whole business, regardless of the stage of development they are in, create an atmosphere in which individuals who have faith in the allure of chances are inspired to explore them. They will ensure that promising ventures receive necessary resources as they move through the uncertain development process, where money is neither offered nor seen as a primary motivator, and where entrepreneurial contributions are rewarded with recognition and through the provision of opportunities to engage in entrepreneurial activities on a larger scale. The top managements of such companies will design an organizational context that is conducive to the autonomous generation of entrepreneurial initiatives, provide a sense of overall direction to these initiatives, and ensure that these initiatives receive the resources they need. Failure is seen as a natural occurrence, and when it does take place, the emphasis is placed on finding solutions to problems and gaining knowledge from them rather than assigning blame. At the same time as procedures are built to allow the integration of such information in order to generate organizational rents, proper processes are used in order to capture the knowledge that is generated throughout the innovation process. The difference between patterns of targeted and organization-wide entrepreneurship is present in every aspect of the company, beginning with its objective and extending to its strategy, structure, systems, procedures, as well as the skills and attitude of its employees. In today's business climate, it is essential to institutionalize the aspects of entrepreneurship in order to construct an organization that is capable of maintaining its competitiveness over time.

Rane, Nitin et al., (2023) it is essential for the success of a company to increase customer loyalty, and this loyalty may be impacted by a variety of variables, including customer happiness, quality of service, customer experience, and customer relationship management. Through the provision of high-quality service, the purpose of this article is to investigate successful ways for enhancing customer loyalty. One of the most important factors that determines customer loyalty is customer happiness, which may be affected by factors such as the quality of the product and service, the

loyalty of the brand, and the reputation of the firm. To increase customer loyalty, it is essential to measure and comprehend the level of satisfaction experienced by customers. Several distinct criteria for assessing customer happiness are investigated in this study. These criteria include the various forms of surveys as well as the influence that staff satisfaction has on customer satisfaction. In addition to this, the study investigates the impacts that technology has on customer happiness and the role that technology plays in improving the overall customer experience. Another crucial aspect that contributes to client loyalty is the experience that the consumer has. The purpose of this paper is to investigate the measurement and maintenance of customer experience, with a special focus on online environments. Additionally, the study will address the influence that social media and technology have on customer experience. The handling of customer complaints and the effective collection of feedback from customers are also crucial components of a pleasant customer experience. The use of customer relationship management, often known as CRM, is an essential tactic for increasing client loyalty. The purpose of this article is to analyze the impact that customer relationship management (CRM) has on client retention. In addition, it investigates the significance of comprehending the worth of the client as well as the various methods that may be used to determine customer value. A number of successful tactics for increasing customer loyalty via the provision of exceptional service are presented in this article. The following are some of the strategies that are included in this category: understanding the expectations of customers, training and empowering employees, personalizing the customer experience, maintaining consistency across touch points, communicating in a timely and effective manner, focusing on continuous improvement, rewarding customer loyalty, building emotional connections, effectively resolving complaints, measuring and monitoring customer satisfaction, anticipating customer needs, encouraging and responding to customer feedback, and investing in technology. This study report offers insightful information that may be used to promote customer loyalty via the provision of exceptional service. Through the implementation of the tactics that have been presented in this article, organizations have the potential to enhance customer happiness, experience, connection, and engagement, which ultimately results in improved customer loyalty and profitability.

Rathore, Bharati. (2019) the purpose of this study is to conduct an in-depth analysis of the impact that digital transformation has recently had on modern marketing management techniques. The traditional ideas of marketing management need to be rethought in light of the rapidly developing digital era of the 21st century, which calls for a creative approach. Through the findings of our research, we have uncovered fresh views that may assist businesses in embracing this revolutionary transformation with agility, strategically aligning their operations with a digital strategy that is Customer-centric. The investigation makes use of a qualitative method approach, which includes a full literature analysis, case studies, and other similar types of research. The research investigates the ways in which digital transformation influences several aspects of marketing, including as consumer insights, segmentation, targeting, and positioning. One of the most important discoveries made in this study is that the importance of making choices based on data has grown significantly within the realm of marketing management. Additionally, it sheds light on the significant role that technology such as advanced analytics and artificial intelligence play in the process of deciphering client behavior and tailoring marketing campaigns. The study also presents a unique framework for the administration of digital marketing, which incorporates elements such as mobile marketing, social media marketing, data analytics, and predictive algorithms. Dynamic digital marketing models are also included in the framework. This forward-thinking approach not only tackles the problems that are now being faced in marketing management, but it also elaborates on the ways in which firms may embrace, adjust to, and make the most of the opportunities presented by the digital revolution. In the end, the research emphasizes how important it is for businesses to be open to change and innovation, drawing attention to the growing importance of digital savvy in the modern-day business environment.

Rigtering, J. et al., (2021) corporate entities are increasingly collaborating with start-ups in an effort to become more adaptable and responsive to changing circumstances. Corporations expect that by doing so, they would be able to either make the shift into a more entrepreneurial company or revitalize their organizational culture and working methods. The purpose of this paper is to provide the findings of a multiple case study in which we examine eight corporate-startup relationships that achieved varying degrees of success in terms of encouraging corporate rejuvenation. Our attention is

directed at the corporate people who take part in the partnership, and we combine the existing body of literature on corporate entrepreneurship with institutional theory in order to investigate the circumstances under which these individuals are more likely to encourage transformational agency and to make a contribution to renewal. According to the findings of our study, the influence of corporate-startup cooperation on renewal is mediated by two processes that operate at the person level: reflexivity and intrinsic motivation. Additionally, we find a number of organizational factors that influence both the chance that people working in corporations adopt a reflexive orientation and are genuinely driven, as well as the likelihood that their attempts to alter the company are effective.

Romano, Beatrice et al., (2020) Augmented reality (AR) technology is being used by a multitude of companies, like Amazon and IKEA, in order to improve the overall customer experience. The use of augmented reality (AR) in the retail sector is gaining popularity as a method of enhancing the entire consumer experience across the business. Within the scope of this study, we carry out an exploratory investigation to ascertain whether or not augmented reality (AR) adds favorably or negatively to the consumer experience. Through the use of interviews that are only semi-structured, we are able to discover seven themes that are fundamental to the customer experience. The findings indicate that augmented reality (AR) may widen the product consideration set of customers prior to making a purchase, while simultaneously restricting the option set. Furthermore, we find evidence that augmented reality may reduce the value of a brand, which provides newer businesses with the potential to interact with customers.

According to the findings, augmented reality (AR) may assist with product curation and produce hedonic value via fun at the time of purchase utilizing augmented reality. In conclusion, the data indicate that augmented reality (AR) has the ability to affect customer decision confidence and may also enhance cognitive dissonance during the post-purchase stage. Drawing from these themes, we are able to derive implications for theory as well as management implications in terms of striking a balance between the potential benefits and risks associated with augmented reality as a tool for innovation.

Schivinski, Bruno et al., (2015) In order to fill a vacuum in the conversation around the manner in which consumer-based brand equity (CBBE) measures are impacted by firm-created and user-generated social media brand communication via Facebook, the objective of this article is to fill the gap. The design, methodology, and approach of this study consisted of evaluating 302 data sets that were generated through a standardized online survey. The purpose of this study was to investigate the impact of firm-created and user-generated social media brand communication on brand awareness/associations, perceived quality, and brand loyalty across sixty brands that were located in three distinct industries: non-alcoholic beverages, clothing. In order to explore the impact of social media communication on customers' perceptions of brand equity indicators, as well as to investigate distinctions that are particular to the sector, we used a method known as structural equation modeling. Our findings revealed that both firm-created and user-generated social media brand communication had an effect on brand awareness and associations. However, user-generated social media brand communication had a favorable impact on brand loyalty and perceived brand quality. These findings were derived from our empirical research. Furthermore, the sectors that are being researched are quite different from one another in key ways. Originality and value – This paper is groundbreaking because it reveals the impacts of two distinct forms of social media communication (i.e., firm-created and user-generated social media brand communication) on CBBE measures. This is a subject that is relevant for both marketers and academics in this day and age of social media. Furthermore, it separates the impacts of social media brand communication across sectors, which indicates that practitioners should develop social media strategies according to the particular of their own businesses in order to use CBBE measurements.

Shinnar, Rachel et al., (2012) in the context of Hofstede's cultural aspects framework and gender role theory, this research investigates the ways in which culture and gender influence the perceptions and intentions of individual entrepreneurs. The purpose of this study is to investigate whether or not there are gender disparities in the way that university students in three different countries perceive obstacles to entrepreneurship, as well as whether or not gender has a moderating influence on the link between perceived hurdles and entrepreneurial intents across countries. The findings suggest that there are considerable gender disparities in the perceptions of

barriers. This disparity, on the other hand, does not exist in every culture evenly. An further finding is that there is a moderating influence of gender on the connection between obstacles and aspirations to engage in entrepreneurial enterprise. There is a discussion of the implications for both research and practice.

Srivastava, Nidhi et al., (2010) the purpose of this research is to investigate the beliefs held by workers on the elements that contribute to corporate entrepreneurship. Based on the results of the literature review, a pool of factors was developed and improved. Within this pool, the questionnaire that was prepared was sent to the managers of three companies that have a track record of being successful in the field of corporate entrepreneurship. Based on the study of the data, it seems that there are four factors that contribute to the success of corporate entrepreneurship: organizational system, team spirit, support from leaders, and empowerment. The findings also indicate that businesses should not place an excessive amount of importance on the incentives and freedoms that are provided to employees. Instead, they should work towards the establishment of an organizational structure that is supportive, as well as a work environment that encourages collaboration and support from leaders in the entrepreneurial endeavors. Within the scope of this publication, we also examine the ramifications of the study as well as potential future research areas.

Suherlan, Suherlan et al., (2023) The function that technology plays in marketing has seen substantial growth in this contemporary period, along with the advancements that have been made in information and communication technology. The introduction of new technologies has had a significant effect on the marketing methods used by businesses and has also had a significant influence on the behavior of consumers. With the intention of offering significant insights for marketing practitioners and business researchers, the goal of this study is to analyze the link between technical innovation in marketing and how it influences customer behavior. Specifically, the study will focus on how this relationship affects consumer behavior. An in-depth comprehension of the subject matter over the period of time spanning from 2001 to 2023 is the primary emphasis of the approach that is used, which is a qualitative literature study. The primary purpose of this strategy is to locate, analyze, and synthesize pertinent scientific material that has been published in a variety of academic journals, conference papers, and other academic sources that may be

accessed via Google Scholar. The findings of this research have shed light on the significant part that technology plays in influencing the marketing environment as well as the decisions that consumers make. These kinds of shifts have a huge influence on the manner in which businesses connect with customers, generate value, and keep their competitive edge in the ever-evolving digital world.

Sun, Li et al., (2019) According to management theory and management practice, employee engagement is a significant problem. However, there are still significant variances in the notion, theory, influencing variables, and consequences of employee engagement, and there is currently no standard that is considered to be authoritative. The purpose of this study is to evaluate and summarize the findings of prior research on employee engagement on the topic. The concept of employee engagement may be defined in two distinct ways: first, as a multi-faceted construct that encompasses cognition, emotions, and actions; second, as a unitary construct that encompasses a positive state of mind, a devoted willingness, and the opposite of burnout. The requirements-satisfaction framework, the job demands-resources model, and the social exchange theory are the three theoretical frameworks that are used in order to provide an explanation for the varied degrees of employee engagement. The elements that have an impact on employee engagement may be broken down into three categories: organizational factors (such as management style and job rewards), job factors (such as work environment and task characteristics), and individual factors (such as physical energy and self-consciousness). A favorable association between employee engagement and individual performance (such as organizational commitment and good conduct, among other things) as well as organizational performance (such as customer satisfaction and financial return, among other things) has been discovered. Previous studies have been found to have three deficiencies, as indicated by the findings of this research: a lack of research on demographic variables, personality differences, and cross-cultural differences in employee engagement; a lack of research on the role of employee engagement as a mediator or moderator; and a lack of intervention mechanism for employee engagement.

Teece, David. (2017). The objective of this study is to provide readers with assistance in better understanding and manipulating the primary factors that influence the effectiveness of business models. Arrangement, methodology, and strategy Research

on business model performance is investigated in this work, with the goal of identifying and illustrating five different types of performance factors, both static and dynamic. The results Furthermore, the authors propose that managers should adopt a more dynamic approach, putting an emphasis on how shifting combinations of drivers matter throughout the course of a company's life cycle. This is despite the fact that performance mechanisms tied to conventional business model components continue to play an important role in the success of business models. The value of originality The strategy that has been offered integrates conclusions drawn from a variety of theoretical perspectives into a framework that management practitioners may put into practice.

Teng, Bing-Sheng. (2007). It is possible that activities related to corporate entrepreneurship (CE) might greatly benefit from interfirm strategic alliances; nevertheless, the literature has not properly studied the advantages of such partnerships. Within the scope of this study, a resource-based paradigm is offered in order to investigate the manner in which strategic alliances provide entrepreneurial enterprises with resources that they would not have access to otherwise. In this paper, we propose that actions related to CE are likely to result in resource shortfalls. When it comes to filling resource shortages, we evaluate a number of different choices and determine the benefits and drawbacks of the partnership method. After that, we talk about the resource circumstances that might provide a company a competitive edge, provided that alliances are used in the appropriate manner to assist in the implementation of CE. In conclusion, we investigate the ways in which various forms of alliances, such as joint ventures, research and development alliances, and learning alliances, promote various corporate enterprise activities. These activities include innovation, corporate venturing, and strategy renewal.

The authors of this paper intend to develop a framework that will provide a holistic approach to the evaluation of entrepreneurial performance outcomes (EPOs). This framework will incorporate the numerous factors (such as entrepreneurial goals and cultural norms) that research suggests can have an effect on the process of entrepreneurship. Arrangement, technique, and strategy – When establishing the framework that has been recommended, the authors refer to both the existing body of research as well as the results that have been presented in the five articles that have

been chosen for this special issue. The paradigm that the authors provide shows that the level of pleasure that male and female entrepreneurs obtain from their endeavors is primarily driven by a combination of the objectives that they establish for their firm and the achievements or outputs that they accomplish. There is also some evidence to show that, assuming all other factors remain the same, females may enjoy greater levels of satisfaction with their endeavors than men do. Other key issues the authors have incorporated into the framework that are important to a better understanding of the entrepreneurial process include the resources the entrepreneur has available (human, financial and social); various external environmental factors (for example, government support programmers); and gender (for example, to the extent that women are more risk averse than men they may set more modest goals for their ventures). The holistic framework that the authors present for assessing (and better understanding) the entrepreneurial process should help direct and focus future research projects that are concerned with assessing, evaluating, and understanding EPOs; government policies that are designed to promote entrepreneurial initiatives; and those that provide advice to the sector.

Tootoonchy, Mahshid et al., (2021) Corporate entrepreneurship (CE) seems to be a kind of insurance against the dynamics of the environment, with the goal of allowing the business to expand by actively searching out possibilities. The primary objective of this research is to provide a conceptual framework that facilitates an evaluation of the ways in which the identification of opportunities at the person level is linked to the integration and institutionalization of knowledge bases at the company level. The purpose of this research is to offer a conception of corporate entrepreneurship (CE) as a learning process that allows organizations to create new Dynamic Capabilities (DC) that allow them to reinvent themselves via creativity. The development of dynamic capabilities via the CE process has not been explored in any previous study; yet, dynamic capabilities contribute to the management cognition that is necessary for exploring new chances for entrepreneurship. Using our analysis of the processes via which corporate entrepreneurship might affect the development of dynamic capacities as a foundation, we adopt a multiple case study approach in order to fill the research gap that has been identified. In order to investigate the research question, we have chosen four case studies to investigate the following topics: a) the relationship between managerial cognition, which serves as the knowledge foundation for

opportunity exploration, and capability development; b) the mechanism of the corporate entrepreneurship learning process, which involves discovery, engagement, and transformation; c) the reasons behind ignorance of certain entrepreneurial opportunities; and d) the effect of capability development on the outcomes of corporate entrepreneurship. When we go farther away from the process of making sense of possibilities and toward the process of institutionalizing new skills, we come to the conclusion that dynamic capabilities are most advantageous for entrepreneurs who are trying to make significant changes. On the other hand, the conceptual framework that we have presented is somewhat generic, and it must take into account the more profound interdependencies and complexity. As a consequence of this, the framework that has been suggested requires empirical sensibility as well as more theoretical development. This research makes a contribution by presenting a unique model that investigates the relationship between managerial cognition and entrepreneurial success. The model is derived from two domains that are interrelated: corporate entrepreneurship and dynamic capacity. The paradigm that has been developed makes use of the organizational learning perspective in order to attempt to represent corporate entrepreneurship as a dynamic and continuing activity.

Tran, Anh et al., (2021) When it comes to providing customer support, retailers are increasingly turning to conversational artificial intelligence (chatbots) because of the anticipated advantages and decreased operating expenses that this developing technology offers. For the time being, however, our comprehension of how customers perceive interactions with chatbots and how these interactions may affect other customer support initiatives is very limited. The purpose of this study is to explore the various ways in which customers feel about chatbots across different retail sectors, as well as the impact that chatbots have on consumers' feelings and expectations for additional service contacts with online human agents. Through the utilization of a hybrid automated sentiment analysis approach, we have determined that (1) the general sentiment towards bots is less negative than the sentiment towards online human agents; (2) these sentiments differ between the fashion and telecommunications industries; and (3) the sentiments towards online human agents in both industries become more negative after a retailer implements a chatbot.

Tsyganova, Tatiana et al., (2010) It is widely acknowledged that female entrepreneurial activity is an essential component of economic development all over the globe, particularly in developing markets. This is because female entrepreneurs constitute a large part of the modern commercial world. Using correlation and regression analysis, the current research investigates gender disparities in efficiency-driven nations. The data for this study comes from the Global Efficiency Model (GEM). The fact that training on establishing a new firm is a common component that has a stronger effect on female entrepreneurial activity is one of the most significant findings of the article by a significant margin. On account of this, training need to be seen as a vital problem when it comes to the formulation of government policies and the stimulation of entrepreneurial activity in general and this applies to both male and female entrepreneurs.

Urban, Boris & Wood, Eric (2017) Aim or purpose at the level of the firm, innovation is a multi-faceted phenomenon that involves the actions and interactions of individuals as well as a number of organizational aspects. Innovation is essential to the success of every business. In addition to the fact that innovation and entrepreneurship are mutually beneficial to one another, it is absolutely necessary for the success of a company to combine the two in order to achieve success. In order to establish an integrated model of corporate entrepreneurship (CE) that takes into consideration features at both the organizational and human levels, the point of this study is to immediately respond to research demands for such a model. This will allow for the development of a model that is both comprehensive and comprehensive. Following the development of a model that was made in accordance with the assumptions of the study, the model was next submitted to statistical analysis. A total of 784 individuals from the South African banking sector participated in the research study, which was carried out using a representative sample. The structural equation modeling (SEM) technique was used in order to verify that the model was a good match for the data. The results give evidence in support of the theories that have proposed that the realization of CE activity takes place as a result of the interaction between the company (during the process of constructing corporate building blocks) and the individual (through the use of entrepreneurial awareness and metacognitions). The results of the SEM led to the conclusion that the most important direct channel effect on CE was entrepreneurial awareness. This conclusion was reached based on

our findings. Some of the aspects that are relevant to It is necessary for managers to have a grasp of the corporate building blocks and to make use of them in a manner that has an effect on the various levels of entrepreneurial awareness and metacognitions that workers possess in order to establish a culture of entrepreneurship (CE). The study presented here is a pioneer in the area since it is one of the first studies to model and empirically investigate the causal links between corporate building blocks, entrepreneurial consciousness, metacognitions, and commercial enterprise (CE) at the firm level. In addition to this, the study is carried out in a circumstance that has not been thoroughly examined in Africa, which makes it possible for fresh insights to emerge.

Vivek, Shiri et al., (2012) this research conducts an investigation into the nature and extent of customer engagement (CE), which is an essential component of relationship marketing. The investigation is carried out via qualitative surveys that include executives and consumers. The intensity of an individual's involvement in and connection with an organization's offers and/or organizational activities, which may be initiated by either the consumer or the business, is what we mean when we talk about customer engagement (CE). According to our argument, it is made up of aspects that are cognitive, emotional, behavioral, and social in nature. In conclusion, we provide a model of customer engagement (CE) in which the participation and involvement of existing or prospective consumers act as antecedents of CE, and the possible outcomes of CE include aspects such as value, trust, emotional commitment, word of mouth, loyalty, and involvement in the community around the brand.

Vizitiu, Cristian et al., (2018) the corporate entrepreneurship assessment instrument (CEAI), which is a well-known psychometric instrument that is used in North America to measure entrepreneurial culture, is modified in this research. This modification is made in account of the fact that psychometric instruments have limited cross-cultural portability. Furthermore, the construct validity scale of the CEAI is investigated as part of this research. With the use of CEAI, we want to discover the perceived internal management key qualities that are present in the Romanian entrepreneurial culture (private sector). This will be accomplished by applying CEAI to rising economies. The corporate entrepreneurship assessment tool makes use of a questionnaire that is based on a Liker scale and has 48 questions. The

objective of this questionnaire is to collect information from a large sample of workers who are employed in a range of firms. After this, the questions, which are considered to be random variables, are put via component analysis in order to get a structure that is easier to regulate and reduces the amount of complexity involved. In conclusion, the elements are studied with reference to the entrepreneurial propensity of the business sector that is the subject of the study that is being carried on. SPSS was the name of the application that was used for the purpose of doing statistical analysis. A ten-factor framework was developed for this specific business environment based on the findings of a study that was conducted on 175 professionals who were employed by technology-related enterprises in Romania. These elements include, but are not limited to, the following: reinforcement and work discretion; a dynamic workplace and less formalization; delegation; time availability; strategic awareness; management support; stress; vertical communication; horizontal communication; and knowledge sharing. The goal of this study is to establish a better picture of the cross-cultural portability of entrepreneurial psychometric instruments. This will be accomplished in conjunction with a research study that was conducted in South Africa that was analogous to this one. The research provides a complete understanding of the corporate culture that emerged in Romania after the fall of communism.

Wood, Christopher et al., (2008) as part of an attempt to adapt and improve, top officials in the Air Force have urged their airmen to adopt an entrepreneurial mindset across the organization. The purpose of this research was to evaluate the degree to which important organizational characteristics are connected to views of corporate entrepreneurship and the following consequences that are associated with these beliefs. A number of critical antecedents that were positively connected to corporate entrepreneurship were found to include suitable incentives, managerial support, a supportive organizational structure, and a belief in risk-taking and failure tolerance. The data for this study was acquired via the use of an electronic questionnaire. Not only that, but there was a favorable correlation between corporate entrepreneurship and enhanced levels of work satisfaction, perceived organizational contribution, organizational commitment, memory orientation, and overall organizational performance.

Xue, Pu et al., (2023) the purpose of this research is to investigate the connection that exists between enterprise innovation, corporate entrepreneurship, and competitive advantage in businesses. In order to reach the goal of providing a thorough knowledge of how corporate entrepreneurship activities impact an organization's capacity for innovation and its ability to acquire a competitive advantage in the market, the study is being conducted. The study makes use of a quantitative research technique and gathers information from a varied sample group of businesses operating in a variety of sectors. For the purpose of conducting a study of the data and examining the hypothesized connections between corporate entrepreneurship, innovation, and competitive advantage, regression analysis and structural equation modeling are applied. The results of the research indicate that there is a very strong and favorable connection between corporate entrepreneurship and the creativity of organizations. The findings provide evidence in support of the notion that businesses that cultivate an entrepreneurial culture and attitude are more likely to come up with original ideas and inventive solutions. In addition, the research indicates that innovation is a significant factor in determining a company's competitive advantage. This is due to the fact that businesses that invest resources and prioritize innovation efforts have a greater chance of distinguishing themselves in the market. These companies have the potential to achieve a competitive advantage if they consistently improve the quality of their products or services via the use of innovative techniques. The findings of this research have important theoretical implications that add to the existing body of literature on strategic management and entrepreneurship. These implications underline the significance of entrepreneurial acts inside established businesses. It is important to cultivate a company culture that supports and promotes entrepreneurial conduct since it may lead to better creative capabilities and long-term success. The practical consequences highlight the necessity of encouraging and supporting entrepreneurial behavior.

RESEARCH GAP

It is essential to identify a research gap in order to further scholarly knowledge and solve gaps that already exist in the current body of scientific literature. When it comes to the current research landscape on corporate entrepreneurship and consumer engagement across a variety of industries, there is a noticeable gap that emerges in the

absence of comprehensive studies that delve into the specific mechanisms and contextual factors that influence the effectiveness of entrepreneurial components on consumer engagement. Existing literature does give some insights into the broad effect of corporate entrepreneurship; however, there is still a lack of research that has been done to get a more nuanced knowledge of how these dynamics change across different sectors. In order to uncover the industry-specific nuances, challenges, and successes that shape the intricate relationship between corporate entrepreneurship components and consumer engagement, additional research is required. This research will provide valuable insights for both academics and practitioners who are attempting to navigate the complexities of the modern business environment.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 INTRODUCTION

Corporate entrepreneurship, the business ecosystem, and five different industries are all examined in this chapter, which summarizes the study technique used. This study's methodology is grounded in an extensive literature review of pertinent scholarly works. Using frameworks for corporate entrepreneurship and company ecosystems, this study examines five different industries. In this chapter, the study technique that was used to investigate corporate entrepreneurship and business environment is laid out in detail.

3.2 THEORETICAL FRAMEWORK

A researcher's "research philosophy" consists of their underlying assumptions, key concepts, and guiding principles that they use to comprehend and conduct their study. A researcher's research paradigm includes their philosophical position on reality, assumptions about the nature and use of knowledge, and the methods they employ to acquire knowledge. Research philosophy offers a structure for arranging ideas about research questions, methods of data collection and analysis, and the implications of those findings. The researcher's selection of a research paradigm impacts the study's focus, methods, and findings. Positivism, interpretivism, and critical theory are a few examples of such paradigms. Prior to commencing any study, it is necessary to formulate a research philosophy. This will guarantee that the research is carried out with utmost precision, integrity, and consistency. The legitimacy, validity, and usefulness of the research to the broader discipline are strongly influenced by the researcher's epistemological and ontological positions.

This study adheres to a positivist principle. Positivism is a philosophical tradition that maintains scientific investigation has the potential to offer irrefutable proof of an objective reality. The credibility of a phenomenon can be ascertained, as the researcher asserts, by an impartial observer and a rigorous analysis of empirical evidence. Discovering objective facts and universal laws is the goal of positivist

scholars, who employ systematic review, inquiry, and study. When it comes to the social sciences, the positivist research paradigm is illuminated by the works of the aforementioned authors. They stress the significance of being objective, using scientific procedures, and gathering and analyzing empirical facts to learn about the world as it truly is.

The research philosophy that was used for this study is positivism, which places a focus on objectivity, experimental evidence, and systematic investigation. Research into society can be guided by positivism's systematic and rigorous framework, which facilitates the development of testable hypotheses, the collection of quantitative data, and the application of statistical methodologies to reveal underlying patterns and principles. To create predictions, establish causal relationships, and produce accurate information that may be applied in various circumstances, researchers adhere to positivism.

Positivism is a scientific approach to inquiry that encourages academics to investigate their issues without prejudice or preconceptions. Positivism offers a methodical framework for investigating complex social phenomena, which is particularly well-suited to fields that depend on accurate measurements and numerical analysis, such as economics, sociology, and psychology. This research uses a positivist research theory, empirical research, and qualitative analysis to better understand the corporate environment and how it impacts corporate entrepreneurship.

3.3 RESEARCH PROCESS

The research process has undergone fascinating evolution, from Trow's (1925) three-step proposal to Sönmez's (2018) eleven-step proposal. The typical procedures used during an investigation are:

1. Form a problem statement
2. Decide a methodology
3. Select a population and sample
4. Collect and analyze data

5. Interpret the findings

6. Draw the conclusions

This study followed a similar methodology. An acceptable research technique, a mix of quantitative and qualitative approaches, was selected following a thorough and systematic literature assessment, which led to the development of the issue statement. Because the statistical analysis tool required a large sample size to get meaningful conclusions, the researcher appropriately set the sample size at 350. This will be demonstrated in the sections that follow. To evaluate the data we obtained from the sample through interviews and structured questionnaires, we utilized SPSS, SPSS-AMOS, and MS-Excel. After analyzing the data, the researcher drew findings and proposed new research directions.

3.4 RESEARCH DESIGN

What researchers perform in their research—the broad methods or conceptual frameworks they use—influences their overall approach to the topic. Any method can be used, whether it is qualitative, quantitative, or a mix. These procedures provide light on the ways in which academics think and do study design, data collecting, evidence analysis, and conclusion development.

Academic research primarily employs three research methods: quantitative, qualitative, and blended procedures. The three most prevalent study designs used in social science research are the ones mentioned above. Different approaches use different theoretical frameworks and data gathering and analysis methods. A more in-depth analysis of these designs follows:

Finding statistically significant locations, trends, and correlations is the main goal of quantitative research, which mostly involves collecting and analyzing numerical data. This research approach frequently makes use of methods such as controlled trials, systematic surveys, or the analysis of previously collected data to collect information from a large population sample. Researchers use a wide variety of statistical methods for data analysis, including descriptive statistics, regression analysis, correlation analysis, and hypothesis testing. The main objective of quantitative research is to use statistical data to make unbiased statements and then apply those findings to a larger

population. It is an appropriate methodology for research issues that necessitate quantitative data gathering and the application of statistical methodologies to investigate potential causal linkages.

Understanding and interpreting social events from an individual's point of view is central to qualitative research. Prioritizing conceptualization over quantitative data is central to this research strategy. Interviews, observations, and a thorough examination of relevant materials will all play a role in this comprehensive examination of individuals' and groups' viewpoints, understandings, and experiences. A large portion of the complicated data collected by scientists does not consist of numbers but rather of non-numerical information such as words, pictures, and sounds. Researchers use a variety of research methodologies to look for patterns, interpretations, or similarities in the data. Some examples of such methods include content analysis and discourse analysis. Studying complex phenomena, gaining insight into participant viewpoints, and coming up with new ideas and hypotheses are all made much easier with qualitative research. To gain a thorough and balanced understanding of the research subject, mixed-methods studies combine quantitative and qualitative research procedures. This inquiry includes collecting and analyzing data, which could contain both quantitative and qualitative information. Researchers get data for their studies using a variety of quantitative and qualitative methods, including questionnaires, interviews, document reviews, and observations. Data is analyzed using a variety of statistical tools, including tests and regression, as well as qualitative methods, such as coding and theme analysis. As a result, you can rest assured that the data is accurate and trustworthy.

Through the integration of many research methodologies, mixed-methods research aims to offer a thorough and multi-faceted perspective. As a result, they can learn more about the subject of the study and weigh the benefits of each research method. Considerations such as the nature of the research question, the researcher's available resources, and the level of comprehension and practicality sought inform the study design that academics ultimately choose. A reputation for numerical precision and statistical significance is associated with quantitative research, whereas qualitative research is renowned for exploring subjective experiences and offering comprehensive contextual knowledge. Both types of research are acknowledged for

the knowledge they have added. In mixed methods research, researchers use both quantitative and qualitative approaches to get a fuller view of the problem. This understanding takes into account multiple viewpoints and yields more nuanced results than would be possible with a single viewpoint alone. This approach takes advantage of the strengths of both approaches, leading to more thorough and detailed study results. This study used a mixed-methods approach, combining quantitative and qualitative techniques. Quantitative research encompasses all forms of data collection and analysis since, as is often known, it involves a systematic and empirical investigation of the observed occurrences through the use of computational, statistical, and mathematical techniques. Data mining is based on the systematic gathering and analysis of information with the aim of finding an answer or resolving an issue. Experiments, case studies, surveys, and fieldwork are all part of quantitative research. What this means is that qualitative research, which looks at how people's emotions and ideas impact a result, varies from quantitative research in this respect. Grounded theory, topic analysis, and other similar approaches are examples of qualitative research methods. When these two approaches are used in a mixed-method study, the results are more reliable and generalizable to the community at large.

Methodology of the Mixed-Method Study: This poll can't be considered legitimate until the employees and other stakeholders in the selected industries are given a chance to provide their opinions. In order to get a whole picture, the researcher had to look at more than just how much CE the companies had implemented. Stakeholder perspectives can have a significant impact on a company's leadership style, organizational culture, and the technology it uses.

Surveys for quantitative data and interviews for qualitative data were necessary for this. This led the researcher to collect, analyze, and interpret data more thoroughly so that they could see the interconnections between the variables more clearly. Because CE is a contemporary field that is associated with new concepts like the circular economy, this study also needed a better methodology. Because of these factors, the researcher decided to use a mixed-methods approach. The key advantage of mixed methods research is the thorough and nuanced insight it can give to complicated research problems. By combining qualitative and quantitative techniques, researchers can leverage their strengths while avoiding their flaws. This approach is known as

mixed-methods. Integrating qualitative and quantitative information may help researchers better grasp the subject at hand. This strategy boosts the study's validity and reliability by allowing triangulation of data. Mixed methods research also encourages the use of flexible and multi-method approaches. Scholars might modify their study approaches to address particular research issues. For instance, they can employ qualitative methods to conceive of ideas and discover unexplored regions, and quantitative methods to put those ideas to the test and draw broader conclusions. The availability of flexible research methodology allows for a thorough and meticulous inquiry, which in turn improves the study's overall credibility and quality. In mixed-method research, triangulation is also made easier. This study uses triangulation as it can reliably and comprehensively gather data on the complex relationships between business ecosystems and corporate entrepreneurship.

In order to make up for the limitations of individual methodologies and enhance the overall validity and reliability of the study's conclusions, triangulation was employed. This involves merging many lines of evidence and views. The integration of different perspectives, datasets, and analytical methods allowed this to come to fruition. By integrating quantitative and qualitative data, we were able to better understand the phenomena under investigation and test our hypotheses to the fullest. Mixed methods research also offers chances for validation, development, and complementarity. Both quantitative and qualitative data have their uses; the former can shed light on and explain quantitative discoveries, while the latter can bolster qualitative results or reveal surprising tendencies. Through repeated data collection, analysis, and integration, a fuller and more comprehensive comprehension of the research problem is attained. Overcoming the limitations of single methods, providing a more holistic knowledge of complex phenomena, promoting methodological flexibility, and strengthening the reliability and validity of research findings are usually the reasons why mixed methods research is chosen.

Information technology (IT), academic, pharmaceutical, banking, and automotive industries were the sources of data utilized to create this research. Additionally, seven in-depth interviews with senior executives from these five firms were also utilized. Findings are based on a mixed-methods study that used theme analysis to synthesize quantitative survey data with qualitative interview data.

A Likert scale was provided to the workers for their responses. To determine the variables' reliability, Cronbach's Alpha was used. Looking at Cronbach's alpha is one approach to determine if a set of items adequately assesses a single concept. It should be greater than 0.6, according to Cooper and Schindler (2008).

3.5 SAMPLING PROCEDURE

a. **Population:** The research participants are from various professional backgrounds, including those in the fields of academia, finance, pharmaceuticals, and automobiles. This experiment involves a small and quantifiable population.

b. **Sampling Unit:** The sampling units are industry specific (IT, academic, banking, pharmaceutical, and automotive sectors and level specific (top level executives, middle level employees and line managers).

c. **Sample Frame:** The Sample Frame is a list of the items or people that are going to be sampled. All the relevant units or elements that will be included in the research are listed in a sample frame. People who work in the fields of Information Technology (IT), academia, banking, pharmaceuticals, and automobiles are the subjects of this study.

d. **Size of Sample:** A 5% and 95% confidence level were chosen as the levels of significance. With a high level of confidence, it should be possible to repeat the tests and get the same results. The significance level is the probability that the null hypothesis may be rejected just by chance. Over 350 individuals took part in the study. One hundred and thirty employees from each sector made up the sample. (Automotive, academic, financial, pharmaceutical, and information technology workers). Companies listed on the stock exchange from the Telangana state were the focus of this investigation. We restricted our search to academic institutions that are associated with Telangana state universities that have received formal recognition from the UGC. This allowed us to collect data from such institutions.

e. **Sampling Design:** The purpose of the study was to apply probability sampling. One of the key characteristics of probability sampling, as stated by Cochran (1963), is that the likelihood of selecting each probable sample is known beforehand. You must devise a method or system that assures randomization if

you want to make sure that every unit in your population has an equal opportunity to be chosen.

f. **Sampling technique:** In order to achieve the research goal, stratified random sampling was employed. The researcher splits the population into similar subsets called strata in this tried and reliable approach of probability sampling. When you combine subsets of random samples from each stratum, you get one random sample.

g. **Sampling Error:** It was established by the sampling method that there was an error of.2056%. Your results differ from what would have happened if they had all been in the same group; this is the dissimilarity. If a representative sample of the population were to be polled and asked if they would be willing to work for $10 per hour, and the answer would be yes, it would be highly unlikely that this sample would be representative of the population as a whole. (Some people really do say no for $9.) However, you might receive more accurate results if you asked the same question to a different set of people.

h. **Estimating Error:** What is essentially meant when addressing estimating mistake is the degree to which estimates diverge from reality. As far as is practically possible, the estimates must be precise. It is for this reason that estimates with larger estimation errors should be avoided.

i. **Margin of Error:** The margin of error, sometimes shortened to MOE or M.O.E., is the estimated difference between the expected and observed results of a survey's sample and those obtained from the entire population. An estimate of a population parameter from a given sample carries with it an inherent degree of uncertainty, and this uncertainty is best captured by the margin of error. Margin of error is an important concept in various social science disciplines. A bar graph could be useful in visualizing and explaining this concept, which is difficult to put into numbers.

j. **How was the sampling error handled?** To keep sampling error to a minimum, one needs either a large sample size or a very small margin of error. What the statistical concept is referring to is the degree of uncertainty in the different outcomes. A bigger sample size is required in both scenarios.

3.6 INSTRUMENT USED FOR DATA COLLECTION

A questionnaire was created to evaluate the impact of several ecosystem components on CE, following the previously specified assumptions and research questions. To measure CE levels, an existing questionnaire was also utilized. In light of the findings from the pilot study, we revised the questionnaire to make it easier to collect data while also improving its phrasing, readability, beginning reliability, and preliminary validity. Prior to submitting the final version of the paper, the researcher carefully considered the feedback and recommendations regarding the elucidation of certain technical terms. We simplified the language and eliminated superfluous jargon to make the survey easier for anybody to understand and complete. In addition to reviewing their surveys, we interviewed industry experts from each of the five industries.

Collection of responses:

Using a 5-point Likert scale, where 1 signifies strong disagreement and 5 signifies strong agreement, survey participants were requested to indicate their degree of agreement. In social research, psychometric instruments like Likert scales are widely utilized. In 1932, it was initially employed to offer a numerical assessment of feelings. In most instances, this scale will inquire as to the degree to which respondents concur or disagree with a set of claims pertinent to the concept being explored in this thesis.

Researchers can learn more about respondents' genuine opinions and feelings about the topics being studied when they provide multiple-choice questions instead of merely yes/no. On the other hand, limitations like the careless use of the "neutral" position by respondents might be taken into account. It makes no difference because in the social sciences, Likert scales are already the gold standard for psychometric analysis. One may question the compatibility of the parametric statistics with the Likert scale data given that they were utilized for the investigation. In rebuttal, Norman (2010) underlined that parametric methods work well with Likert scale data irrespective of variance, distribution, or sample size. The necessity to employ both parametric and non-parametric methods led to the exclusion of the latter. Parametric approaches have greater sway. Furthermore, in order to minimize the possibility of errors in the results, the researcher has selected a rigorous alpha level of.01. Past

studies have demonstrated that Likert scale data may give strong and reliable results independent of the type of test used, which is worth mentioning after considerable debate about parametric vs. non-parametric testing.

3.7 SOURCES OF DATA

This chapter provides an understanding of the sources of both primary and secondary data. Behold, they stood:

- **Primary data:**

Questionnaires provided the bulk of the primary data. Individuals could choose to fill out the surveys in person, over the phone, or by email.

- **Secondary Data:**

Online Sources (Scopus/ EBSCO, Emerald Insight)

University Library.

Emerald Articles database.

The list of companies was obtained from MCCIA,

Other Source

3.8 PILOT STUDY

Using a questionnaire, a pilot study was carried out from June to September 2023 with the goals of studying the degree of corporate entrepreneurship implementation in organizations and mapping the four components of the business ecosystem of firms in the academic, pharmaceutical, banking, and automobile sectors. A total of 100 individuals were surveyed for the study. Using the same questionnaire method as the pilot study, we were able to map out the four parts of the corporate ecosystem in companies operating in the information technology (IT), academic, banking, pharmaceutical, and automotive industries. The substantial literature review provided the groundwork for this questionnaire, which contained a predetermined number of items for each section. It was critical to monitor the questionnaire for outliers and

choose questions for retention based on the established criteria while developing the items. The following is a summary of key statistics:

The identification and labeling of outliers could not be completed without doing a statistical analysis on the collected data. In order to find the outliers, we conducted an evaluation to see if it was fair to retain some of the survey questions. Several considerations were considered while deciding which items to retain and which to discard. These factors included:

1. The items were subjected to a content validity test to ensure they effectively measured the study's focus areas and were relevant to the research aims.

2. We ran the item-total correlation to see how each survey item related to the overall survey score. It was determined that items with poor correlations needed to be excluded since they might not provide an appropriate measure of the target construct.

3. The reliability and consistency of the questionnaire was assessed using Cronbach's alpha coefficient. If an item had poor item-total correlations or would have a negative effect on overall dependability, it might be removed from the survey after a thorough review.

4. The items were verified, their relevance was assessed, and their understandability was determined using a procedure called expert judgment, which involved researchers conferring with domain experts.

The end product of this procedure was the questionnaire used in the present investigation.

3.9 STATISTICAL METHODS AND TOOLS USED

SEM:

A broad variety of methods that are collectively referred to as "structural equation modeling" (SEM) are employed by researchers across numerous fields, including the social and natural sciences, business, and others. The field of social and behavioral sciences is its main focus. To find out how the variables in this study are related to

each other, we apply the structural equation model (SEM). Building a model to show how various parts of a theoretical or real phenomenon interact with one another is what structural equation modeling (SEM) is all about. Inferred from the model's structural aspect are theoretic links between variables that describe the phenomena being studied.

3.10 TRUSTWORTHINESS OF THE STUDY

The legitimacy of research is built upon three pillars: reliability, validity, and impartiality. Academic research is considered dependable when it can be replicated by other researchers, resulting in consistent findings. The results were more trustworthy since the study used a combination of methodologies. With a large sample size, the researcher collected quantifiable data with little room for mistake. Rich qualitative data that illuminated the decision-making processes of these individuals was obtained via the study's interviews with C-suite executives. The validity of a research study hinges on the reliability of its assessments of the desired construct. A conceptual model was the north star for this inquiry. The creation of the model was informed by a comprehensive examination of pertinent academic literature. In accordance with the specified model, the data collection tools were created. The selection of statistical methods utilized for data analysis was guided by their relevance to the study topics. Studies can't be deemed objective unless they don't contain any prejudice or bias. The study used many data collection strategies to lessen the influence of potential biases. The researchers used a methodical process to gather and analyze data. When they presented the study's results, the researchers were very clear and unbiased. In most cases, the research is dependable. The results were more credible, accurate, and objective since the investigation followed a rigorous protocol.

3.11 ETHICAL CONSIDERATIONS

There are a number of crucial ethical considerations, including obtaining informed consent, maintaining confidentiality, and minimizing harm. Prior to being asked to take part in the study, all individuals were given the chance to provide their informed consent. Everyone involved in the study made sure the participants understood its purpose, any potential benefits or drawbacks, and their freedom to stop participating whenever they wanted.

We ensured the highest level of confidentiality with all participant information. Thus, the data could only be accessed by the study team and no one else without the participant's explicit consent. To ensure the subjects' safety, all parties participating in the research took extreme measures. In order to ensure that the volunteers would suffer the least amount of emotional and physical distress, the research was meticulously planned. A fair distribution of power and respect for various cultures were among the ethical considerations and issues that the researchers took into account and addressed. Researchers had greater authority than subjects, revealing an imbalance of power in the study. The reason behind this is that the researchers played a vital role in collecting and interpreting data from the participants. Researchers were careful not to abuse their position of authority by treating subjects unfairly. Cultural sensitivity was demonstrated by the researchers as they took into account the individuals' cultural origins. While conducting the study, the researchers were mindful of the participants' cultural habits and beliefs. Since these ethical considerations were taken into account, the researchers conducted responsible and ethical study.

3.12 ASSUMPTIONS MADE FOR THE STUDY

The following assumptions were used to conduct the study:

a. A number of elements impact corporate entrepreneurship. These include the capacity for technology transfer, technological strategy, competences, organizational structure, culture, and leadership.

b. Reliable results can be obtained with a sample size of 350.

c. The results of the survey and interviews are considered to be accurate and reliable.

d. When analyzing the data, the statistical procedures used are appropriate and accurate.

The aforementioned assumptions were derived from the researchers' prior knowledge, an initial investigation, and a comprehensive literature review. It is important to note that the underlying assumptions could not be completely correct because every research investigations have their own limits. Be cautious when interpreting the study's findings; further research is needed to validate or disprove them.

CHAPTER 4
DATA ANALYSIS AND ITERPRETATION

In this chapter, we present a comprehensive listing of the study's data analysis results. The opening section covers the demographic data analysis that shows the sample's distribution in terms of gender, age, experience, and industrial sectors. The ramifications of these discoveries are covered in the subsequent chapter. Results from the confirmatory factor analysis follow the presentation of the exploratory factor analysis in the following chapter, which was conducted using SPSS and SPSS-AMOS. For hypotheses, the results of the linear regression are presented to support the findings, which lead to the rejection of the null hypothesis. In the following chapter, we offer the results of the theme analysis that was conducted on the interview data collected from seven industry experts across the five chosen industries. Findings from this analysis's themes were consistent with those of the prior CFA and regression. The chapter finishes with the findings of a comparative industry research that ranked the influence of ecosystem elements on CE according to industry. The study was based on correlation analysis.

4.1 DEMOGRAPHIC PROFILE OF RESPONDENTS

Industry

Table 4. 1 Distribution of respondents according to Industry

Industry	**Frequency**	**Percent**
IT	95	27.14%
Academic	65	18.57%
Banking	145	41.42%
Pharmaceutical	15	4.28%
Automotive sector	30	8.57%
Total	350	100

Sources: Primary Data

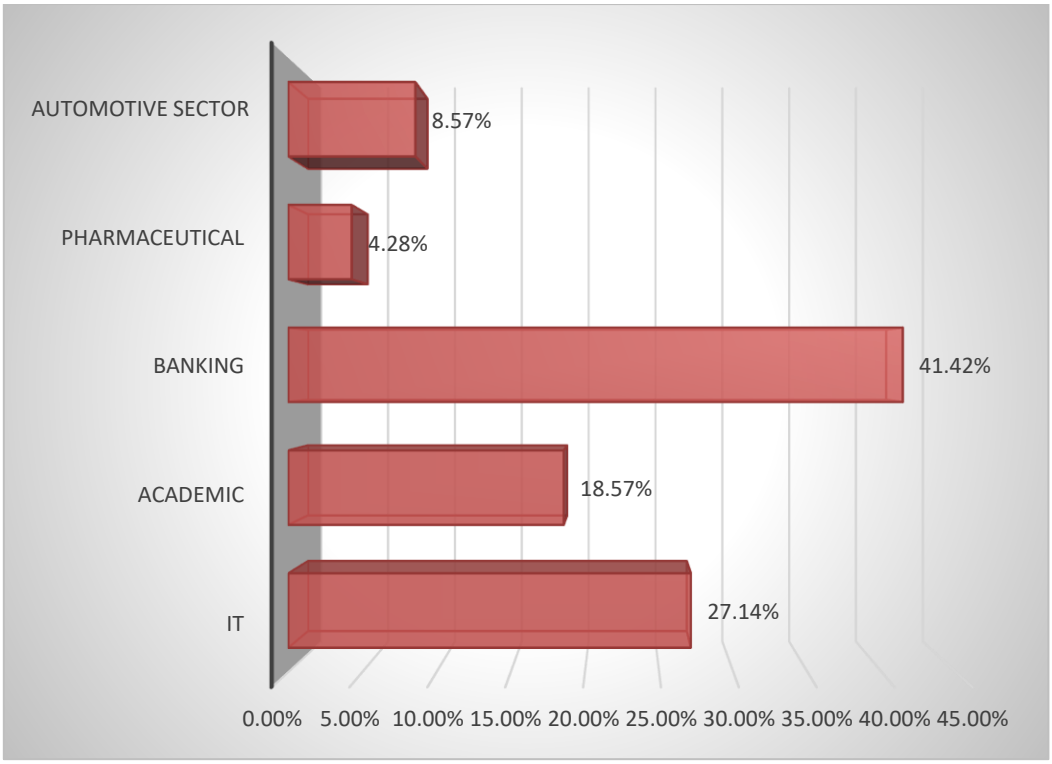


Figure 4. 1 Distribution of respondents according to Industry

The table presents the distribution of 350 respondents across various industries. The majority of respondents, 41.42%, are from the banking sector. The IT industry follows with 27.14%, while 18.57% of respondents are from the academic sector. The automotive sector and pharmaceutical industry have lower representations, with 8.57% and 4.28% respectively.

Gender

Table 4. 2 Gender of the Respondent

Gender	**Frequency**	**Percent**
Male	200	57.1%
Female	150	42.9%
Total	350	100

Sources: Primary Data

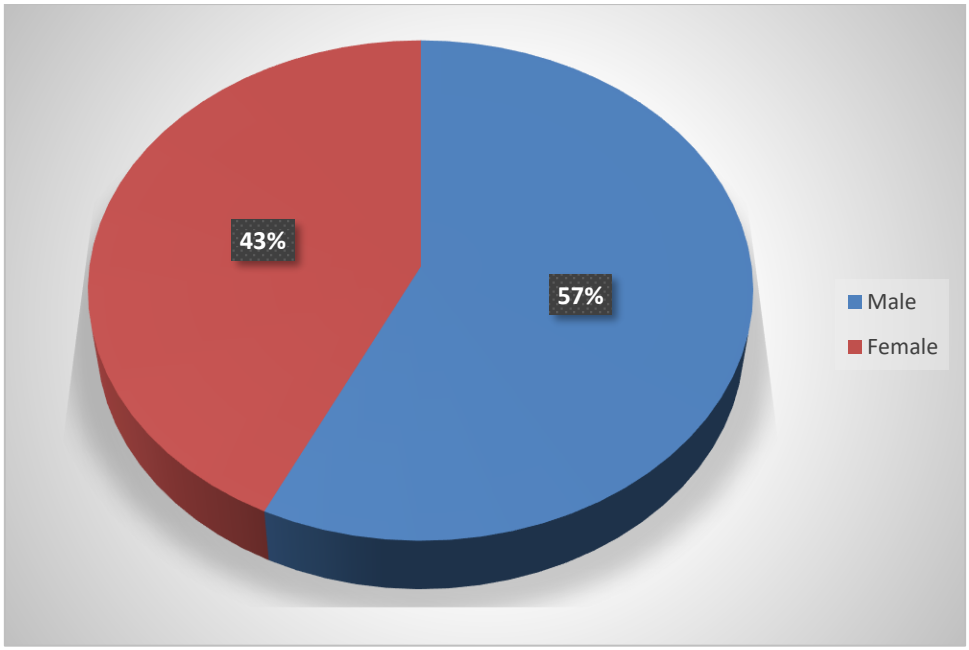


Figure 4. 2 Gender of the Respondent

The table provides the gender distribution of 350 respondents. Males constitute a larger portion, making up 57.1% of the respondents, while females represent 42.9%.

Age

Table 4. 3 Age of the respondent

Age	**Frequency**	**Percent**
18-30	100	28.6%
31-40	65	18.6%
41-50	90	25.7%
51-60	45	12.9%
Above 60 Years	50	14.3%
Total	350	100

Sources: Primary Data

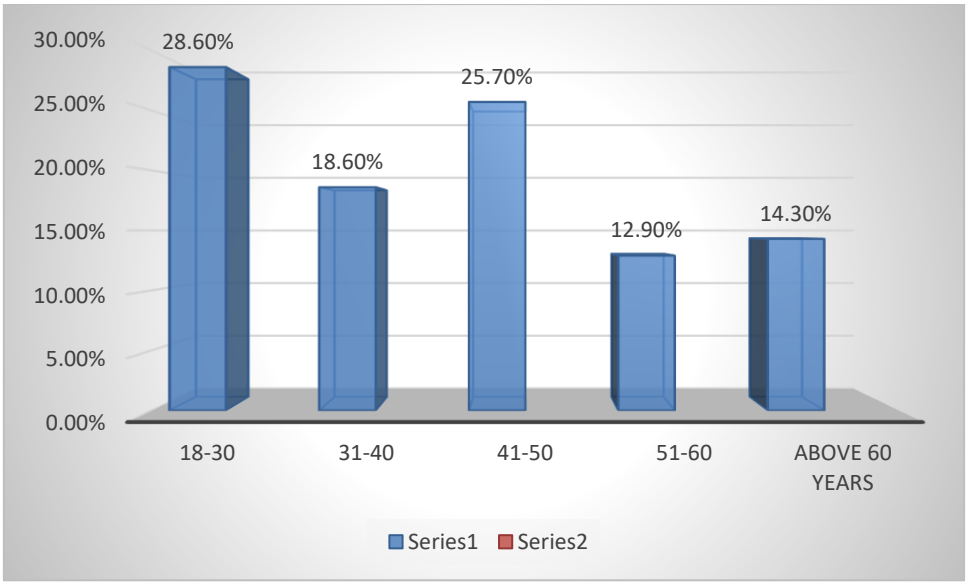


Figure 4. 3 Age of the respondent

The table outlines the age distribution of 350 respondents. The largest age group is 18-30 years, comprising 28.6% of the respondents. This is followed by the 41-50 years group at 25.7% and the 31-40 years group at 18.6%. Respondents aged 51-60 years make up 12.9%, while those above 60 years account for 14.3%.

Experience

Table 4. 4 Experience of the respondent

Experience	**Frequency**	**Percent**
0-5 Years	150	42.9%
6-10 years	85	24.3%
11-15 Years	65	18.6%
16-20 years	10	2.9%
Above 20 Years	40	11.4%
Total	350	100

Sources: Primary Data

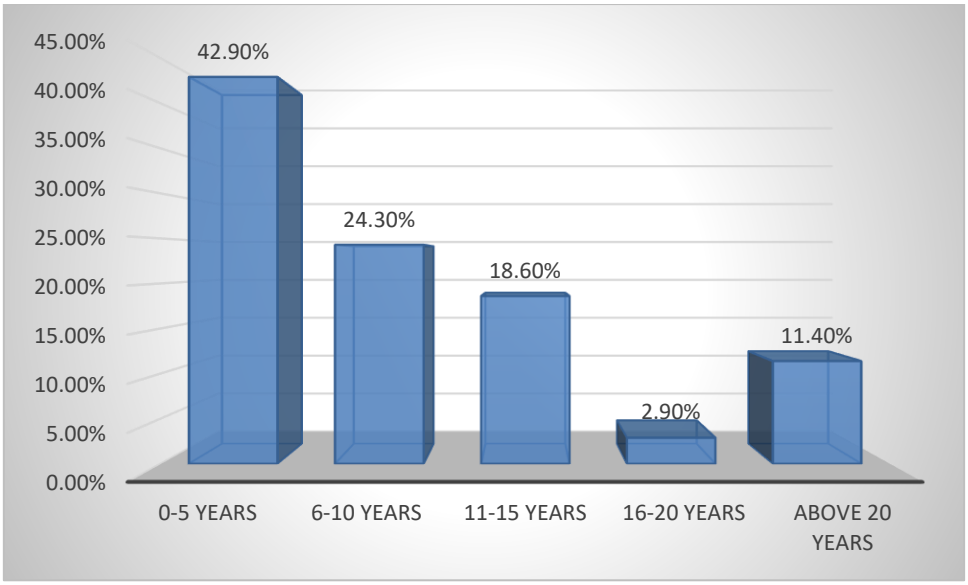


Figure 4. 4 Experience of the respondent

The table illustrates the distribution of respondents based on their years of experience. The largest group, comprising 42.9%, has 0-5 years of experience. This is followed by those with 6-10 years of experience at 24.3% and those with 11-15 years of experience at 18.6%. Respondents with 16-20 years of experience represent 2.9%, while those with over 20 years of experience make up 11.4%.

What is your role within the company?

Table 4. 5 Respondents role within the company

Particular	**Frequency**	**Percentage**
Senior Management	160	45.71
Middle Management	80	22.85
Junior Management	30	8.57
Employee	50	14.28
Other	30	8.59
Total	350	100

Sources: Primary Data

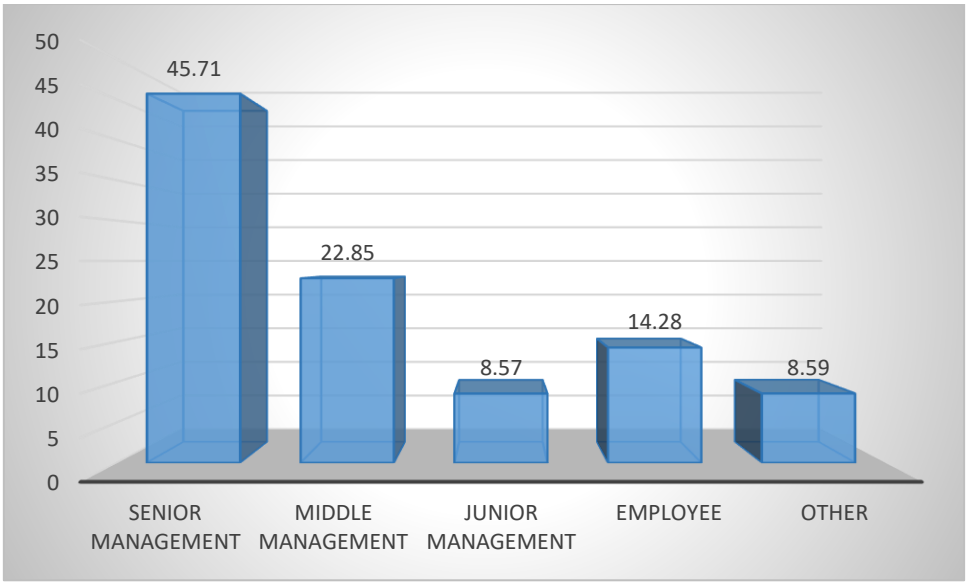


Figure 4. 5 Respondents role within the company

Out of a total of 350 respondents, 45.71 percent hold a senior management position, according to the study. There are 22.85% in middle management and 8.57 % in junior management. Staff members in other roles account for 8.59% of the total, while regular employees account for 14.28%. This distribution may be indicative of the company's organizational structure or the survey's intended audience, since it shows that upper-level management is well represented in the sample.

How many employees does your company have?

Table 4. 6 Number of employees does company have

Particular	**Frequency**	**Percentage**
Less than 50	20	5.71
50-199	60	17.14
200-499	80	22.85
500-999	80	22.85
1000 and above	110	31.44
Total	350	100

Sources: Primary Data

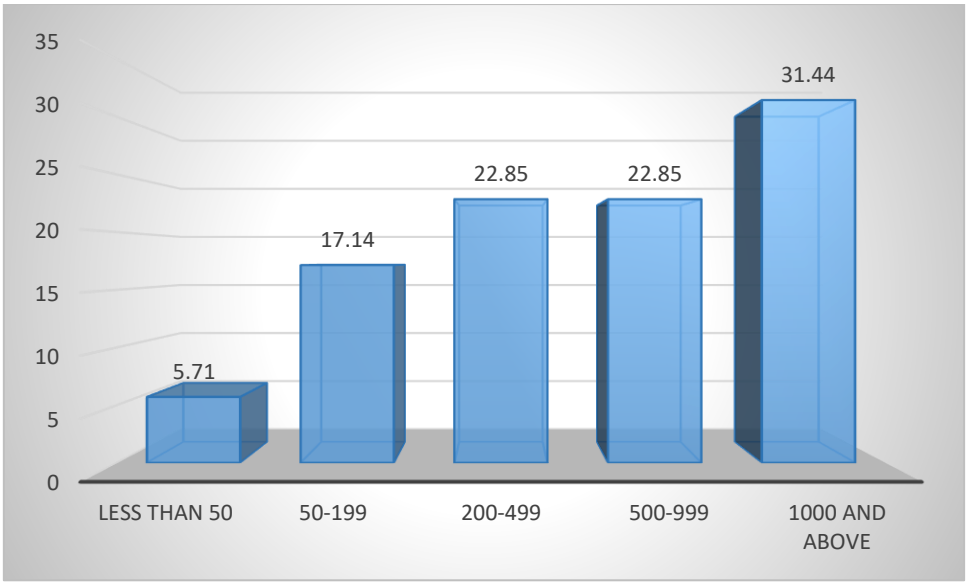


Figure 4. 6 Number of employees does company have

Companies with 1,000 or more employees are represented by the largest segment of respondents, accounting for 31.44% of the total. About 22.85% of the people who filled out the survey worked for companies with 200-499 or 500-999 employees. Only 5.71 percent of workers come from organizations with 50 or less employees, while 17.14 percent work for companies with 100 to 999 employees. It appears from the distribution that a considerable number of respondents work for companies with more than 100 employees.

4.2 RESULTS OF CORPORATE ENTREPRENEURSHIP RELATED COMPONENTS

How would you rate the importance of innovation in your company?

Table 4. 7 Importance of innovation in company

Particular	Frequency	Percentage
Very Important	120	34.28
Important	80	22.85
Moderately Important	60	17.14
Slightly Important	50	14.28
Not Important	40	11.45
Total	350	100

Sources: Primary Data

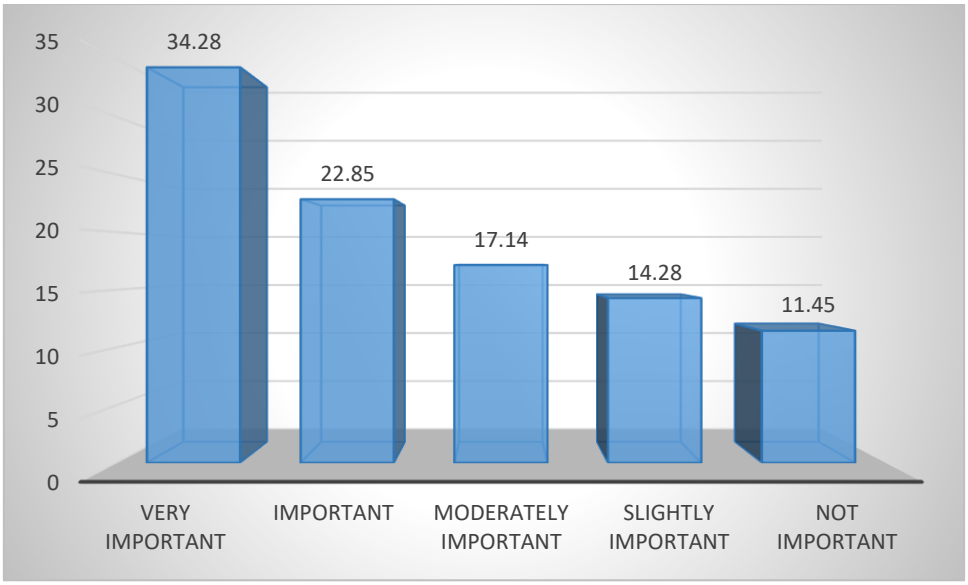


Figure 4. 7 Importance of innovation in company

According to the survey, most people think innovation is really important for their company. In particular, 34.28% consider innovation to be "Very Important" and 22.84% as "Important," for a grand total of 57.13%. Along the same lines, 17.14% think it's "Moderately Important," 14.28% think it's "Slightly Important," and 11.45% think it's "Not Important." The data shows that innovation is highly valued by more than half of the participants, which indicates that it plays a crucial role in their organizational plans.

How frequently does your company engage in new business venturing activities?

Table 4. 8 Company engaged in new business venturing activities

Particular	**Frequency**	**Percentage**
Very Frequently	110	31.42
Frequently	50	14.28
Occasionally	60	17.14
Rarely	80	22.88
Never	50	14.28
Total	350	100

Sources: Primary Data

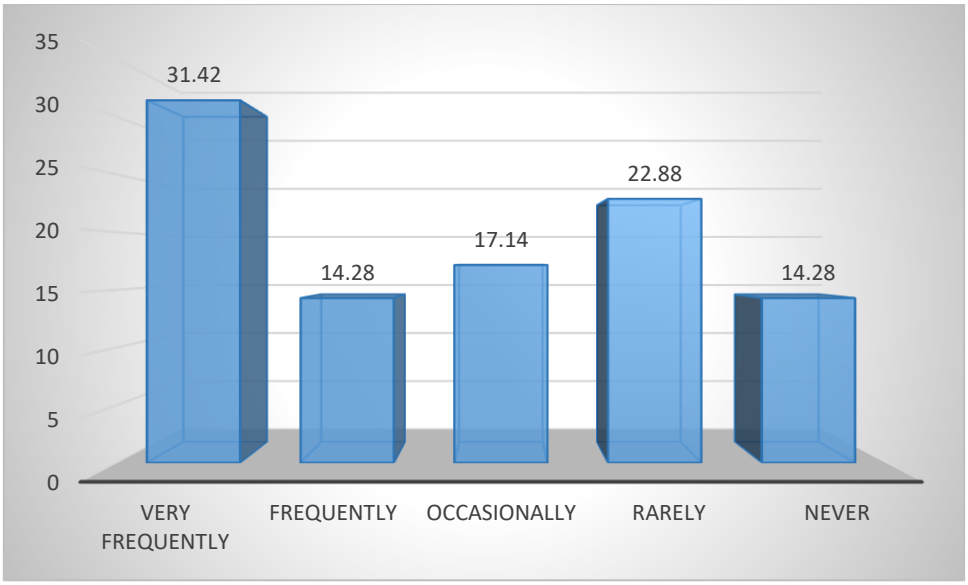


Figure 4. 8 Company engaged in new business venturing activities

According to the survey, 31.42 percent of people say their company launches new ventures "Very Frequently," and 14.2 percent say it happens "Frequently." Taken together, these numbers point to the fact that 45.7% of the companies are heavily engaged in new endeavors. On the other hand, 17.14% of people who took the survey indicated that these things happen "Occasionally," 22.88% said "Rarely," and 14.28% said "Never." While some organizations engage in new business venturing occasionally or not at all, this distribution shows that a major portion of the enterprises engage significantly.

How important is strategic renewal (restructuring and redefining business strategies) in your organization?

Table 4. 9 Importance of strategic renewal in organization

Particular	**Frequency**	**Percentage**
Extremely Important	120	34.28
Very Important	80	22.85
Moderately Important	60	17.17
Slightly Important	50	14.28
Not Important	40	11.42
Total	350	100

Sources: Primary Data

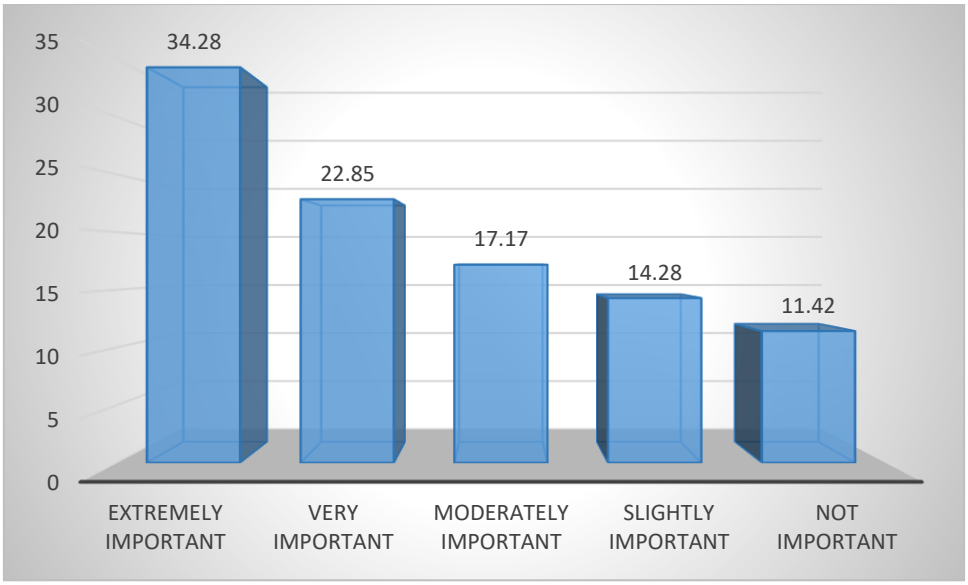


Figure 4. 9 Importance of strategic renewal in organization

According to the results, strategic renewal is very important to the companies who participated in the survey. With 34.28% finding it "Extremely Important" and 22.84% finding it "Very Important," for a grand total of 57.13%, the sentiment is strongly held. Along with that, 17.17% think it's "Moderately Important," 14.28% think it's "Slightly Important," and 11.42% think it's "Not Important." Strategic renewal is essential for staying competitive and adjusting to changes in the market, as more than half of the participants acknowledge in their firms.

To what extent does your company support internal corporate venturing (entrepreneurship)?

Table 4. 10 Company supporting internal corporate venturing

Particular	**Frequency**	**Percentage**
To a Great Extent	90	25.71
To a Moderate Extent	90	25.71
To Some Extent	60	17.14
To a Limited Extent	50	14.28
Not at All	60	17.16
Total	350	100

Sources: Primary Data

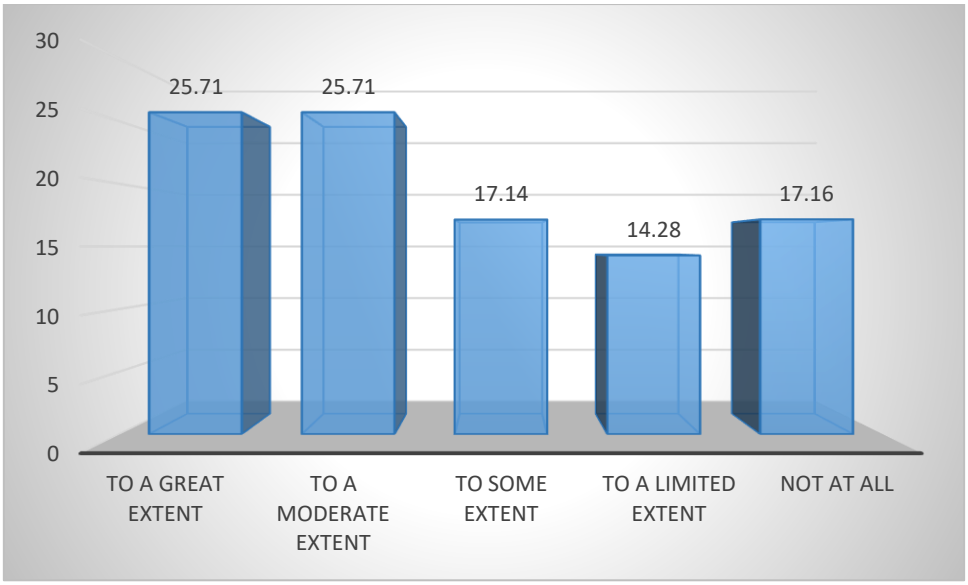


Figure 4. 10 Company supporting internal corporate venturing

According to the poll, different firms have different levels of support for internal corporate venturing, also known as entrepreneurship. About one-quarter of people say their employers encourage entrepreneurial spirit, either "To a Great Extent" or "To a Moderate Extent." More specifically, 17.14% think their employers are on board "To Some Extent," 14.28% think there is "Limited" support, and 17.16% say they are completely uncommitted. This distribution indicates that although some companies are very supportive of entrepreneurship, there is still a large chunk where this support is minimal at best.

4.3 CONSUMER ENGAGEMENT RELATED RESULTS

How actively does your company seek consumer feedback on new products or services?

Table 4. 11 Company seeking consumer feedback on new products or services

Particular	Frequency	Percentage
Very Actively	120	34.28
Actively	80	22.85
Moderately Actively	40	11.42
Slightly Actively	80	22.88
Not Actively	30	8.57
Total	350	100

Sources: Primary Data

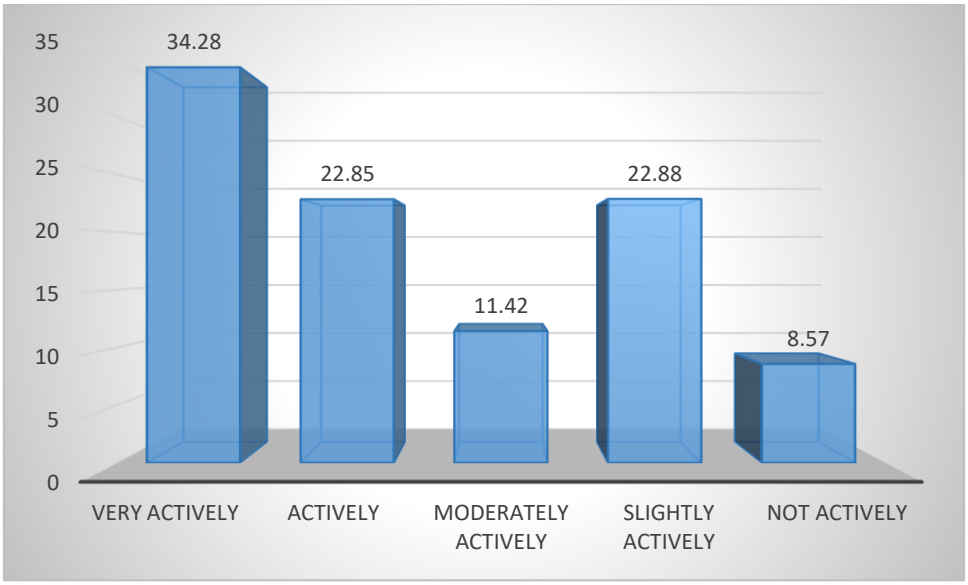


Figure 4. 11 Company seeking consumer feedback on new products or services

According to the poll, most businesses actively solicit customer feedback while developing new products or services. With 34.28% saying "Very Actively" and 22.84% saying "Actively," the overall percentage is 57.13%. In the meantime, 11.42% say they are "Moderately Actively," 22.88% say they are "Slightly Actively," and 8.57% say they are "Not Actively." Based on these numbers, it seems like more than half of the companies value customer input when making new products, although a sizeable minority either doesn't care or doesn't engage very much.

How important is consumer engagement in your company's marketing strategy?

Table 4. 12 Consumer engagement in company's marketing strategy

Particular	**Frequency**	**Percentage**
Extremely Important	160	45.71
Very Important	80	22.88
Moderately Important	60	17.14
Slightly Important	40	11.42
Not Important	10	2.85
Total	350	100

Sources: Primary Data

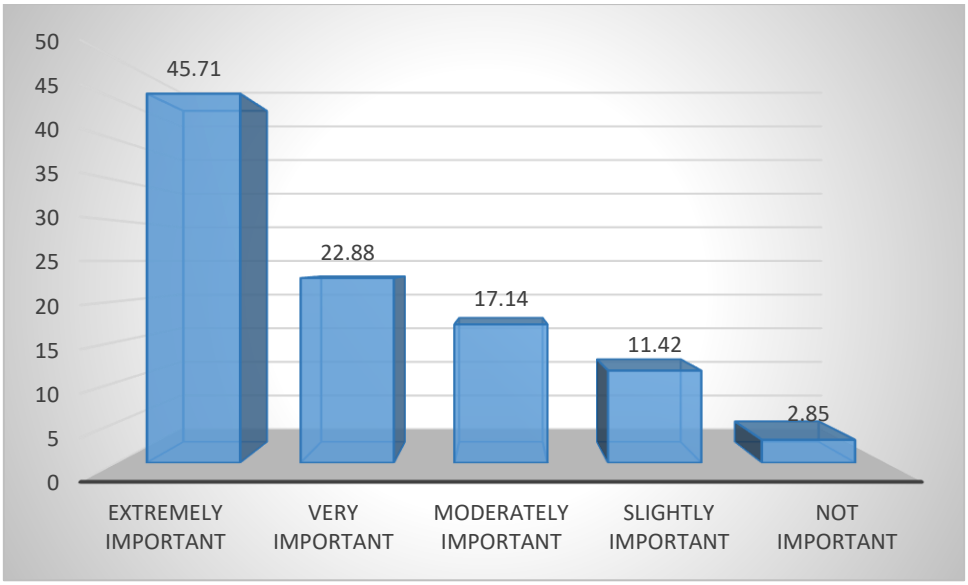


Figure 4. 12 Consumer engagement in company's marketing strategy

According to the poll, customer involvement is an important part of the marketing plans of the businesses that participated. In particular, 45.71% think it's "Extremely Important," and 22.88% think it's "Very Important," for a total of 68.59%. In addition, 17.14% think it's "Moderately Important," 11.42% think it's "Slightly Important," and only 2.85% think it's "Not Important." This data highlights the fact that most organizations value customer engagement in their marketing campaigns, which is a reflection of how important it is for creating corporate success.

Which methods does your company use to engage consumers?

Table 4. 13 Methods company using to engage consumers

Particular	**Frequency**	**Percentage**
Social Media	140	40
Email Campaigns	80	22.87
Online Surveys	60	17.14
Focus Groups	50	14.28
Loyalty Programs	20	5.71
Total	350	100

Sources: Primary Data

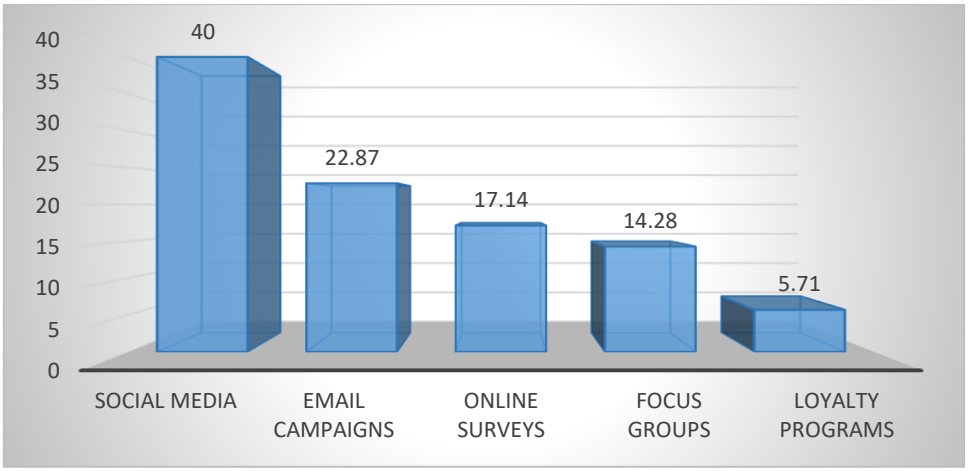


Figure 4. 13 Methods company using to engage consumers

organizations connect consumers in numerous ways, according to the poll. The most frequent strategy, adopted by 40% of respondents' organizations, is social media. Next on the list with 22.87% are email campaigns, followed by 17.14% online surveys, and 14.28% focus groups. Fewer than half of all businesses use loyalty programs (5.71 percent). In contrast to more conventional approaches, such as loyalty programs, digital platforms, and social media in particular, play a disproportionately large role in customer engagement initiatives.

4.4 IMPACT ASSESSMENT OF CORPORATE ENTREPRENEURSHIP COMPONENTS ON CONSUMER ENGAGEMENT

How would you rate the overall influence of corporate entrepreneurship components on consumer engagement in your industry?

Table 4. 14 Influence of corporate entrepreneurship components on consumer engagement in industry

Particular	Frequency	Percentage
Very High	90	25.71
High	130	37.14
Moderate	60	17.16
Low	50	14.28
Very Low	20	5.71
Total	350	100

Sources: Primary Data

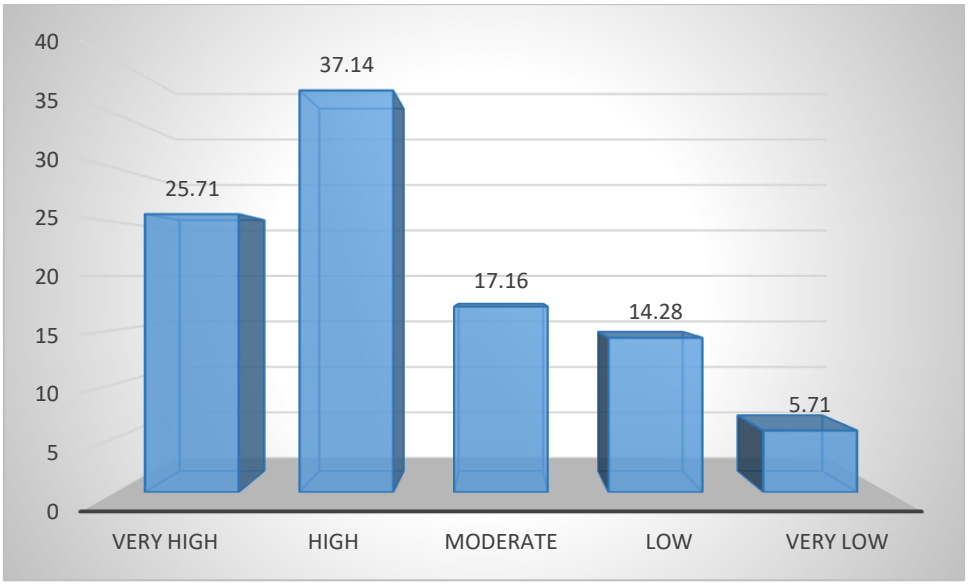


Figure 4. 14 Influence of corporate entrepreneurship components on consumer engagement in industry

According to the report, corporate entrepreneurship factors greatly impact the level of consumer participation in the industries represented. In particular, 62.85% are of the opinion that the effect is "Very High," with 25.71% holding that view and 37.14% holding that view as well. And while 17.16% think it's "Moderate," 14.28% say it's "Low," and 5.71% say it's "Very Low." This distribution emphasizes the significance of business entrepreneurship in fostering consumer contact and happiness, as it is perceived by most respondents as having a large impact on consumer engagement.

Which corporate entrepreneurship component has the greatest impact on consumer engagement in your industry?

Table 4. 15 Component has the greatest impact on consumer engagement in industry

Particular	**Frequency**	**Percentage**
Innovation	150	42.85
New Business Venturing	60	17.15
Strategic Renewal	70	20
Internal Corporate Venturing	70	20
Total	350	100

Sources: Primary Data

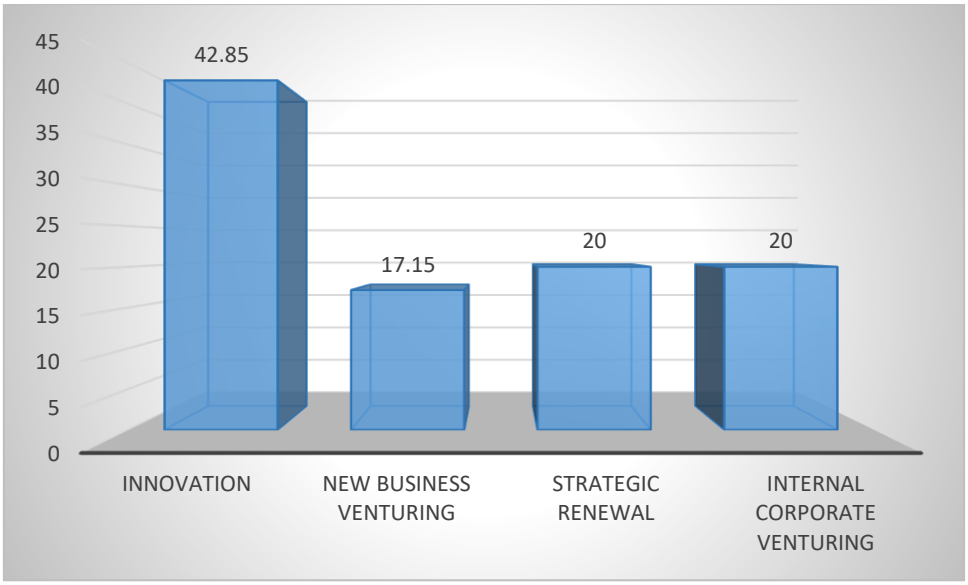


Figure 4. 15 Component has the greatest impact on consumer engagement in industry

Of the many aspects of corporate entrepreneurship that affect consumer engagement, innovation stands out as the most influential, with 42.85% of respondents recognizing its significance. The proportional weights of new company venturing (17.15%), strategic renewal (20%), and internal corporate venturing (20%) are all around the same. Companies that put an emphasis on new methods are more likely to successfully connect with their target audience and meet customer requirements, according to this study, which highlights the critical role of innovation in generating consumer engagement within the industry.

To what extent has innovation improved consumer engagement in your company?

Table 4. 16 Innovation improved consumer engagement in company

Particular	**Frequency**	**Percentage**
To a Great Extent	160	45.71
To a Moderate Extent	50	14.28
To Some Extent	50	14.28
To a Limited Extent	40	11.45
Not at All	50	14.28
Total	350	100

Sources: Primary Data

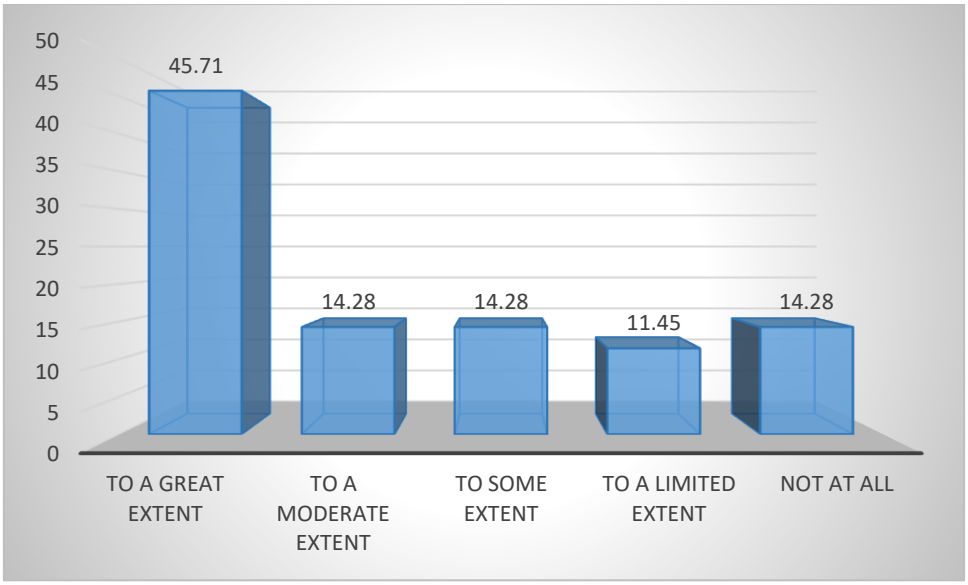


Figure 4. 16 Innovation improved consumer engagement in company

Almost half of the businesses surveyed (45.71 percent) said innovation has increased customer involvement "To a Great Extent." A "Moderate" improvement was noted by 14.28% of the participants, while an equal percentage noted a "Some" improvement. Furthermore, 11.4 percent say there has been "Limited" improvement and 11.4 percent say there has been "Not at All." In general, these results indicate that innovation has significantly improved customer engagement for most of the organizations that were polled, but to different extents.

How has new business venturing influenced consumer loyalty in your organization?

Table 4. 17 New business venturing influenced consumer loyalty in organization

Particular	Frequency	Percentage
Significantly Improved	130	37.14
Improved	90	25.71
Neutral	60	17.16
Deteriorated	50	14.28
Significantly Deteriorated	20	5.71
Total	350	100

Sources: Primary Data

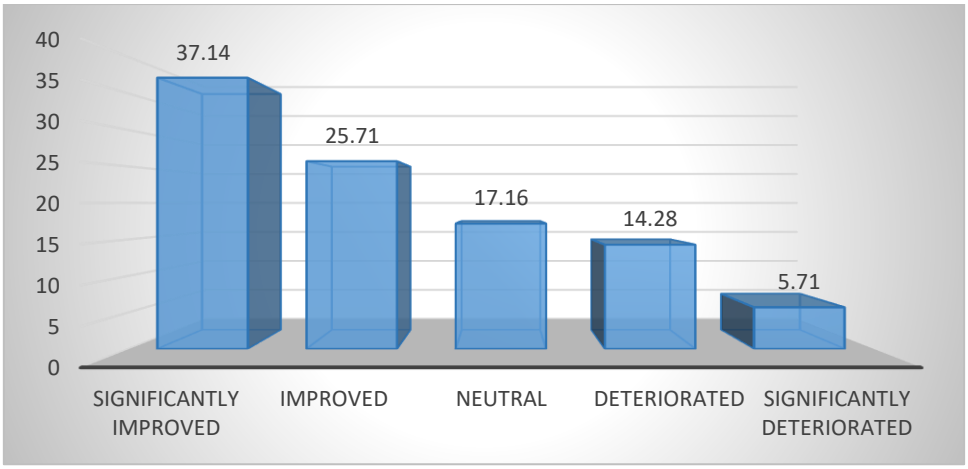


Figure 4. 17 New business venturing influenced consumer loyalty in organization

According to the results of the poll, most companies have seen an increase in customer loyalty after implementing new business ventures. In particular, 37.14% say customer loyalty has "Significantly Improved" and 25.71% say loyalty has "Improved." For 17.16% of people, it's been a "Neutral" influence. However, 14.28% think its loyalty has "Deteriorated," while 5.71 percent say it has "Significantly Deteriorated." Taken together, these findings show that new business ventures can sometimes increase customer loyalty, but they also show that there are cases where they don't.

What are the future plans of your company to enhance consumer engagement through corporate entrepreneurship?

Table 4. 18 Future plans of company to enhance consumer engagement through corporate entrepreneurship

Particular	Frequency	Percentage
Increase Innovation Efforts	150	42.85
Launch New Business Ventures	70	20
Focus on Strategic Renewal	30	8.57
Promote Internal Corporate Venturing	40	11.6
Other	60	17.14
Total	350	100

Sources: Primary Data

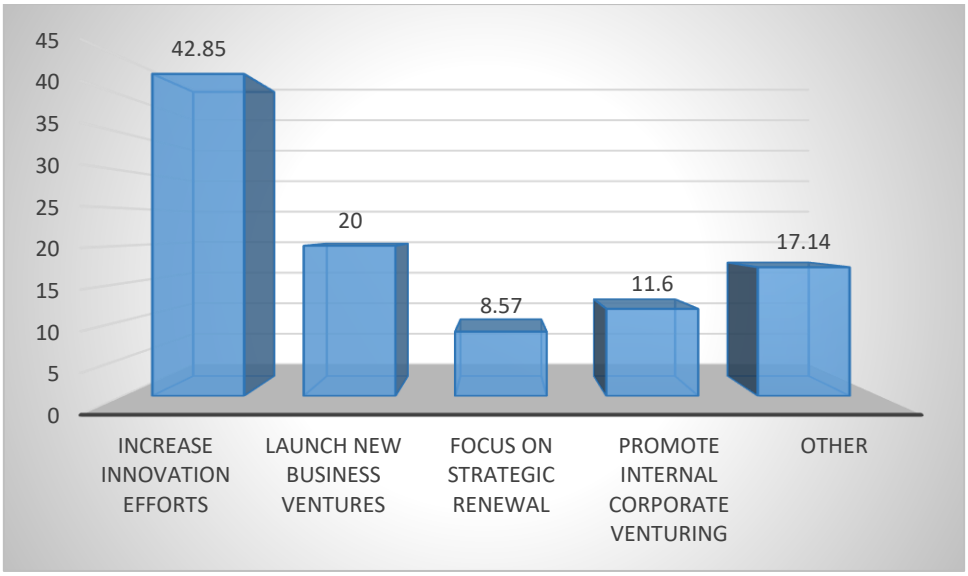


Figure 4. 18 Future plans of company to enhance consumer engagement through corporate entrepreneurship

Findings from the poll show that businesses have a wide variety of plans to increase customer involvement via corporate entrepreneurship. Increasing innovation activities is the most prevalent plan, selected by 42.85% of respondents. In addition, 8.57 percent intend to concentrate on strategic renewal, and 20 percent intend to start new businesses. Eleven percent of people who took the survey also plan to engage in internal corporate venturing. Also, alternative approaches are considered by 17.14%. The results show that corporations are planning to use corporate entrepreneurship in various ways, which bodes well for future customer engagement.

How likely is your company to invest in new technologies to foster corporate entrepreneurship and consumer engagement?

Table 4. 19 Company investing in new technologies to foster corporate entrepreneurship and consumer engagement

Particular	Frequency	Percentage
Very Likely	90	25.71
Likely	80	22.85
Neutral	110	31.45
Unlikely	50	14.28
Very Unlikely	20	5.71
Total	350	100

Sources: Primary Data

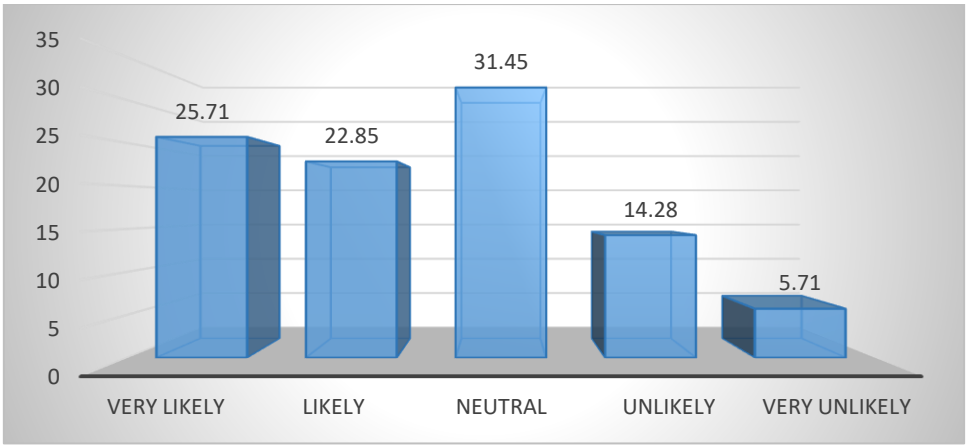


Figure 4. 19 Company investing in new technologies to foster corporate entrepreneurship and consumer engagement

According to the results, businesses are quite receptive to new technology investments that encourage corporate entrepreneurship and customer interaction. Notably, 25.71 percent say they are "Very Likely" to make such investments, and 22.8 percent say they are "Likely." Also, 31.4 percent take a "Neutral" position, which could mean they're open to the idea of such investments. On the other hand, new technology investment is unlikely to occur for this purpose for 14.28% and 5.71% of the population. As a whole, these findings show that people are very open to the idea of using new technologies to boost corporate entrepreneurship and customer involvement.

What additional strategies do you believe would be effective in enhancing consumer engagement through corporate entrepreneurship in your industry?

Table 4. 20 Effective strategies enhancing consumer engagement through corporate entrepreneurship in industry

Particular	Frequency	Percentage
Partnerships with Other Companies	40	11.44
Enhanced Customer Service	160	45.71
Personalized Marketing	50	14.28
Improved Product Quality	30	8.57
Other	70	20
Total	350	100

Sources: Primary Data

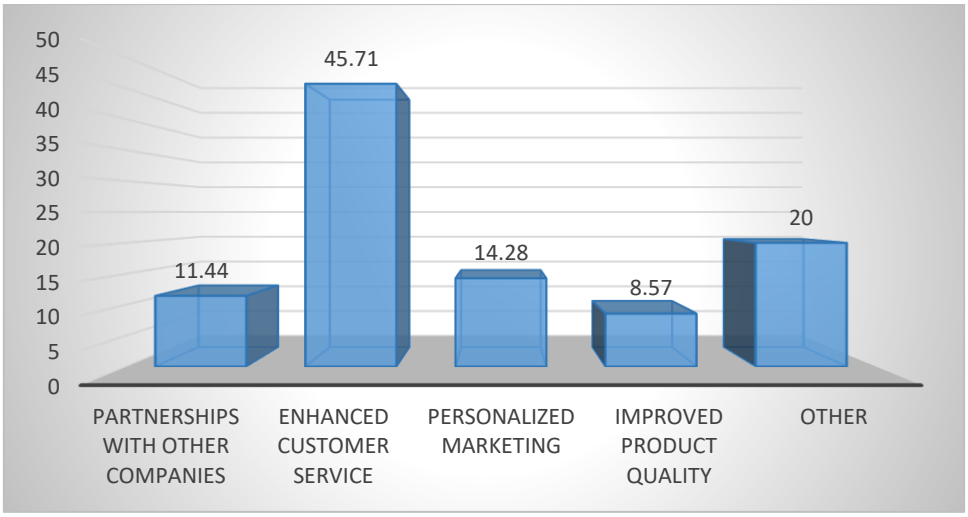


Figure 4. 20 Effective strategies enhancing consumer engagement through corporate entrepreneurship in industry

In order to increase customer engagement through corporate entrepreneurship in their industry, respondents saw many additional techniques as helpful, according to the survey. With 45.71 percent of the vote, improved customer service stands out as the top tactic, suggesting an emphasis on elevating the customer experience. Furthermore, 20% are considering alternative techniques, indicating a range of creative approaches that are customized to their industry's unique requirements. A sizeable percentage of respondents also think that initiatives that involve partnerships with other businesses, tailored marketing, and enhanced product quality are worthwhile. These results highlight the significance of customer-focused efforts and strategic partnerships in promoting corporate entrepreneurship and generating consumer engagement.

4.5 EXPLORATORY FACTOR ANALYSIS RESULTS

It is advised to have a minimum of 70 observations before conducting factor analysis. According to some experts, a minimum of 70 respondents is needed for an evaluation. But as you can see from the table, the factor analysis worked well with N = 350. According to descriptive data, the average value is between one and three. It appears that the standard deviation falls somewhere between zero and one.

Some commonly used acronyms are listed below before we begin the analysis:

TTA: tech transfer ability

TS: technology strategy

TC: technological competencies

OC: organizational culture

OS: organizational structure

L: leadership

Thus, it appears that corporate entrepreneurship (CE) is relevant to several aspects of the study.

The Author's Scale for the Serbian public sector was considered for the purpose of determining the corporate entrepreneurship scores. The scale, which is based on 48 factors, has a maximum score of 240. The data for the scale was gathered from an alternative survey. On the whole, there were 48 parts to the scale. Data was input into an Excel document. It is essential to choose a factor extraction method in exploratory factor analysis (EFA), such as principal component analysis (PCA) or principle factor analysis (PFA).

For this inquiry, principal components analysis was utilized. This method is effective for narrowing down a large sample to a more manageable set of variables. Previous studies have shown that principal component analysis (PCA) gives more accurate estimates of the number of components than other methods used in exploratory factor analysis (EFA), which lends credence to its usage in this investigation. One goal of principle component analysis (PCA) is to generate a correlation matrix with fewer components and linear combinations.

1. KMO and Bartlett's Test

Table 4. 21 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.858
Bartlett's Test of Sphericity	Approx. Chi-Square	27011.235
	df	240
	Sig.	.000

In a perfect world, the Kaiser Meyer Olkin sample adequacy score would be higher than 0.6.6. The KMO and Bartlett's test table shows that in this circumstance, 0.858 is

an acceptable metric for sample adequacy. Also, the full table is validated by Bartlett's test of sphericity, which shows statistical significance with a P value below 0.05.

Table 4. 22 Communalities

	Initial	Extraction
TTA1	1.000	.832
TTA2	1.000	.719
TTA3	1.000	.845
TTA4	1.000	.682
TTA5	1.000	.797
TS1	1.000	.628
TS2	1.000	.684
TS3	1.000	.747
TS4	1.000	.698
TS6	1.000	.649
TS7	1.000	.572
TC2	1.000	.512
TC3	1.000	.519
TC4	1.000	.500
TC5	1.000	.621
OC1	1.000	.571
OC2	1.000	.496
OC3	1.000	.532
OC4	1.000	.549
OC5	1.000	.601
OC6	1.000	.557
OC7	1.000	.638

OC8	1.000	.548
OC9	1.000	.543
OC10	1.000	.523
OC11	1.000	.473
OS1	1.000	.599
OS2	1.000	.540
OS3	1.000	.664
OS4	1.000	.573
OS6	1.000	.554
OS7	1.000	.619
L1	1.000	.734
L2	1.000	.542
L3	1.000	.753
L4	1.000	.754
L5	1.000	.746
L6	1.000	.740
L7	1.000	.710
L8	1.000	.733
L9	1.000	.725

Extraction Method: Principal Component Analysis.

A primary component's eigenvalues quantify the total variance it can account for. They can be positive or negative in theory, but they always account for positive variance in practice. Eigenvalues, which are ordinary words in layman's terms, are frequently used to describe the amount of variance explained by a single component in factor analysis. There are just two possible values for these numbers: positive and negative. A high eigenvalue in the correlation matrix indicates that the component has a significant impact on the dependent variable's variability. Furthermore, as lower or negative values suggest a weak link, these traits should not be further investigated.

The communalities table shows that all eigenvalues are initially set to one. According to the numbers, the extraction values are rather high. The great majority of the results are higher than 0.5, and practically all of them are higher than 0.4.

Table 4. 23 Total Variance Explained

Initial Eigenvalues				Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.471	18.221	18.221	7.471	18.221	18.221	6.433	15.690	15.690
2	6.309	15.388	33.609	6.309	15.388	33.609	5.971	14.563	30.253
3	4.070	9.926	43.535	4.070	9.926	43.535	3.991	9.735	39.989
4	3.712	9.053	52.588	3.712	9.053	52.588	3.893	9.496	49.485
5	2.332	5.687	58.275	2.332	5.687	58.275	3.586	8.747	58.232
6	2.132	5.200	63.475	2.132	5.200	63.475	2.150	5.243	63.475

Six factors, accounting for 63.475% of the variation, were extracted by SPSS, as shown in the table above. Nevertheless, 6 elements were already determined upon in advance.

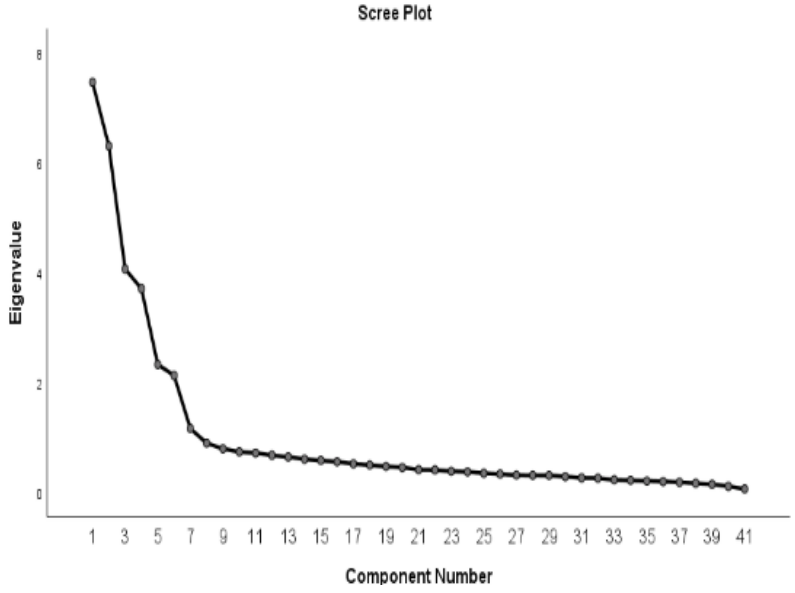


Figure 4. 21 Scree Plot

Table 4. 24 Component Matrixa

Component						
1		2	3	4	5	6
TTA1			.569	.672		
TTA2			.417	.690		
TTA3			.611	.649		
TTA4			.437	.588		
TTA5			.552	.656		
TS1		.460	.417		-.424	
TS2		.578	.416			
TS3		.614	.461			
TS4		.512	.527			
TS6		.524	.475			
TS7		.503	.439			
TC2						.695
TC3						.707
TC4						.674
TC5						.730
OC1	.460	-.529				
OC2	.437	-.440				
OC3	.418	-.499				

OC4		-.502				
OC5		-.540				
OC6	.479	-.489				
OC7	.478	-.487				
OC8	.479	-.463				
OC9	.483	-.506				
OC10	.416	-.499				
OC11	.493					
OS1		.479			.467	
OS2		.468			.443	
OS3		.453			.482	
OS4		.453			.415	
OS6		.446			.469	
OS7		.459			.463	
L1	.760					
L2	.676					
L3	.711					
L4	.743					
L5	.744					
L6	.768					
L7	.729					

L8	.749					
L9	.764					

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

Table 4. 25 Rotated Component Matrixa

Component						
1		2	3	4	5	6
TTA1				.904		
TTA2				.837		
TTA3				.911		
TTA4				.802		
TTA5				.890		
TS1			.778			
TS2			.801			
TS3			.831			
TS4			.815			
TS6			.782			
TS7			.730			
TC2						.704
TC3						.716
TC4						.695

TC5						.768
OC1		.735				
OC2		.698				
OC3		.723				
OC4		.729				
OC5		.766				
OC6		.733				
OC7		.792				
OC8		.729				
OC9		.711				
OC10		.699				
OC11		.660				
OS1					.753	
OS2					.713	
OS3					.791	
OS4					.730	
OS6					.720	
OS7					.750	
L1	.838					
L2	.715					
L3	.868					

L4	.858					
L5	.851					
L6	.847					
L7	.836					
L8	.836					
L9	.835					

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Any factor loadings that were below 0.4 were not considered.

4.6 RESULTS OF THE CONFIRMATORY FACTOR ANALYSIS

Table 4. 26 Component Transformation Matrix

Component	1	2	3	4	5	6
1	.813	.549	.074	-.084	.156	.006
2	.282	-.644	.517	-.184	.452	.005
3	-.310	.379	.562	.581	.328	-.020
4	.400	-.369	-.138	.764	-.308	.075
5	-.046	-.036	-.610	.177	.744	.199
6	-.034	.044	.143	-.081	-.124	.977

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

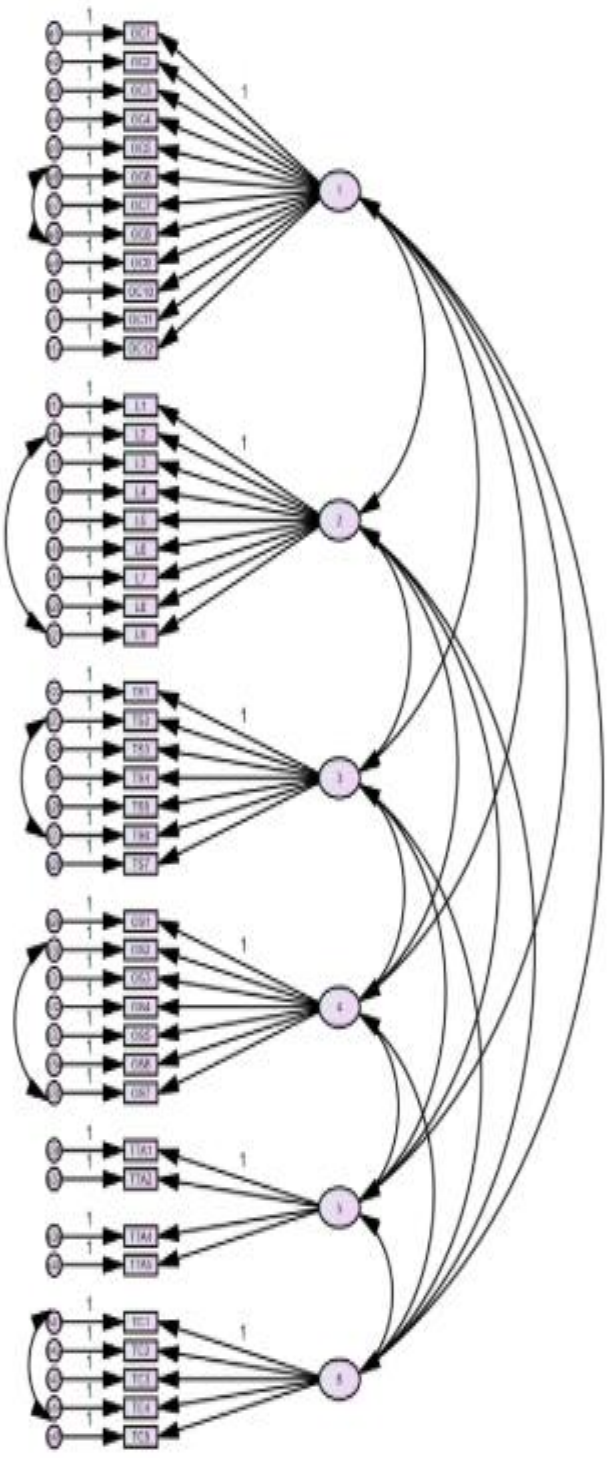


Figure 4. 22 Model Measurement Fit

The picture clearly shows that six variables were obtained. It is also clear that the model is recursive.

The last SEM diagram including impact and factor loadings was generated using AMOS. Here is the figure:

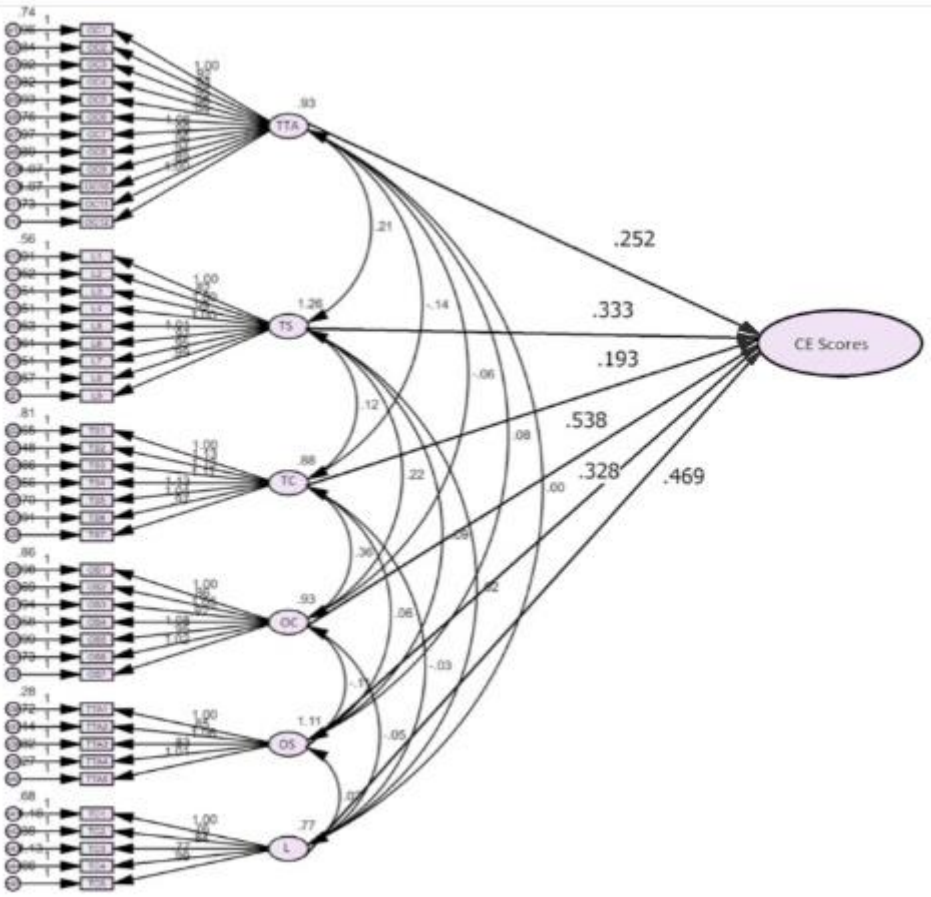


Figure 4. 23 Structure Equation Model

Notes for Group (Group number 1)

It is a recursive model. Size of the sample: 350

The small covariance demonstrate that the components are independent of each other and provide a decent fit between the data and the model.

Also, the model's usefulness is evident from the significant correlations between items and components.

The impact of each of the six components on CE is readily apparent; hence, we may rank the importance of Leadership and OC as high as the other two.

The researcher created an impact diagram to depict the effect, which shows how each component relates to CE (the dependent variable) and how significant they are.

Here is the diagram:

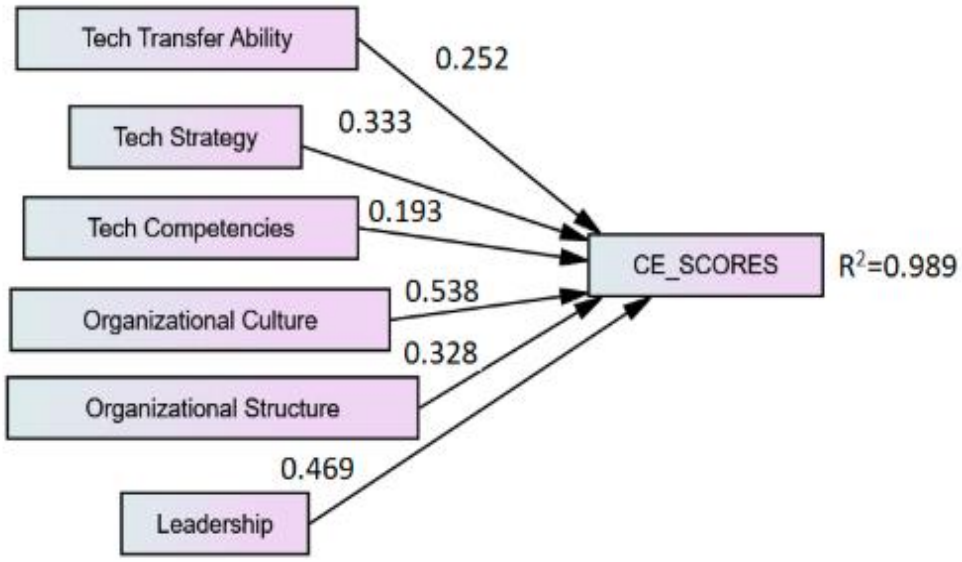


Figure 4. 24 Impact Diagram

The impact diagram allowed the researcher to determine that the most important factors contributing to CE are corporate culture and leadership, since they were found to have the strongest positive relationships.

Table 4. 27 Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN	1174.476	--	--
DF	764	--	--
CMIN/DF	1.537	Between 1 and 3	Excellent
CFI	0.937	>0.95	Acceptable
SRMR	0.052	<0.08	Excellent
RMSEA	0.042	<0.06	Excellent
PClose	0.996	>0.05	Excellent

These estimations suggest that the model fit is satisfactory.

4.7 RESULTS OF THE LINEAR REGRESSION ANALYSIS:

Table 4. 28 Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Leadership, Tech Strategy, Tech Competencies, Org. Structure, Tech Transfer Ability, Org. Cultureb	.	Enter

Dependent Variable: CE Scores

Complete set of variables requested.

You may see the Model Summary in Table. Details about the model's attributes are given by it. The research focused on tech-strategy, tech-skills, organizational structure, tech-transfer ability, and leadership as the main factors. Here is the model summary table:

Table 4. 29 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994a	.989	.989	2.353

Predictors: (Constant), Leadership, Tech Competencies, Tech Transfer Ability, Tech Strategy, Organizational Culture, Organizational Structure.

The level of correlation between CE and the independent variables of culture, structure, leadership, technological skills, and tech transfer ability is shown in the R-value. An appropriate R-value, according to statistical standards, is 0.4 or higher. A score of 0.994 suggests a strong agreement with this model.

The R-squared number shows how much of the variation in the dependent variable can be explained by the independent variables. In order for the results to be deemed acceptable and significant, the model's independent variables—technical

competences, tech transfer ability, tech strategy, organizational culture, and structure—must explain a significant amount of the variation in the dependent variable—CE—with an R-squared value of 0.989.

Next on the agenda is the modified R-squared value, which reveals the generalizability of the sample's results. Everything appears to be in order because this value is.989, which is identical to R square.

Hence, moving forward with the next phase is warranted by the model summary table.

Table 4. 30 ANOVA

Model Sum of Squares			df	Mean Square	F	Sig.
1	Regression	475621.599	6	79270.266	14314.184	.000b
	Residual	5499.117	343	5.538		
	Total	481120.716	349			

Dependent Variable: CE_SCORES

Leadership, skills in technical areas, capacity to transfer those skills to others, technological strategy, company culture, and structural considerations are all variables that are certain to change.

The F-ratio is a popular statistical tool for analyzing quantitative data. A competent and appropriate model requires it to be greater than 1.

The supplied table shows a value of 14314.184, which is acceptable and satisfactory.

The results show that the null hypothesis can be rejected in further analyses because the p-value in the ANOVA table is less than the permissible significance level.

The following table shows the correlation strength, which may be interpreted as the relative weight of the model's independent and dependent variables. Research hypotheses can benefit from this analysis.

Table 4. 31 Coefficients[a]

Unstandardized Coefficients				Standardized Coefficients Beta	t	Sig.
Model B			Std. Error			
1	(Constant)	9.435	.556		16.956	.000
	Tech Transfer Ability	5.246	.072	.252	73.172	.000
	Tech Strategy	6.902	.076	.333	90.344	.000
	Tech Competencies	4.849	.085	.193	56.904	.000
	Organizational Culture	12.171	.079	.538	153.156	.000
	Organizational Structure	7.149	.081	.328	88.424	.000
	Leadership	9.199	.070	.469	132.171	.000

a. Dependent Variable: CE_SCORES

4.8 COMPARATIVE ANALYSIS BETWEEN INDUSTRIES

Table 4. 32 Correlations - Automobile

		TTA	TS	TC	OC	OS	L
CE_SCORES	Pearson Correlation	.223**	.361**	.193**	.597**	.415**	.624**
	Sig. (2-tailed)	0.002	0.000	0.006	0.000	0.000	0.000

**. Correlation is significant at the 0.01 level (2-tailed).

Leadership and organizational culture in banking organizations are positively correlated with corporate entrepreneurship scores. Scores on measures of corporate

entrepreneurship and competences in technology and the capacity to transfer that knowledge have a weak positive correlation.

Table 4. 33 Correlations - Banking

		TTA	TS	TC	OC	OS	L
CE_S CORES	Pearson Correlation	.189**	.432**	.245**	.625**	.418**	.642**
	Sig. (2 tailed)	0.007	0.000	0.000	0.000	0.000	0.000

**. Correlation is significant at the 0.01 level (2-tailed).

In banking businesses, corporate entrepreneurship ratings are positively correlated with leadership and organizational culture. Corporate entrepreneurship scores are not strongly correlated with technological competences or the capacity to transfer technological know-how.

Table 4. 34 Correlations - Academics

		TTA	TS	TC	OC	OS	L
CE_SCORES	Pearson Correlation	0.131	.407**	.162*	.482**	.564**	.672**
	Sig. (2-tailed)	0.064	0.000	0.022	0.000	0.000	0.000

**. Correlation is significant at the 0.01 level (2-tailed).

Organizational structure ranks second, however there is a robust positive correlation between the leadership of academic institutions and assessments of corporate entrepreneurship. Scores on measures of corporate entrepreneurship and competences in technology and the capacity to transfer that knowledge have a weak positive

correlation. This is hardly unexpected, given that academic organizations might not require as many technology transfer capabilities.

Table 4. 35 Correlations IT

		TTA	TS	TC	OC	OS	L
CE_SCORES	Pearson Correlation	.246**	.470**	.161*	.527**	.374**	.552**
	Sig. (2-tailed)	0.000	0.000	0.023	0.000	0.000	0.000

**. Correlation is significant at the 0.01 level (2-tailed).

Leadership and organizational culture in IT companies have a good correlation with corporate entrepreneurship ratings. Scores on measures of corporate entrepreneurship and competences in technology and the capacity to transfer that knowledge have a weak positive correlation. This competency is essential for IT firms to remain competitive, which explains the robust positive association between tech strategy ratings. Companies in the IT sector have the strongest positive correlation with Tech Transfer Ability compared to all other industries.

Table 4. 36 Correlations - Pharma

		TTA	TS	TC	OC	OS	L
CE_SCORES	Pearson Correlation	.189**	.393**	.202**	.582**	.474**	.691**
	Sig. (2-tailed)	0.007	0.000	0.004	0.000	0.000	0.000

**. Correlation is significant at the 0.01 level (2-tailed).

Leadership and organizational culture in pharmaceutical businesses are positively correlated with corporate entrepreneurship ratings. Scores on measures of corporate entrepreneurship and competences in technology and the capacity to transfer that

knowledge have a weak positive correlation. There is a favorable association between corporate entrepreneurship ratings across all sectors and organizational culture and leadership, indicating that these two factors significantly impact the corporate environment for all kinds of businesses.

4.9 HYPOTHESIS TESTING

H1: There is a significant impact of Organizational culture and Leadership on corporate entrepreneurship.

Table 4. 37 ANOVA Results of significant impact of Organizational culture and Leadership on corporate entrepreneurship

Source of Variation	SS	df	MS	F	F crit
Between Groups	1.65291	1	0.826455	0.39	2.90*
Within Groups	60.33708	349	1.828396		
Total	61.98999	350			

*Significance at 5 per cent level

From the above table it is observed that the calculated F value is 0.39. The F table value of df1=1, df2 =349 and α=5 per cent level of significance is 2.90; Therefore, calculated value of F is less than its critical value. Hence, the null hypothesis is accepted which concluded that, there is no significant impact of Organizational culture and Leadership on corporate entrepreneurship.

H2: There is a significant impact of corporate ecosystem elements on corporate entrepreneurship varies with the industry sectors.

Table 4. 38 ANOVA- Results of significant impact of corporate ecosystem elements on corporate entrepreneurship varies with the industry sectors

Source of Variation	SS	df	MS	F	F crit*
Between Groups	4.099648	1	2.049824	5.50	4.11*
Within Groups	8.273221	349	0.250704		
Total	12.37287	350			

*Significance at 5 per cent level

From the above table it is observed that the calculated F value is 5.50. The F table value of df1=1, df2 =349 and α=5 per cent level of significance is 4.11. Since calculated value of F is greater than its critical value. Hence, the null hypothesis is

rejected which concluded that, there is a significant impact of corporate ecosystem elements on corporate entrepreneurship varies with the industry sectors.

CHAPTER 5
CONCLUSION, RECOMMENDATIONS AND FUTURE SCOPE

5.1 CONCLUSION

The current research set out to examine and contrast the ways in which technology, organizational structure, corporate culture, and leadership—the four pillars of a corporate ecosystem—have affected corporate entrepreneurship and the factors that motivate it across five industries: education, banking, pharmaceuticals, information technology, and the automotive sector. The findings are based on an examination of the business ecosystem and the current status of corporate entrepreneurship in these areas.

Following a thorough examination of the existing literature, data collection, quantitative analysis using structural equation modeling and regression, and qualitative analysis using theme analysis of interviews with senior executives from various industries, the researcher concluded that the four aforementioned aspects of the business ecosystem significantly and strongly influence corporate entrepreneurship and its components. Data shows that previous CE research has supported the idea that organizational culture and structure are characteristics of the business environment that affect CE. It also confirms the need for industry-specific study in this field. There, it would be easy for the researcher to deduce that previous studies in the area of corporate entrepreneurship provide solid support for the ideas put forth. This study's findings corroborated previous research that business ecosystem factors do affect CE and its constituent parts. What's more, the study added to the current body of knowledge by comparing five key industries and drawing out specific implications for strategic advantages and managerial choices. In order to determine the different components of the business ecosystem, an excluded factor analysis was performed. To ensure the model was well-fitting, the same was subjected to confirmatory factor analysis. To back up the findings, we ran a linear regression analysis as well. Interviews with key opinion leaders in the field were also the subject of a thematic analysis. To sum up, the findings demonstrate that corporate ecology does impact corporate entrepreneurship and its components.

This study set out to determine whether there were any sector-specific differences in the impact of corporate entrepreneurship (CE) elements on customer engagement. Finding industry-specific variations in CE's influence was one of the objectives, along with analyzing consumer engagement metrics across sectors, identifying industry-specific CE components, and examining the impact of the corporate ecosystem on CE and its elements.

First, corporate entrepreneurship and its components were shaped by the corporate ecosystem, which was disclosed through an investigation of the ecosystem. Organizational culture, leadership buy-in, and available resources are all parts of a healthy corporate ecosystem that help entrepreneurs launch and grow their ventures. In turn, this encourages proactive market behaviors, strategic renewal, and innovation—all of which are crucial for maintaining a competitive advantage.

Second, while innovation and strategic renewal are key components of corporate entrepreneurship in all industries, the relative importance and implementation of these components differ greatly across different sectors. This was brought to light while identifying industry-specific CE components. Example: conventional manufacturing may place a greater emphasis on process improvements and incremental advances, whereas high-tech businesses place a greater emphasis on continual innovation and technical developments. In order to adapt CE strategies to the unique dynamics and competitive environments of each industry, it is essential to make this distinction.

Thirdly, we learned how various industries interact with their customers by comparing consumer engagement numbers across sectors. In order to comprehend the many levels and types of consumer engagement, metrics like customer happiness, loyalty, social media participation, and buying behavior were examined. According to the results, customer engagement is complex and sector-specific, with certain industries showing more direct interaction via digital platforms and others depending on more conventional approaches.

Fourthly, we found that there is a direct correlation between entrepreneurial activities inside companies and increased customer involvement when we looked at how CE components affected engagement. Consumer happiness, loyalty, and engagement are all positively impacted when businesses proactively pursue innovative practices,

strategic renewal, and market research. This positive link highlights the significance of cultivating an entrepreneurial spirit within company cultures to encourage consumer participation.

Last but not least, finding out how CE affects consumer engagement differently across industries showed that the effect is not constant. There has to be a heavy focus on CE in the tech industry to keep consumers interested and engaged due to the fast-paced nature of innovation and market dynamics. The impact of CE on customer involvement is smaller but still substantial in more stable industries like utilities or conventional manufacturing. These differences indicate that, although while CE is good for everyone, each industry should strategically use it based on its own needs and characteristics to get the most out of it in terms of customer involvement.

The study concludes by stressing the significance of industry-specific CE components, the necessity of a supportive corporate ecosystem in promoting CE, and the fact that these components have distinct impacts on consumer participation in different sectors. Companies may improve customer engagement and gain long-term competitive advantages by understanding and adjusting to these differences in CE.

5.2 RECOMMENDATIONS OF THE STUDY

Based on the conclusions of the study on assessing industry-specific variations by the diverse influence of corporate entrepreneurship (CE) components on consumer engagement across sectors, the following recommendations are proposed:

1. Enhance Corporate Ecosystems:

    - Organizational Culture: Foster an organizational culture that encourages innovation and risk-taking. This can be achieved through continuous training programs, workshops, and leadership initiatives that promote entrepreneurial thinking.

    - Leadership Support: Ensure strong leadership support for CE initiatives. Leaders should actively champion and participate in entrepreneurial activities, providing clear vision and support to drive innovation.

- Resource Allocation: Allocate sufficient resources, including financial, technological, and human resources, to support entrepreneurial projects. This includes creating dedicated innovation labs or departments focused on developing new ideas.

2. Tailor CE Strategies to Industry Dynamics:

    - High-Tech Industries: Prioritize continuous innovation and rapid technological advancements. Invest in R&D and create partnerships with tech startups to stay ahead of market trends.

    - Traditional Manufacturing Sectors: Focus on process improvements and incremental innovations. Implement lean manufacturing practices and explore ways to enhance product quality and operational efficiency.

3. Optimize Consumer Engagement:

    - Digital Platforms: For industries with high consumer interaction through digital means, invest in robust digital marketing strategies, social media engagement, and personalized online experiences to enhance consumer satisfaction and loyalty.

    - Traditional Engagement Methods: For sectors relying on traditional engagement, such as in-person interactions and customer service, focus on improving these touchpoints through training, process improvements, and customer feedback mechanisms.

4. Leverage CE to Drive Consumer Engagement:

    - Innovative Practices: Encourage innovative practices that directly impact consumer experience, such as developing new products, enhancing service delivery, and creating unique customer experiences.

    - Strategic Renewal: Regularly reassess and adapt business strategies to meet changing consumer needs and market conditions. This includes adopting new business models, entering new markets, and discontinuing outdated practices.

5. Customize CE Implementation:

    - Sector-Specific Approaches: Develop CE strategies that are tailored to the specific characteristics and competitive dynamics of each industry. For example, healthcare sectors might focus on regulatory innovation and patient-centered care, while retail sectors could prioritize e-commerce innovations and supply chain efficiency.

    - Flexibility and Adaptation: Maintain flexibility in CE strategies to adapt to industry-specific challenges and opportunities. Regularly review and update CE initiatives based on market feedback and performance metrics.

6. Monitor and Measure Impact:

    - Consumer Engagement Metrics: Continuously monitor consumer engagement metrics such as customer satisfaction, loyalty, social media interactions, and purchase behavior to assess the effectiveness of CE initiatives.

    - Performance Analysis: Conduct regular performance analyses to understand the impact of CE components on consumer engagement. Use this data to make informed decisions and refine CE strategies.

7. Foster Collaboration and Knowledge Sharing:

    - Cross-Industry Collaboration: Encourage collaboration and knowledge sharing between different sectors to leverage best practices and innovative ideas. This can be facilitated through industry conferences, workshops, and collaborative projects.

    - Internal Knowledge Sharing: Promote internal knowledge sharing within the organization to disseminate successful CE practices and foster a culture of continuous learning and improvement.

By implementing these recommendations, organizations can effectively leverage corporate entrepreneurship to enhance consumer engagement, drive innovation, and achieve sustained competitive advantages tailored to their specific industry contexts.

5.3 SUGGESTIONS OF THE STUDY

Based on the comprehensive analysis of the influence of corporate entrepreneurship (CE) components on consumer engagement across various sectors, the following suggestions are made to enhance the practical application and further research in this area:

1. Broaden Research Scope:
    - Longitudinal Studies: Conduct longitudinal studies to track the long-term impact of CE initiatives on consumer engagement. This will provide deeper insights into how sustained entrepreneurial activities influence consumer behavior over time.
    - Geographical Diversity: Expand the research to include a more diverse set of geographical regions. Different cultural and economic contexts can significantly affect the dynamics between CE and consumer engagement.
2. Deepen Industry-Specific Analysis:
    - Sector-Specific Frameworks: Develop tailored frameworks for assessing CE in specific industries. This involves creating detailed models that account for unique industry characteristics and consumer engagement patterns.
    - Case Studies: Incorporate detailed case studies of successful CE implementations in various sectors. These can provide practical examples and deeper insights into best practices and effective strategies.
3. Enhance Measurement Tools:
    - Advanced Metrics: Develop more sophisticated metrics and tools for measuring the impact of CE on consumer engagement. This could include the use of big data analytics, machine learning, and AI to analyze consumer behavior more accurately.

- Qualitative Measures: Complement quantitative metrics with qualitative measures such as consumer interviews, focus groups, and sentiment analysis to gain a richer understanding of consumer perceptions and experiences.

4. Encourage Cross-Functional Collaboration:

    - Interdisciplinary Teams: Foster the formation of interdisciplinary teams within organizations to drive CE initiatives. Combining expertise from marketing, R&D, finance, and operations can lead to more innovative and consumer-centric solutions.

    - External Partnerships: Promote partnerships with academic institutions, industry consortia, and startups to bring in fresh perspectives and cutting-edge knowledge to CE efforts.

5. Focus on Organizational Culture:

    - Cultural Assessment Tools: Develop tools to assess and improve organizational culture in support of CE. This includes surveys and diagnostic tools to identify cultural barriers and enablers of entrepreneurship.

    - Training Programs: Implement comprehensive training programs aimed at fostering an entrepreneurial mindset among employees at all levels. This should cover creativity, risk management, and strategic thinking.

6. Policy and Regulatory Considerations:

    - Regulatory Frameworks: Advocate for regulatory frameworks that support and encourage CE activities. This includes policies that promote innovation, reduce bureaucratic hurdles, and provide financial incentives for entrepreneurial ventures.

- Ethical Standards: Ensure that CE initiatives adhere to high ethical standards and corporate social responsibility (CSR) principles. This helps in building consumer trust and long-term engagement.

7. Leverage Technology:
    - Digital Transformation: Embrace digital transformation to enhance CE efforts. Utilize emerging technologies such as AI, IoT, blockchain, and big data to drive innovation and improve consumer engagement.
    - Customer Relationship Management (CRM) Systems: Invest in advanced CRM systems to better track, analyze, and respond to consumer interactions and feedback, thereby enhancing the effectiveness of CE initiatives.
8. Monitor Emerging Trends:
    - Market Trends: Stay attuned to emerging market trends and consumer preferences. Regular market analysis can help in identifying new opportunities for CE and adapting strategies to stay relevant.
    - Technological Advancements: Keep abreast of technological advancements that can be leveraged for CE. This includes staying informed about new tools, platforms, and methodologies that can drive innovation and consumer engagement.
9. Incorporate Feedback Loops:
    - Continuous Improvement: Establish continuous feedback loops between consumers and the organization. Regularly gather and analyze consumer feedback to refine CE strategies and ensure they meet evolving consumer needs.
    - Employee Feedback: Solicit feedback from employees involved in CE initiatives to identify challenges and opportunities for improvement. This can help in fine-tuning internal processes and enhancing the overall effectiveness of CE efforts.

By implementing these suggestions, both researchers and practitioners can deepen their understanding of the complex relationship between corporate entrepreneurship and consumer engagement, leading to more effective and tailored strategies across different industries.

5.4 FUTURE SCOPE OF THE STUDY

The exploration of the influence of corporate entrepreneurship (CE) components on consumer engagement across sectors opens numerous avenues for future research and practical application.

The following are key areas for future investigation:

1. **Extended Longitudinal Research**:
    - Conduct long-term studies to understand the enduring effects of CE on consumer engagement. This will help in identifying sustained impacts and long-term benefits or drawbacks of entrepreneurial initiatives within corporations.
2. **Cross-Cultural Comparisons**:
    - Expand the research to include diverse cultural contexts. Different cultural backgrounds can influence the perception and effectiveness of CE components, providing a more global perspective on their impact on consumer engagement.
3. **Sector-Specific Deep Dives**:
    - Perform in-depth studies within specific industries to uncover nuanced insights. For example, comparing the CE impact within sub-sectors of high-tech industries like biotechnology versus information technology could yield valuable distinctions.
4. **Impact of Emerging Technologies**:
    - Investigate how emerging technologies such as artificial intelligence, blockchain, and the Internet of Things (IoT) can further enhance CE

efforts and their effect on consumer engagement. This can provide insights into future-proofing CE strategies.

5. **Consumer Behavior Analysis**:
    - Explore the psychological and behavioral aspects of consumer engagement in response to CE initiatives. Understanding consumer motivations, preferences, and emotional responses can help tailor more effective entrepreneurial strategies.
6. **Organizational Culture Dynamics**:
    - Study the role of organizational culture in greater depth, examining how different cultural traits influence the success of CE initiatives. This includes exploring how cultural change can be managed to support entrepreneurship.
7. **Policy and Regulatory Impact**:
    - Analyze the role of government policies and regulatory frameworks in shaping the effectiveness of CE initiatives. Comparative studies between regions with different regulatory environments can provide valuable insights.
8. **Ethics and Corporate Social Responsibility (CSR)**:
    - Investigate the intersection of CE with CSR and ethical business practices. Understanding how ethical considerations influence consumer engagement in response to CE can help develop more responsible entrepreneurial strategies.
9. **Digital and Social Media Influence**:
    - Examine the role of digital platforms and social media in enhancing or detracting from the impact of CE on consumer engagement. This includes studying the effectiveness of various digital marketing strategies in different sectors.

10. **Interdisciplinary Approaches**:

    - Encourage interdisciplinary research that combines insights from marketing, psychology, sociology, and technology to provide a holistic understanding of CE's impact on consumer engagement.

11. **Small and Medium-Sized Enterprises (SMEs)**:

    - Extend the research to SMEs to understand how CE impacts consumer engagement in smaller organizations compared to large corporations. This can offer insights into scalability and adaptability of CE strategies.

12. **Sustainability and Green Innovation**:

    - Explore the impact of sustainability and green innovation initiatives as components of CE on consumer engagement. This is increasingly relevant as consumers become more environmentally conscious.

13. **Advanced Analytics and Big Data**:

    - Utilize advanced analytics and big data techniques to analyze the vast amounts of data generated from CE activities and consumer interactions. This can uncover hidden patterns and provide predictive insights.

14. **Real-Time Consumer Feedback**:

    - Develop methods for capturing and analyzing real-time consumer feedback on CE initiatives. This can help in rapidly adapting strategies to enhance consumer satisfaction and engagement.

15. **Impact of Global Events**:

    - Study the impact of global events, such as economic crises or pandemics, on the relationship between CE and consumer engagement. Understanding these dynamics can help in developing resilient CE strategies.

By exploring these areas, future research can provide deeper insights into the complex interplay between corporate entrepreneurship and consumer engagement, helping

organizations across various sectors to optimize their strategies and achieve sustainable growth.

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ANNEXURE

LIST OF PUBLICATIONS

LIST OF INTERNATIONAL/NATIONAL CONFERENCE

1. Sarugari Anusha Reddy, Impact Of Corporate Entrepreneurship Components On Consumer Engagement, International Conference on Latest Trends in Engineering, Management, Humanities, Science & Technology (ICLTEMHST -2022), Guwahati, Assam, India, 27th November, 2022

2. Sarugari Anusha Reddy, Impact Of Corporate Entrepreneurship Components On Consumer Engagement, National Conference on Innovations in Science, Engineering, Technology and Humanities (NCISETH – 2023), 30th July, 2023, New Delhi, India

LIST OF JOURNAL PUBLICATIONS

1. Sarugari Anusha Reddy & Dr. Aiman Fatma Published the paper titled " Analyzing The Impact Of Corporate Entrepreneurship On Consumer Engagement " in Phalanx: A Quarterly Review for Continuing Debate, UGC Care Listed Journal, ISSN: 2320-7698, Vol-18, No-2, April - June, 2023

2. Sarugari Anusha Reddy & Dr. Aiman Fatma Published the paper titled " Impact Of Organizational Culture And Leadership On Corporate Entrepreneurship " in IPE Journal of Management, ISSN 2249-9040, Volume 14, No 2, July – December 2024

REPRINT OF CONFERENCE CERTIFICATES

&

THE RESEARCH PAPER (International /National)

https://www.iasrdconferences.com

IASRD CONFERENCES

National Conference on Innovations in Science, Engineering, Technology and Humanities (NCISETH – 2023)

NCISETH /2023/C0723528

Certificate

This is to Certify that Sarugari Anusha Reddy, Research Scholar, Ph.D. in Commerce, P.K. University, Shivpuri, M.P.

has presented a paper on Impact of corporate Ecosystem on corporate Entrepreneurship.

at National Conference on Innovations in Science, Engineering, Technology and Humanities (NCISETH – 2023) organized by the Indian Association of Scientific Research and Development (IASRD) at Hotel Suncourt Corporate, Karol Bagh, New Delhi, India on 30th July, 2023

BRamkrin

Dr. B. Radha Krishna
Organizing Secretary

IASRD CONFERENCES IASRD

K. Kavitha

Dr. K. Kavitha
Convenor

National Conference on Innovations in Science, Engineering, Technology and Humanities (NCISETH – 2023)
30TH July, 2023, New Delhi, India

CERTIFICATE NO : NCISETH/2023/C0723528

IMPACT OF CORPORATE ECOSYSTEM ON CORPORATE ENTREPRENEURSHIP

SARUGARI ANUSHA REDDY

Research Scholar, Ph. D. in Commerce
P. K. University, Shivpuri, M.P.

ABSTRACT

Corporate entrepreneurship, often referred to as intrapreneurship, is the practice of fostering innovative, entrepreneurial thinking and actions within established companies. The impact of the corporate ecosystem on corporate entrepreneurship is profound, as the environment in which a company operates plays a pivotal role in shaping the ability and willingness of employees to engage in entrepreneurial activities. A supportive corporate ecosystem can be the catalyst that encourages innovation, risk-taking, and the development of new business ventures within a company, while a restrictive ecosystem can stifle these efforts, leading to stagnation and missed opportunities. One of the key elements of a corporate ecosystem that influences corporate entrepreneurship is the organizational culture. Companies with a culture that values innovation, creativity, and risk-taking are more likely to see successful entrepreneurial activities. This culture is often characterized by openness to new ideas, a tolerance for failure, and an emphasis on continuous learning and development. In such an environment, employees feel empowered to experiment and pursue new opportunities without fear of punitive repercussions if their initiatives do not immediately succeed. Conversely, in a culture that is risk-averse or overly focused on short-term results, employees may be discouraged from engaging in entrepreneurial activities due to the fear of failure or lack of support. Leadership is another critical component of the corporate ecosystem that impacts corporate entrepreneurship.

IJRPB CONFERENCES

International Conference on Emerging Trends in Engineering, Science, Humanities and Management (ICETESHM- 2024)

Certificate

ICETESHM/2024/C0324323

This is to certify that Sarugari Anusha Reddy, Research Scholar, Ph.D. in Commerce, P.K. University, Shivpuri, M.P.

has presented a paper in ICETESHM - 2024 held on 31st March 2024 at Hotel Suncourt Corporate, Karol Bagh, New Delhi, India.

Title of the Paper Impact of Corporate Entrepreneurship components on consumer Engagement.

L. Vigneswaran

Dr. L. Vigneswaran
Conference Coordinator

IJRPB Academic Conferences IJRPB

D&Tomar

Dr. Deepika Singh Tomar
Convener

International Conference on Engineering, Trends in Engineering, Science, Humanities and Management (ICETESHM – 2024)
31st March, 2024, Karol Bagh, New Delhi, India.

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Impact of Corporate Entrepreneurship Components on Consumer Engagement

Sarugari Anusha Reddy

Research Scholar, Ph.D. in Commerce, P.K. University, Shivpuri, M.P., India.

ABSTRACT

Corporate entrepreneurship, which involves fostering innovation and entrepreneurial behavior within an organization, significantly impacts consumer engagement. Key components of corporate entrepreneurship, such as innovation, agility, and proactive market orientation, directly influence how consumers interact with and perceive a company. Innovation, for instance, leads to the development of new products, services, and customer experiences that capture consumer interest and differentiate the brand in a crowded marketplace. This innovation-driven engagement not only attracts new customers but also deepens relationships with existing ones by consistently meeting their evolving needs. Agility, another crucial component, enables companies to quickly respond to changing consumer preferences and market conditions. This responsiveness builds consumer trust and loyalty, as customers are more likely to engage with brands that are attuned to their needs and can adapt swiftly to meet them. Additionally, a proactive market orientation ensures that companies are not just reacting to consumer demands but anticipating them, creating value in ways that surprise and delight customers. This forward-thinking approach fosters a deeper connection with consumers, leading to increased brand loyalty and advocacy. In essence, the components of corporate entrepreneurship create a dynamic, consumer-centric environment that enhances engagement, drives satisfaction, and ultimately, strengthens brand equity.

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ANALYZING THE IMPACT OF CORPORATE ENTREPRENEURSHIP ON CONSUMER ENGAGEMENT

Sarugari Anusha Reddy[1] Dr. Aiman Fatma[2] Dr. Bhaskar Nalla[3]

ABSTRACT

To foster growth and adaptation, corporate entrepreneurship entails incorporating entrepreneurial principles and innovative thinking into already-established businesses. The five industries studied here—IT, academia, pharmaceuticals, banking, and automobiles—are examined to see how corporate entrepreneurship factors affect customer involvement. Structured surveys and semi-structured interviews provide the main data for the study, which uses a quantitative research approach. Secondary data comes from literature studies and industry reports. A total of 260 participants were chosen at random from each industry using stratified random selection.

Keywords: Industry, Technology, Risk, Proactiveness, Customer

I. INTRODUCTION

The idea of corporate entrepreneurship, also known as intrapreneurship, has become increasingly important in today's business world, influencing both internal company dynamics and contacts with customers. In order to promote innovation, flexibility, and expansion, corporate entrepreneurship entails encouraging an entrepreneurial mindset within preexisting organizations. Both the company's profitability and customer engagement are greatly affected by this innovative spirit and the eagerness to seize market opportunities. In today's business landscape, staying ahead of the competition and connecting with consumers in a meaningful way requires a deep grasp of how corporate entrepreneurship impacts consumer engagement.

Incorporating entrepreneurial mindsets and practices into preexisting business structures is the foundation of corporate entrepreneurship. Employees at all levels are motivated to take initiative, think creatively, and take little risks in order to create new goods, services, or processes. Conventional business models, on the other hand, tend to place a premium on predictability and caution. Organizations may promote growth and adapt to changing market conditions by creating an environment that celebrates and rewards innovation. This allows employees to be creative and proactive.

Conversely, consumer engagement describes the connections and exchanges that take place between a company's brand and its target audience. It includes marketing, customer service, social media, and product experiences as means through which people engage with a business. A strong emotional connection, active involvement, and brand loyalty describe highly engaged consumers. Customer engagement increases the likelihood that customers will recommend the brand to others, offer constructive criticism, and help build the company's reputation.

Various angles can be used to analyze how corporate entrepreneurship affects customer involvement. To begin, one benefit of corporate entrepreneurship is the creative spirit it encourages, which frequently results in the introduction of novel goods and services that

[1] Research Scholar, Department of Commerce, P. K. University, Shivpuri, M.P.
[2] Associate Professor, Department of Commerce, P. K. University, Shivpuri, M.P.
[3] Co- Supervisor, Department of Commerce, P. K. University, Shivpuri, M.P.

customers love. Companies that put an emphasis on innovation are more likely to provide products and services that cater to customers' changing wants and needs, which in turn increases customer happiness and loyalty. Businesses may set themselves apart from the competition and appeal to customers who are always looking for new and improved products by investing in R&D to produce innovative solutions or state-of-the-art technologies.

In addition, a customer-centric approach to company operations is promoted by corporate entrepreneurship. Organizations can better meet customer expectations by encouraging creative thinking and listening to input from customers. Customers are more likely to be engaged when they feel that their demands are being met through interactions that are tailored to their own interests. For instance, businesses can build stronger relationships with their audience, encouraging loyalty and advocacy, by using consumer information to personalize marketing campaigns or product features. A culture of experimentation and the use of agile approaches are also commonplace in corporate entrepreneurship. Companies may respond more rapidly and effectively to changes in the market and customer tastes with this dynamic strategy since iterative testing of new ideas is possible at a high velocity. Businesses with an agile mindset are in a better position to connect with customers by providing them with content, goods, and services that are both timely and relevant. Improved user experience and longer engagement are results of this capacity for real-time adaptation and innovation.

Improving brand reputation and trust is another important way in which corporate entrepreneurship affects consumer engagement. Customers are more likely to have a favorable impression of a company's brand if it shows a dedication to innovation and constant improvement. Brand loyalty and advocacy can skyrocket when engaged consumers view these companies as innovative and trustworthy. For instance, customers are more likely to trust and engage with firms that are known for their ethical methods and innovative solutions.

II. REVIEW OF LITERATURE

Ahmed, Umair et al., (2020) Through the medium of employee involvement, this study investigated the impact of corporate entrepreneurship (CE) on company performance. The current study drew its sample from 201 middle managers from Pakistan's five largest banks. The results showed a strong positive correlation between CE and company performance, as determined by using structural equation modeling to examine statistical relationships. Consequently, the data also showed that employee involvement mediated this association, lending credence to both hypotheses. This research fills a significant need by being the first of its type to examine the relationship between CE engagement, company performance, and employee involvement. In order to help CE prospects encourage employees to feel obligated to respond with increased engagement and corporate success, the study offers crucial reasons and possible ramifications. Future research directions and scope for further investigation are also covered towards the end of the chapter.

Bakytgul, Tundikbayeva et al., (2019) Defining corporate entrepreneurship is the primary goal of this article. Corporate entrepreneurship and its potential benefits to firms have been the subject of much discussion, and the authors have made an effort to draw attention to the various theories and explanations put forth by prominent figures in the field of entrepreneurship. In it, the study has examined leading models that explain the causes and effects of corporate entrepreneurship and offered its own noteworthy assessment and analysis. The purpose of this article has been to try to establish a connection between corporate entrepreneurship and the efficiency of businesses. Organizational engagement's capacity to moderate this relationship has also been explored in the research through critical evaluation. Scholars interested in studying corporate entrepreneurship and its relationship

with organizational performance can find the research's prepositions and conceptual model useful. The paper follows the buffering impact of organizational performance.

Dewarani, Geraldine (2023) Evidence suggests that software, in its digital form, can boost productivity and efficiency in the workplace. Software as a service, or SaaS, is fast becoming an essential component of many companies' operations. One way to offer apps as a service is through software as a service (SaaS), which works through cloud computing platforms. One distinctive feature of SaaS solutions is their adaptability to user requirements. Consequently, SaaS is now a good fit for businesses of all sizes, especially SMEs. With the level of co-creation serving as a moderating variable, this study aims to investigate the effects of customer interaction on SaaS application development, service co-creation, satisfaction, and loyalty. A total of 282 decision-makers from the chosen SaaS provider in Indonesia—users of a SaaS application—were surveyed online to provide the necessary data. Next, structural equation modeling was used to examine the data. Customer participation in the development of software as a service applications has a favorable effect on service co-creation, customer happiness, and customer loyalty (t-value > 1.645), according to the results. As an added bonus, an interaction Standardize Loading Factor (SLF) path of 1.36 demonstrated that the level of co-creation amplified the effect of consumer involvement on the co-creation of services. According to the results, customers are more likely to be satisfied when they are actively involved in the co-creation process, and they are more likely to collaborate with service providers when they are actively involved.

Hasanin, Iman. (2018) Finding out how different aspects of corporate entrepreneurship relate to consumer loyalty is the primary goal of the research. It plans to achieve this through determining the knowledge of the relationship quality and the mediating role of customer satisfaction in determining the extent to which these dimensions apply according to the study. The study's aims could only be achieved with a representative sample of 384 people. Customers who made many deposits or withdrawals during a given time frame helped choose which commercial banks to include in the sample. Corporate entrepreneurship has a positive impact on both internal and external variables, as the study indicated a statistically significant association between the two and consumer loyalty. In order to get the banks that participated in the survey to use CE to boost client loyalty, the study offers a number of suggestions.

Makūnaitė, Greta & Kiaušienė, Ilona. (2023) Businesses should lead the way in sustainable consumption if they want to get people thinking about sustainability. Consumers can be motivated to adopt more sustainable consumption habits by a positive perception of corporations. In the context of public perception of businesses, CSR initiatives that highlight the ways in which corporations help address societal, economic, and ecological issues take on more significance. Consumers' perceptions of a corporation, or its "corporate image," might impact their level of involvement in sustainable consumption practices. The goal is to find out how company image affects sustainable consumption behaviors among consumers. The findings demonstrated that consumers are more likely to participate positively with sustainable consumption when they perceive a positive business image, which in turn increases customer satisfaction and loyalty. Both the external and internal environments of consumers play a role in determining the level of engagement in sustainable consumption, alongside a positive business image and CSR.

III. RESEARCH METHODOLOGY

Research Design

The purpose of this study is to comprehensively investigate the impact of corporate entrepreneurship on consumer engagement across various industries using a quantitative research design.

Data Collection

Questionnaires and semi-structured interviews will gather the main data. In order to collect quantitative data from experts in the field, a systematic questionnaire will be created. Demographic information, measures for customer interaction, and elements of corporate entrepreneurship will all be part of the questionnaire's design. Key stakeholders, including managers and marketing experts, will also be interviewed in semi-structured interviews in addition to the survey. Through in-depth analysis of industry-specific practices and obstacles, these interviews will shed light on the connection between corporate entrepreneurship and customer involvement from a qualitative perspective.

Literature reviews and industry reports will provide the secondary data. In order to lay the groundwork for the study's theory, the literature evaluation will center on prior work that has addressed corporate entrepreneurship and customer engagement. Supplementing this with industry reports and case studies will validate the findings from the core data and provide further context.

Sampling

Information technology, academia, pharmaceuticals, banking, and automobiles will be the five main areas of concentration in the study. This sample is representative of the whole because the selected industries use different approaches to corporate entrepreneurship and customer involvement.

We will select 260 responders in total, with a fair representation from each industry's size-based sector. To guarantee that every industry is well-represented, stratified random sampling will be employed. To reduce the possibility of selection bias and guarantee a statistically valid sample, participants will be chosen at random from a pool of businesses and other organizations operating within each industry.

IV. DATA ANALYSIS AND INTERPRETATION

Table 1: Sector Distribution

Sector	Percentage (%)
Information Technology	29.5
Academic	26.6
Pharmaceuticals	18.0
Banking	14.5
Automobiles	11.4
Total	100%

The breakdown of respondents by study sector is shown in Table 1. With 29.5% of the total, the IT industry is by far the most represented. Next on the list, with 26.6% of the total, is the academic sector. Of the total sample, 18.0% work in pharmaceuticals, whereas 14.5% are bank tellers. The automotive industry is the least represented, accounting for just 11.4%.

Table 2: Mean and Standard Deviation of Corporate Entrepreneurship Components

Component	Information Technology	Academic	Pharmaceuticals	Banking	Automobiles
Innovation	4.2 ± 0.8	3.9 ± 0.7	4.0 ± 0.6	3.8 ± 0.7	3.7 ± 0.8
Risk-Taking	4.0 ± 0.9	3.6 ± 0.8	3.7 ± 0.7	3.5 ± 0.8	3.6 ± 0.9
Proactiveness	4.1 ± 0.7	3.8 ± 0.6	3.9 ± 0.6	3.7 ± 0.7	3.5 ± 0.8

The three dimensions of corporate entrepreneurship, namely innovation, risk-taking, and proactiveness, were measured across five different sectors and their respective means and standard deviations are displayed in Table 2. Innovation (4.2) and Proactiveness (4.1) had the highest mean ratings in the IT industry, but standard deviations showed modest heterogeneity. Innovation(4.0) and Proactiveness(3.9) are comparable in the pharmaceutical industry, whereas Risk-Taking is marginally lower at 3.7. As a whole, the academic sector ranks last in innovation(3.9), proactiveness(3.8), and risk-taking (3.6). The banking industry has the lowest average ratings across the board, especially for innovation (3.8) and proactiveness (3.7), while the automotive industry has lower average scores across the board, with risk-taking (3.6) and proactiveness (3.5) being the worst. Information Technology exhibited the highest level of engagement in Innovation and Proactivity, indicating sector-specific variances in corporate entrepreneurship components.

Table 3: Regression Coefficients for Corporate Entrepreneurship Components

Component	Coefficient	Standard Error	t-Value	p-Value
Innovation	0.45	0.12	3.75	<0.01
Risk-Taking	0.30	0.10	3.00	<0.05
Proactiveness	0.35	0.11	3.18	<0.05

Table 3 shows that Innovation has a positively and significantly impacting consumer engagement (coefficient of 0.45, standard error of 0.12, t-value of 3.75, p-value less than 0.01). The data show that Risk-Taking has a somewhat favorable effect with a t-value of 3.00, a standard error of 0.10, and a p-value less than 0.05. A t-value of 3.18, a standard error of 0.11, a coefficient of 0.35, and a p-value less than 0.05 all indicate that proactiveness has a significant positive influence.

Table 4: ANOVA Results for Sectoral Differences in Consumer Engagement Levels

Source	Sum of Squares	Mean Square	F-Value	p-Value
Between Sectors	235.6	58.9	12.45	<0.01
Within Sectors	960.3	1.94		
Total	1196.0			

The findings of the analysis of variance (ANOVA) test, which compares customer involvement levels across different industries, are shown in Table 4. Consumer involvement levels vary significantly among sectors, according to the "Between Sectors" source, which has a sum of squares of 235.6, a mean square of 58.9, an F-value of 12.45, and a p-value less than 0.01. The sum of squares for the "Within Sectors" source is 960.3, and the mean square is 1.94. All squares added up equal 1196.0.

V. CONCLUSION

In this study, we look at how innovation, risk-taking, and proactiveness—three components of corporate entrepreneurship—influence consumer involvement in various industries. The results show that when compared to other sectors, the IT industry is the most innovative and

proactive, which results in higher levels of customer involvement. The results of the regression show that there is a positive and significant relationship between the three variables and customer engagement, with Innovation being the most influential. Corporate entrepreneurship strategies have different levels of success depending on the industry, as is shown by the significant sectoral differences that the ANOVA results uncover.

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Authored By

Dr. Bhaskar Nalla

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IMPACT OF ORGANIZATIONAL CULTURE AND LEADERSHIP ON CORPORATE ENTREPRENEURSHIP

SARUGARI ANUSHA REDDY[1]

DR. AIMAN FATMA[2]

DR. BHASKAR NALLA[3]

ABSTRACT

Organizational culture and leadership styles have a significant impact on corporate entrepreneurship, which in turn affects a company's capacity to succeed and stay in business. Using a quantitative approach, this study investigates how corporate entrepreneurship is affected by organizational culture and leadership. Organizational culture aspects, leadership styles, and corporate entrepreneurship were measured using data gathered from 180 respondents across different firms using a standardized survey questionnaire. The descriptive statistics show that Innovation Culture and Transformational Leadership are highly appreciated, with high mean scores. In terms of corporate entrepreneurship, correlation research reveals that Transformational Leadership (r = 0.60) and Participative Leadership (r = 0.55) have substantial positive correlations, but Autocratic Leadership (r = -0.20) has a negative influence. According to regression study, two positive predictors of corporate entrepreneurship—Innovation Culture (Beta = 0.45) and Transformational Leadership (Beta = 0.50)—explain 62% of the variation.

Keywords: Organizational Culture, Leadership, Innovation, Entrepreneurship, Transformational

I. INTRODUCTION

The influence of leadership and company culture on corporate entrepreneurship is becoming an important topic of research in today's fast-paced business world. A firm's capacity to innovate, adapt, and maintain competitive advantage is impacted by its leadership and organizational culture, which are interdependent factors that form the entrepreneurial landscape inside the company. In today's fast-paced business world, where competition is fierce and customer expectations are always changing, it is crucial for companies to embrace an entrepreneurial spirit if they want to succeed in the long run. One of the most important factors affecting corporate entrepreneurship is organizational culture, which may be defined as the shared assumptions, norms, and practices that determine how people in an organization behave and interact with one another. A company's entrepreneurial efforts might benefit greatly from a culture that encourages risk-taking, teamwork, and transparency. Workers in such an environment are free to question established practices, try out novel concepts, and take moderate risks without fear of repercussions. A strict and hierarchical culture, on the other hand, has the potential to kill innovation and restrict the reach of entrepreneurial endeavors. Consequently, creating a setting that is friendly to entrepreneurial success requires an appreciation of the subtleties of organizational culture.

Leadership, as an organization's compass, enhances and multiplies the effect of culture on business innovation. Not only do great leaders show and encourage actions that are in line

[1] Research Scholar, Department of Commerce, P. K. University, Shivpuri, M.P.
[2] Associate Professor, Department of Commerce, P. K. University, Shivpuri, M.P.
[3] Co- Supervisor, Department of Commerce, P. K. University, Shivpuri, M.P.

with entrepreneurial principles, but they also express a vision for development and innovation. Inspiring and encouraging people to put the organization's needs before their own is a hallmark of transformational leadership, which plays a significant role in fostering an entrepreneurial mindset. A culture of innovation may be fostered by leaders who display qualities like resilience, flexibility, and risk-taking. Employees are more likely to speak out with innovative ideas and take risks when they feel secure doing so under supportive leadership.

You can see how leadership and organizational culture interact to shape corporate entrepreneurship in different ways via different organizational practices and results. For example, procedures that help with ideation and assessment are often used by businesses with a strong innovation culture. Structured brainstorming sessions, interdisciplinary teams, and set aside funds specifically for R&D are all examples of procedures that can fall under this category. The leadership team then has a pivotal role to play in bolstering and promoting these practices, making sure they mesh with the long-term objectives of the company and provide the rewards and support that entrepreneurs need to succeed. The success of corporate entrepreneurship depends on several factors, one of which is how well the leadership style and company culture mesh. A cohesive and supportive work environment is fostered when leaders model the attitudes and behaviors that encourage creativity. This, in turn, increases workers' desire to take part in entrepreneurial endeavors. Inconsistencies and a lack of success in encouraging entrepreneurship could result from a gap between leadership actions and cultural expectations. To illustrate the point, the cultural ideals meant to propel entrepreneurial success may be undermined when a leader promotes innovation without providing actual assistance to people.

External variables including market circumstances, competitive challenges, and technical breakthroughs also effect organizational culture and leadership's influence on corporate entrepreneurship. Organizations need to be quick to adapt and respond in sectors where things are changing fast if they want to stay ahead of the competition. Organizations may better handle these external problems if they have a culture that is open to change and promotes ongoing learning. Executives who keep tabs on industry news and IT trends are also better able to steer their companies through changing times.

II. REVIEW OF LITERATURE

Almahasneh, Yousef et al., (2023) An organization's performance is evaluated by comparing its actual outputs to its anticipated outcomes, goals, and objectives (Abuzarqa, 2019; Al Khajeh, 2018). Consequently, the purpose of this research is to ascertain how different leadership styles and organizational cultures affect the efficiency and effectiveness of government agencies in Jordan. There were 168 people who filled out this poll, and they were all government workers in Jordan. Data analysis makes use of the quantitative analysis test battery, which comprises the validity, reliability, traditional assumptions, and hypothesis tests. The study's independent variables include leadership styles and organizational culture. The study's dependent variable is the performance of organizations. Public organizations in Jordan are either greatly or somewhat affected by organizational culture and leadership styles, according to this study's results. A substantial point in each of the two independent variables lends credence to the theory. Therefore, it is generally believed that leadership styles and organizational culture affect how government agencies in Jordan operate. The role of management support in mediating the relationship between leadership styles, organizational culture, and performance could be the subject of future research.

Mustafa, Biola. (2022) The leadership and culture of an organization greatly impact the decision-making process, which in turn impacts the company's performance. The

environment in which a company's workers are expected to behave in their daily contacts is a key component of the company's culture. However, leadership encompasses the many approaches used by leaders to guide their teams to success. In order to carry out their duties, those in managerial or executive positions must make choices. The company's management, workers, and stakeholders are all impacted by these factors. This topic of study has a significant influence on companies, which is why it was the focus of many studies. The effects of leadership style and company culture on decision-making processes are the focus of this research. In order to determine this effect and how it may ultimately boost the efficiency of the businesses, data is gathered and examined from a variety of sources.

Xanthopoulou, Panagiota & Sahinidis, Alexandros. (2022) In the 1980s and 1990s, most studies argued that a company's success depends on its culture. Some scholars, however, have recently cast doubt on this assertion, stating that whereas some robust civilizations do indeed succeed, others do not. By looking at several market instances, we can see that the so-called "case for a strong culture" has major flaws. The impact of a strong culture on an organization's innovativeness is investigated in this research, which is based on the Competing Values Model. In all, 504 individuals were polled from a pool of 110 Greek SMEs. The participating businesses represent a wide variety of industries and staff sizes, spanning from twenty to two hundred and fifty people. A company's innovativeness is negatively affected by strong organizational cultures, as the findings demonstrated an inverse relationship between the two. The bulk of previous research has focused on comparing company cultures across large organizations with relatively small samples, so this study aims to fill a gap in our understanding of the relationship between culture and innovativeness by focusing on SMEs. In light of market globalization, the rapidity of mergers and acquisitions, and the formation of strategic alliances between organizations with diverse cultural backgrounds, this study focuses on the rising significance of culture.

Ahmed, Riaz. (2019) This research set out to examine how entrepreneurial leadership played a mediating role in the relationship between various organizational cultures and entrepreneurial orientation. With the assistance of the chamber of commerce, we were able to collect 181 online replies from small and medium size enterprises. We then analyzed these data using Partial Least Square (PLS). Innovative solution creation and mentoring were shown to be strongly reliant on entrepreneurial leadership style, as the results demonstrated that adhocracy culture and clan culture substantially impacted entrepreneurial orientation only when entrepreneurial leadership style functioned as a mediator. However, when entrepreneurial leadership demonstrated a lack of outward emphasis towards the market, the link between entrepreneurial orientation and market culture became irrelevant. Even in a hierarchical culture, an entrepreneurial leader may make a big difference by fostering an entrepreneurial mindset that points to a greater emphasis on and command of the internal processes. Researchers and practitioners alike may benefit from this study's examination of entrepreneurial leadership styles from a variety of organizational vantage points.

Gavric, Gordana et al., (2016) Organizations are urged to analyze what characteristics successful enterprises have and what makes them distinct from failed ones due to the emphasis on profit realization, efficiency, and expansion under capitalism. As a result, discussions on company culture have proliferated in management literature. There is no part of a company that is immune to the influence of its culture, which serves as both a driver and a regulator of employee behavior. Its influence permeates the company as a whole and shows up in the end products. It is important to foster an organizational culture that contributes to the company's success while simultaneously avoiding any negative effects it may have.

III. RESEARCH METHODOLOGY

Research Design

The effects of leadership and company culture on corporate entrepreneurship are investigated using a quantitative research strategy in this study.

Data Collection

Managers and workers from a variety of companies filled out a standardized survey to provide the data. Important factors that the poll aimed to assess include corporate entrepreneurship, transformational, transactional, participatory, autocratic, and risk-taking cultures inside organizations, as well as leadership styles. The reliability and precision of the measurements were guaranteed by using established and tested scales.

Sampling Technique and Size

To make sure that different levels and sectors of organizations were represented, a stratified random sampling procedure was used. In order to ensure statistical power and representativeness, a total of 180 answers were gathered.

Data Analysis

To characterize the variables' central tendency and dispersion, descriptive statistics were used. To evaluate the connections between leadership styles and business entrepreneurship, Pearson correlation coefficients were calculated. The effect of leadership styles and organizational culture characteristics on corporate entrepreneurship was examined using multiple linear regression analysis.

IV. DATA ANALYSIS AND INTERPRETATION

Table 1: Descriptive Statistics of Organizational Culture Dimensions and Corporate Entrepreneurship Metrics

Variable	Mean	Standard Deviation
Innovation Culture	4.2	0.8
Risk-Taking Culture	3.9	1.0
Transformational Leadership	4.5	0.7
Transactional Leadership	3.7	0.9
Corporate Entrepreneurship	4.1	0.9

You can see how the respondents felt about different aspects of corporate entrepreneurship, leadership styles, and organizational culture in Table 1, which displays descriptive data. The majority of the assessments were favorable, indicating that the firms place a high priority on innovation culture (mean = 4.2) and transformational leadership (mean = 4.5). Both Corporate Entrepreneurship (mean = 4.1) and Risk-Taking Culture (mean = 3.9) have high average scores, indicating a positive tendency towards entrepreneurial activity and risk-taking. With a mean score of 3.7, transactional leadership is seen as having a significantly less impactful style of leadership.

Table 2: Leadership Styles and Their Correlation with Entrepreneurial Activity

Leadership Style	Corporate Entrepreneurship Correlation
Transformational Leadership	0.60**
Transactional Leadership	0.35*
Participative Leadership	0.55**

Autocratic Leadership	-0.20
Laissez-Faire Leadership	0.10

Note: ** indicates significant at $p < 0.01$, * indicates significant at $p < 0.05$.

In Table 2, we can see how different types of leadership are associated with corporate entrepreneurship. Strong positive associations between corporate entrepreneurship and transformational leadership ($r = 0.60$) and participatory leadership ($r = 0.55$) suggest that these leadership styles are substantially linked to more entrepreneurial activity. A modest but positive association is shown by the moderate positive correlation ($r = 0.35$) between Transactional Leadership and the variable in question. On the other hand, there are weaker or negative relationships shown with autocratic leadership ($r = -0.20$) and laissez-faire leadership ($r = 0.10$). Autocratic leadership, in particular, seems to have a strong negative correlation, which might impede entrepreneurial efforts.

Table 3: Results on Regression Analysis

Predictor	**Beta Coefficient**	**Standard Error**	**t-Value**	**p-Value**
Innovation Culture	0.45	0.08	5.63	0.0001
Risk-Taking Culture	0.32	0.09	3.56	0.0006
Transformational Leadership	0.50	0.07	7.14	0.0000
Transactional Leadership	0.15	0.10	1.50	0.1340
R^2 (Model Fit)	0.62			

The findings of the regression study that examined the relationship between corporate entrepreneurship and organizational culture and leadership are shown in Table 3. The two positive predictors of corporate entrepreneurship, Innovation Culture (Beta = 0.45) and Transformational Leadership (Beta = 0.50), are highly significant statistically due to their considerable effects and very low p-values ($p < 0.01$). Additionally, there is a statistically significant positive effect of risk-taking culture on corporate entrepreneurship (Beta = 0.32). The positive effect of transactional leadership (Beta=0.15) is not statistically significant ($p = 0.1340$), indicating that its influence is likely to be less strong. A excellent fit and robust explanatory power of the variables are shown by the model's 62% variance explanation of corporate entrepreneurship ($R^2 = 0.62$).

CONCLUSION

The significance of cultivating an innovative culture and implementing leadership styles that inspire and motivate people is underscored by the results, which show that both Innovation Culture and Transformational Leadership play critical roles in driving entrepreneurial activity. It is clear that entrepreneurial success is driven by leadership styles that encourage and collaborate, since there is a positive association between corporate entrepreneurship and transformational and participatory leadership. On the other side, entrepreneurial activity was shown to be adversely impacted by autocratic leadership, indicating that leadership styles that are too restricted may impede innovation and risk-taking.

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