








Review article

## Elevating Corporate Transformation: The Power of Agile Intrapreneurship

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### ABSTRACT

This paper examines agile intrapreneurship, an emerging concept in both academic and industrial spheres, as a driving force for corporate transformation and a source of competitive advantage in dynamic business landscapes. Study probes the intricacies of agility, intrapreneurship, and corporate transformation to provide a detailed synthesis of existing research and to elucidate how agile intrapreneurship can be cultivated within organizations to reap a range of benefits, notably enhanced innovation, competitive edge, and overall performance. To this end, we have analyzed and classified the facilitators, obstacles, and potential impacts of agile intrapreneurship, evaluating their representation in scholarly discussions and articulating their influence on corporate change. Our results underscore the significant positive effect of agile intrapreneurship on the success of corporate transformation and on business performance at large, emphasizing the imperative of adapting to change to ensure enduring growth. Furthermore, this paper establishes a foundation for future research into the ramifications of agile intrapreneurship on corporate evolution.

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## 1. Introduction

In today's rapidly evolving business landscape, organizations are in constant pursuit of innovative solutions to surpass competition and achieve sustainable growth. This necessitates agility, adaptability, and responsiveness to changing market dynamics, while also focusing on employee satisfaction, development, and empowerment. Amidst this backdrop, intrapreneurship has emerged as a highly sought-after

approach that brings an entrepreneurial skillset and mindset to the internal workings of an existing organization, ensuring innovation to happen and strategic goals to be achieved [1]-[3].

Despite the growing interest in intrapreneurship and agility, there is a noticeable gap in the literature regarding the integration of these concepts, specifically within the context of agile intrapreneurship. Previous studies have primarily focused on either agility or intrapreneurship independently, leaving a gap in understanding how these concepts can synergistically

drive corporate transformation. This paper aims to fill this gap by exploring how agile intrapreneurship can be cultivated within organizations to enhance innovation, competitive advantage, and overall performance. Consequently, the following research questions were set:

1. *What are the key enablers and challenges of agile intrapreneurship in corporate settings?*
2. *What potential outcomes can organizations expect from adopting agile intrapreneurship?*

In this paper, we are embracing agile intrapreneurship, an entrepreneurial endeavor occurring in the corporate setting and being conducted in an agile manner, to create comprehensive overview of this novel and yet insufficiently researched approach to innovation [1]-[4]. Considering that agile intrapreneurship is referenced in only a minimal number of papers [4], [5], we are gradually exploring the power of agile intrapreneurship in elevating corporate transformation by examining its enablers, challenges, and potential outcomes. Firstly, we introduce the terms of agility, intrapreneurship, and corporate transformation and distinguish somewhat vague and unclear relations between them. Furthermore, we present research methodologies used to identify, appraise, select, and explain agile intrapreneurship-related matters, whilst concurrently collecting data on factors impacting agile business transformation and those stemming from the adoption of agile intrapreneurship. Consequently, we extracted and categorized information on the enablers, challenges, and potential outcomes of agile intrapreneurship, determining the frequency of their occurrence in the contemporary academia, all to be able to bring about conclusions that would help corporations understand and benefit from adopting agile intrapreneurship and promoting intrapreneurial culture across the organization. Ultimately, the paper recommends strategies for leveraging the power of agile intrapreneurship within corporate settings and highlights the need for conducting empirical research to validate the concepts discussed in this paper.

## 2. Literature review

To comprehensively elucidate agile intrapreneurship, it is essential to consider agility and intrapreneurship as the foundational determinants that define this concept, and to clarify their contribution to enabling business transformation. Therefore, we delineate the particulars of agility, intrapreneurship,

and business transformation, highlight their interrelations, and characterize agile intrapreneurship as the intersection of agility and intrapreneurship that complements organizational transformation.

### 2.1 Agility

Organizational agility, or simply agility, is commonly defined as the ability of a firm to adeptly respond to changes and challenges constantly emerging in dynamic business environments [6]. Agility as such is not innate but rather acquired through a series of organizational learnings ultimately leading to rapid and efficient responses to unpredictable circumstances [7]. Accordingly, agility can and should be cultivated, constructed, and fostered, spanning all facets of an organization, including its workforce, operations, and support functions such as finance, administration, human resources, etc. Given the multitude of various challenges organizations encounter today, the significance of agility becomes even more pronounced, especially when viewed in the context of achieving superior performance and remaining competitive in the corporate world [6].

The positive impact of agility on a firm's performance is well-documented in numerous research studies. Silva et al. [8] discovered that organizational agility enables companies to respond effectively to volatile conditions with structured innovation while strengthening competitiveness and optimizing performance, particularly in client-facing industries [9], thereby endorsing intrapreneurial initiatives that typically concentrate on innovation and responding to both internal and external expectations of value creation. This perspective is further supported by research of Cho et al. [10] who emphasized the role of organizational agility in achieving success in international markets and marked it as a key factor in outperforming the competition, i.e., achieving a competitive advantage as one of the most frequently anticipated outcomes of innovative and transformative endeavors. Moreover, strategic agility is considered a linkage between firm's market orientation and performance, thereby accelerating delivery, and enhancing customer value creation [11]. Besides satisfying customers' needs and disrupting markets that are to some extent dependent on organizational agility, supply chain efficiency has also been deeply rooted in agility and agile, adaptable, and information-based supply chain management is highly required to respond to evolving market demands [12]. Therefore, agility plays a significant role in firm's performance and serves as a catalyst for improving quality, resilience, and compet-

itive advantage, thus creating an environment where everyone can contribute to the firm's success.

In fact, agility has become the new norm in innovation ecosystems, amplifying organizations' innovation capabilities and facilitating implementation of modern technologies into daily operations [13], [14]. Through embracing flexibility and adaptability, agility creates and sustains a favorable climate that supports innovation and digital transformation, concurrently reinforcing firm resilience while leading to the attainment of competitive advantage and enabling effective navigation of challenges [15]-[18]. However, despite the critical role of agility in achieving high innovation performance and driving successful digital transformation in firms [19], its importance can still be overlooked, and its benefits underutilized, when it comes to developing innovative and collaborative environments within the organization [20]. This is where intrapreneurship, especially when conducted in an agile manner, comes into play, creating opportunities for embedding continuous innovation and sustaining it over time.

## 2.2 Intrapreneurship

Intrapreneurship, also referred to as corporate entrepreneurship, has been the focus of research for almost three decades, and with an increasing emphasis on innovation and continuous improvement, it is gaining even more attention. Starting with the concept of intrapreneurship as a transformational approach, Wunderer [2] recognized internal entrepreneurship as a foundation for creating long-term corporate value and highlighted the crucial role of employees as co-intrapreneurs, synergistically contributing to a firm's performance. Thus, intrapreneurship can be observed as a phenomenon that emerges when entrepreneurship occurs in corporate settings [20] and is closely related not only to employee commitment to learning and innovation but also to general employee satisfaction [21]. Given this, it can be inferred that intrapreneurship originates from both innovation and human resource management, owing to its strong correlation with employees' development and empowerment which are paramount in fostering intrapreneurial behaviour [22], [23].

Hisrich and Kearney [3] provided one of the most comprehensive definitions of intrapreneurship considering it a practice that "involves overcoming the inertia, rigidity, rules and regulations, and bureaucratic nature of an existing organization to create something new - a new way of doing things, a new system, and sometimes even a new product or service". Accord-

ingly, intrapreneurship goes far beyond start-ups and must be distinguished from entrepreneurship due to its inherent specificity - that of emerging within an already established organization [24]. Furthermore, the subtle distinction between intrapreneurship and innovation derives from the underlying intrapreneurial behaviour that naturally necessitates creativity and innovativeness and, as such, is employed to establish competitive advantage, drive innovation performance, and facilitate sustainable growth [2]. And lastly, intrapreneurship supports innovation and business transformation by enabling innovativeness (products, services, and processes), proactiveness, competitiveness, organizational renewal, new businesses and ventures, and bolder risk-taking [25], all of which impose intrapreneurship as a multifaceted approach for corporations to navigate innovation and thrive in highly competitive business environments [2].

Building on this, agility and intrapreneurship share many similarities, particularly in terms of fostering a mindset and culture that encourage employees to demonstrate intrapreneurial behaviours [26]. Adopting these is crucial for creating an environment where employees are motivated to initiate innovative projects intentionally and are recognized and valued for their contributions to the company's objectives. To accomplish this, the autonomy, incremental development, and enhanced collaboration provided by the agile approach could potentially amplify intrapreneurship, thereby enabling organizations to capitalize on their employees' innovative ideas and use them as a powerful instrument for driving corporate transformation.

## 2.3 Business Transformation

Despite the recent surge in popularity of the term and the momentum business transformation has garnered, its definition somewhat remains elusive, with a quite lack of clarity. There are many varieties of business transformation - digital, sustainable, agile, social, "e- ", lean, etc., but fundamentally, business transformation refers to a process that every organization will, or at least should, undergo during its lifetime, regardless of its field of operation, in order to bring about necessary changes, utilize new opportunities, and address challenges [27]. Therefore, we are discussing the omnipresent process that results in some serious rearrangement of firm's products, services, operations, practices, and objectives; that is why business transformation is considered a comprehensive process of reinventing the way a business operates and, as such, is done in accordance with

transformational goals set to revolutionize the business from its core and elevate its operations to the new heights [28]. In addition, business transformation can also be seen as a large-scale change aimed at significantly improving performance that affects all facets of a firm, from people and operations to technology and stakeholders [29].

Without diminishing the importance of sustainability, digital technologies, or artificial intelligence in achieving successful business transformation, it is noticeable that the role of agility is rapidly increasing in this domain. Agile methods are consistently overtaking the leading position from conventional approaches to project and general business management, hence rise in requirements to perform business transformation in an agile manner [30]. However, being agile does not refer only to practicing agile approach and methods within an organization, moreover, it is about thinking and acting in the way that enables responding quickly to and embracing changes [31], which makes agile business transformation to some extent more permeating than other types of transformation. Accordingly, interests in agile business transformation are increasing, sparking its potential to become widespread approach to reinventing organizations and their operations.

Business transformation can indeed be realized through intrapreneurship, as confirmed by Wunderer [2], and is also compatible with the agile approach, as evidenced by several authors [30], [31]. However, the literature still lacks comprehensive findings that link business transformation with intrapreneurship executed in an agile manner. Therefore, by building on these insights regarding agility, intrapreneurship, and transformation, as well as the inherent element of innovation within all these concepts, we aim to bridge this gap and contribute to both academia and practice, as shown in the next section.

## 2.4 Agile Intrapreneurship as the Confluence of Agility, Intrapreneurship, and Corporate Transformation

Although traditional intrapreneurial initiatives generally result in significant performance improvements, employing an agile approach within intrapreneurship opens new horizons and spurs creativity and innovativeness to a whole new height. With its built-in agile values and principles, the agile approach prioritizes individuals and interactions over processes and tools as well as responding to change over following a plan, thus enabling intrapreneurs to self-organize and proactively deliver value for

both them and the organizations they work for [16]. Therefore, agile intrapreneurship can be considered as the optimal combination of agility and intrapreneurship practiced within established organizations to successfully drive transformations, adapt to changes, and overcome challenges affecting corporate performance and growth [4]. The key distinction between agile and non-agile intrapreneurship lies in the prevailing manner of dealing with changes and challenges during intrapreneurial endeavors, and while both offer tremendous benefits, agile intrapreneurship tends to be more efficient due to inherent advantages of the agile approach. This requires leadership that fosters agile thinking and intrapreneurial behavior across the organization, ultimately enhancing customer, employee, and stakeholder satisfaction [21]. Thereby it can be inferred that agile intrapreneurship roots in transformative leadership that serves as a pillar of intrapreneurial endeavors irrespective of the level or industry in which new ideas emerge.

It is essential to avoid constraining agile intrapreneurship to a specific industry such as IT, and instead recognize its predominantly bottom-up direction and potential to create value across industries [2]. As such, agile intrapreneurship combines the best practices from both intrapreneurship and agile approach to initiate change and bolster transformative efforts within an organization, with a notable departure from the conventional perspective – it typically originates from employees and proliferates throughout the organization. Furthermore, from a practical standpoint, the identification of enablers, challenges, and potential outcomes of agile intrapreneurship should serve as a comprehensive roadmap for adapting, evolving, envisioning, and renewing corporate transformations [32], thereby aiding transformative efforts and fostering change.

## 3. Research methodology

Acknowledging that agile intrapreneurship is a relatively nascent concept stemming from the confluence of agility, intrapreneurship, and corporate transformation, and yet remaining underexplored in both academia and practice, we have conducted a systematic literature review and synthesized the existing body of knowledge to establish a lucid and well-defined viewpoint on agile intrapreneurship and its potential role in shaping future landscapes of change and innovation. Our approach to systematic literature review encompassed three steps:



- (1) identifying relevant papers and collecting data;
- (2) analyzing data and identifying correlations between different aspects of agile intrapreneurship; and
- (3) elucidating findings on agile intrapreneurship and expanding perspectives on the phenomenon.

### 3.1 Data collection

We have utilized a systematic literature review to discern the most pertinent findings on agile intrapreneurship, as well as agility, intrapreneurship, and business transformation. Therefore, this review offers valuable insights into the characteristics and interrelatedness of these concepts, establishing a foundation for further research in the domain of agile intrapreneurship. Initially, we have primarily employed a qualitative approach to the systematic literature review, which articulates the existing body of knowledge on agile intrapreneurship and associated phenomena. Gradually, we are transitioning towards a mixed methods approach, aiming to cultivate a more holistic understanding of the research topic and to clarify any ambiguities related to agile intrapreneurship and its multiple dimensions.

We employed search engines including ScienceDirect, Emerald Insight, and Google Scholar to locate pertinent papers, using common keywords such as “*agility*”, “*intrapreneurship*”, “*agile intrapreneurship*”, “*corporate entrepreneurship*”, “*corporate transformation*”, “*business transformation*”, and “*innovation*”, among others. The search returned over six hundred papers, from which we selected only those that mention various aspects of agility, intrapreneurship, corporate transformation, and agile intrapreneurship, at least in their abstracts, and provide clear and definitive explanations of these concepts. Moreover, we excluded any papers that did not align with our keywords, were unrelated to the concepts of agility, intrapreneurship, corporate transformation, and agile intrapreneurship, or do not contribute to this research fields. As a result, after applying inclusion and exclusion criteria, this review incorporated over fifty papers that provide innovative insights into agility, intrapreneurship, and corporate transformation, published in high-impact journals indexed by Scopus or Web of Science, as well as in proceedings from international conferences. In addition, we have also incorporated select books and book chapters, along with papers from

journals not indexed by Scopus or Web of Science but issued by prestigious international publishers, including Elsevier, Springer, Emerald Publishing, and MDPI.

It is also noteworthy that more than 60% of the selected papers were published in the last five years, indicating a growing interest in the field. In addition, all selected papers were published in English due to lack of papers on related topics in other languages and is influenced, to some extent, by the prevailing bias towards searching for and analyzing papers in English as the predominant language in academic research.

### 3.2 Data analysis

Upon selecting papers pertinent to our study, we categorized them into four thematic pools centered on the concepts of agility, intrapreneurship, agile intrapreneurship, and corporate transformation, which allowed us to distil factors that either facilitate or hinder their manifestation and to explore their possible outcomes. For each category, we analyzed the respective enablers, challenges, and outcomes, compared them across categories, identified factors present at the intersection of the fundamental elements of agile intrapreneurship, and quantified the frequency of these factors in the selected papers, ranking them from highest to lowest occurrence. Thereafter, we present enablers, challenges, and outcomes of agile intrapreneurship and provide thorough insights on how they impact corporate transformation success, thereby enriching the academic dialogue in this domain and promoting practical deployment of the concept across organizations and industries.

It is crucial to acknowledge that comparative analysis is not only integral to the systematic literature review but also supports the entire research endeavor, thus serving as the underlying method that provides us with opportunity to identify similarities and differences among concepts included in the study. Furthermore, we must emphasize that we utilize both inductive and deductive reasoning to synthesize the research findings and establish agile intrapreneurship as a distinct phenomenon; through iterative analysis, we scrutinized existing theories and developed a new one concerning agile intrapreneurship, along with explanations of its enablers, challenges, and outcomes. Consequently, these methods are woven throughout the research, offering deeper insights into the research process.

## 4. Results

Drawing from the literature review, we have highlighted enablers and challenges that either promote or impede agile intrapreneurship, as well as potential outcomes of agile intrapreneurship viewed through the prism of corporate transformation. These should not be seen as unattainable ideals but rather as guiding principles for creating an environment conducive to the emergence of agile intrapreneurship.

### 4.1 Factors enabling agile intrapreneurship

We have identified enablers that play a crucial role in the implementation of agile intrapreneurship, encompassing both operational and strategic perspectives and serving as a checklist of key success factors that must be fulfilled to effectively leverage agile intrapreneurship. The enablers are prioritized according to the frequency of their occurrence in the selected research papers, as shown in Table 1.

A strategic commitment to agility, coupled with the allocation of necessary resources, the adoption of digital technologies, and the development of human capital, are identified as the most prevalent enablers of agile intrapreneurship. Firstly, organizations must acknowledge the strategic value of adopting agility and its incremental approach to managing change and innovation, which enhances flexibility and adaptability that are crucial for navigating un-

certainty. Furthermore, the full potential of agile intrapreneurship cannot be realized without allocating appropriate resources to specific intrapreneurial initiatives and without providing individuals and teams with the technological tools that support their efforts and ensure intrapreneurial endeavor permeates the entire organization. Additionally, considering the recent surge in artificial intelligence, the technological aspect of agile intrapreneurship is poised to gain even greater momentum, and it is reasonable to anticipate that the role of agile intrapreneurship and employee innovativeness will likely be redefined in this context. Nevertheless, this shift does not detract from the importance of empowering human capital, which is central to intrapreneurship; rather, it introduces novel methods to augment the skills and competencies that are advantageous for agile intrapreneurship.

Agile intrapreneurship relies heavily on nurturing an agile mindset through coaching, cultivating an intrapreneurial spirit, and offering managerial support for intrapreneurial initiatives. Encouraging employees to become autonomous innovators within an organization, while implementing agile practices to maximize workforce potential and organizational capacity, is not viewed as a sprint but as a long-term, strategically structured transformation. Consequently, adopting an agile mindset and spreading an intrapreneurial spirit may emerge as the most challenging yet crucial enablers of agile intrapreneurship. These enablers, along with those previously mentioned, can

**Table 1.** The enablers of agile intrapreneurship ranked by the frequency of their occurrence in literature

Enablers	Brief explanation	Frequency	Authors
Strategic commitment to agility	An organization's commitment to integrating agile practices and transitioning to agile ways of working	9	[2], [8], [9], [10], [15], [23], [31], [33], [34]
Resources and technology	The availability of necessary resources and technologies for specific intrapreneurial projects	8	[2], [19], [23], [26], [43], [43], [45], [46]
Employees' capacities / Human capital	The competencies and skillsets of employees, both current and potential	8	[1], [2], [19], [23], [33], [34], [41], [42]
Coaching and developing agile mindset	Coaching and training efforts that instil agile values and principles and cultivate an agile mindset	8	[2], [3], [13], [24], [34] [35], [38], [39]
Intrapreneurial spirit / orientation	The presence of intrapreneurial tendencies among employees and their manifestation through innovation initiatives	7	[1], [12], [23], [24], [26], [37], [38]
Management support	Senior management support for specific intrapreneurial initiatives	7	[2], [4], [13], [23], [34], [39], [40]
Transformation urgency	The urgency for change and the appropriateness of specific solutions proposed by intrapreneurs	6	[2], [13], [23], [34], [35], [36]
Commitment to change	An organization's dedication to reforming inadequate practices and adopting new approaches	3	[25], [36], [39]
Risk-taking	A tendency to make challenging decisions and undertake riskier action	3	[2], [4], [23]

be enhanced by managerial support; although intrapreneurship often arises from a bottom-up approach, it is essential for management to facilitate and acknowledge the efforts of intrapreneurs by removing barriers to innovation, thereby allowing the intrapreneurial spirit to permeate the organization and foster the generation of new ideas and opportunities for market success.

This research also indicates that, in comparison to other enablers, the sense of urgency for transformation plays a relatively significant role in agile intrapreneurship. A general commitment to change and a propensity for risk-taking are also deemed important factors, although their impact is not as pronounced as anticipated.

## 4.2 Factors challenging agile intrapreneurship

We have delineated the primary challenges that act as constraints on agile intrapreneurship. These should be considered a complementary layer to the enablers, providing critical insights into potential risks that require mitigation and actions that must be taken to fully realize the advantages of agile intrapreneurship. The challenges are prioritized according to the frequency of their occurrence in the selected research papers, as shown in Table 2.

The challenges experienced in agile intrapreneurship often align with the presence of agile intrapreneurship enablers and, in certain instances, can be attributed to the absence of one or more indispensable enablers. Establishing an intrapreneurial culture is of paramount importance in facilitating agile intra-

preneurship across the organization, consequently surmounting associated challenges and fostering enhanced agility and intrapreneurial endeavors. Given our previous emphasis on the people-centric nature of agile intrapreneurship, it becomes evident that employee capabilities and intrapreneurial mindset greatly enhance the potential for agile intrapreneurship. Furthermore, amidst the organizational culture and behavior, resistance to change emerges as a significant challenge often stems from the organization and its workforce's inability to adapt to changes adequately and proactively, failing to see them as opportunities for success and performance enhancement. Consequently, a lack of awareness about the necessity for change devalues the workforce's contributions and hinders progress, thereby reducing the chances for innovation and intrapreneurship to flourish and spread throughout the organization.

With respect to the profound changes that agile intrapreneurship aims to instigate, the task of scaling agile to align with the size, needs, and objectives of the organization may present considerable challenge. While starting with a single team or department may seem like a feasible solution, establishing agile intrapreneurship as the prevailing norm throughout the entire organization demands concerted efforts from both employees and management. Yet, the scalability of agile intrapreneurship remains contingent upon various organizational characteristics that might potentially hinder its widespread adoption and impede the consequential benefits it offers in terms of growth and performance. Factors such as geographical dispersion of teams, hybrid work approaches, and in-

**Table 2.** The challenges to agile intrapreneurship ranked by the frequency of their occurrence in literature

Challenges	Brief explanation	Frequency	Authors
People and culture / Intrapreneurial culture	A lack of intrapreneurial culture within an organization and acknowledgment of the potential of corporate entrepreneurship	11	[2], [21], [23], [30], [31], [37], [40], [41], [48], [49]
Change awareness / Change resistance	A lack of awareness about the need for change and significant resistance to change, which obstruct innovative initiatives	9	[2], [13], [15], [26], [34], [38], [53], [54], [55]
Scaling agile	The inability to scale agile practices across the entire organization or the absence of a suitable customized approach	9	[11], [30], [34], [38], [39], [47], [48], [49], [50]
Organizational constraints	Organizational structures, procedures, processes, and practices that disable or significantly decelerate intrapreneurship	9	[10], [15], [26], [30], [34], [39], [49], [50]
Appropriate incentives	A lack of adequate incentives for those undertaking intrapreneurial initiatives, such as funding, bonuses, promotions, etc.	8	[2], [30], [34], [39], [40], [49], [51], [52]

dustry specifications introduce inherent complexities to agile-intrapreneurial endeavors, further shaping their unique dynamics. Building on this, it becomes imperative to address organizational constraints that impede agile intrapreneurship, thereby optimizing the organization’s potential to harness the intrapreneurial capabilities of its workforce. This entails removing barriers, streamlining the structure and culture, and providing robust support, incentives, and resources to intrapreneurial endeavors within the organization.

### 4.3 Agile intrapreneurship influencing business performance

We have pinpointed the likely outcomes of agile intrapreneurship that may materialize if the necessary enablers are in place and the existing risks and challenges are effectively mitigated. These potential outcomes are prioritized based on the frequency of their occurrence in the selected research papers, as shown in Table 3.

Agile intrapreneurship is a powerful agent of change that can lead to significant improvements in various areas of a business performance. The most observed outcome of agile intrapreneurship is an increase in innovation, serving as a primary justification and evidence of the benefits of fostering an intrapreneurial culture, thus providing clear insights to the management on organizational changes and trans-

formative role of agile intrapreneurship. Therefore, by creating an intrapreneurial culture that promotes experimentation, learning, and collaboration, organizations can achieve increased innovation to develop new processes, products, and services that meet emerging market needs and realize associated competitive advantages. Throughout our research, we have often been referring to competitive advantage, pointing out its unquestionable relevance in the context of agile intrapreneurship, whilst positioning it as a highly desired outcome of intrapreneurial endeavors. In today’s global and extremely competitive markets, remaining relevant has never been so important yet difficult, which works in favor of employing agile intrapreneurship. Moreover, agile intrapreneurship encourages companies to deliver value to their customers regularly thus prioritizing sustainable growth over short-term success and promotes sustainability as a concept throughout whole lifespan of an intrapreneurial endeavor and later.

Beyond sustainable growth, competitive advantage, and increased innovation, agile intrapreneurship can have numerous additional positive impacts on a corporation’s performance. Improved employee engagement and satisfaction are essential aspects of agile intrapreneurship, promoting autonomy and ownership over work and empowering employees to contribute to the development of new ideas and solutions that benefit all, corporations, customers, and employees themselves. Consequently, increased cus-

**Table 3.** The outcomes of agile intrapreneurship ranked by the frequency of their occurrence in literature

Outcomes	Brief explanation	Frequency	Authors
Increased innovation	An upsurge in internally created innovative solutions, as well as a rise in the number of employees engaged in innovative initiatives	12	[6], [10], [15], [14], [19], [32], [35], [50], [53], [54], [56]
Competitive advantage	Outperforming competitors by delivering innovative and more impactful solutions to the market	8	[2], [6], [10], [15], [30], [32], [35], [53]
Sustainable growth	Sustainable and continuous business growth over the long term	8	[2], [11], [19], [32], [50], [53], [54], [57]
Improved engagement / employee satisfaction	Achieving higher rates of employee engagement in developmental activities and increased satisfaction due to greater autonomy, recognition, and opportunities	7	[6], [30], [31], [41], [43], [48], [54]
Increased customer satisfaction / market orientation	Concentrating more on market demands and trends and delivering value that truly meets customer needs	7	[6], [10], [11], [12], [30], [35], [56]
Enhanced adaptability and resilience	Adapting swiftly to new conditions and bolstering organizational resilience	5	[6], [39], [43], [53], [56]
Better risk and change management	Proactively embracing changes and mitigating risks, whether anticipated or unforeseen	5	[6], [31], [39], [43], [54]
Digitalization / digital transformation	Accomplishing digital transformation and promoting digitalization through intrapreneurial initiatives	5	[16], [31], [38], [43], [56]



customer satisfaction and higher customer satisfaction are the common outcomes of agile intrapreneurship, spurring client-centric orientation throughout the organization. Agile intrapreneurship can also enable corporations to easily adapt to volatile circumstances and respond rapidly to changes and challenges, enhancing their overall adaptability and resilience. Furthermore, by encouraging better risk and change management practices that are inherent to agile approaches, agile intrapreneurship can support corporations in achieving and maintaining operational excellence despite the uncertainties of the contemporary business landscape. Finally, the digitalization and digital transformation aspects of agile intrapreneurship can drive efficient use of resources, costs reduction, and swift responses to changing market needs, contributing to increased customer satisfaction and market orientation.

## 5. Discussion

The present study delves into the intricacies of agile intrapreneurship, highlighting its critical role in fostering corporate agility and transformative growth. Our research delineates the symbiotic relationship between the core enablers of agile intrapreneurship and the evolution of an organization's strategic imperatives. In alignment with Aghina et al. [58], we confirm the indispensable nature of strategic agility in bolstering organizational performance. Our analysis not only identifies enablers, challenges, and outcomes but also proposes the adoption of agile intrapreneurship as a strategic method to strengthen innovation and attain a competitive advantage. The imperative to instill an intrapreneurial ethos within organizational structures reflects the pioneering principles and necessitates deliberate effort from management to embed these values into the corporate ethos [59].

The study further engages with the concept of scaling agile practices within diverse organizational contexts. We observe that organizational attributes significantly modulate the applicability and efficacy of agile intrapreneurship. This raises pertinent questions regarding the congruence of agile intrapreneurship with the unique characteristics of each organization, a discourse that finds roots in the work of Takeuchi and Nonaka [60], who underscored the importance of customizing agile practices to fit organizational needs. Furthermore, Junker et al. confirm that agile practices contribute to fostering proactive behaviors such as employee intrapreneurship [5], thus providing additional validation for this concept

and its further alignment with working in an agile manner.

The discussion of agile intrapreneurship within this study would be incomplete without a thorough consideration of its outcomes on corporate performance. As our research indicates, a significant outcome of agile intrapreneurship is the enhancement of innovation capabilities. This underpins the assertion that agile intrapreneurship serves as a vital mechanism for firms seeking to navigate the complexities of modern markets characterized by rapid technological advancements and changing consumer behaviors. Moreover, the study identifies competitive advantage as an outcome of agile intrapreneurship, aligning with the dynamic capabilities' theory posited by Teece, Pisano, and Shuen [61], which suggests that a firm's ability to integrate, build, and reconfigure internal and external competences can address rapidly changing environments. Another critical outcome discerned from our research is sustainable growth, an aspect that resonates with the principles of the triple bottom line approach advocated by Elkington [62], emphasizing the importance of aligning economic growth with environmental and social sustainability.

The incorporation of these outcomes into the discussion offers a more robust and comprehensive understanding of agile intrapreneurship's impact on corporate transformation. It substantiates the premise that agile intrapreneurship is not merely a theoretical construct but a pragmatic approach with tangible benefits, driving firms towards a future where adaptability, innovation, and sustainability are the keystones of success.

## 6. Conclusions

Despite the apparent trendiness and potential redundancy of combining agility and intrapreneurship to generate agile intrapreneurship, the identification and examination of these enablers, challenges, and outcomes convey a different narrative. This study invites corporate entities to engage in introspective examination of their strategic orientation and operational methodologies, urging a re-evaluation of their approach to change management and innovation. The practical implementation of agile intrapreneurship signifies a genuine need within organizations to address existing challenges in change management and involve a broader spectrum of employees in shaping the success of the organization.

Throughout this study we have explored the benefits and challenges of adopting agile intrapreneurship

as a means for navigating corporate transformation. The key findings indicate that agile intrapreneurship can help organizations achieve a competitive advantage, substantial growth, and superior performance by promoting innovation, responsiveness to change, and customer centricity. However, the successful implementation of agile intrapreneurship requires a significant shift in organizational culture, leadership, and mindset, thus engaging transformative leaders to empower their employees and encourage collaboration, risk-taking, and learning from failures. Given the existence of these prerequisites, becoming an intrapreneur appears to be a natural path for those willing to embrace changes and fully utilize their own potential.

As part of the future endeavors regarding adoption of agile intrapreneurship, corporations should consider several implications of this research. Firstly, they should prioritize building an intrapreneurial culture that encourages employees to become intrapreneurs, reinventing businesses. Secondly, they should create an environment that supports agile practices, encompassing cross-functional teams, regular value delivery, and integrated change management. Thirdly, they should define and communicate their transformative goals, while maintaining clear insights throughout the entire transformation process, particularly among employees with an interest in innovation. Fourthly, they should develop programs that support the cultivation of an intrapreneurial mindset and skillset of their employees, such as project teams accountable for delivering innovation, innovation hubs, and corporate startups.

### 6.1 Addressing research limitations

While this approach provides an overview of the existing knowledge it does have limitations when it comes to validation. Since the study primarily uses secondary sources, it doesn't include data or case studies, which are essential, for testing and applying theoretical concepts in practical real-world situations. As a result, this could restrict the depth and applicability of the findings. One significant limitation is that there may not be a representation of intrapreneurship practices across different industries and organizational cultures. Therefore, the findings might not apply universally to all types of environments limiting their generalizability. Additionally, the criteria used for selecting literature for review might unintentionally exclude studies that don't precisely match the established parameters. This exclusion could introduce biases or gaps in the research. Despite these limitations, the research offers significant insights into agile

intrapreneurship and its role in facilitating successful business transformation.

### 6.2 Future research directions

Looking ahead, future research should aim to include empirical studies that involve primary data collection. This could take the form of qualitative methods, such as conducting interviews and focus groups with corporate leaders and employees, or quantitative approaches like surveys, to measure the effectiveness of agile intrapreneurship practices. Additionally, longitudinal studies would be beneficial to observe the long-term effects of agile intrapreneurship on corporate transformation and performance, providing deeper insights into its sustainability and evolution over time. A broader exploration into how agile intrapreneurship is manifested and impacts different industries would yield a more comprehensive understanding of their applicability and effectiveness across various corporate contexts. Examining the influence of agile intrapreneurship on and its interplay with organizational culture would provide valuable insights into the dynamics of corporate innovation. Finally, expanding the research to include a global perspective, examining how agile intrapreneurship is adopted and adapted in different cultural and economic contexts, would enrich the understanding of this transformative approach in a diverse global setting.

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