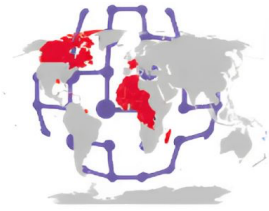


Revue **Francophone**



Corporate Entrepreneurship as a Source of Organizational Resilience during Crises: A Conceptual Framework and Theoretical Propositions

Corporate Entrepreneurship comme levier de résilience organisationnelle en période de crise : Cadre conceptuel et propositions théoriques

Abir HADJ HASSINE^a ,

^a Doctor of Business Administration, High Commercial Studies Institute Sousse University, Tunisia.

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Abstract

In a world increasingly marked by uncertainty, volatility, and disruption, the ability of organizations to adapt and thrive has become a key determinant of survival and competitiveness. This paper explores the interplay between *Corporate Entrepreneurship* (CE) and *Organizational Resilience* (OR), proposing an integrative framework where CE acts as a meta-capability that fosters preventive, adaptive, and regenerative resilience. The study synthesizes existing theoretical perspectives and recent empirical insights to conceptualize how the dimensions of CE (Zahra, 1996) (innovation, corporate venturing, and strategic renewal) jointly strengthen organizational resilience before, during, and after crises. The paper advances a set of theoretical propositions positioning CE as a dynamic mechanism that not only drives growth but also ensures continuity and renewal under adversity. This framework provides a foundation for future empirical validation and managerial applications, emphasizing that entrepreneurial processes are central to building organizations capable of sustained adaptation and evolution.

Keywords : Corporate Entrepreneurship, Organizational Resilience, Innovation, Strategic Renewal, Dynamic Capabilities, Crisis Management

Résumé

Dans un environnement mondial marqué par la volatilité, l'incertitude et les crises successives, la capacité des organisations à s'adapter et à se régénérer constitue un facteur déterminant de leur pérennité. Cet article propose une approche intégrée reliant le *Corporate Entrepreneurship* (CE) et la *résilience organisationnelle* (OR). En s'appuyant sur une revue théorique approfondie et des travaux récents, l'étude conçoit le CE comme une méta-capacité dynamique permettant de développer trois formes de résilience : préventive, adaptative et régénérative. Les trois dimensions du CE à savoir l'innovation, le corporate venture et le renouvellement stratégique, agissent conjointement pour renforcer la capacité de l'organisation à anticiper, affronter et surmonter les crises. L'article avance des propositions théoriques qui placent le CE au cœur du processus de résilience, et met en évidence ses implications pour la recherche et la pratique managériale.

Mots-clés : Corporate Entrepreneurship, Résilience organisationnelle, Innovation, Renouvellement stratégique, Capacités dynamiques, Gestion de crise

Introduction

Organizations today operate in a context of constant turbulence characterized by economic instability, global health crises, geopolitical tensions, and accelerated technological change. These conditions define what scholars refer to as the *VUCA world* (Volatile, Uncertain, Complex, and Ambiguous) (Bennett & Lemoine, 2014). Within this environment, some firms succumb to external shocks, while others demonstrate remarkable adaptability and capacity to recover. This ability to anticipate, absorb, and adapt to disruptions while maintaining strategic coherence and purpose defines *Organizational Resilience* (OR) (Lengnick-Hall & Beck, 2005; Duchek, 2020).

However, resilience is not an inherent trait but an organizational capability developed through deliberate processes of learning, innovation, and renewal (Vogus & Sutcliffe, 2007; Williams et al., 2017). One of the most critical mechanisms enabling this capability is *Corporate Entrepreneurship* (CE) which is defined as a process by which established firms engage in innovation, corporate venturing, and strategic renewal to maintain competitiveness and vitality (Zahra, 1991; Kuratko & Audretsch, 2013).

While CE and OR have been widely studied independently, their intersection remains underexplored. CE literature has historically focused on performance outcomes, growth, and innovation (Ireland et al., 2009), whereas resilience research emphasizes continuity, recovery, and stability (Hillmann & Guenther, 2021). Yet, both domains converge on a common question: *How do organizations sustain and transform themselves under uncertainty?* (Hamel & Välikangas, 2003; Wenzel et al., 2021). Bridging these fields provides a new lens for understanding how entrepreneurial behaviours underpin resilience, allowing organizations not merely to survive crises but to use them as catalysts for evolution.

Recent crises such as COVID-19 have underscored the urgency of this connection. Firms with strong entrepreneurial cultures were better able to pivot business models, explore digital opportunities, and regenerate operations rapidly (Ratten, 2020). Conversely, firms lacking such capabilities faced rigidity and decline. The evidence suggests that CE acts as a *resilience engine* (a dynamic capability) that integrates innovation and adaptation into organizational routines (Teece, 2007; Linnenluecke, 2017).

The purpose of this paper is therefore to develop a conceptual framework that explains *how Corporate Entrepreneurship enhances Organizational Resilience*. Specifically, the study

argues that CE's three dimensions jointly foster three complementary forms of resilience: preventive (anticipating disruptions), adaptive (responding effectively), and regenerative (learning and transforming post-crisis). By linking these constructs, the paper provides a theoretical foundation for future empirical testing and practical application.

To achieve this objective, the paper first reviews the theoretical foundations of CE and OR, identifying their main dimensions and interconnections. It then develops an integrative framework that positions CE as a meta-capability driving resilience across temporal stages of crisis management. Finally, it discusses implications for theory, management, and policy, and proposes avenues for future research.

This integrative approach aligns with the growing academic consensus that resilience should be understood not as a static outcome but as a dynamic process of continuous entrepreneurial renewal (Duchek, 2020; Williams et al., 2017). By reconceptualizing CE as a strategic foundation of resilience, this study contributes to advancing both theoretical and managerial understanding of how organizations can evolve through adversity rather than merely withstand it.

The paper is organized as follows: Section 1 presents the theoretical framework, drawing on multiple theories to explore the link between Corporate Entrepreneurship (CE) and organizational resilience, and concludes by proposing several propositions. Section 2 develops the conceptual model. Section 3 discusses the propositions and outlines their theoretical, managerial, policy, and societal implications, as well as conceptual and research directions. Finally, Section 4 concludes by highlighting promising avenues for future research

1. Theoretical Framework: Corporate Entrepreneurship as a Foundation of Organizational Resilience

1.1.Theoretical Foundations

1.1.1. Corporate Entrepreneurship as a Multidimensional Construct

Corporate Entrepreneurship (CE) has been widely recognized as a multidimensional construct that drives organizational adaptability and renewal. It encompasses innovation, corporate venturing, and strategic renewal, all of which contribute to sustaining competitive advantage in turbulent environments (Zahra, 1991; Ireland et al., 2009).

CE thus acts as an internal mechanism for continuous renewal, embedding entrepreneurial behaviour in established firms.

1.1.2. Major Theoretical Lenses

To establish the conceptual link between CE and resilience, this framework draws upon four complementary theories: the Dynamic Capabilities Theory, the Resource-Based View (RBV), the Organizational Learning Theory, and the Strategic Renewal Theory.

a) Dynamic Capabilities Theory

According to Teece (2007), dynamic capabilities refer to a firm's ability to *sense, seize, and transform* opportunities in changing environments. This theory explains how firms renew their resource base to remain competitive in dynamic markets. Within this framework, *corporate entrepreneurship acts as a dynamic capability* that continuously reconfigures resources through innovation, venturing, and renewal (Zahra et al., 2006; Wenzel et al., 2020). *Firms that develop strong entrepreneurial capabilities are better able to anticipate disruptions, integrate new technologies, and redesign their structures, essential aspects of resilience* (Helfat & Peteraf, 2009).

b) Resource-Based View (RBV)

The RBV posits that organizational performance depends on the possession and strategic deployment of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). Corporate entrepreneurship reinforces this logic by fostering *resource renewal and recombination*. Innovation creates new knowledge assets, corporate venturing diversifies the resource base, and strategic renewal ensures continuous alignment between internal competencies and environmental challenges (Kuratko & Audretsch, 2013). Thus, *CE strengthens resilience by continuously refreshing the stock of strategic resources that allow firms to respond effectively to shocks*.

c) Organizational Learning Theory

The Organizational Learning Theory (Argyris & Schön, 1996; Huber, 1991) highlights the importance of *knowledge creation, feedback, and adaptation* in sustaining performance. CE mechanisms promote both *single-loop learning* (incremental improvement through innovation) and *double-loop learning* (strategic questioning and renewal of dominant logic). During crises, firms that learn from failure and integrate lessons into their strategic posture develop a *learning-based resilience* (Lengnick-Hall et al., 2011; Ducheck, 2020). Corporate entrepreneurship, therefore, operates as a *continuous learning process that transforms uncertainty into knowledge capital*.

d) Strategic Renewal Theory

Strategic renewal theory (Agarwal & Helfat, 2009) focuses on how firms redefine their strategy, structure, and culture to ensure long-term viability. It provides the theoretical foundation for the *preventive and proactive* dimensions of resilience. By embedding renewal into the organizational DNA, CE enables firms to anticipate changes and reconfigure before crises hit. Renewal thus serves as a preventive mechanism that enhances organizational foresight and flexibility (Hamel & Välikangas, 2003).

In summary, these four theoretical lenses converge toward a single insight: *Corporate Entrepreneurship functions as a meta-capability that underpins resilience*. It mobilizes the firm's resources (RBV), leverages its learning capacity (Organizational Learning Theory), reconfigures competencies dynamically (Dynamic Capabilities), and renews its strategic orientation (Strategic Renewal Theory).

1.2. Linking Corporate Entrepreneurship to Organizational Resilience

Organizational resilience refers to the firm's ability to anticipate, absorb, and recover from disruptive events (Duchek, 2020). Rather than being a passive attribute, resilience is increasingly viewed as a *dynamic, strategic capability* (Hamel & Välikangas, 2003; Wenzel et al., 2021). Corporate entrepreneurship provides the behavioural and structural foundation of this capability, as it enables firms to *adapt, regenerate, and prevent crises* through innovation, venturing, and renewal.

CE thus transforms resilience from a defensive reaction to a *strategic process of continuous transformation*. The following framework establishes conceptual links between the three dimensions of CE and the three complementary forms of resilience: *adaptive, regenerative, and preventive* (Lengnick-Hall et al., 2011).

1.2.1. Innovation and Adaptive Resilience

Innovation represents the *adaptive dimension* of CE. It allows organizations to reconfigure processes, products, and routines in response to environmental shocks. The ability to innovate rapidly enhances a firm's agility, creativity, and flexibility (Teece, 2007). In times of crisis, firms with a strong innovation culture demonstrate superior adaptability by repurposing technologies or redesigning business processes.

Innovation fosters ***adaptive resilience*** through three mechanisms:

- *Operational Reconfiguration*: The capacity to redesign production or service systems under constraints.

- *Product and Service Flexibility*: Continuous innovation pipelines allow swift responses to new market needs.
- *Cognitive Agility* : Innovation-oriented cultures encourage improvisation and experimentation (Bock et al., 2012).

Proposition 1: *Innovation enhances adaptive resilience by enabling flexible reconfiguration of processes, products, and mindsets during environmental disruptions.*

1.2.2. Corporate Venturing and Regenerative Resilience

Corporate venturing, whether internal or external, represents the *exploratory dimension* of CE. It enables organizations to experiment with new business models, partnerships, and technologies (Zahra, 1996; Burgelman, 1983). This dimension is essential for **regenerative resilience**, the ability to recover and emerge stronger from crises.

Venturing promotes regenerative resilience through:

- *Diversification of Risk*: Creating new ventures reduces dependence on a single business model.
- *Experimentation and Learning*: New ventures function as laboratories for strategic experimentation (Zahra, 2015).
- *Network Renewal*: Alliances and collaborations provide access to new resources and ecosystems (Weiblen & Chesbrough, 2015).

Proposition 2: *Corporate venturing supports regenerative resilience by fostering diversification, experimentation, and network renewal that enable firms to recover and grow after crises.*

1.2.3. Strategic Renewal and Preventive Resilience

Strategic renewal represents the *preventive and foresight dimension* of CE. It ensures that firms anticipate changes and reconfigure before disruptions occur (Agarwal & Helfat, 2009). By embedding foresight, flexibility, and strategic alignment, renewal enhances the firm's capacity for **preventive resilience**, the ability to mitigate crises before they escalate.

Mechanisms include :

- *Strategic Foresight*: Environmental scanning and scenario planning (Schoemaker, 1995).
- *Structural Flexibility*: Flattened structures and decentralized decision-making (Gibson & Birkinshaw, 2004).

- *Cultural Renewal*: Continuous questioning of assumptions and beliefs (Hamel & Välikangas, 2003).

Proposition 3: *Strategic renewal enhances preventive resilience by institutionalizing foresight and flexibility that allow firms to anticipate and mitigate future disruptions.*

1.2.4. Integrative View: Corporate Entrepreneurship as a Dynamic Resilience System

While each CE dimension contributes uniquely, their interaction generates a *systemic, self-reinforcing resilience architecture*. Innovation provides short-term adaptability, venturing enables long-term regeneration, and strategic renewal builds anticipatory capability. Together, they form a continuous loop of sensing, seizing, and transforming (Teece, 2007).

This integration reflects a *systems perspective* (Burnard & Bhamra, 2011; Duchek, 2020), where resilience emerges from the interplay of dynamic capabilities across organizational levels. The synergistic relationship transforms CE from a set of discrete activities into a *coherent meta-capability of sustainable transformation*.

Proposition 4: *The synergy among innovation, corporate venturing, and strategic renewal produces systemic resilience by integrating adaptive, regenerative, and preventive mechanisms within the organization's dynamic capability architecture.*

2. Conceptual Model: Corporate Entrepreneurship as a Meta-Capability for Organizational Resilience during Crises

2.1. Model structure

Table 1 illustrates the conceptual mapping between the dimensions of Corporate Entrepreneurship (CE) and the corresponding types of Organizational Resilience.

It highlights how each CE dimension activates distinct mechanisms that generate specific resilience outcomes within organizations. Innovation serves as the adaptive engine of resilience, allowing firms to maintain operational continuity and flexibility during disruptions through improvisation and continuous learning. Corporate Venturing represents the regenerative pillar, enabling organizations to explore new opportunities, diversify risk, and achieve renewal and growth after crises. Strategic Renewal embodies the preventive function, embedding foresight and structural flexibility into strategic processes that help firms anticipate and mitigate future disruptions. Finally, the Synergistic Integration of these three dimensions produces Systemic

Resilience, a meta-capability that sustains long-term adaptability through dynamic orchestration and feedback learning.

Overall, this table emphasizes that Corporate Entrepreneurship is not only a driver of organizational transformation but also a structural source of resilience that enables firms to anticipate, absorb, and evolve through crises in a sustainable way.

Table 1. Mapping the Dimensions of Corporate Entrepreneurship to Types of Organizational Resilience

CE Dimension	Type of Resilience	Key Mechanisms	Expected Outcomes
<i>Innovation</i>	Adaptive	Flexibility, improvisation, learning	Operational continuity and agility
<i>Corporate Venturing</i>	Regenerative	Diversification, exploration, networking	Post-crisis renewal and growth
<i>Strategic Renewal</i>	Preventive	Foresight, cultural alignment, flexibility	Crisis anticipation and mitigation
<i>Synergistic Integration</i>	Systemic	Dynamic orchestration and feedback learning	Sustainable adaptability

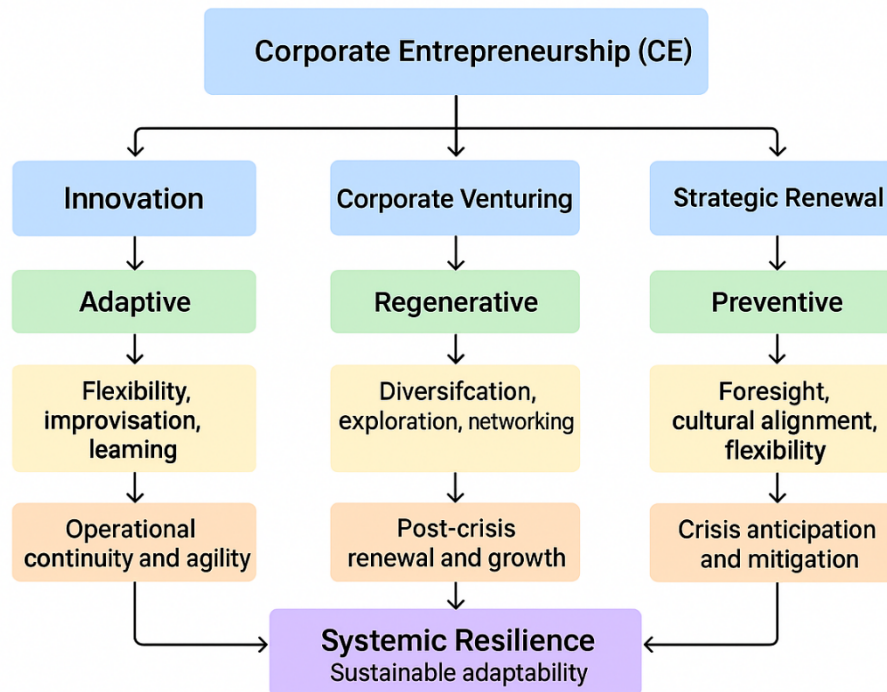
2.2. Conceptual model

The conceptual model, presented in Figure 1, positions Corporate Entrepreneurship (CE) as a meta-capability that drives Organizational Resilience (OR) in times of crisis.

It integrates three core dimensions of CE Innovation, Corporate Venturing, and Strategic Renewal (Zahra, 1996) each of which contributes to a specific type of resilience: Adaptive, Regenerative, and Preventive (Lengnick-Hall et al., 2011).

Together, these dimensions interact synergistically to generate Systemic Resilience, understood as a dynamic and self-reinforcing capacity for sustainable transformation.

Figure 1 Conceptual Model: Corporate Entrepreneurship Driving Organizational Resilience



3. Discussion and Implications

The proposed conceptual model positions Corporate Entrepreneurship (CE) as a *meta-capability* that fuels Organizational Resilience (OR) in volatile and uncertain environments. By connecting the three core dimensions of CE (innovation, corporate venturing, and strategic renewal) to the temporal phases of resilience (adaptive, regenerative, and preventive), this framework advances a dynamic understanding of how firms sustain continuity and evolution through adversity.

This section discusses the theoretical, managerial, and societal implications of this integrative framework, highlighting how it extends prior research and offers a new lens to analyse organizational adaptability.

3.1.Theoretical Contributions

3.1.1. Integrating Entrepreneurship and Resilience Theories

One of the main theoretical advances of this paper lies in bridging two previously separate research streams: *Corporate Entrepreneurship* and *Organizational Resilience*.

Whereas CE has often been linked to performance and growth (Zahra, 1991; Kuratko & Audretsch, 2013), resilience research has emphasized survival and recovery (Lengnick-Hall & Beck, 2005; Duchek, 2020). By combining both perspectives, this framework reframes *entrepreneurship as a mechanism of resilience creation*.

CE thus becomes not only a source of innovation and renewal but also a *strategic buffer* against environmental shocks. This theoretical synthesis contributes to the ongoing call for integrating dynamic capabilities, entrepreneurship, and resilience (Hillmann, 2021; Wenzel et al., 2021). It expands the conceptual scope of CE from a growth-oriented paradigm to one centered on *viability and continuity under adversity*.

Hence, CE bridges the logics of performance and survival by acting as a resilience-building mechanism embedded in organizational processes.

3.1.2. Corporate Entrepreneurship as a Dynamic Meta-Capability

Drawing on Dynamic Capabilities Theory (Teece, 2007), the paper conceptualizes CE as a *meta-capability* orchestrating sensing, seizing, and transforming activities. Innovation allows sensing and improvising; corporate venturing enables seizing opportunities through exploration; and strategic renewal ensures transformation through strategic alignment and cultural evolution (Zahra et al., 2006; Helfat & Peteraf, 2009).

This interpretation highlights that resilience is not a static state but the *dynamic expression of entrepreneurial orchestration*.

Through CE, organizations cultivate ongoing adaptability rather than one-time crisis responses, thus ensuring sustained viability.

Thus, CE constitutes a meta-capability that integrates and renews dynamic capabilities to ensure long-term organizational resilience.

3.1.3. Processual and Learning-Based Understanding of Resilience

Building on Organizational Learning Theory (Argyris & Schön, 1996; Huber, 1991) and Duchek's (2020) processual model, this paper advances a learning-based interpretation of resilience.

CE drives iterative cycles of experimentation, feedback, and renewal by transforming crises into *learning opportunities* (Williams et al., 2017).

Each dimension contributes to a stage of this learning cycle: *Strategic renewal* strengthens anticipation and preparedness (*preventive resilience*), *Innovation* enhances coping and

improvisation (*adaptive resilience*) and *Corporate venturing* enables regeneration and learning after crises (*regenerative resilience*).

These cycles reinforce each other: insights gained from venturing inform future innovation, while renewal initiatives embed collective learning into strategic routines.

Thus, CE enables resilience as a continuous organizational learning process, turning adversity into knowledge capital and adaptive growth.

3.1.4. Theoretical Model of Entrepreneurial Resilience

The integrated framework conceptualizes *Entrepreneurial Resilience* as a *systemic outcome* of CE activities. Innovation ensures flexibility; venturing ensures renewal; and strategic renewal ensures anticipation. Together, they constitute a *self-reinforcing loop of dynamic resilience* where the end of one cycle initiates the next.

This systemic interpretation shifts the analytical lens from *firm performance* to *organizational evolution*. It echoes recent calls to view organizations as “complex adaptive systems” capable of self-organization and renewal (Burnard & Bhamra, 2011).

Hence, Entrepreneurial Resilience emerges from the systemic interaction of CE dimensions, integrating adaptability, regeneration, and anticipation within a single dynamic capability architecture.

3.2. Managerial Implications

For practitioners, the proposed framework provides actionable insights for designing resilient organizations capable of transforming crises into strategic renewal opportunities. Managers can strengthen resilience through the deliberate activation of CE mechanisms at different stages of the crisis lifecycle.

3.2.1. Building Adaptive Capacity through Innovation

To foster adaptive resilience, firms must institutionalize innovation as an *organizational habit* rather than a sporadic activity. This requires encouraging cross-functional experimentation and creative problem-solving; empowering employees at all levels to make fast, decentralized decisions and rewarding prudent risk-taking and “safe-to-fail” innovation (Baker & Nelson, 2005).

Frugal innovation and resource bricolage, especially in constrained contexts, help organizations maintain operational continuity when resources are limited.

Thus, Resilience is built when innovation becomes routine, embedded in everyday problem-solving, not confined to R&D departments.

3.2.2. Regenerative Growth through Corporate Venturing

Corporate venturing should be reframed as a *regenerative mechanism* rather than a mere diversification strategy. Post crisis periods are opportunities to reassess core competences and invest in new ventures that realign the firm's strategic trajectory (Burgelman, 1983).

Managers can create venture incubators to capitalize on crisis-driven opportunities; build partnerships with start-ups or universities to access new technologies and allocate flexible “innovation budgets” even in times of uncertainty.

Hence, Corporate venturing transforms crises into strategic regeneration by diversifying learning and innovation trajectories.

3.2.3. Anticipatory Readiness through Strategic Renewal

Preventive resilience depends on continuous strategic renewal by embedding foresight, flexibility, and learning before disruption occurs. Organizations should regularly conduct scenario planning, horizon scanning, and business model reviews (Schoemaker, 1995). They should balance *exploration and exploitation* (O'Reilly & Tushman, 2013) through ambidextrous structures that allow flexibility without sacrificing efficiency.

Thus, preventive resilience results from proactive strategic renewal where leadership treats change as a routine, not an emergency.

3.2.4. Embedding Entrepreneurial Culture

A resilient organization depends as much on *mindset* as on structure. Entrepreneurial leadership (visionary, empowering, and learning-oriented) creates psychological safety and openness to change (Ireland et al., 2009). So, storytelling and knowledge-sharing about past crises build collective memory and foster preparedness.

Hence, Entrepreneurial culture constitutes the invisible infrastructure of resilience by embedding adaptability, confidence, and creativity at every level.

3.3. Policy and Societal Implications

At a macro level, CE-driven resilience has implications for governments and public institutions. In a world characterized by pandemics, climate crises, and geopolitical volatility, entrepreneurial resilience becomes a societal necessity (Meyer et al., 2021). Policy actions may include *fostering intrapreneurship programs* in established firms through tax incentives or innovation grants; *integrating CE principles* into national crisis-preparedness strategies via public-private partnerships and *supporting regional innovation clusters* that promote local resilience and inclusive growth (Boons & Lüdeke-Freund, 2013).

Such initiatives recognize corporate entrepreneurs as critical agents of *collective resilience* by transforming local shocks into systemic renewal.

3.4. Conceptual Implications and Research Directions

The conceptual model also provides a roadmap for future scholarly exploration. Future studies should empirically validate the proposed relationships through longitudinal, comparative, or mixed-methods research. Potential avenues include *operationalizing CE-based resilience constructs* using confirmatory factor analysis; *exploring moderating factors* such as digital transformation or cultural context; *adopting multi-level approaches* to link individual entrepreneurial behaviours with collective adaptive capacity and *investigating sustainability integration* by connecting CE and ecological or social resilience.

Hence, Entrepreneurial Resilience operates as a multi-level, context-dependent phenomenon, requiring integrative empirical models across industries and cultures.

In sum, the discussion reinforces that ***Corporate Entrepreneurship is not only a source of competitive advantage but also a cornerstone of organizational resilience.*** Through innovation, venturing, and renewal, CE enables organizations to *absorb shocks adaptively, regenerate through exploration, and anticipate future disruptions proactively.*

This systemic interaction transforms crises from existential threats into catalysts for transformation.

In this sense, ***resilience is the natural outcome of sustained entrepreneurial vitality.***

Conclusion

This study set out to explore how Corporate Entrepreneurship (CE) can serve as a strategic lever for building Organizational Resilience (OR) in turbulent environments. By integrating the three dimensions of CE (innovation, corporate venturing, and strategic renewal) into a unified framework aligned with the temporal dynamics of resilience (adaptive, regenerative, and preventive), the paper provides both a theoretical synthesis and a conceptual extension of prior research.

From a ***theoretical standpoint***, this work bridges two major yet fragmented research streams: *entrepreneurship* and *resilience*. It conceptualizes CE as a *meta-capability* that orchestrates dynamic capabilities and learning processes to sustain organizational viability.

Innovation enhances adaptability; corporate venturing ensures regeneration; and strategic renewal fosters anticipation and strategic flexibility.

Together, these mechanisms form a *self-reinforcing system* that allows organizations not only to survive crises but to evolve through them.

The proposed model thus advances the understanding of entrepreneurial resilience as an *emergent organizational outcome* which is a property resulting from the interactive and iterative deployment of CE capabilities.

This approach shifts the analytical focus from performance to *evolutionary sustainability*, emphasizing that resilient firms are not those that resist change, but those that continually reinvent themselves through entrepreneurial behaviour.

For *managers*, the results offer concrete pathways to operationalize CE as a resilience-building strategy. In fact, firms should institutionalize innovation as an everyday practice to strengthen adaptive capacity, leverage corporate venturing to transform crises into renewal opportunities, engage in continuous strategic renewal to anticipate change and maintain long-term alignment and cultivate an entrepreneurial culture that fosters learning, empowerment, and confidence in uncertainty.

These implications underline that resilience is not improvised in crisis, it is built progressively through the systematic reinforcement of entrepreneurial behaviours, structures, and mindsets.

At a broader level, CE-driven resilience provides a relevant paradigm for *public policy* and *regional development*. In times of global disruptions such as economic, health, or ecological, societal resilience depends on the entrepreneurial agility of its institutions and organizations. Policymakers can support this process by promoting intrapreneurship, collaborative innovation ecosystems, and sustainable business transformation.

Hence, Corporate Entrepreneurship becomes a driver of collective resilience, contributing not only to firm survival but to societal adaptability and long-term prosperity.

This conceptual study opens several promising research avenues. Future empirical work could test the CE–Resilience relationship using structural equation modelling on longitudinal datasets, explore the moderating role of digital transformation, leadership style, or organizational culture, examine sectoral and regional differences, especially in contexts like tourism, hospitality, or manufacturing and investigate cross-level mechanisms, linking individual intrapreneurial behaviour to collective adaptive capacity.

Furthermore, integrating sustainability and resilience perspectives could help design a new research stream around *Sustainable Entrepreneurial Resilience*, connecting ecological and social renewal with corporate adaptability.

Ultimately, this paper demonstrates that ***Corporate Entrepreneurship is not merely a source of innovation or growth but it is the very foundation of resilience.***

In an era marked by complexity and uncertainty, organizations that cultivate entrepreneurial behaviour at all levels are better equipped not only to absorb shocks but also to transform disruption into renewal.

As such, the dynamic interplay between innovation, venturing, and renewal ensures that resilience becomes a *permanent state of strategic readiness*.

The essence of entrepreneurial resilience lies not in resistance to change, but in the ***capacity to reinvent continuously***, a lesson that remains vital for organizations, societies, and economies facing the challenges of the 21st century.

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