

Designing a Corporate Entrepreneurship Process Model in the Cellulose Industry Using a Data Theory Approach

Abstract

Corporate entrepreneurship in a competitive environment along with extensive developments in various industries and organizations is an effective and efficient approach and action to achieve organizational goals. The present research study aimed to provide a corporate entrepreneurship process model for businesses active in the Iranian cellulose industry. Having explanatory aims in mind, the researchers used a mixed approach to obtain practical results. The data used were collected using library resources and through a series of semi-structured interviews with 20 Iranian cellulose industry experts who were purposefully selected for the study. Data analysis was done using the data theory method and three-stage coding (open-axis-selective) in the form of 259 open codes, 24 axial codes, and 5 selected codes. Findings showed the main market information drivers are: the central phenomenon (corporate entrepreneurship process) including a 9 - step strategy, idea generation, market analysis, idea analysis, idea selection, idea refinement, concept creation and construction, marketing and commercialization, and its causal preconditions, including business competencies, human resource requirements, managerial competencies. Background factors including political and legal contexts, social context, and intervention factors such as economic and technical contexts were considered to be effective on strategies (human resource strategies, marketing strategies, knowledge strategies, and network strategies). Finally, the organizational performance and social consequences of these strategies were discussed.

Keywords: *Corporate Entrepreneurship, Cellulose Industry, Business, Process Model*

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Introduction

Nowadays, many organizations are surrounded by several ever-increasing changing conditions as well as turbulent and competitive environments. These rapidly changing factors along with technological advances have led to numerous innovations (Alam, Kousar, Shabbir, and Kaleem, 2020). The economic growth and development in the society and also rapid changes in the international community, and the transition from the national economy to the global economy requires various strategies.

In Iran, numerous commercial companies are not in a favorable situation due to the terrible economic situation and the existing sanctions. As the evaluation of the "Institute of Business Studies and Research" shows, during the period 2007-2007, GDP increased from 5816 to 6099 thousand billion rials, which shows a slight growth. According to the evaluation of the "Institute of Business Studies and Research", Iranian GDP in the year 2007 increased from 5816 to 6099 thousand billion rials, which is considered a slight growth. That is to say, national income in the period under review has increased from 5183 to 4166 thousand billion rials (a decrease of about 20%) which indicates a sharp decline in the income and welfare of producers in the country (Institute of Business Studies and Research, 2019). So, to improve this situation, organizations and companies should use certain appropriate strategies among which is the concept of corporate entrepreneurship (Blanka, 2019). On the other hand, with the increasing population of Iran and raising the level of knowledge and awareness of people about health, the per capita consumption of health

cellulose products in the country is increasing, which makes it inevitable to strengthen this industry more than before.

However, the experts in the field of cellulose industry believe that due to ever-increasing intense competition in this industry along with other factors such as the recent market turmoil, unconventional competition, violations of standards and hygiene, and the entry of counterfeit goods and smuggling, the entry of foreign companies into the Iranian market have all led to a weakened industry and in turn caused irreversible effects on cellulose manufacturing companies. However, field studies have shown that some active companies have been able to successively pass this tough competitive market to some extent thanks to certain corporate innovative entrepreneurship strategies while most of these companies were unaware of the effects of corporate entrepreneurship. This will make it necessary to address the concept of corporate entrepreneurship to provide practical solutions in this area. The goal behind the present study is to provide a model that can examine the dimensions and components, as well as the stages of realization of corporate entrepreneurship according to the environmental, cultural, geographical, economic, and political conditions of Iran. The main questions leading the study were: what are the main dimensions and sub-components that could shape corporate entrepreneurship appropriate to the business environment in Iran? What are the stages of formation and corporate entrepreneurship model in commercial companies active in the cellulose industry?

Theoretical basis

To some researchers, corporate entrepreneurship is seen as a multidimensional concept, and define it as the sum of corporate innovation, venture capital, and strategic restructuring activities (Sakhadari and Bergers, 2018). They believe that corporate entrepreneurship is a prerequisite for the survival of companies and the creation of wealth in a competitive business environment (Bojica, Fuentes, Perez, 2017). Corporate entrepreneurship has various dimensions such as innovation, risk-taking, pioneering, and strategy renewal (Wei and Ling, 2015). Thus, thanks to their skills in identifying opportunities and situations and creating momentum to develop opportunities, corporate entrepreneurs are the real pioneers in achieving the goals of a business (Chakrabarty, 2021). Moreover, Stoner et al. (1995) argue that corporate entrepreneurship involves the development of entrepreneurial behaviors within the organization.

Thus, corporate entrepreneurs are the real pioneers in achieving the goals of a business thanks to their skills in identifying opportunities and situations and creating momentum to develop opportunities, (Amu, 2010). Alam., Nasir, , and Rehman, 2020) do believe that corporate entrepreneurship involves the development of entrepreneurial behaviors within the organization. That is to say, the company can foster profitable innovations by encouraging employees to think like entrepreneurs and giving them the freedom and flexibility to pursue a certain project without engaging them in bureaucratic stagnation (Moghimi, 2007). Stevenson & Jarillo (2007) define corporate entrepreneurship as the process by which individuals within an organization pursue opportunities independent of the resources they currently control. They also call it creating new things and moving from routine activities to pursuing opportunities (Wesper, 1990) and the spirit of entrepreneurship within the organization (Beaver, 1995). On the other hand, corporate entrepreneurship is seen as the creation of a new business by the organization or the stimulus for innovation and innovation within the organization (Sharma and Kariman, 2007) which involves expanding the scope of company competition and related opportunities through a new combination of resources created within the organization (Gerards, van Wetten, and van Sambeek, 2020). Corporate entrepreneurship (entrepreneurial activities and tendencies in the organization) is an important component of economic development and wealth creation in an organization (Gerards, van Wetten, and van Sambeek, 2020). Entrepreneurship experts acknowledge the importance of innovative processes in creating create business ideas and identifying business opportunities. Opportunity identification is a multi-step process that begins with the creation of a business idea in which the entrepreneur continually develops the optimal

business opportunity. The ability to generate a large number of business ideas is not related to investment growth. The ability to generate innovative business ideas is important as compared to higher experience growth rates (Huang , Yang Lin and Hsieh ,2021) and it is only possible when this process is divided into specific steps. Since the core of entrepreneurship is the creative business idea, the first step in the corporate entrepreneurship process is to come up with an efficient idea. Although there are many behavioral barriers to behavioral issues and the unique characteristics of entrepreneurs in industrial companies, the corporate entrepreneurship model should also include human and software factors. Entrepreneur managers and employees of Iranian manufacturing and service companies possess certain behavioral characteristics such as responsibility, self-confidence, determination, innovation, desire for success, tolerance of ambiguities, adaptability, analysis, hard work, foresight, entrepreneurial behavior, commitment, knowledge of work social status, and strong managerial motivation (Moghimi, 2007). While successful companies start with small, credible groups and command of top leadership, the first task is to reach an agreement (at least compromise) with senior management according to the goals and prospects ahead. The new leaders in this field are often surprised at how much time they have to spend talking to company management and work units. Nevertheless, this volume of interactions is essential not only to support this new initiative but also to prevent the formation of this mentality in the internal stakeholders that corporate entrepreneurship is a threat to the existing operations of the company (Chakrabarty, 2021). To overcome these barriers and foster corporate entrepreneurship within the organization, an organization needs to identify the factors which limit corporate entrepreneurship. Then, managers need to implement at least some aspects of successful innovative companies after identifying the existing limiting factors. However, the type of management structure of the organization(public or private) can make a significant difference in the entrepreneurial nature of the company in both groups. However, the type of management structure of the organization, whether public or private, can make a significant difference in the entrepreneurial characteristics of the company in both groups Blanka , 2019) argued that in the governmental and semi-governmental sectors of the organization, the rewarding system is weak and there is a lack of managerial initiatives, flexibility, and independence. In such organizations, employees are reluctant to the outcome-oriented risk-taking. Although most companies enjoy resources such as talent, capital assets, and infrastructure for entrepreneurship, they are not used optimally. Political interference and organizational structure are the main challenges facing organizations that implement corporate entrepreneurship. The hierarchy and focus of the organization may decrease its'

ability to manage and accept entrepreneurship. Innovation has a positive effect on performance including striving for novel ideas, being creative in operations, developing new quality products, introducing new technologies, customer focus initiatives, and continuous improvement, all of which affect the overall performance of the company, and in turn enhances the corporate entrepreneurship. The strategic goal of managers in this field should be the creation of a new organizational environment based on strong interaction between people to achieve synergistic effects in domestic entrepreneurial activities (Nia Motsova, 2019).

Review of related literature

A review of related studies shows that although there is no process and integrated model with specific components and steps for corporate entrepreneurship, preliminary information can be provided for the development of such a model based on the findings of past research studies.

In a study entitled "Statistics of corporate entrepreneurship components and its relationship with the financial performance of selected companies", Tak Rusta et al. (2016) justified that companies enjoy entrepreneurial characteristics to create change in their organization. They also showed that taking advantage of corporate entrepreneurship would improve corporate performance and creates value for shareholders and other stakeholders. Saeidian et al. (2017) in a study titled "Presenting a new model of corporate governance and corporate performance: corporate social responsibility and entrepreneurship and the moderating role of information technology" emphasized the positive and significant effect of corporate governance on corporate performance; Corporate governance over social responsibility, corporate governance over corporate entrepreneurship; social responsibility on company performance; corporate entrepreneurship on corporate performance. However, the moderating role of information technology in the relationship between corporate entrepreneurship and corporate performance and the relationship between corporate governance and corporate performance was not confirmed. Aina and Solikin (2020) thought that companies that employ corporate entrepreneurship may survive in various business challenges such as the emergence of a foreign competitor, emerging technology, reducing the number of employees, the quality of work, and other issues. The external and internal environments are the determining factors for corporate entrepreneurship. So many factors such as environmental dynamics, technological opportunities, industry growth, the demand for new products, an unfavorable change, and the intensity of competition in the external dimension play a significant impact on corporate entrepreneurship. At the same time, internal factors such as

interactions, formal control, environmental evaluation, organizational support, competition-related values, and individual-related values may affect it. These effects on the growth and profitability of the company are shown to be an element to increase the company's performance (Aina and Selukin, 2020). To Rojas et al. (2020), having information technology capabilities along with traditional entrepreneurial capabilities is necessary to achieve corporate entrepreneurship. According to his views, four entrepreneurial capabilities, including organizational innovation, business creation, self-innovation, and leadership, are the main components of corporate entrepreneurship along with business intelligence and improving organizational performance; since business intelligence, thanks to its immense data, technological infrastructure, and ever-increasing technology competition in communication and information technology (IT) and media play significant roles in business management. These components, not only increase entrepreneurial capabilities but also contribute to more knowledge in the field of corporate entrepreneurship evaluation.

Sanchez et al. (2018) also studied the factors and limited dimensions of corporate entrepreneurship including environment, absorption capacity, technological skills, and shareholder capacity. In another research study, Kuratko et al. (2015) addressed the various dimensions of corporate entrepreneurship and emphasize the effects of these dimensions on corporate entrepreneurship (Blanka, 2019). Moreover, Martin Rojas et al. (2017) investigated the relationships between several dimensions of corporate entrepreneurship, including pioneering, strategy renewal, innovation, technology-related competencies, and business investment. Sakhdari and Bargars (2017) discussed the effective roles of organizational absorption capacities in corporate entrepreneurship. However, the lack of a model that can examine the main and secondary dimensions and components as well as the stages of the formation of corporate entrepreneurship according to the environmental, cultural, geographical, economic, and political conditions of Iran is deeply felt. In a model presented by Chakrabarty, (2021), the focus is on the public sector. They argue that corporate entrepreneurship is the result and output of two groups of factors: 1. Public sector organization (structure, decision-making, reward, culture, risk-taking, and activity) and 2. External environment (environmental generosity, politics, complexity, and variability). It is good to know that the interaction of these factors will help corporate entrepreneurship to emerge in the form of innovations and reflect in the form of business performance including growth, development, and productivity. Nevertheless, this model has a very static perspective as compared to the concept of corporate entrepreneurship. A review of the research literature and

theoretical foundations by two groups of researchers in the field of corporate entrepreneurship shows two main currents: the first group is studies that have tried to explain the nature of corporate entrepreneurship and have tried to distinguish it from its similar concepts. Corporate entrepreneurial activity is mainly based on an active person who performs entrepreneurial action within the organization. In this concept, corporate entrepreneurship is seen as an activity that when recombining the organizational goals (Lim and Javarpna, 2014) and fostering entrepreneurial behaviors enables the discovery and exploitation of entrepreneurial opportunities within the existing organization (Stevenson and Garlio, 2007). Corporate entrepreneurship, in this perspective, includes entering a new business (within the parent company), expanding the scope of the company's competition, and organizational modernization. Moreover, in some studies, the researchers have tried to explain the causal relationships between the organizational and environmental dimensions of corporate entrepreneurship and the functional consequences of these relationships. These types of studies addressed the position of knowledge, innovation, and absorption capacity in

organizations. In addition to these studies, others have investigated the place of ideas and opportunities in corporate entrepreneurship and have included concepts such as attitudes and entrepreneurial awareness. Finally, another major focus of the literature review is the area of organizational competencies and organizational structure supporting corporate entrepreneurship. The present research project deals with the lack of two groups of studies including the studies focused on corporate entrepreneurship with a process approach as well as the existing shortcomings in terms of addressing the concepts of knowledge, innovation, and enterprise absorption capacity. Therefore, the theoretical gap of the present study seems to be "the lack of a study that specifically explains the concept of corporate entrepreneurship in the form of a process model concerning the position of knowledge and innovation." Based on the results of previous research in the field, the conceptual model of the present study, which shows the influential variables in the formation and effectiveness of the concept of corporate entrepreneurship is shown in Figure 1.

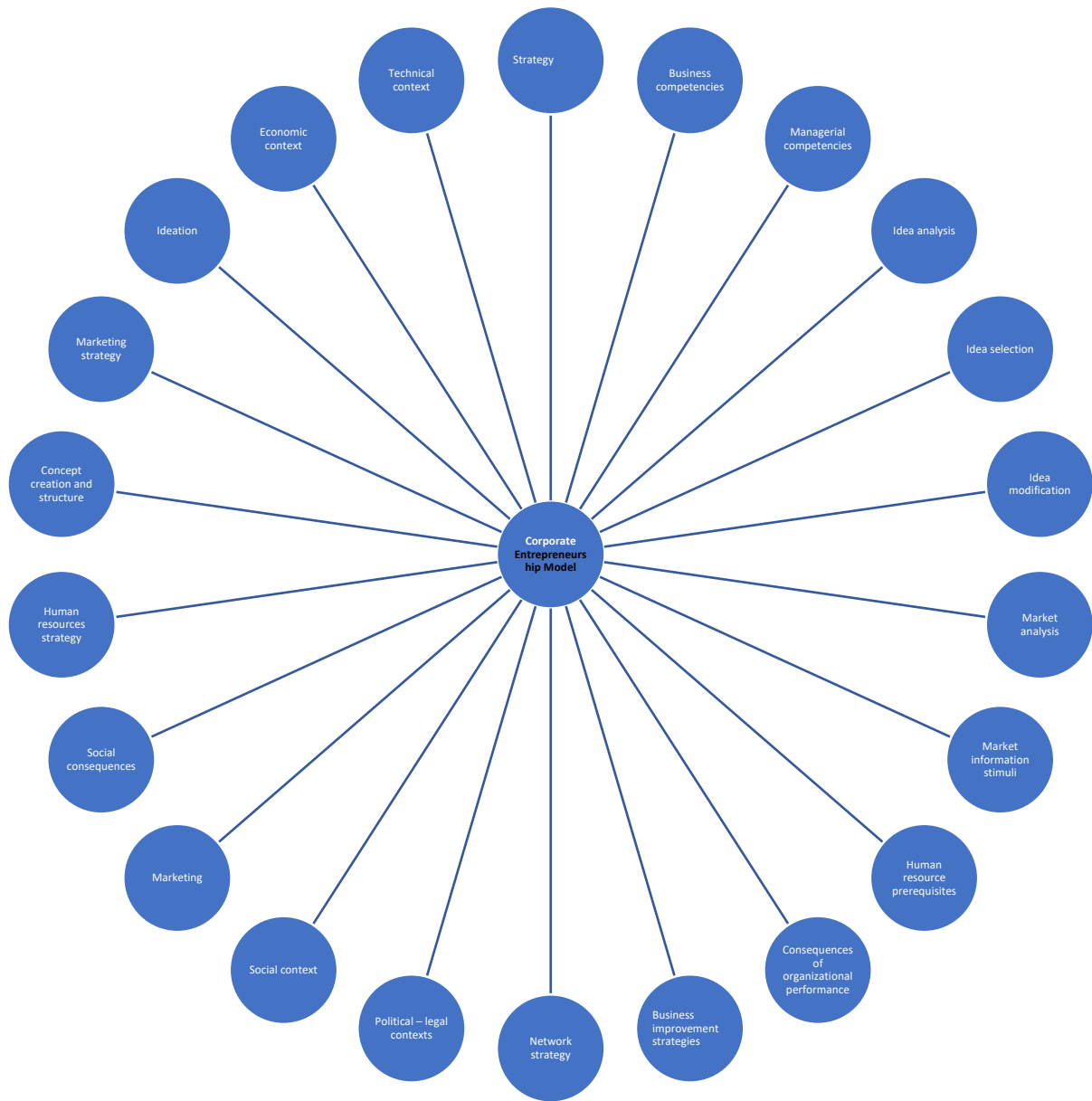


Figure 1: Research Conceptual model. Source: Researcher

Research method

During the present study, an interpretive philosophical perspective is used because the human aspect of the phenomenon as social actors is abstract and the perceptions of the people and the phenomenon under study are abstract. The population of this study is the managers and activists in the business field of the cellulose products industry, with at least 5 years of experience in executive management. Using a purposeful manner and a snowball approach, the sample of the study was selected from experts in the field. To ensure the validity of the study, 16 interviews and 4 more interviews (20 interviews in total) continued until theoretical satisfaction. Being applied in terms of purpose and explanatory in terms of the result, the present research seeks to identify the elements and relationships in the corporate entrepreneurship process,

and to create such a model it uses an inductive theorizing approach. The grounded theory approach of Strauss and Corbin was used for data analysis. Being a cross-sectional time horizon research, the data were obtained from the experts' opinions at a specific time. The data used in this study were collected using an in-depth interview method and an interview protocol based on a review of the research literature by the researcher. The face validity score and the content of the interview protocol were 87.57% and this value is very desirable according to Chin (Sakhadari and Bergers, 2018). Later, the percentage agreement method between the two coders was used to evaluate the reliability of the interview protocol. Among the obtained results of the interviews, three interviews: namely, first, tenth and fifteenth were selected, respectively, and then were coded separately by two coders (the researcher and an expert co-researcher in the field of

entrepreneurial knowledge and qualitative research). According to this study, the reliability coefficient for the interview protocol in this study was equal to 75.6% which is (from the researchers' point of view) a desirable amount. Since the minimum acceptable value for the reliability coefficient was 0.6 (60%) -three- coding step was taken to analyze the data as follows: 1. Open coding, 2. Axial coding and 3. Selective coding (Sakhadari and Bergers, 2018). Open coding is defined as the process by which data is classified into specific semantic units. In axial coding, one of the classes is selected as the central class and the relationship of the other classes was determined. Finally, in the selected step, the classes were integrated and developed in the form of a theory. To perform qualitative analyzes, Atlas.T software version 7 was used during the present study.

Findings

The first group of findings provides the demographic characteristics of the participants of the study. 20 people (6 people with a master's degree and above, 10 with bachelor's

Table 1: Summary of Selected Coding Results.

Source: researcher

degrees, and 4 with associate diplomas) who were active in the cellulose industry in various organizational positions participated in the study. The average work experience of the participants was 16 years and the average work experience in the cellulose industry was 9 years.

Preliminary open coding resulted in 318 in 839 replications. Later, after merging the overlapped semantic cases, the codes were reduced to 259 open codes. During the following step, axial coding was performed and in the final step of foundation data theory analysis, selective coding was done. This is a process by which the identified classes are linked to the central class and the final basis for the data theory of the foundation is provided (Babchak, 1996). In other words, it is a process in which a central class is selected and other classes are systematically linked, relationships are accredited, and the classes that need further refinement and development are proliferated (Strauss & Corbin, 1990). A summary of the obtained results of this step can be seen in Table 1 below.

no	Main category	Main category	Open codes
1	Causal conditions	Business competencies	Respect for people's ideas
2			Welcoming ideas
3			Production facilities
4		Human resources requirements	Personal Occupational safety
5			Sensitivity of personnel to the existence of the problem
6		Managerial competencies	Entrepreneurial passion
15			Pioneering
22		Market information stimuli	Wholesale Feedback
23			Customer feedback
29		Corporate Entrepreneurs Process (Phenomenon-oriented)	Strategy
30	Idea targeting		
37	Ideation processing		Modeling of unsuccessful experiences
38			Modeling of foreign samples
39			Modeling of successful experiences
51	Market analysis		Market demand forecasting
52			Market share forecasting
53			Market needs analysis
64	Idea analysis		Market feasibility
65			Financial feasibility
66			Technical feasibility
77	Idea selection		Choosing an idea based on customer satisfaction
78			Select an idea based on cost
84	Idea modification		Revision and modification of the idea

no	Main category	Main category	Open codes	
85			Patent	
86		Creating concept and structure	Strategic product targeting	
87			Product prototyping	
88			Product packaging	
98			Marketing	Limited sample supply to the market
99		Corporate gifts		
100		Choosing the best marketing method		
112		Commercialization		The decision for mass production
113			Determining warehousing requirements	
114			financing	
122			Strategies	Human resources strategies
123		Continuous training		
132		Marketing strategies		Attending international exhibitions
133				Marketing
134	Entering a new market			
141	Knowledge strategies	Keeping business secrets		
142		Recognizing the weaknesses of products on the market		
152	Network Strategies	Strategic partnership		
153		Networking		
154		Organizational interactions		
155	Business Improvement Strategies	Process redesign		
156		Technology updates		
163	Underlying and intervening factors	Political-legal context		Standards of the Ministry of Health
164				Government bureaucracy
165			Currency allocation	
174		Social context	Role pattern	
175			Tendency to consume domestic products	
176			Organizational atmosphere	
184		Economic context	Monopoly	
185			Banks	
201		Technical context	Project size	
202			Business size	
207		Consequences	Organizational performance consequences	Error avoidance
208				Effectiveness
210				Creating a business decision model
220			Social consequences	Improving the quality of life
221	Creating convenience for the customer			

Conclusion and discussion

During the present study, the first question of the study dealing with identifying the shaping and influencing factors on corporate entrepreneurship in the cellulose industry was

addressed and then for the second research question, the corporate entrepreneurship model in manufacturing businesses with a focus on the Iranian cellulose industry was investigated. Findings showed that to achieve the corporate entrepreneurship process, the existence of certain basic

preconditions is necessary which fall into four main categories: business competencies, human resource requirements, managerial competencies, and market information stimuli. Moghimi (2007) also believes that among other businesses, the ones that can effectively use the mental power of their human resources could ensure their survival, growth, and profitability using their creativity, innovation, and entrepreneurship in creating products and services. Being elite and known for their capabilities, entrepreneurs can provide sufficient resources for the growth and development of production. To this end, human resource elements not only have created new professions but also have increased the range of new products and services tailored to customer needs through industrial innovations. Moreover, some studies have addressed the effective role of business competencies in promoting corporate entrepreneurship (Rojas et al., 2017). Finally, while the role of information stimuli is not explicitly mentioned in the previous research literature, Shaw et al. (2005), emphasizing the role of social interaction, believed that social interaction may provide conditions for effective exchange of information and resources and decreases the uncertainty. In this study, it was found that the corporate entrepreneurship process and its executive activities in 9 consecutive stages are: strategy planning, idea generation, market analysis, idea analysis, idea selection, idea refinement, concept formation and structure, marketing, and commercialization. Although in the research literature no such arrangement was observed for corporate entrepreneurship activities and no process model was not addressed, thanks to the references to various dimensions are a clear sign of novelty in the present study in aggregating and completing these steps. For instance, strategy modernization has been termed the next dimension of corporate entrepreneurship (Wei and Ling, 2015), (Rojas et al., 2017). In addition, ideation generation, after strategy modernization, plays a major role in the corporate entrepreneurship literature. According to Van de Van et al. (1984), the idea of business is a mixture of complex elements and patterns that follow certain principles of system integration for their selection and evaluation which are a function of the real conditions in a company and its work method, organization, customers, processes, and strategies. Shaw et al. (2005) stated that in the discovery phase related to the innovation process, the main emphasis is on finding an idea that can stimulate opportunities. There are two distinct steps to doing this. The opportunity recognition and review and evaluation of the identified opportunities. The implementation phase is when the development of the idea has taken place and the commercialization and the output stages of innovation are namely acceptance and distribution of a new product. During this phase, the output is the successful and profitable launch of the product or the failed action which leads to failure. These phases of innovation are described in the micro-level model,

which focuses on supporting processes and maps. (Shaw, 2005). These phases of innovation are described in the micro-level model, focusing on supporting processes and maps. (Shaw, 2005).

Following the concept of ideation in the corporate entrepreneurship process resulting from this study, there is the concept of market analysis. According to this model, market analysis precedes idea analysis, idea selection, and idea modification. Present studies in the field of corporate entrepreneurship indicate that the most common practice of the last century is to start the investment process with a clearly defined goal and to continue by analyzing competing markets, customers, and potential future development, thus reducing the likelihood of false surprises. To facilitate their innovation activities and to compare and evaluate their innovation portfolio with more emphasis on detailed work planning, organizations integrate this causal structure into their organization by implementing a step-by-step process. It is through aftermarket analysis (based on market data) that the ideas are analyzed and modified and the most efficient idea is selected. However, this topic did not receive much attention from the existing studies and researchers. In addition, the concept of **concept creation** has not received much attention in corporate entrepreneurship studies and is often seen in the literature on new product management.

The next step in the corporate entrepreneurship process model is marketing activities. This concept has extensively attracted many scholars in the corporate entrepreneurship research literature. For example, Bojica(2017), argues that since the goal is customer creation, every company must perform two basic operations of marketing and innovation.

Finally, the corporate entrepreneurship process ends with the commercialization of the product (product or service). Although the concept of commercialization has been widely mentioned in the research literature, it is not considered as part of the model in the company entrepreneurial literature and this is also a part of the theoretical foundations of the present study. In addition to the corporate entrepreneurship process, the present research study identified its implementation strategies as human resource strategies, marketing strategies, knowledge strategies, network strategies, and finally, business improvement strategies. Moreover, contextual factors including political-legal context, social context, economic context, and technical context were also identified in that regard. Finally, it was found that the existence of corporate entrepreneurship can lead to two categories of consequences for the organization and society: the consequences of organizational performance (error avoidance, effectiveness, increasing market share, creating a business-specific decision

model, business productivity, turning tacit knowledge into explicit, liquidity growth, internal satisfaction, competitiveness, profitability, better product quality, continuous learning, and innovation) and social consequences (improving the quality of life, facilitating the customer, public health, exports, reducing customer time, reducing customer costs and demand balance). Being novel, these findings have never been mentioned in previous corporate entrepreneurship models.

Suggestions for future researchers

The findings of the present study showed that corporate entrepreneurship follows a nine-step process model with a specific logical sequence. Therefore, when implementing it in the organization, it is suggested that the desired activities follow a specified order from strategy to commercialization.

According to the findings of the study, the realization of corporate entrepreneurship requires the existence of certain competencies in business, including respect and acceptance of ideas and organizational flexibility. Therefore, it is recommended that the entrepreneurs create a desired atmosphere of ideation by individuals for the realization of corporate entrepreneurship.

Given that the prerequisites of human resources and especially job security of individuals are among the top prerequisites for achieving corporate entrepreneurship, it is suggested that in active businesses in this industry, the field of corporate entrepreneurship be strongly encouraged by reviewing the structure of human resource management.

The obtained results of the present study show that to achieve corporate entrepreneurship, it is necessary to have certain managerial competencies, including entrepreneurial enthusiasm. Therefore, it is suggested that the necessary conditions to promote corporate entrepreneurship is provided by planning an executive coaching mechanism and retraining managers.

The findings of this study showed that market information drivers are among the top prerequisites of corporate entrepreneurship. Therefore, organizations need necessary mechanisms to create market monitoring and management of environmental and organizational knowledge in businesses active in the industry. It was also found that marketing strategies are among the most important strategies which lead to the realization of corporate entrepreneurship. Therefore, it is suggested that, by creating market study systems, up-to-date information on customer needs, behavior, and experience, and the requirements of existing and potential markets is obtained

in these businesses, followed by appropriate strategies for marketing activities.

In this study, it was found that knowledge strategies are among the vital elements of corporate entrepreneurship strategies. Therefore, it is suggested that to realize organizational entrepreneurship in these businesses, specific organizational units for knowledge management are provided.

Because network strategies are among the most important strategies identified in the corporate entrepreneurship process, networking with partner companies, synergy, and creation of shared value are suggested to meet the hidden needs of the customers. Moreover, regarding the fact that business improvement is a basic condition in the realization of corporate entrepreneurship, it is suggested that the possibility of entrepreneurial activities by these companies is increased by re-engineering the production processes in businesses active in the cellulose industry.

For future researchers who intend to work in a field similar to the present study, it is suggested that the model used in the present study be applied in the real environment while removing the possible practical problems. It is also suggested that model separation and identification of specific requirements in the field of production and services be done in future studies.

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