

The Impact of Entrepreneurial Capability on Achieving Strategic Renewal – Analytical Research

Mohammed Yassin Rahim¹, Saadoon Mohsin Salman², Muthana Zahim Faisal³

¹College of Administration and Economics, University of Baghdad, Iraq. mohammed.y@coadec.uobaghdad.edu.iq ORCID: 0000-0009-0008-3111

²College of Administration and Economics, University of Baghdad, Iraq. saadoon@coadec.uobaghdad.edu.iq thOrcid: <https://orcid.org/0000-0002-2642-9545>

³College of Administration and Economics, University of Baghdad, Iraq. muthana@coadec.uobaghdad.edu.iq thOrcid: <https://orcid.org/0000-0002-1712-7038>

ARTICLE INFO	ABSTRACT
Received: 24 Nov 2024 Revised: 10 Jan 2025 Accepted: 21 Jan 2025	<p>The research aimed to determine the impact of Entrepreneurial Capabilities (EC) in its dimensions (sensing, seizing, shaping, synchronizing) on achieving Strategic Renewal (SR) in the General Company for Food Products. It also sought to examine whether there are statistically significant differences in the responses of the research sample regarding (EC) and (SR) in the General Company for Food Products, based on personal and job-related variables such as gender, age, educational qualification, years of experience, and job title. To achieve the research objectives, the descriptive-analytical approach was adopted, and a questionnaire was used as a data collection tool. A simple random sample of 140 employees was selected from a population of 220 employees. The data were analyzed using the Statistical Package for Social Sciences (SPSS). The research found several key results, the most important of which were: (EC) in the General Company for Food Products achieved high levels, with a mean score of (3.84). Similarly, the company achieved high levels of (SR), with a mean score of (3.79). The study also found a statistically significant effect (at the level of $\alpha \leq 0.05$) of (EC) in its dimensions (sensing, seizing, shaping, synchronizing) on (SR). However, there were no statistically significant differences at the $\alpha \leq 0.05$ significance level between the responses regarding (EC) and (SR) in relation to personal and job-related variables (gender, age, educational qualification, years of experience, and job title).</p> <p>Keywords: Entrepreneurial Capabilities (EC), Strategic Renewal (SR), General Company for Food Products.</p>

INTRODUCTION

Most academic papers that address the term "Entrepreneurial Capability (EC)" at the corporate level rely on literature that primarily focuses on the context of strategic management and the company's resource-based view (RBV). For example, these concepts emerge in the context of strategic management (Alvarez & Busenitz, 2001; Robeyns, 2005; Sirmon et al., 2007); competitive advantage and internal entrepreneurship (Zahra et al., 2011); dynamic capabilities (Teece, 2009; Wu, 2007; Harris et al., 2013); and international entrepreneurship (Karra et al., 2008; Zhang et al., 2009). In these theories, capabilities are generally defined through resources, where "resources are the available stocks of factors owned or controlled by the organization, while capabilities refer to the organization's ability to deploy these resources" (Amit & Schoemaker, 1993). (EC) is closely linked to innovation (Garud et al., 2014) and contributes to broadening thinking from a holistic perspective (Schumpeter, 1943). Entrepreneurs play a driving role in this process. Entrepreneurship embodies innovation and plays a vital role in economic development by facilitating change and transformation in a precise manner (Somwethee et al., 2023). Makadok (2001) defines capabilities as "a specific type of resource, distinguished by being non-transferable and organization-specific, and aimed at enhancing the productivity of other resources owned by the company." In other words, resource aggregation is what contributes to the building of capabilities (Sirmon et al., 2007). In the context of entrepreneurship, (EC) can be defined as an individual's freedom to pursue the development of an entrepreneurial opportunity within their environment, along with the relevant contextual factors (Wilson & Martin, 2015).

The concept of **Entrepreneurial Capabilities (EC)** is closely linked to innovation (Garud et al., 2014) and relies on expanding thinking from a holistic perspective. In an economic context, entrepreneurs with innovative ideas create new ways to allocate resources and improve organizational efficiency in a dynamic competitive environment. Entrepreneurs are capable of transforming their organizations and building

ecosystems by taking strategic actions that either maintain existing routines or necessitate the creation of new routines (Somwethee et al., 2023). Capron and Mitchell (2009) highlighted that **strategic renewal (SR)** involves the process, content, and outcome of changing a company's current attributes, which significantly affects its long-term scenarios. In the current literature, multiple factors have been identified as potential influences on (SR), such as organizational learning (Crossan & Berdrow, 2003), strategic alliances (Gomes, 2020; Yousaf & Majid, 2017), and strategic outsourcing (Kasemsap, 2020), among others. However, within the context of the food product industry, there is a lack of evidence explaining the process of (SR) through (EC). Therefore, in light of this research gap, this study was initiated to explore the effects of (EC) on (SR) in the General Company for Food Products (Ali et al., 2020).

The phrase "SR" may sound appealing, but what does it really mean? Strategic renewal is frequently discussed, yet rarely defined with precision. Research referring to "SR" often serves as a catalyst for presenting examples of strategic change in general, with most examples focusing on the change process, particularly in terms of organizational resources and capabilities (Danneels, 2011). Although some research has directly focused on strategic renewal (such as studies by Huff et al., 1992; Floyd and Lane, 2000), these studies also tend to focus on organizational processes (Agarwal & Helfat, 2009). Strategic renewal requires an organizational mindset that enables strategic reorientation (Eggers & Kaplan, 2009). However, companies do not always develop and maintain a renewal-oriented mindset (Narayanan et al., 2011). Thus, changes in the business environment are not entirely external to companies; they are somewhat embodied through managers' interpretations of the operational environment, filtered and shaped by their cognitive managerial frameworks. Due to differences in these cognitive frameworks, companies operating in the same industry and in similar markets may end up with differing interpretations of the same business environment (Jantunen et al., 2022). Companies proactively seek to generate new opportunities and influence market evolution, rather than merely adapting to changing environmental conditions. The process of proactive renewal assumes that some companies possess the capabilities needed to overcome stagnation and actively renew themselves to achieve their objectives, whether related to superior performance or long-term survival (Nguyen et al., 2021). (SR) has emerged as a vital phenomenon for companies in the current decade, seen as a dynamic aspect essential for organizational survival and sustainability (Amankwah-Amoah et al., 2017).

In a swiftly altering enterprise environment, corporations need to consistently regulate their techniques to align with long-term dreams to make certain survival, growth, and preserve competitiveness (Cortimiglia et al., 2016). Although the idea of strategic transformation (SR) is well-documented in modern literature, the focal point on its reasons and outcomes, in particular in the commercial enterprise context, is limited. (SR) represents an ongoing method of remodeling a employer from one country to another, and it is a imperative factor that allows groups to gain a aggressive gain in a dynamic and risky commercial enterprise surroundings (Schmitt et al., 2018). (EC) requires ability in constructing social networks and leveraging resources. Companies have to set up social relationships, impenetrable resources, and recognize market dynamics to adapt to the continuously altering enterprise environment. This multidimensional understanding highlights the various skills and traits necessary for executing entrepreneurial projects, which can be enhanced through continuous learning and practical experience (Liu & Singhdong, 2024).

Entrepreneurial capability (EC) is defined as the set of skills and experiences that entrepreneurs possess, enabling them to seize business opportunities, lead entrepreneurial teams, and create commercial value to successfully achieve their goals (Xie & Huang, 2014; Ge & Zhao, 2021). Regarding the evaluation and measurement of (EC), the current literature has examined this capability from various perspectives, such as organizational capability, strategic capability, and other subjective indicators. However, only a limited number of objective indicators have been used to describe this capability (Lans et al., 2010). In fact, self-assessment of (EC) may lead to an overestimation of its impact on entrepreneurship (Su & Duan, 2015).

Therefore, many companies strive for renewal amidst current management changes by adopting standard benchmarks and best practices. This requires effective procedures and methods to instigate change and development, making strategic renewal a central focus for organizations. However, these companies face challenges in dealing with rapid changes, which necessitates the possession of (EC) to improve their services and achieve renewal. The core issue of this research is encapsulated in the following main question: What is the impact of (EC) on achieving strategic renewal in the General Company for Food Products? The primary objective of this research is to address this gap and explore the necessary conditions for confirming strategic renewal in the company. The aim is to reveal the impact of (EC) on strategic renewal (SR) and provide actionable recommendations that can be applied in the General Company for Food Products. The significance of this research lies in the importance of rapid changes and environmental challenges currently facing the Iraqi context, particularly within the framework of development plans. The researcher hopes that the results will contribute to enhancing (EC) practices in Iraqi governmental organizations to address both internal and external changes. The research will measure (EC) through several dimensions, such as educational background and multidisciplinary expertise. This allows entrepreneurial employees to capture entrepreneurial opportunities. Additionally, employees with a multidisciplinary educational background will be able to think

in diverse ways, thereby contributing to the generation of new entrepreneurial ideas (Hu et al., 2022). Among the aspects of (EC), the ability to sense and shape reflects the new project's capability in this sector to identify opportunities, facilitating the discovery of available opportunities and the generation of new ones through entrepreneurial activities (Alvarez & Barney, 2007; Abdelgawad et al., 2013). On the other hand, the ability to choose and coordinate represents the new project's ability in the advanced technological sector to evaluate, prioritize, and exploit these identified opportunities (Zahra et al., 2011). The following diagram illustrates the research variables:

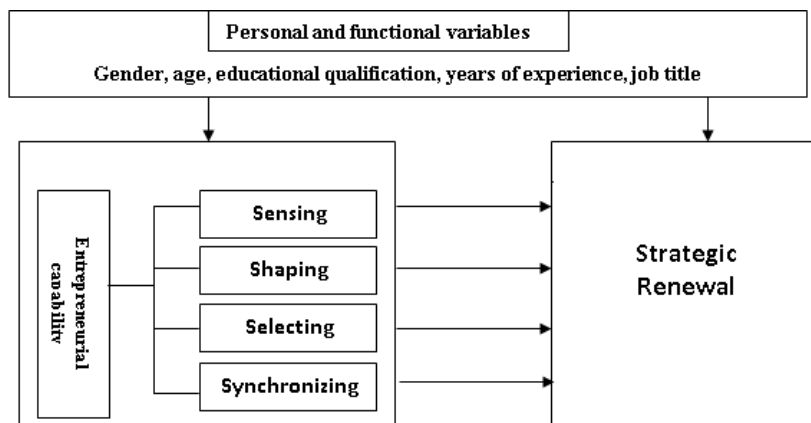


Figure (1): Research variables model

Source: Prepared by the researcher

2. LITERATURE REVIEW

2.1. Entrepreneurial Capability (EC)

Entrepreneurial capabilities (EC) refer to the skills, knowledge, and attitudes possessed by way of entrepreneurs, enabling them to become aware of and make the most opportunities, manipulate risks, and foster enterprise growth. These skills are integral for attaining sustainable boom and supplying businesses with a aggressive advantage. Numerous research have validated the significance of these abilities in bettering enterprise growth. Research by means of Zhou & Li (2012) indicated that (EC) performs a fundamental function in bettering the competitiveness of companies, positively impacting commercial enterprise performance, which includes accelerated sales, profitability, and market share. The learn about additionally mentioned that businesses with sturdy (EC) had been higher capable to become aware of and catch market opportunities, adapt to changes, and enforce fantastic techniques (Yang, 2023).

(EC) refers to the latent achievable of people that can affect the success of goals, manifested via non-public management skills, administration skills, and proactivity (Ulvenblad et al., 2020; Tastan, 2013). (EC) is additionally described as the capability to make use of the crucial assets to put into effect ideas in the market at the proper time or to generate new market opportunities. These skills are integral for success in the early tiers of setting up companies, however their significance diminishes as the organization matures. In particular, entrepreneurial abilities assist agencies beautify their resources, helping them in preserving a sustainable aggressive gain (Cavusgil & Knight, 2015).

Weerakoon et al. (2019) point out that (EC) displays a company's tendency to find out new thoughts and a non-stop pursuit of opportunities. Ebrahimi et al. (2020) emphasised that a company's long-term success relies upon on bettering these capabilities. Integrating enterprise conduct with the company's useful resource shape is a supply of aggressive benefit (Asemokha et al., 2019). Entrepreneurial groups have a excessive sensitivity in figuring out and exploiting opportunities, as they undertake a market-oriented behavior, which offers them a aggressive part over corporations that do no longer in many instances searching for market possibilities (Wachira, 2024).

Discusses (Clarysse et al., 2011; Diaz-Casero et al., 2012; Tarrats-Pons et al., 2015) the (EC) that allow individuals the opportunity to discover, identify, and exploit opportunities, enabling them to direct their behavior towards turning ideas into tangible reality. According to various studies, these capabilities enhance an individual's ability to understand and analyze new initiatives in the field of business investment, driven by a deep commitment to invest all available resources to respond quickly to discovered ideas, thereby transforming entrepreneurial activity into reality (Cabana-Villca et al., 2013). Both actual and effective capabilities depend on personal and social factors that interact with cultural, familial, professional, and economic elements. These factors positively or negatively influence how an individual interacts with entrepreneurial opportunities and contribute (Clarysse et al., 2011; Duran-Aponte & Arias-Gomez, 2016). to the development of the ability to recognize new opportunities (Campo-Tenera et al., 2022).

Entrepreneurial capability (EC) are grounded in resource theory, which suggests that a company's performance is significantly influenced by the unique resources and capabilities it possesses (Urban & Sefalafala, 2015).

Arthurs and Busenitz (2006) indicate that capability refers to the ability to identify new opportunities and develop the necessary resources to achieve performance related to those opportunities. Meanwhile, Kyrgidou and Spyropoulou (2013) clarified that the entrepreneurial spirit within the organization is manifested in the tendency to discover new ideas and the continuous pursuit of new opportunities.

The evidence suggests that organizations in rising economies, no matter a lack of tangible belongings and ample capabilities, want to hold their aggressive functionality (EC) to acquire increased aggressive blessings in overseas markets (Thumana, 2020). The resource-based viewpoint highlights the function of a company's sources in finding out how entrepreneurial features impact commercial enterprise success. It is assumed that corporations with superior sources in areas such as statistics and conversation technological know-how (ICT) will be in a position to advance (EC) such as marketing, innovation, leadership, and competitiveness (Wachira et al., 2023). discusses the thinking of (EC) as a dynamic gaining knowledge of system influenced by means of environmental and inner factors. Internal elements consist of the improvement of person abilities that decorate the entrepreneur's capacity and credibility in going through challenges and attaining the company's desires (Redzuan et al., 2012). (EC) is vital due to the fact it displays the inner workable of personnel in confronting challenges. Studies point out Martinho (2020) and Agbim et al. (2013), that gender and academic degree play a position in growing these capabilities, as (EC) increases with greater degrees of education, and male entrepreneurs have a tendency to possess greater management skills in contrast to females. Therefore, examining the degree of (EC) throughout gender and instructional stages requires in addition lookup to aid stakeholders in making suitable choices in the future (Zaimah et al., 2023).

Empirical research has shown that companies with (EC) achieve superior market performance (Xiao et al., 2021). Many researchers have regarded (EC) as an individual aspect of entrepreneurship related to recognizing and exploiting market opportunities, as well as the actions and practices aimed at exploring, integrating, and investing in untapped opportunities in an institutional market context (Sharam, 2020).

The (EC) can contribute to accelerating the development of new markets and improving the performance of new functions. Numerous studies, such as those by Lans et al. (2010) and Yi et al. (2021), have shown that (EC) encompasses organizational, strategic, and innovative capabilities, in addition to learning skills. Developing these capabilities helps companies overcome resource and knowledge deficiencies. (EC) also contribute to improving innovation performance and knowledge management. Additionally, they are effective in fostering business growth (Salamzadeh et al., 2023). (EC) is closely linked to an entrepreneur's ability to innovate, imagine, discover opportunities, and recognize strengths and weaknesses. Mitchelmore and Rowley (2010) proposed evaluating entrepreneurial potential through individual skills, which are categorized into several groups. Negotiation ability with others is related to personal and relational skills, while management skills encompass finance management, budgeting, company operations, and business planning. The interaction between tasks related to human relationships and business leadership requires the employment of human skills, which include employee development, hiring new workers, leadership, and employee motivation (Adjabeng et al., 2022).

Entrepreneurial Capability (EC), as defined by Xie and Huang (2014) and Ge and Zhao (2021), are the unique skills or experiences that entrepreneurs possess, enabling them to capitalize on business opportunities, lead entrepreneurial teams, and innovate value to achieve entrepreneurial goals successfully (Hu et al., 2022). Zhang et al. (2009) further describe (EC) as a blend of experience, learning, marketing and networking skills, alongside the ability to innovate and take risks, with the aim of leveraging resources by exploring and exploiting opportunities. These competencies are regarded "dynamic capabilities" that help in adapting to the altering enterprise surroundings and accomplishing gold standard organizational performance. (EC) is described as the potential of the entrepreneurial supervisor and the organizational device they create to execute a collection of coordinated tasks, which consist of sensing and exploiting opportunities, as properly as making use of organizational sources to endure dangers and deal with uncertainty. In doing so discusses(Rana et al., 2021). the significance of reshaping the aid base to adapt to altering stipulations and attain particular goals. It additionally highlights the necessity of appreciation (EC) Capability inside the framework of capabilities, focusing on the freedoms handy to personnel in their entrepreneurial endeavors Wilson and Martin (2015).

In this context, abilities mirror the possibilities reachable for personnel to interact in Entrepreneurship (Aboluwodi, 2018). In a find out about performed via Xu et al. (2019) on immigrant entrepreneurs, (EC) in multicultural contexts have been explored. These abilities had been recognized as a numerous set of skills, inclusive of psychological adaptation (such as emotion administration and fine thinking) and socio-cultural adaptation (such as cultural learning, language skills, and flexibility in intercultural interactions) (Pennetta et al., 2024). (EC) is of superb significance in the enterprise world, as it permits entrepreneurs to adapt extra

successfully to adjustments in a dynamic environment. According to Woldeesenbet et al. (2012), Entrepreneurship is characterised by using a dynamic nature, as it interacts in complicated and unique methods with the surrounding surroundings (Martinelli & Sarti, 2023).

2.2. Strategic Renewal

Strategic Renewal (SR) is a outstanding theme in the literature of organizational principle and management. As Agarwal and Helfat (2009) factor out, strategic renewal is regularly mentioned except a clear definition.

Schmitt et al. (2016b) argue that the lack of consensus on the which means of (SR) stems chiefly from variations in theoretical backgrounds. They recognized three key theoretical tensions in the literature on strategic renewal. The first dimension, content, focuses on the sources of strategic renewal. Some researchers adopt an organizational learning perspective (e.g., Crossan et al., 1999), while others follow a resource-based view, emphasizing that renewal is driven by the transformation of the company's resources (Augier and Teece, 2009). The second dimension, processes, reflects the actual embodiment of renewal. Some adopt an upper-level perspective, placing the primary responsibility for renewal with top management (Kwee et al., 2011), while others argue that lower-level managers also play an important role in driving strategic renewal (Floyd and Lane, 2000). According to Schmitt et al. (2016b), the third dimension, outcomes, defines what companies aim to achieve through strategic renewal. Those who support a shared participation perspective (Flier et al., 2003) argue that companies actively seek to influence the evolution of the industry to enhance their competitive advantage (Sievinen et al., 2019). The term "strategic renewal" refers to the strategies through which a company seeks to maintain and improve its performance (Kearney & Morris, 2015). Strategic renewal is considered one of the key approaches that companies adopt to keep pace with the changing demands of the business environment, identify how to leverage available opportunities, and thus enhance their competitiveness and achieve their goals (Bughin et al., 2021; Vanegas, 2020). strategic renewal (SR) permits businesses to innovate and adapt by means of altering key elements of their method and organization. The theoretical mannequin of (SR) proposed via Agarwal and Helfat (2009) consists of each incremental and discontinuous renewal activities. Incremental renewal includes checking out and making minor adjustments to positive core things to do inside the company. Additionally, strategic renewal encompasses discontinuous strategic transformations, which contain changing various dimensions, such as the commercial enterprise model, sources and capabilities, technological foundations, organizational structures, and organizational identification (Martin-Rios & Parga-Dans, 2016). Transformational renewal is regarded the foremost driver of (SR) following a financial downturn (Makkonen et al., 2014). Transformational (SR) is described as taking place when businesses face radical exterior modifications that negatively affect their core operations or resources. In this case, agencies regulate their operational processes, commercial enterprise models, organizational structures, capabilities, and different sources (Xiao et al., 2019).

Extensive lookup has been carried out on strategic renewal, the place each the environmental alignment strategy (Heyden, 2012) and the adaptation viewpoint (Flier et al., 2003) decorate the grasp of this phenomenon. Additionally, latest contributions to enterprise fashions have additionally adopted a cognitive approach, with researchers such as Baden et al. (2009) emphasizing that strategic renewal is an evolutionary method (Floyd & Lane, 2000) that influences a company's reliance on its previous trajectories and considerably influences its long-term prospects (Agarwal & Helfat, 2009). The administrative procedure of strategic renewal entails enhancing or changing the modern enterprise mannequin to tackle rising environmental possibilities and threats, with the purpose of surviving and thriving in the lengthy term (Al Humaidan & Sabatier, 2017). Identifying, formulating, and imposing these transformations are central troubles in the literature associated to this field (Albert et al., 2015; Basu and Wadhwa, 2013; Ben-Menahem et al., 2013; Kwee et al., 2011).

Schmitt et al. (2018) point out that strategic renewal is a proactive strategy adopted with the aid of corporations to tackle environmental and digital challenges. This strategy includes special evaluation and experimentation with new merchandise in numerous markets, requiring a stability between exploration and funding to assist the enterprise renew or change elements that influence future potentialities (Binns et al., 2014; Maijanen et al., 2015; Glaser et al., 2015; Kearney & Morris, 2015; Chaolo et al., 2015). strategic renewal is characterised with the aid of two essential features: first, it continually entails change, and second, it is a manner that evolves over time. Studies on strategic renewal commonly depend on evolutionary views to discover the unique degrees of trade and the roles and moves of trade agents. Osasayo and Joseph (2005) reached a comparable conclusion, suggesting that the trip of strategic renewal (SR) is a bendy and directed evolutionary technique formed via interactions amongst business enterprise members, whether or not top-down or bottom-up, main to adjustments in the strategic path of the enterprise (Hortovanyi et al., 2021).

According to Flier et al., (2003) that (SR) consists of the things to do undertaken via a organization to alternate its cutting-edge direction by way of adapting to the surroundings in which it operates. Heyden (2012) consents with this view, explaining that (SR) includes adaptive picks and moves aimed at editing the company's modern

course to preserve dynamic strategic alignment with environmental modifications over time. The company seeks to acquire and apply new knowledge and innovative behaviors to enhance changes in its core competencies (Müller, 2018).

Alimadadi and Aghaziarati (2014) consider (SR) to be a transformative and developmental process aimed at enhancing new knowledge and creative behavior, modifying it, and applying it to bring about changes in the core capabilities of the company or the scope of its product markets. Furthermore, (SR) includes distinct paths that describe the fundamental patterns of work that lead to (SR) over time (Kwee et al., 2011). (SR) contributes to adopting the best methods for task execution to meet customer desires and needs while ensuring the sustainability of the competitive advantage (Herbane, 2019). It also motivates employees to generate creative ideas for product and service development. Strategic renewal has several benefits, including enhancing a company's ability to maintain its market share and position, effectively utilizing its resources and capabilities, and increasing its capacity to face the challenges surrounding the business environment. Moreover, (SR) ensures the company's continuity in the business environment and works on transforming and developing the employees' thinking methods to make them more creative and distinctive (Jarvi & Khoreva, 2020). A study by Edwards & Molz (2020) indicated that (SR) represents the ability to change the reliance on a certain path by proactively directing efforts to align or reconfigure the company's resources to achieve a competitive advantage. This is achieved through organizational learning, which helps sustain that advantage, while opposing efforts might lead to unexpected outcomes that negatively affect the company's performance. Kairupan & Sudhartio (2020) clarified that (SR) consists of two main axes: the first is renewal, which involves design through specific stages and monitoring the behavior and changes influencing the process to achieve a balance. The second axis is the strategy that aids in studying a particular case or phenomenon through in-depth analysis in a real-world context. Glaser et al. (2015) note that the outcomes of (SR) are the primary drivers of environmental sensing activities, which aim to explore changes in environmental factors to confront challenges faced by the company that might obstruct its future plans. Today, companies operate in a dynamic environment characterized by continuous changes in technological, political, and economic dimensions, making it difficult to predict these changes in many cases (Wee & Taylor, 2018). Therefore, renewal efforts are driven by environmental factors, through which the company tries to adapt to or even transform the external environment (Kim & Pennings, 2009). Hence, companies need to make changes in their structure or strategies from time to time to ensure their survival. (SR), therefore, becomes a fundamental element in supporting the continuity, success, and prosperity of the company in the long term (Ocasio et al., 2018). This aligns with Kylaheiko's (2014) view that (SR) is a continuous and evolutionary process requiring changes in the company's choices and outputs (Albert, 2013). This process constantly adjusts and evaluates performance in accordance with environmental changes and developments, regularly addressing fluctuating conditions. (SR) is not limited to changes in a company's core capabilities but also includes changes in strategic positioning and the concurrent use of current knowledge, enabling the generation of new learning opportunities (Apilo, 2010). (SR) is a fundamental factor that reflects the need for continuous innovation, helping a company maintain its competitive edge. Achieving strategic transformation within the company requires the implementation of a set of innovative solutions (Martin et al., 2016). **Strategic Renewal (SR)** represents a means to revitalize the company's activities through innovation, entering new markets, and changing its competitive image. It also involves building or acquiring new capabilities and using them creatively to create competitive advantages (Musa & Mamun, 2018).

Riviere et al. (2017) define (SR) as the methods used to create, expand, or modify a company's resource base. Therefore, corporations should continually be seeking approaches to strategically advance and renew their aid base. (SR) can be viewed a procedure aimed at renewing or changing the company's attributes, which can extensively influence its future prospects. (SR) is described as the method that permits organizations to alternate their reliance on the preceding route by way of reworking their strategic intentions and capabilities. The segment in which movements aimed at imposing (SR) start however continue to be ongoing is recognised as the segment of unsure consequences of these movements (Sievinen et al., 2020). (SR) is an entrepreneurial phenomenon via which businesses are seeking to redefine their relationship with markets and rivals by means of altering aggressive techniques and creatively leveraging handy opportunities (Yasal et al., 2021). The inside movements of the organisation align with the surrounding prerequisites in the exterior environment, making (SR) a dynamic technique that requires nice management. This consists of the alternatives made via the corporation and the environmental forces fundamental to renew its method and increase its enterprise mannequin (Sabatier, 2017).

2.3. Entrepreneurial Capability on Strategic Renewal

The idea of (SR) is described as the system via which groups undertake new techniques that beautify their aggressive potential by using enhancing the execution of their cutting-edge strategy. Sáez-Martínez and González-Moreno (2011) point out that this method leads to modifications in the company's structure, inside processes, and capabilities, contributing to the fulfillment of (SR). Despite the large significance of this notion in the eyes of researchers, Glaser et al. (2015) spotlight that accomplishing it poses a specific assignment for

companies. This requires leaving behind usual behaviors and exploring a new technological method in the composition of markets and products, in order to generate progressive ideas, which are viewed the key endeavor in the strategic renewal process. This form of corporate entrepreneurship grants companies the ability to explore new areas in the provision of goods and services (Glaser et al., 2015). It also contributes to creating a conducive work environment that facilitates the change process and encourages employees to take initiatives that lead to strategic changes that will benefit the company in the future. There is a long list of factors that are crucial for the future of the company. For instance, Rumelt et al. (1994) refer to objectives, products and services, and policies that define how the company competes in the markets with its competitors, the scope and diversity of entrepreneurial activities, organizational structure, management systems, and policies that define and coordinate work. Recent research suggests that vital resources (both tangible and intangible assets), entrepreneurial capabilities, other processes, and people (individuals and teams) should be added to this list, as all of these factors influence the company's ability to succeed in the future (Agarwal & Helfat, 2009). Strategic renewal (SR) can be considered an organizational capability to adapt to significant and sudden technological, political, and economic changes (Albert et al., 2015; Schmitt et al., 2016a). Although (SR) represents a central focus in corporate entrepreneurship (Colabi & Khajeheian, 2018), it is also a prominent topic in other research fields related to businesses and management (Ben-Menahem et al., 2013; Schmitt et al., 2016a). Corporate entrepreneurship and corporate renewal (Sciascia et al., 2009), small business performance (Bierwerth et al., 2015), internal and external business operations (Basu and Wadhwa, 2013; Chen et al., 2009), competitive advantage and performance in new ventures (Burgers and Sawang, 2012), routine communication practices (Zur and Walega, 2015), management levels and their interactions (Glaser et al., 2015), as well as the external environment (Kearney and Morris, 2015), are all linked to the study of (SR). Corporate entrepreneurship is also connected to company growth, innovation, and resilience, which are desirable traits for the success of modern businesses (Stevenson and Jarillo, 2007). It provides essential means for achieving organizational innovation and creating new businesses (Elia et al., 2016), in addition to strategic renewal of existing businesses within established firms (Paek & Lee, 2018).

3. METHODOLOGY

3.1. Structure Validity:

of the instrument's validity, which assesses how well the tool achieves its intended objectives and indicates the degree of correlation between each research variable and the overall score of the questionnaire items.

Table (1) Pearson correlation coefficients to measure construct validity

N	variables and dimensions	correlation	sig
1	Sensing	0.825**	0.000
2	Shaping	0.941**	0.000
3	Selecting	0.769**	0.000
4	Synchronizing	0.865**	0.000
	Entrepreneurial Capability	0.970**	0.000
	Strategic Renewal	0.918**	0.000

Source: Table results based on the outputs of the sps program

Table (1) indicates that the Pearson correlation coefficients for all dimensions of the questionnaire are very high and statistically significant at a significance level of (0.05). Therefore, the dimensions of the questionnaire are valid for what they were designed to measure.

3.2. Reliability of the Research Instrument (Questionnaire)

Cronbach's Alpha Method: The Cronbach's Alpha coefficient results are shown in the following table:

Table (2) Cronbach's alpha coefficient to measure the reliability of the questionnaire

N	variables and dimensions	Number of items	Cronbach alpha value
1	Sensing	6	0.908
2	Shaping	4	0.876
3	Selecting	4	0.841
4	Synchronizing	6	0.935
	Entrepreneurial Capability	20	0.950
	Strategic Renewal	10	0.941
	Total score	30	0.968

Source: Table results based on the outputs of the sps program

It can be observed from Table (2) that the Cronbach's Alpha coefficients for the questionnaire ranged between (0.84 - 0.96), with the highest value for the "Synchronization" dimension and the lowest for the "Selection"

dimension. The overall reliability coefficient was (0.96), indicating a high level of reliability for the questionnaire. This makes it suitable for statistical analysis purposes and dependable for field application.

3.3. Presentation and Analysis of Results

The study data were analyzed by calculating the mean scores, standard deviations, ranks, and relative importance of the responses from the sample participants to the items in the questionnaire. The results were as follows:

Table (3) Arithmetic means and deviations

N	variables and dimensions	Arithmetic Mean	Standard Deviation	Rank	Relative Importance
1	Sensing	4.14	0.69	1	High
2	Shaping	3.81	0.78	2	High
3	Selecting	3.78	0.74	3	High
4	Synchronizing	3.69	0.84	4	Medium
Entrepreneurial Capability (EC)		3.84	0.61	-	High
Strategic Renewal (SR)		3.79	0.72	-	High

Source: Table results based on the outputs of the sps program

Table (3) indicates that the mean scores of the sample participants' agreement ranged between (3.69 – 4.14). The overall mean score for the "Entrepreneurial Capability (EC)" variable was (3.84), reflecting a high level of agreement, while the overall mean score for the "Strategic Renewal (SR)" variable was (3.79), also reflecting a high level of agreement.

4. TESTING RESEARCH HYPOTHESES

4.1. Testing the first main hypothesis

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of (EC) and its dimensions (sensing, shaping, choosing, and synchronizing) on achieving (SR) in the General Company for Food Products.

Table (4) Multiple regression of the impact of Entrepreneurial Capability dimensions on achieving Strategic Renewal

Dependent variable	Model Summery		ANOVA		Independent variable	Coefficients		
	R	R ²	F	Sig F*		β	T	Sig. T*
Strategic Renewal	0.791	0.644	54.16	0.000	Sensing	0.304	3.749	0.000
					Shaping	0.134	1.444	0.153
					Selecting	0.281	3.361	0.002
					Synchronizing	0.220	3.159	0.003

Source: Table results based on the outputs of the sps program

The previous table (Table 4) shows that the value of ($R = 0.791$) indicates a very strong positive correlation and a statistically significant effect between the dimensions of Entrepreneurial Capability (EC) and strategic renewal (SR). The value of ($F = 54.16$) is significant at the level ($\text{Sig.} = 0.000$), which is less than (0.05). Additionally, the value of ($R^2 = 0.634$) indicates that 64% of the variance in strategic renewal can be explained by the variance in the dimensions of (EC). The coefficients table shows the effect of each dimension of (EC) on achieving (SR). The most significant effect was observed in the sensing dimension, where ($\beta = 0.304$), ($T = 3.749$), and ($\text{Sig.} = 0.000$), indicating a significant impact of sensing on (SR). The shaping dimension had a value of ($\beta = 0.134$), ($T = 1.444$), and ($\text{Sig.} = 0.153$), suggesting an insignificant effect of shaping on (SR). The choosing dimension had ($\beta = 0.281$), ($T = 3.361$), and ($\text{Sig.} = 0.002$), indicating a significant effect of choosing on strategic renewal. Lastly, the synchronizing dimension had ($\beta = 0.220$), ($T = 3.158$), and ($\text{Sig.} = 0.003$), showing a significant effect of synchronizing on (SR). Based on the above results, the first main hypothesis was accepted, which states: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of (EC) dimensions (sensing, shaping, choosing, synchronizing) on achieving (SR) in the General Company for Food Products."

Thus, the first objective of the research was achieved, which is to "Determine the effect of Entrepreneurial Capability (EC) dimensions (sensing, shaping, choosing, synchronizing) on achieving strategic renewal (SR) in the General Company for Food Products." It will be tested the sub-hypotheses emanating from the first main hypothesis To examine the effect of each dimension of (EC) (sensing, shaping, seizing, and synchronizing) on achieving (SR).

4.1.1. Testing the first sub-hypothesis:

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of **sensing** on achieving (SR) in the General Company for Food Products.

Dependent variable	Model Summery		ANOVA		Independent variable	Coefficients		
	R	R ²	F	Sig F*		β	T	Sig. T*
Strategic Renewal	0.695	0.486	123.938	0.000	Sensing	0.697	11.14	0.000
	0.684	0.461	112.201	0.000	Shaping	0.683	10.57	0.000
	0.698	0.487	122.191	0.000	Selecting	0.698	11.08	0.000
	0.605	0.638	75.894	0.000	Synchronizing	0.608	8.74	0.000

Table (5): Simple regression of the effect of Sensing on achieving Strategic Renewal

Source: Table results based on the outputs of the sps program

The results in Table (5) indicate that the value of ($R = 0.695$) signifies a strong positive correlation, and there is a statistically significant effect between sensing and (SR). The value of ($R^2 = 0.486$) means that the sensing dimension explains 48.6% of the variance in strategic renewal. The value of ($F = 123.938$) with a confidence level of (0.000) further supports this. Additionally, from the coefficient table, the value of ($\beta = 0.697$), with a ($T = 11.14$) and statistical significance ($\text{Sig.} = 0.000$), confirms the significance of the regression at the ($\alpha \leq 0.05$) level. Based on the above, the first sub-hypothesis is accepted, which states: "There is a statistically significant effect at the ($\alpha \leq 0.05$) significance level of sensing on achieving (SR) in the General Company for Food Products."

4.1.2. Testing the second sub-hypothesis:

There is a statistically significant effect at the ($\alpha \leq 0.05$) significance level of Shaping on achieving (SR) in the General Company for Food Products.

The results in Table (5) indicate that the correlation value ($R = 0.684$) signifies a strong positive relationship, and there is a statistically significant effect between Shaping and (SR). The coefficient of determination ($R^2 = 0.461$) means that the Shaping dimension explains 46.1% of the variance in (SR). The value of ($F = 112.201$) with a confidence level of (0.000) further confirms this relationship. Additionally, from the coefficient table, the value of ($\beta = 0.683$), with a ($T = 10.57$) and statistical significance ($\text{Sig.} = 0.000$), confirms the significance of the regression at the ($\alpha \leq 0.05$) level. Based on the above, the second sub-hypothesis is accepted, which states: "There is a statistically significant effect at the ($\alpha \leq 0.05$) significance level of Shaping on achieving (SR) in the General Company for Food Products."

4.1.3. Testing the third sub-hypothesis:

There is a statistically significant effect at the ($\alpha \leq 0.05$) significance level of selection on achieving (SR) in the General Company for Food Products.

The results in Table (5) show that the correlation value ($R = 0.698$) indicates a strong positive relationship, and there is a statistically significant effect between selection and (SR). The coefficient of determination ($R^2 = 0.487$) means that the selection dimension explains 48.7% of the variance in (SR). The value of ($F = 122.191$) with a confidence level of (0.000) further confirms this relationship. Additionally, from the coefficient table, the value of ($\beta = 0.698$), with a ($T = 11.08$) and statistical significance ($\text{Sig.} = 0.000$), confirms the significance of the regression at the ($\alpha \leq 0.05$) level. Based on the above, the third sub-hypothesis is accepted, which states: "There is a statistically significant effect at the ($\alpha \leq 0.05$) significance level of selection on achieving strategic renewal (SR) in the General Company for Food Products."

4.1.4. Testing the fourth sub-hypothesis:

There is a statistically significant effect at the ($\alpha \leq 0.05$) significance level of synchronization on achieving (SR) in the General Company for Food Products.

The results in Table (5) show that the correlation value ($R = 0.605$) indicates a strong positive relationship, and there is a statistically significant effect between synchronization and (SR). The coefficient of determination ($R^2 = 0.638$) means that the synchronization dimension explains 63.8% of the variance in (SR). The value of ($F = 75.894$) with a confidence level of (0.000) further confirms this relationship. Additionally, from the coefficient table, the value of ($\beta = 0.608$), with a ($T = 8.74$) and statistical significance ($\text{Sig.} = 0.000$), confirms the significance of the regression at the ($\alpha \leq 0.05$) level. Based on the above, the fourth sub-

hypothesis is accepted, which states: "There is a statistically significant effect at the ($\alpha \leq 0.05$) significance level of synchronization on achieving (SR) in the General Company for Food Products."

4.2. Testing the second main hypothesis:

There are statistically significant differences at the ($\alpha \leq 0.05$) significance level between the responses of the study sample regarding Entrepreneurial Capability (EC) in the General Company for Food Products, attributed to the following personal and job-related variables: gender, age, educational qualification, years of experience, and job title.

Sex	number	Arithmetic mean	Standard deviation	Mean squares	Sig. T*	T	Statistical resolution
male	112	3.72	0.59	1.12	0.13	1.53	Reject the hypothesis
Famale	28	4.01	0.81				

(Table (6): Answers of the study sample members about Entrepreneurial Capability due to the gender variable

Source: Table results based on the outputs of the sps program

Table (7): Answers of the study sample members about Entrepreneurial Capability attributed to personal and functional variables

variable	Source of variance	Sum of squares	DF	Mean squares	F	.Sig	Statistical resolution
the age	Between groups	31.99	49	0.653	1.164	0.265	Reject the hypothesis
	Within groups	45.98	82	0.56			
	Total variance	77.97	131				
educational qualification,	Between groups	38.23	49	0.78	0.724	0.885	Reject the hypothesis
	Within groups	88.31	82	1.08			
	Total variance	126.55	131				
years of experience,	Between groups	60.106	49	1.227	1.204	0.227	Reject the hypothesis
	Within groups	83.554	82	1.019			
	Total variance	143.659	131				
job title	Between groups	48.466	49	0.989	1.436	0.073	Reject the hypothesis
	Within groups	56.465	82	0.689			
	Total variance	104.932	131				

Source: Table results based on the outputs of the sps program

It is evident from Table (6) that the significance level is greater than (0.05), and according to the statistical decision, the main hypothesis was rejected and the null hypothesis was accepted, which states that "there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) between the study sample responses regarding Entrepreneurial Capability (EC) in the General Company for Food Products attributed to the variable gender."

Similarly, Table (7) shows that the significance level is greater than (0.05), and based on the statistical decision, the main hypothesis was rejected and the null hypothesis was accepted, which states that "there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) between the study sample responses regarding (EC) in the General Company for Food Products attributed to the following personal and job-related variables: age, educational qualification, years of experience, job title." Thus, the second objective of the study was achieved, which is "to verify the existence of statistically significant differences between the study sample responses regarding (EC) in the General Company for Food Products, attributed to the following personal and job-related variables: gender, age, educational qualification, years of experience, job title."

4.3. Testing the third main hypothesis

There are statistically significant differences at the significance level ($\alpha \leq 0.05$) between the research sample's responses regarding strategic renewal (SR) in the General Company for Food Products, attributed to the following personal and job-related variables: gender, age, educational qualification, years of experience, job title.

Table (8): Answers of the study sample members about Strategic Renewal due to the gender variable

Sex	number	Arithmetic mean	Standard deviation	Mean squares	Sig. T*	T	Statistical resolution
male	112	3.771	0.585	1.549	0.064	1.85	Reject the hypothesis
Famale	28	4.002	0.809				

Source: Table results based on the outputs of the sps program

Table (9): Answers of the study sample members about Strategic Renewal attributed to personal and functional variables

variable	Source of variance	Sum of squares	DF	Mean squares	F	.Sig	Statistical resolution
the age	Between groups	10.335	29	0,359	0.537	0.971	Reject the hypothesis
	Within groups	67.635	102	0,661			
	Total variance	77.970	131				
educational qualification,	Between groups	38.300	29	1,322	1.527	0.064	Reject the hypothesis
	Within groups	88.245	102	0.866			
	Total variance	126.545	131				
years of experience,	Between groups	31.230	29	1. 079	0.977	0.507	Reject the hypothesis
	Within groups	112.429	102	1.104			
	Total variance	143.659	131				
job title	Between groups	24.582	29	0.846	1,076	0.384	Reject the hypothesis
	Within groups	80.350	102	0.785			
	Total variance	104.932	131				

Source: Table results based on the outputs of the sps program

It is clear from Table (8) that the significance level is greater than (0.05), and according to the statistical decision, the main hypothesis (hypothesis 3) is rejected, and the null hypothesis is accepted, which states that "there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) between the research sample's responses regarding strategic renewal in the General Company for Food Products, attributed to the variable (gender)." It is also clear from Table (9) that the significance level is greater than (0.05), and according to the statistical decision, the main hypothesis (hypothesis 3) is rejected, and the null hypothesis is accepted, which states that "there are no statistically significant differences at the significance level ($\alpha \leq 0.05$) between the research sample's responses regarding strategic renewal in the General Company for Food Products, attributed to the following personal and job-related variables: (age, educational qualification, years of experience, job title)." Thus, the third goal of the study has been achieved, which is "to verify the existence of statistically significant differences between the research sample's responses regarding strategic renewal in the General Company for Food Products, attributed to the personal and job-related variables: (gender, age, educational qualification, years of experience, job title)."

Answer to the main question: What is the impact of entrepreneurial capabilities on achieving strategic renewal in the General Company for Food Products?

Table (10): simple regression of the effect of Entrepreneurial Capability on achieving Strategic Renewal

Dependent variable		Model Summery		ANOVA	Independent variable		Coefficients	
Strategic Renewal	R	R ²	F	Sig F*	Entrepreneurial Capability	β	T	Sig. T*
	0.790	0.620	214.63	0.000		0.789	14.680	0.000

Source: Table results based on the outputs of the sps program

Table (10) shows that the correlation value ($R = 0.790$), which indicates a very strong positive correlation and a statistically significant effect between Entrepreneurial Capability (EC) and strategic renewal (SR), with an R^2 value of 0.620. This means that (EC) explain 62.0% of the variance in (SR). The F value is 214.625 at a confidence level of (0.000). As shown in the coefficients table, $\beta = 0.789$, $T = 14.680$, and the significance value is (Sig. = 0.000), confirming the significance of the regression at the level ($\alpha \leq 0.05$). Based on the results, it is clear that the combined dimensions of (EC) have an effect on achieving (SR) in the General Company for Food Products. Thus, the main research question, "What is the impact of (EC) on achieving (SR) in the General Company for Food Products?" has been answered.

5. DISCUSSIONS OF RESULT

5.1. Discussions on the adoption of Entrepreneurial capability on strategic renewal

The primary objective of this research is to assess the impact of Entrepreneurial Capability (EC) on strategic renewal in the General Company for Food Products. We proposed several hypotheses to confirm the direct and indirect relationship between (EC) and Strategic Renewal (SR). The research findings indicate that the (EC) in the General Company for Food Products yielded an average score of (3.84) with a standard deviation of (0.61). The results also revealed that the company's level of strategic renewal achieved an average score of (3.79) with a standard deviation of (0.72). Furthermore, the results of testing the first main hypothesis showed a strong positive correlation between the entrepreneurial capabilities, in their dimensions (sensing, shaping, choosing, and synchronizing), which amounted to (0.791). The second hypothesis test indicated no statistically significant differences at a significance level of ($\alpha \leq 0.05$) between the responses of the research sample regarding Entrepreneurial Capability (EC) in the General Company for Food Products attributed to the following personal and functional variables: (gender, age, educational qualification, years of experience, job title). The third hypothesis test also revealed no statistically significant differences at a significance level of ($\alpha \leq 0.05$) between the responses of the research sample regarding strategic renewal in the company attributed to the same variables.

Additionally, the responses to the primary research question indicated that the entrepreneurial capabilities, in all their dimensions, had an impact on achieving strategic renewal in the General Company for Food Products. The analysis results showed that males represented the largest proportion of the sample, with most of the respondents falling within the age range of (30 to less than 40) years, indicating a high reliance on the youth group to contribute to the company's renewal and excellence. Most of them held bachelor's degrees, which suggests that the company prioritizes hiring university degree holders for roles that require them. Furthermore, most of the employees had between (5 and 10) years of experience, suggesting that they possess substantial experience that enables them to contribute effectively to the company's strategic renewal.

Based on the results, we recommend the following:

- ❖ Urging senior management to focus on analyzing both the internal and external environments by identifying strengths to support and enhance and weaknesses to address, recognizing opportunities for improvement, and overcoming potential threats and challenges the company may face in the future.
- ❖ Encouraging the search for information related to market needs or untapped resources through the creation of a specialized system designed to conceptualize a new business model that has never been seen in the market before, operating at a high level of efficiency.
- ❖ Encouraging the mobilization of available resources and capabilities internally and externally to deal with new challenges.
- ❖ Emphasizing that senior management should implement the logic behind products/services or markets in another domain to disseminate values of knowledge and information exchange, by sharing skills, experiences, and knowledge among employees.
- ❖ Emphasizing the importance of senior management in applying a logical approach in evaluating new opportunities and ensuring that the action plan is progressing correctly.

❖ Urging senior management to evaluate the feasibility of the company's business ideas by considering available resources and external resources.

❖ Ensuring the importance of investigating market needs or resources to assess the value of new business ideas and determining priorities and execution sequences for opportunities, and making sure that processes and actions needed to implement opportunities are clarified.

Thus, the fourth objective of the research was achieved, which is to provide actionable and practical recommendations that can benefit the General Company for Food Products.

5.2. Theoretical Contribution:

This study presents two categories of theoretical contributions. The first is a conceptual model with statistical outcomes that highlights the importance of **Entrepreneurial Capability (EC)** for the strategic renewal of a company. While entrepreneurial capability has been addressed previously, its effect on strategic renewal has not been widely studied, especially in the food industry.

5.3. Managerial Implications:

In addition to its conceptual contribution, this study provides valuable insights for decision-makers. Firstly, the research suggests that company managers should consider (EC) and integrate them as an essential part of strategy formulation. The study also indicates that managers must emphasize the (EC) of the company to adapt effectively to transformations and uncertainties. By leveraging entrepreneurial capabilities, it is expected that the company will grow, adapt, and reshape its capabilities to ensure the achievement of strategic renewal in the food products industry.

5.4. Limitations of the Study and Future Research:

The study addresses limitations related to the use of multiple regression tools for data analysis, noting that Structural Equation Modeling (SEM) would be more suitable for testing complex models with simultaneous causal relationships (Byrne, 2010; Kline, 2011). The Sobel test used to assess mediation effects has also been criticized for its low statistical power (Figueroa et al., 2013; Hertzog, 2018). The study emphasizes the importance of using cross-sectional design and regression analysis, overcoming bias associated with traditional methods, and meeting the assumptions of multiple regression analysis. The results of the study are generalizable to various business categories. However, future research should consider employing a longitudinal approach, collecting data from the same sample on multiple occasions, to enable a deeper interpretation of causal relationships.

REFERENCES

- [1] Abdelgawad, S. G., Zahra, S. A., Svejenova, S., & Sapienza, H. J. (2013). Strategic leadership and entrepreneurial capability for game change. *Journal of Leadership & Organizational Studies*, 20(4), 394-407. <https://doi.org/10.1177/1548051813475484>
- [2] Adjabeng, F. N., Kwadwo, O. A., Osei, F., & Boakye, E. Y. (2022). Effect of Entrepreneurial Capabilities and Cultural Diversity on SMEs' Performance. *American Journal of Industrial and Business Management*, 12(11), 1629-1649. <https://doi.org/10.4236/ajibm.2022.121189>
- [3] Agarwal, R., & Helfat, C. E. (2009). Strategic renewal of organizations. *Organization science*, 20(2), 281-293. <https://doi.org/10.4324/9781351269247-2>
- [4] Agbim, K. C., Oriarewo, G. O., & Owutuamor, Z. B. (2013). An Exploratory Study of the Entrepreneurial Leadership Capabilities of Entrepreneurs in Anambra State, Nigeria. *Journal of Business Management & Social Sciences Research*, 2(9), 68-75.
- [5] Al Humaidan, S., & Sabatier, V. (2017). Strategic renewal in times of environmental scarcity: The mediating role of technology in business model evolution. *Journal of Organizational Change Management*, 30(1), 106-120. <https://doi.org/10.1108/jocm-09-2015-0161>
- [6] Albert, D., (2013), *Strategic Renewal of Activity Systems: Dissertation for Ph.D. Degree in Management-University of St, Gallen, Switzerland.*
- [7] Albert, D., Kreutzer, M. and Lechner, C. (2015), "Resolving the paradox of interdependency and strategic renewal in activity systems", *AcademyofManagementReview*, Vol. 40No. 2, pp. 210-234.
- [8] Ali, M., Yasir, M., & Majid, A. (2020). Strategic renewal of hotel industry in developing countries through human capital development, ambidextrous learning and dynamic capabilities. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 14(4), 991-1011.
- [9] Alimatud N. & Aghaziarati, M. (2004). Organizational learning: a window toward strategic renewal (Saipa Group), *Applied mathematics in Engineering, Management and Technology*, 2 (2), 389-401.
- [10] Alvarez, S. A., & Barney, J. B. (2007). Discovery and creation: alternative theories of entrepreneurial action. *Strategic Entrepreneurship Journal*, 1(1-2), 11-26. <https://doi.org/10.1002/sej.4>

- [11] Alvarez, S. A., and Busenitz, L.W. (2001), 'The entrepreneurship of resource-based theory'. *Journal of Management*, Vol 27, No 6, pp 755-775.
- [12] Amankwah-Amoah, J., Ottosson, J., & Sjogren, H. (2017). United we stand, divided we fall: historical trajectory of strategic renewal activities at the Scandinavian Airlines System, 1946–2012. *Business History*, 59(4), 572-606.
- [13] Amit, R. and Schoemaker, P.H. (1993), "Strategic assets and organizational rent", *Strategic Management Journal*, Vol. 14 No. 1, pp. 33-46.
- [14] Apilo, Tiina.(2010).A Model for Corporate Renewal Requirements for Innovation Management, unpublished PH.D. dissertation, University of Technology, Lappeenranta, Finland.
- [15] Arthurs, J. D., & Busenitz, L. W. 2006. Dynamic capabilities and venture performance: The effects of venture capi- talists. *Journal of Business Venturing*, 21: 195-215.
- [16] Asemokha, A., Musona, J., Torkkeli, L., & Saarenketo, S. (2019). Business model innovation and entrepreneurial orientation relationships in SMEs: Implications for international performance. *Journal of International Entrepreneurship*, 17(3), 425-453.
- [17] Augier, M., and Teece, D. J., (2009). Dynamic capabilities and the role of managers in business strategy and economic performance. *Organization Science*, 20(2), 410–421.
- [18] Baden, D. A., Harwood, I. A., & Woodward, D. G. (2009). The effect of buyer pressure on suppliers in SMEs to demonstrate CSR practices: An added incentive or counter productive? *European Management Jour- nal*, 27(6), 429–441. <https://doi.org/10.1016/j.emj.2008.10.004>
- [19] Basu, S., & Wadhwa, A. (2013). External venturing and discontinuous strategic renewal: An options perspective. *Journal of Product Innovation Management*, 30(5), 956–975.
- [20] Ben-Menahem, S. M., Kwee, Z., Volberda, H. W., & Van Den Bosch, F. A. (2013). Strategic renewal over time: the enabling role of potential absorptive capacity in aligning internal and external rates of change. *Long range planning*, 46(3), 216-235.
- [21] Bierwerth, M., Schwens, C., Isidor, R., & Kabst, R. (2015). Corporate entrepreneurship and performance: A meta-analysis. *Small Business Economics*, 45(2), 255–278.
- [22] Binns, A., Harreld, J. B., O'Reilly, C., & Tushman, M. L. (2014). The art of strategic renewal. *MIT Sloan Management Review*, 55(2), 21.
- [23] Bughin, J., Kretschmer, T., & van Zeebroeck, N. (2021). Digital technology adoption drives strategic renewal for successful digital transformation. *IEEE Engineering Management Review*, 49(3), 103-108.
- [24] Byrne, B.M. (2010) *Structural Equation Modelling with AMOS: Basic Concepts, Applications and Programming*, 2nd ed., Routledge, New York.
- [25] Cabana-Villca, R., Cortes-Castillo, I., Plaza-Pasten, D., Castillo-Vergara, M., & Alvarez-Marin, A. (2013). Análisis de las capacidades emprendedoras potenciales y efectivas en alumnos de centros de educación superior. *Journal of technology management & innovation*, 8(1), 65-75. [https:// www. redal yc. org/ artic ulo. oa? id=84725 699007](https://www.redalyc.org/articulo.oa?id=84725699007).
- [26] Campo-Tertera, L., Amar-Sepúlveda, P., & Olivero-Vega, E. (2022). Interaction of potential and effective entrepreneurial capabilities in adolescents: modeling youth entrepreneurship structure using structural equation modeling. *Journal of Innovation and Entrepreneurship*, 11(1), 13. <https://doi.org/10.21203/rs.3.rs-537148/v1>.
- [27] Capron, L., & Mitchell, W. 2009. Selection capability: How capability gaps and internal social frictions affect internal and external strategic renewal. *Organization Science*, 20(2): 294–312.
- [28] Cavusgil, S. T., & Knight, G. (2015). The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalization. *Journal of International Business Studies*, 46(1), 3-16.
- [29] Chaola, P., Pratoom, K., & Raksong, S. (2015, July). A conceptual model of strategic management renewal orientation and firm performance. In *Allied Academies International Conference. Academy of Strategic Management. Proceedings* (Vol. 14, No. 2, p. 18). Jordan Whitney Enterprises, Inc.
- [30] Chen, M.-H., Chen, C.-J., & Huang, Y.-F. (2009). Strategic renewal within an information technology firm: Exploration, exploitation and corporate venturing. *International Journal of Entrepreneurial Behavior & Research*, 15(5), 436–452.
- [31] Clarysse, B., Tartari, V., & Salter, A. (2011). The impact of entrepreneurial capacity, experience and organizational support on academic entrepreneurship. *Research Policy*, 40(8), 1084–1093. [https:// doi. org/ 10. 1016/j. respol. 2011. 05. 010](https://doi.org/10.1016/j.respol.2011.05.010).
- [32] Colabi, A. M., & Khajeheian, D. (2018). Strategic renewal in corporate entrepreneurship context: A multi-case study. *Competitiveness in Emerging Markets: Market Dynamics in the Age of Disruptive Technologies*, 315-337. https://doi.org/10.1007/978-3-319-71722-7_17

- [33] Cortimiglia, M. N., Ghezzi, A., & Frank, A. G. (2016). Business model innovation and strategy making nexus: evidence from a cross-industry mixed-methods study. *R and D Management*, 46(3), 414-432.
- [34] Crossan, M.M. and Berdrow, I. (2003). Organizational learning and strategic renewal. *Strategic Management Journal*, 24, pp. 1087–1105.
- [35] Crossan, M.M., Lane, H.W. and White, R.E. (1999), "An organizational learning framework: from intuition to institution", *Academy of Management Review*, Vol. 24 No. 3, pp. 522-37.
- [36] Danneels, E. (2011). 'Trying to become a different type of company: dynamic capability at Smith Corona'. *Strategic Management Journal*, 32, 1–31.
- [37] Diaz- Casero, J., Hernandez- Mogollon, R., & Roldan, J. (2012). A structural model of the antecedents to entrepreneurial capacity. *International Small Business Journal*, 30(8), 850–872. <https://doi.org/10.1177/02666242610385263>
- [38] Duran-Aponte, E., & Arias-Gomez, D. (2016). Actitud emprendedora y estilos emocionales. Contribuciones para el diseno de la formacion de futuros emprendedores. *Rev Gestión De La Educación*, 6(2), 83–102. <https://doi.org/10.15517/rge.v1i2.25490>
- [39] Ebrahimi, J., Azizi, M., & Pourmehdi, K. (2020). The Impact of Dynamic Capabilities on Corporate Entrepreneurship in the Communications Industry. *BI Management Studies*, 8(32), 211-238.
- [40] Edwards, G., & Molz, R., (2020), Stickiness, dissonance & strategic renewal: A temporal perspective". 80th Annual Meeting of the Academy of Management 2020: Understanding the Inclusive Organization, AoM 2020, August. <https://doi.org/10.5465/AMBPP2020.22>.
- [41] Eggers, J. P., S. Kaplan. 2009. Cognition and renewal: Comparing CEO and organizational effects on incumbent adaptation to technical change. *Organ. Sci.* 20(2) 461–477.
- [42] Elia, G., Margherita, A., & Petti, C. (2016). Corporate Entrepreneurship: The Antecedents at Individual and Organisational Levels in Technology-Based Firms. In *Creating Technology-Driven Entrepreneurship* (pp. 49–77). Basingstoke: Palgrave Macmillan UK.
- [43] Figuerdo, A.J., de Baca, T.C., Garcia, R.A. and Gable, J.C. (2013) 'Revisiting mediation in the social and behavioural Sciences', *Journal of Methods and Measurement in the Social Sciences*, Vol. 4, No.1, pp.1–19.
- [44] Flier, B., Van Den Bosch, F.A. and Volberda, H.W. (2003), "Co-evolution in strategic renewal behaviour of British, Dutch and French financial incumbents: interaction of environmental selection, institutional effects and managerial intentionality", *Journal of Management Studies*, Vol. 40 No. 8, pp. 2163–2187.
- [45] Floyd, S. W., & Lane, P. J. (2000), Strategizing throughout the organization: managing role conflict in strategic renewal, *Academy of Management Review*, 25(1), pp. 154-177.
- [46] Garud, R., Gehman, J., Giuliani, A., (2014). Contextualizing entrepreneurial innovation: a narrative perspective. *Res. Policy* 43 (7), 1177–1188.
- [47] Ge, B. S., and Zhao, L. Y. (2021). Research on formation mechanism and evolution path of Jingyi entrepreneurial ability of hidden champion enterprises. *Stud. Sci. Sci.* 11, 1–11. doi: 10.16192/j.cnki.1003-2053.20211116.002
- [48] Glaser, L., Sebastian, P., Fourne. & Tom, E. (2015). Achieving strategic renewal : the multi-level in fluencies of top and middle managers, boundary- spanning. *Small Bus Econ*, 45, 305 – 327. DOI 10.1007/s11187-9633-5.
- [49] Harris, R., McAdam, R., McCausland, I., and Reid, R. (2013), 'Knowledge management as a source of innovation and competitive advantage for SMEs in peripheral regions', *The International Journal of Entrepreneurship and Innovation*, Vol 14, No 1, pp 49-61.
- [50] Herbane, B. (2019). Rethinking Organizational Resilience and Strategic Renewal in Smes, *Entrepreneurship Regional Development*, 476-495. 19. Worch, H., Strategic Renewal and the change of capabilities in utility firms. *European Business Review*, 24, (2012).
- [51] Hertzog, M. (2018) 'Trends in mediation analysis in nursing research: improving current practice', *Western Journal of Nursing Research*, Vol. 40, No. 6, pp.907–930.
- [52] Heyden, M.L.M. (2012), *Essays on Upper Echelons and Strategic Renewal: A Multilevel Contingency Approach*, (No. EPS-2012-259-STR), ERIM Ph.D. Series Research in Management, Erasmus Research Institute of Management (ERIM), available at: <http://repub.eur.nl/pub/32167/>.
- [53] Hortovanyi, Lilla & Szabo, Roland & Fuzes, Peter. (2021). Extension of the strategic renewal journey framework: The changing role of middle management. *Technology in Society*. 65. 101540. 10.1016/j.techsoc.2021.101540. <https://doi.org/10.1016/j.techsoc.2021.101540>
- [54] Hu, W., Liu, H., Tian, Y., Zhang, X., & Mao, Y. (2022). Entrepreneurial Capability, Career Development, and Entrepreneurial Intention: Evidence From China's HR Survey Data. *Frontiers in Psychology*, 13, 870706. <https://doi.org/10.3389/fpsyg.2022.870706>.

- [55] Huff, J. O., Huff, A. S. and H. Thomas (1992). "Strategic renewal and the interaction of cumulative stress and inertia." *Strategic Management Journal*, 13 (S1), 55–75.
- [56] Jantunen, A., Tuppurä, A., & Pätäri, S. (2022). Dominant logic–Cognitive and practiced facets and their relationships to strategic renewal and performance. *European Management Journal*. <https://doi.org/10.1016/j.emj.2022.07.004>
- [57] Jarvi, K., & Khoreva, V. (2020). The role of talent management in strategic renewal *Employee Relations*, 42(1), <https://doi.org/10.1108/ER-02-2018-0064>. 75-89.
- [58] Kairupan, Johanes, F., & Sudhartio, L., (2020), Strategic Renewal in Order to Enhance Firm Performance. *University of Indonesia, journal*, 1-12.
- [59] Karra, N., Phillips, N., and Tracey, P. (2008), 'Building the born global firm: Developing entrepreneurial capabilities for international new venture success', *Long Range Planning*, Vol 41, No 4, pp 440-458.
- [60] Kasemsap, K. (2020). The role of strategic outsourcing in global business, In *Foreign Direct Investments: Concepts, Methodologies, Tools, and Applications*, pp. 236-268. IGI Global.
- [61] Kearney, C., & Morris, M. H. (2015). Strategic renewal as a mediator of environmental effects on public sector performance. *Small Business Economics*, 45, 425-445.
- [62] Kim, H.E., Pennings, J.M., (2009). Innovation and strategic renewal in mature markets: A study of the tennis racket industry. *Organization Science* 20(2), 368-383.
- [63] Kline, R.B. (2011) *Principles and Practice of Structural Equation Modelling*, The Guildford Press, New York.
- [64] Kwee, Z., Van den Bosch, F.A.J., Volberda, H.W., (2011). The influence of top management team's corporate governance orientation on strategic renewal trajectories: a longitudinal analysis of royal Dutch shell plc, 1907-2004. *Journal of Management Studies* 48 (5), 984e1014.
- [65] Kyläheiko, Päivi Maijanen (2014). Pursuit of Change Versus Organizational Inertia: A Study on Strategic Broadcasting Company, Unpublished PH.D. Dissertation, Lappeenranta University of Renewal in The Finnish Technology, Lappeenranta, Finland. Apilo, Tiina (2010). A Model for Corporate Renewal Requirements for Innovation Management, unpublished PH.D. dissertation, University of Technology, Lappeenranta, Finland.
- [66] Lans, T., Biemans, H., Mulder, M., and Verstegen, J. (2010). Self-awareness of mastery and improvability of entrepreneurial competence in small businesses in the agrifood sector. *Human Resour. Devel. Quart.* 21, 147–168. doi: 10.1002/hrdq.20041.
- [67] Liu, F., & Singhdong, P. (2024). THE INFLUENCE OF ENTREPRENEURIAL INTENTION AND ENTREPRENEURIAL CAPABILITY ON ENTREPRENEURIAL PERFORMANCE. *RMUTT Global Business and Economics Review*, 19(2), 1-18.
- [68] Maijanen, P., Jantunen, A., & Hujala, M. (2015). Dominant logic and dynamic capabilities in strategic renewal-case of public broadcasting. *International Journal of Business Excellence*, 8(1), 1-19. Glaser, L., Fourne, S. P., & Elfring, T. (2015). Achieving strategic renewal: The multi-level influences of top and middle managers' boundary-spanning. *Small Business Economics*, 45, 305-327.
- [69] Makadok, R. (2001), Toward a Synthesis of the Resource-Based View and Dynamic-Capability Views of Rent Creation. *Strategic Management Journal*; 22, (5), pp. 387–401.
- [70] MAKKONEN H., POHJOLA M., OLKKONEN R., KOPONEN A. (2014), "Dynamic capabilities and firm performance in a financial crisis", *Journal of Business Research*, vol. 67, n. 1, pp. 2707-2719.
- [71] Martin, R., Guillaume, Y., Thomas, G., Lee, A., & Epitropaki, O. (2016). Leader– member exchange. LMX performance: A meta-analytic review. *Personnel Psychology*, 69, 67–121, <https://doi.org/10.1111/peps.12100>
- [72] Martinelli, E. L. I. S. A., & Sarti, E. L. E. N. A. (2023). The entrepreneurial capabilities-resilience-recovery path: A dynamic view on small cafés and restaurants facing the pandemic. In *Sinergie-SIMA Management Conference Proceedings* (Vol. 1, pp. 767-773). FONDAZIONE CUEIM.
- [73] Martinho, V. J. P. D. (2020). Agricultural entrepreneurship in the European Union: Contributions for a sustainable development. *Applied Sciences*, 10(6), 2076-3417. <https://doi.org/10.3390/app10062080>.
- [74] Martin-Rios, C., & Parga-Dans, E. (2016). Service response to economic decline: Innovation actions for achieving strategic renewal. *Journal of business research*, 69(8), 2890-2900. <https://doi.org/10.1016/j.jbusres.2015.12.058>
- [75] Mitchelmore, S., & Rowley, J. (2010). Entrepreneurial Competencies: A Literature Review and Development Agenda. *International Journal of Entrepreneurial Behavior & Research*, 16, 92-111. <https://doi.org/10.1108/13552551011026995>.

-
- [76] Müller, S. Kunisch, Central perspectives and debates in strategic change research, *Int. J. Manag. Rev.* 20 (2) (2018) 457–482.
 - [77] Musa, S. M., & Mamun, S. A. (2018). Business Model Innovation as Strategic Renewal Process: A Case of China's Most Innovative Firm. *Global Business Management Review (GBMR)*, 10(2), 1-18.
 - [78] Narayanan, V., Zane, L. J. & Kemmerer, B. (2011). The cognitive perspective in strategy: An integrative review. *Journal of Management*, 37(1), 305-351.
 - [79] Nguyen, Khoa & Peltoniemi, Mirva & Lamberg, Juha-Antti. (2021). Strategic renewal: Can it be done profitably?. *Long Range Planning*. 55. 102179. 10.1016/j.lrp.2021.102179. <https://doi.org/10.1016/j.lrp.2021.102179>
 - [80] Ocasio, W., Laamanen, T., & Vaara, E. (2018). Communication and Attention Dynamics: An Attention-Based View of Strategic Change. *Strategic Management Journal*, 39(1), 155-167.
 - [81] Ocasio, W., & Joseph, J. (2005). An attention-based theory of strategy formulation: Linking micro-and macroperspectives in strategy processes. In *Strategy process* (pp. 39-61). Emerald Group Publishing Limited.
 - [82] Paek, B., & Lee, H. (2018). Strategic entrepreneurship and competitive advantage of established firms: evidence from the digital TV industry. *International Entrepreneurship and Management Journal*, 14(4), 883-925.
 - [83] Pennetta, S., Anglani, F. and Mathews, S. (2024), "Navigating through entrepreneurial skills, competencies and capabilities: a systematic literature review and the development of the entrepreneurial ability model", *Journal of Entrepreneurship in Emerging Economies*, Vol. 16 No. 4, pp. 1144-1182. <https://doi.org/10.1108/JEEE-09-2022-0257>
 - [84] Rana, M. B., Allen, M. M., & Servais, P. (2021). Supplier internationalization in the global apparel value chain from Bangladesh to Ethiopia: the buyers business model, institutions and entrepreneurial capability. In *Upgrading the Global Garment Industry* (pp. 13-45). Edward Elgar Publishing.
 - [85] Redzuan, M., Abd Rahman, A. R., & Nasharudin, M. N. A. (2012). Pembentukan kebolehpayaan individu dalam kalangan usahawan wanita industri kecil. *Akademika*, 82, 57-64.
 - [86] Riviere, M., Suder, G. and Bass, A. Erin. (2017) "Exploring the role of internationalization knowledge in fostering strategic renewal: A dynamic capabilities perspective". *International Business Review*, journal homepage: com/locate/ibusrev.elsevier.
 - [87] Robeyns, I. (2005), 'The capability approach: A theoretical survey', *Journal of Human Development*, Vol 6, No 1, pp 93-114.
 - [88] Rumelt, R.P., Schendel, D.E. and Teece, D.J. (1994), "Fundamental issues in strategy", in Rumelt, R.P., Schendel, D.E. and Teece, D.J. (Eds), *Fundamental Issues in Strategy: A Research Agenda*, Harvard Business School Press, Boston, MA, pp. 9-47.
 - [89] Sabatier SALEH AL HUMAIDAN Valerie,) 2017)Strategic renewal in times of environmental scarcity: the mediating role of technology in business model evolution *Journal of Organizational Change Management*. Vol 20 Iss 1 pp.
 - [90] Sáez-Martínez, F. J. & González-Moreno, Ángela,(2011). Strategic renewal, cooperation, and performance: a contingency approach. *Journal of Management and Strategy*, 2(4), 43-55.
 - [91] Salamzadeh, A., Mortazavi, S., Hadizadeh, M. and Braga, V. (2023), "Examining the effect of business model innovation on crisis management: the mediating role of entrepreneurial capability, resilience and business performance", *Innovation & Management Review*, Vol. 20 No. 2, pp. 132-146. <https://doi.org/10.1108/INMR-11-2021-0213>
 - [92] Schmitt, A., Raisch, S., Volberda, H.W., (2016b). Strategic renewal: past research, theoretical tensions and future challenges. *Int. J. Manag. Rev.* 00, 1–18.
 - [93] Schmitt, A., Barker, V.L., Raisch, S., Whetten, D., (2016a). Strategic renewal in times of environmental scarcity. *Long. Range Plan.* 49, 361–376.
 - [94] Schmitt, A., Raisch, S., & Volberda, H. W. (2018). Strategic renewal: Past research, theoretical tensions and future challenges. *International Journal of Management Reviews*, 20(1), 81-98. <https://doi.org/10.1111/ijmr.12117>
 - [95] Schumpeter, J.A., (1943). *The Theory of Economic Development*. Harvard University Press,.
 - [96] Sciascia, S., Alberti, G., & Salvato, C. (2009). Firm-level entrepreneurial contents for strategic renewal: A knowledge-based perspective. *Entrepreneurial Strategic Content (Advances in Entrepreneurship, Firm Emergence and Growth)*, 11, 41–75.

- [97] Sharam, A. (2020). "Deliberative Development": Australia's Baugruppen Movement and the Challenge of Greater Social Inclusion. *Housing Studies*, 35, 107-122. <https://doi.org/10.1080/02673037.2019.1594712>.
- [98] Sievinen, Hanna & Ikäheimonen, Tuuli & Pihkala, Timo. (2019). Strategic renewal in a mature family-owned company – A resource role of the owners. *Long Range Planning*, 53. 10.1016/j.lrp.2019.01.001.
- [99] Sievinen, H. M., Ikäheimonen, T., & Pihkala, T. (2020). Owners' rule-based decision-making in family firm strategic renewal. *Scandinavian Journal of Management*, 36(3), 101119. <https://doi.org/10.1016/j.scaman.2020.101119>
- [100] Sirmon, D. G., Hitt, M. A., and Ireland, R. D. (2007), 'Managing firm resources in dynamic environments to create value: looking inside the black box', *The Academy of Management Review*, Vol 32, No 1, pp 273-292.
- [101] Somwethee, Phiphop & Aujiapongpan, Somnuk & Ru Zhue, Jintanee. (2023). The Influence of Entrepreneurial Capability and Innovation Capability on Sustainable Organization Performance: Evidence of Community Enterprise in Thailand. *Journal of Open Innovation: Technology, Market, and Complexity*, 9. 100082. 10.1016/j.joitmc.2023.100082. <https://doi.org/10.1016/j.joitmc.2023.100082>.
- [102] Stevenson, H. H., & Jarillo, J. C. (2007). A paradigm of entrepreneurship: Entrepreneurial management. In *Entrepreneurship: Concepts, theory and perspective* (pp. 155-170). Berlin, Heidelberg: Springer Berlin Heidelberg.
- [103] Su, Z. X., and Duan, J. L. (2015). Does single source subjective data influence correlations between variables? – evidence from SHRM studies. *Wuhan Univ. J. (Philo. & Socia. Scie.)* 68, 83–92. doi: 10.14086/j.cnki.wujss.2015.06.010.
- [104] Tarrats-Pons, E., Mussons Torras, M., & Ferras Hernandez, X. (2015). Del modelo del evento emprendedor al modelo sistémico de emprendimiento. *3C Empresa*, 22(4), 124–135. <https://doi.org/10.17993/3cemp.2015.040122>. 124-135
- [105] Tastan, S. B. (2013). The influences of participative organizational climate and selfleadership on innovative behaviour and the roles of job involvement and proactive personality: A survey in the context of SMEs in Izmir. *Journal Social and Behavioral Sciences*, 75, 407-419.
- [106] Teece, D. J. (2009), *Dynamic Capabilities and Strategic Management*, Oxford University Press, Oxford.
- [107] Thumana, A. Q. The relationship between entrepreneurial intensity, entrepreneurial capability, the environment, and multinational performance-among multinational grocery firms in South Africa (Doctoral dissertation, Wits Business School).
- [108] Ulvenblad, P., Barth, H., Ulvenblad, P. O., Stahl, J., & Bjorklund, J. C. (2020). Overcoming barriers in agri-business development: Two education programs for entrepreneurs in the Swedish agricultural sector. *The Journal of Agricultural Education and Extension*, 26(5), 443-464.
- [109] Urban, B., & Sefalafala, M. (2015). The influence of entrepreneurial intensity and capabilities on internationalisation and firm performance South African Journal of Economic and Management Sciences. *South African Journal of Economic and Management Sciences* 18(2), 260-276.
- [110] Vanegas, F. A. J. (2020). The Effect of Corporate Entrepreneurship, Innovation and Strategic Renewal on Business Performance, Business Failure or Organizational Decline Moderated by Industry and Firm Size (Doctoral dissertation, Pontificia Universidad Católica del Perú-CENTRUM Católica (Peru)).
- [111] Wachira, P. M., Ngugi, P. K., & Nyang'au, S. (2023). Entrepreneurial Capabilities and Performance of Small and Medium Enterprises in Kenya: Moderation Role of Information and Communication Technology. *Journal of Entrepreneurship & Project Management*, 3(2), 9-18. <https://doi.org/10.70619/vol3iss2pp9-18>
- [112] Wachira, P. M. (2024). Entrepreneurial Capabilities and Performance of Small and Medium Enterprises in Kenya (Doctoral dissertation, JKUAT-COHRED).
- [113] Wee, E. X., & Taylor, M. S. (2018). Attention to Change: A Multilevel Theory on the Process of Emergent Continuous Organizational Change. *Journal of Applied Psychology*, 103(1), 1. Kim, H. E. & Pennings, J. M. (2009). Innovation and Strategic Renewal in Mature Markets: A Study of the Tennis Racket Industry. *Organization science*, 20(2), 368-383.
- [114] Weerakoon, C., McMurray, A. J., Rametse, N. M., & Arenius, P. M. (2019). Social capital and innovativeness of social enterprises: opportunity-motivation-ability and knowledge creation as mediators. *Knowledge Management Research & Practice*.
- [115] Wilson, N., & Martin, L. (2015). Entrepreneurial opportunities for all? Entrepreneurial capability and the capabilities approach. *The International Journal of Entrepreneurship and Innovation*, 16(3), 159-169.

-
- [116] Woldesenbet, K., RAM M., JONES T. (2012), "Supplying large firms: The role of entrepreneurial and dynamic capabilities in small businesses", *International Small Business Journal*, vol. 30, n. 5, pp. 493-512.
 - [117] Wu, L. (2007), 'Entrepreneurial resources, dynamic capabilities and start-up performance of Taiwan's high-tech firms', *Journal of Business Research*, Vol 60, No 5, pp 549-555.
 - [118] Xiao, J., Wu, Y., Xie, K., & Hu, Q. (2019). Managing the e-commerce disruption with IT-based innovations: Insights from strategic renewal perspectives. *Information & Management*, 56(1), 122-139. <https://doi.org/10.1016/j.im.2018.07.006>
 - [119] Xiao, S. S., Lew, Y. K., & Park, B. I. (2021). International new product development performance, entrepreneurial capability, and network in high-tech ventures. *Journal of Business Research*, 124, 38-46.
 - [120] Xie, Y. P., and Huang, M. J. (2014). Social network, entrepreneurial learning and entrepreneurial competence based on an empirical research on entrepreneurs of small and micro enterprises. *Stud. Sci. Scie.* 32, 400-409. doi: 10.16192/j.cnki.1003-2053.2014.03.005
 - [121] Xu, K., Drennan, J. and Mathews, S. (2019), "Immigrant entrepreneurs and their cross-cultural capabilities: a study of Chinese immigrant entrepreneurs in Australia", *Journal of International Entrepreneurship*, Vol. 17 No. 4, pp. 520-557.
 - [122] Yang, S. (2023). Entrepreneurial Capabilities and SME Growth in China: A Dynamic Perspective. *Journal of Digitainability, Realism & Mastery (DREAM)*, 2(04), 17-23. <https://doi.org/10.56982/dream.v2i04.97>
 - [123] Yasal, SA, Stawan, W. & Kumawati, 1 (2021) The Effectiveness of Collaborative Problem-solving Dang Decoon making Problems to Improve the Pre-service Physics Teachers" Critical Thinking Skills. *Journal Pendidikan Fisika Vil* (9), No (2).
 - [124] Yi, L., Wang, Y., Upadhaya, B., Zhao, S., & Yin, Y. (2021). Knowledge spillover, knowledge management capabilities, and innovation among returnee entrepreneurial firms in emerging markets: Does entrepreneurial ecosystem matter? *Journal of Business Research*, 130, 283-294.
 - [125] Yousaf, Z., & Majid, A. (2017). Enterprise development revisited: does coordination, relational skill and partner knowledge really matter? *International Journal of Applied Management Science*, 9(2), 153-168.
 - [126] Zahra, S. A., Abdelgawad, S. G., & Tang, E. W. K. (2011). Emerging multinationals venturing into developed economies. *Journal of Management Inquiry*, 20(20), 323-330. <https://doi.org/10.1177/1056492611408266>
 - [127] Zaimah, R., Sarmila, M. S., Azima, A. M., & Rosmiza, M. Z. (2023), Entrepreneurial Capability of Young Agropreneurs. *INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS AND SOCIAL SCIENCES* Vol. 13, No. 8, <http://dx.doi.org/10.6007/IJARBSS/v13-i8/17524>
 - [128] Zhang, M., Tansuhaj, P., and McCullough, J. (2009), 'International entrepreneurial capability: The measurement and a comparison between born global firms and traditional ex- porters in China', *Journal of International Entrepreneurship*, Vol 7, pp 292-322.
 - [129] Zhou, K. Z., & Li, C. B. (2012). How knowledge affects radical innovation: Knowledge base, market knowledge acquisition, and internal knowledge sharing. *Strategic Management Journal*, 33(9), 1090-1102.
 - [130] Zur, A., & Walega, A. (2015). Routines do matter: Role of internal communication in firm-level entrepreneurship. *Baltic Journal of Management*, 10(1), 119-139.