








Elevating Corporate Transformation: The Power of Agile Intrapreneurship

B. Grebić^{a,*}  0009-0000-9470-2107, D. Ćirić Lalić^a  0000-0002-4834-6487,
S. Mitrović Veljković^a  0000-0003-1426-4288, N. Zivlak^b  0000-0002-5425-7464,
M. Savković^a  0000-0003-4270-4383

^a University of Novi Sad, Faculty of Technical Sciences, Industrial Engineering and Engineering Management, Novi Sad, Serbia;

^b EMLYON Business School, Écully, France

References

- [1] R. Guo, H. Yin, and X. Liu, "Coopetition, organizational agility, and innovation performance in digital new ventures," *Ind. Market. Manag.*, vol. 111, pp. 143-157, 2023, doi: 10.1016/j.indmarman.2023.04.003.
- [2] R. Wunderer, "Employees as "co-intrapreneurs" - a transformation concept," *Leader. & Org. Develop. J.*, vol. 22, no. 5, pp. 193-211, 2001, doi: 10.1108/EUM0000000005676.
- [3] R.D. Hisrich and C. Kearney, *Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company*, New York, NY, USA: McGrawHill, 2012.
- [4] T. Uslu, "Agile Intrapreneurship in Volatile Business Environment: Changing Roles of Financial Managers and Risk Takers According to Schumpeterian Approach", in *Risk Management, Strategic Thinking and Leadership in the Financial Services Industry*, H. Dinçer and Ü. Hacıoğlu, Ed., New York, NY, USA: Springer, 2016, pp. 323-343, doi: 10.1007/978-3-319-47172-3_22.
- [5] T. L. Junker, A. B. Bakker, M. J. Gorgievski, and D. Derks, D. "Agile work practices and employee proactivity: A multilevel study", *Hum. Rel.*, vol. 75, no. 12, pp. 2189-2217, 2022, doi: 10.1177/00187267211030101.
- [6] A.T. Walter, "Organizational agility: ill-defined and somewhat confusing? A systematic literature review and conceptualization," *Manag. Rev.*, vol. 71, pp. 343-391, 2021, doi: 10.1007/s11301-020-00186-6.
- [7] B. Mrugalska and J. Ahmed, "Organizational Agility in Industry 4.0: A Systematic Literature Review," *Sustainability*, vol. 13, p. 8272, 2021, doi:10.3390/su13158272.
- [8] B.S.R. Silva and S.R.M. Oliveira, "Agility as a force to emerge from the darkness to better days," *Proc. Comp. Sci.*, vol. 217, pp. 1710-1718, 2023, doi: 10.1016/j.procs.2022.12.371.
- [9] N. Rosa, F. Villena, and E. González, "Process and product innovation in the Spanish construction industry: the mediating role of organizational innovation," *Int. J. Ind. Eng. Manag.*, vol. 14, no. 1, pp. 1-12, 2023, doi: 10.24867/IJEM-2023-1-320.
- [10] H.E. Cho, I. Jeong, E. Kim, and J. Cho, "Achieving superior performance in international markets: the roles of organizational agility and absorptive capacity," *J. Bus. & Ind. Market.*, vol. 38, no. 4, pp. 736-750, 2023, doi: 10.1108/JBIM-09-2021-0425.
- [11] R. Kurniawan, D. Budiastuti, M. Hamsal, and W. Kosasih, "The impact of balanced agile project management on firm performance: the mediating role of market orientation and strategic agility," *Rev. of Int. Bus. and Strat.*, vol. 30, no. 4, pp. 457-490, 2020, doi: 10.1108/RIBS-03-2020-0022.
- [12] T.P. Stank, A.E. Dohmen, L.W. Saunders, J.R.W. Merrick, and T.J. Goldsby, "Applying agility to improve customer performance when supply and demand vary from core conditions," *Int. J. Physic. Distr. & Log. Manag.*, vol. 52, no. 8, pp. 722-744, 2022, doi: 10.1108/IJPDLM-07-2021-0298.
- [13] M. Schöck, M. Batora, J. Müller, N. Bursac, and A. Albers, "Influence of Agility on the Innovation Capability of Organizations - A Systematic Review of Influencing Factors," *Proc. CIRP*, vol. 119, pp. 427-437, 2023, doi: 10.1016/j.procir.2023.03.105
- [14] D. Gračanin, D. Ćirić, B. Lalić, J. Ćurčić, and N. Tasić, "The impact of lean improvements on cost-time profile," *Proc. Manufact.*, vol. 38, pp. 316-323, 2020, doi: 10.1016/j.promfg.2020.01.041.
- [15] A. T. Nafiu, W. Okpebenyo, D. J. Enimola, K. Audu, and J. J. Orugun, "Analysis of Social Capital and Entrepreneurial Intention of Farmers in Nigeria," *J. Eng., Manag. Inf. Technol.*, vol. 2, no. 4, pp. 195-204, 2024, doi: 10.61552/JEMIT.2024.04.004.

- [16] Y.M. Pfaff, "Agility and digitalization: why strategic agility is a success factor for mastering digitalization – evidence from Industry 4.0 implementations across a supply chain," *Int. J. Physic. Distr. & Log. Manag.*, vol. 53, no. 5, pp. 660-684, 2023, doi: 10.1108/IJPDLM-06-2022-0200.
- [17] J. Basulo-Ribeiro, B. Amorima, and L. Teixeira, "How to accelerate digital transformation in companies with Lean Philosophy? Contributions based on a practical case," *Int. J. Ind. Eng. Manag.*, vol. 14, no. 2, pp.94-104, 2023, doi: 10.24867/IJIEEM-2023-2-326.
- [18] D. Ciric, B. Lalic, and D. Gracanin, "Managing innovation: Are project management methods enemies or allies," *Int. J. Ind. Eng. Manag.*, vol. 7, no. 1, pp. 31-41, 2016, doi: 10.24867/IJIEEM-2016-1-105.
- [19] S. Dahms, S. Cabrilo, and S. Kingkaew, "Configurations of innovation performance in foreign owned subsidiaries: focusing on organizational agility and digitalization," *Manag. Decis.*, vol. ahead-of-print, no. ahead-of-print, 2023, doi: 10.1108/MD-05-2022-0600.
- [20] L.-Y. Huang, S.-M., Yang Lin, and Y.-J. Hsieh, "Cultivation of Intrapreneurship: A Framework and Challenges," *Front. Psychol.*, vol. 12, 2021, doi: 10.3389/fpsyg.2021.731990.
- [21] J. Auer Antoncic and B. Antoncic, "Employee satisfaction, intrapreneurship and firm growth: a model," *Ind. Manag. & Data Syst.*, vol. 111, no. 4, pp. 589-607, 2011, doi: 10.1108/02635571111133560.
- [22] W. Wan and L. Liu, "Intrapreneurship in the digital era: driven by big data and human resource management," *Chin. Manag. Stud.*, vol. 15, no. 4, pp. 843-875, 2021, doi: 10.1108/CMS-07-2020-0282.
- [23] G.-A. Badoiu, M. Segarra-Ciprés, and A.B. Escrig-Tena, "Understanding employees' intrapreneurial behavior: a case study," *Persom. Rev.*, vol. 49, no. 8, pp. 1677-1694, 2020, doi: 10.1108/PR-04-2019-0201.
- [24] H.R. Woo, "Personality traits and intrapreneurship: the mediating effect of career adaptability," *Career Dev. Int.*, vol. 23, no. 2, pp. 145-162, 2018, doi: 10.1108/CDI-02-2017-0046.
- [25] B. Antoncic and R.D. Hisrich, "Clarifying the intrapreneurship concept," *J. Small Bus. Enterpr. Dev.*, vol. 10, no. 1, pp. 7-24, 2020, doi: 10.1108/14626000310461187.
- [26] D. Urbano, C. Alvarez, and A. Turró, "Organizational resources and intrapreneurial activities: an international study," *Manag. Decis.*, vol. 51, no. 4, pp. 854-870, 2013, doi: 10.1108/00251741311326617.
- [27] A. Uhl and L.A. Gollenia, *A Handbook of Business Transformation Management Methodology*, Oxfordshire, UK: Routledge, 2012.
- [28] S.A. Khan, *Business Transformation: Reinvent to Succeed in the Pandemic Era & Beyond*, USA: MicroAgilityMedia, 2022.
- [29] M.J. Vitale, *Are you ready for your business transformation*, USA: Author, 2019.
- [30] D. Russo, "The Agile Success Model: A Mixed-methods Study of a Large-scale Agile Transformation," *ACM Trans. Softw. Eng. Methodol.*, vol. 30, no. 4, p. 52, 2021, doi: 10.1145/3464938.
- [31] C. Gong and V. Ribiere, "Understanding the role of organizational agility in the context of digital transformation: an integrative literature review," *VINE J. Inf. Knowl. Manag. Syst.*, 2023, doi: 10.1108/VJKMS-09-2022-0312.
- [32] R.E. Morgan and K. Page, "Managing business transformation to deliver strategic agility," *Strat. Chan.*, vol. 17, no. 5, pp. 155-168, 2008, doi: 10.1002/jsc.823.
- [33] M. Paasivaara, B. Behm, C. Lassenius, and M. Hallikainen, "Large-scale agile transformation at Ericsson: a case study," *Empir. Softw. Eng.*, vol. 23, pp. 2550-2596, 2018, doi: 10.1007/s10664-017-9555-8.
- [34] K. Dikert, M. Paasivaara, and C. Lassenius, "Challenges and success factors for large-scale agile transformations: A systematic literature review," *J. Syst. Softw.*, vol. 119, pp. 87-108, 2016, 10.1016/j.jss.2016.06.013.
- [35] D. Urresta-Vargas, V. Carvajal-Vargas, and J. Arias-Pérez, "Dismissing uncertainties about open innovation constraints to organizational agility in emerging markets: is knowledge hiding a perfect storm," *Manag. Decision*, vol. ahead-of-print, no. ahead-of-print, 2023, doi: 10.1108/MD-10-2022-1473.
- [36] T. Vargas-Halabí, R. Mora-Esquivel, and B. Siles, "Intrapreneurial competencies: development and validation of a measurement scale", *Eur. J. Manag. Bus. Econ.*, vol. 26, no. 1, pp. 86-111, 2017, doi: 10.1108/EJMBE-07-2017-006.
- [37] E. Fleck, A. Kakouris, and D. Winkel, "Cultural traits of entrepreneurship education: a cross-national study," *J. Entrepren. Emerg. Econ.*, vol. 13, no 5, pp. 838-863, 2021, doi: 10.1108/JEEE-02-2020-0030.
- [38] M.C.W. Solheim, T. Aadland, A.E. Eide, and D.H. Haneberg, "Drivers for agility in times of crisis," *Eur. Bus. Rev.*, vol. 35, no. 1, pp. 57-73, 2023, doi: 10.1108/EBR-01-2022-0014.
- [39] D. Naslund and R. Kale, "Is agile the latest management fad? A review of success factors of agile transformations," *Int. J. Qual. Serv. Sci.*, vol. 12, no. 4, pp. 489-504, 2020, doi: 10.1108/IJQSS-12-2019-0142.
- [40] A.I. Susanty, E. Budiharjo, and W. Winarto, "Achieving an agile organisation in an Indonesian telecommunications company: investigation on leadership impact and mediation variables," *J. Sci. Technol. Policy Manag.*, vol. 15, no. 1, pp. 6-30, 2024, doi: 10.1108/JSTPM-07-2021-0095.
- [41] R. Hoda and L.K. Murugesan "Multi-level agile project management challenges: A self-organizing team perspective," *J. Syst. Softw.*, vol. 117, pp. 245-257, 2016, doi: 10.1016/j.jss.2016.02.049.
- [42] J. Pandey, M. Gupta, and Y. Hassan, " Intrapreneurship to engage employees: role of psychological capital", *Manag. Decis.*, vol. 59, no. 6, pp. 1525-1545, 2021, doi: 10.1108/MD-06-2019-0825.
- [43] K. Hutter, F.-M. Brendgens, S.P. Gauster, and K. Matzler, "Scaling organizational agility: key insights from an incumbent firm's agile transformation," *Manag. Decis.*, 2023, doi: 10.1108/MD-05-2022-0650.
- [44] Y. Hyun, J., Park, T. Kamioka, and Y. Chang, "Organizational agility enabled by big data analytics: information systems capabilities view," *J. Ent. Inf. Manag.*, vol. 36, no. 4, pp. 1032-1055, 2023, doi: 10.1108/JEIM-03-2022-0077.
- [45] H. Khan, F. Mavondo, and N. Zahoor, "Integration of outside-in and inside-out entrepreneurial marketing capabilities, marketing agility and resources for entrepreneurial firm performance," *Int. J. Entrepr. Behav. & Res.*, vol. ahead-of-print, no. ahead-of-print, Nov. 2022, doi: 10.1108/IJEER-02-2022-0193.
- [46] J. Benitez-Amado, F.J. Llorens-Montes, and M. Nieves Perez-Arostegui, "Information technology-enabled intrapreneurship culture and firm performance," *Ind. Manag. & Data Syst.*, vol. 110, no. 4, pp. 550-566, 2010, doi: 10.1108/02635571011039025.
- [47] N. Carroll, K., Conboy, and X. Wang, "From transformation to normalisation: An exploratory study of a large-scale agile transformation," *J. Inf. Technol.*, vol. 38, no. 3, pp. 267-303, 2023, doi: 10.1177/02683962231164428.
- [48] M. Laanti, O. Salo, and P. Abrahamsson, "Agile methods rapidly replacing traditional methods at Nokia: A survey of opinions on agile transformation," *Inf. Softw. Technol.*, vol. 53, no. 3, pp 276-290, 2010, doi: 10.1016/j.infsof.2010.11.010.

- [49] S.H. Appelbaum, R. Calla, D. Desautels, and L.N. Hasan, "The challenges of organizational agility: part 2," *Ind. and Commer. Train.*, vol. 49, no. 2, pp. 69-74, 2017, doi: 10.1108/ICT-05-2016-0028.
- [50] T. Yildiz and Z. Aykanat, "The mediating role of organizational innovation on the impact of strategic agility on firm performance," *World J. Entrepren. Manag. Sustain. Dev.*, vol. 17, no. 4, pp. 765-786, 2021, doi: 10.1108/WJEMSD-06-2020-0070.
- [51] S. Denning, "Lessons learned from mapping successful and unsuccessful Agile transformation journeys," *Strat. & Leader.*, vol. 47, no. 4, pp. 3-11, 2019, doi: 10.1108/SL-04-2019-0052.
- [52] M. Attar and A. Abdul-Kareem, "The Role of Agile Leadership in Organisational Agility", *Agile Business Leadership Methods for Industry 4.0*, B. Akkaya, Ed., Leeds, England, UK: Emerald Publishing, pp. 171-191, 2020, doi: 10.1108/978-1-80043-380-920201011.
- [53] A. Steiber and S. Alänge, "Corporate-startup collaboration: effects on large firms' business transformation," *Eur. J. Innov. Manag.*, vol. 24, no. 2, pp. 235-257, 2021, doi: 10.1108/EJIM-10-2019-0312.
- [54] K. Cowan-Sahadath, "Business transformation: Leadership, integration and innovation - A case study," *Int. J. Proj. Manag.*, vol. 28, no. 4, pp. 395-404, 2010, doi: 10.1016/j.ijproman.2009.12.005.
- [55] A. Sreenivasan and M. Suresh, "Agile readiness for sustainable operations in start-ups;" *Int. J. Innov. Sci.*, vol. 16, no. 1, pp. 166-192, 2023, doi: 10.1108/IJIS-08-2022-0164.
- [56] K. Al Omoush, C. Lassala, and S. Ribeiro-Navarrete, "The role of digital business transformation in frugal innovation and SMEs' resilience in emerging markets," *Int. J. Emerg. Markets*, vol. ahead-of-print, no. ahead-of-print, 2023, doi: 10.1108/IJOEM-12-2022-1937.
- [57] D. Ulrich and A. Yeung, "Agility: the new response to dynamic change," *Strat. HR Rev.*, vol. 18, no. 4, pp. 161-167, 2019, doi: 10.1108/SHR-04-2019-0032.
- [58] W. Aghina, A. De Smet, and K. Weerda, "Agility: It rhymes with stability", McKinsey, New York, NY, McKinsey Quarterly, 2015. Accessed: Dec. 12, 2023. [Online]. Available: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/agility-it-rhymes-with-stability#/>.
- [59] I. Graić, U. Marjanović, V. Grozdić, D. Ćirić Lalić, and B. Lalić, "Entrepreneurial Factors Influencing Recovery from Covid-19: A Country-Level Analysis," *Tehnički Vjesnik*, vol. 30, no. 6, pp. 1880-1887, 2023, doi: 10.17559/TV-20230411000524.
- [60] H. Takeuchi and I. Nonaka, "The new new product development game", *Harvard Bus. Rev.*, vol. 64, no. 1, pp. 137-146, 1986.
- [61] D.J. Teece, G. Pisano, and A. Shuen, "Dynamic capabilities and strategic management," *Strat. Manag. J.*, vol. 18, no. 7, pp. 509-533, 1988.
- [62] J. Elkington, *Cannibals with forks: The triple bottom line of 21st-century business*, Hoboken, NJ, USA: Wiley, 1999.