

CREATING SHARED VALUE: A BIBLIOMETRIC REVIEW OF ORGANIZATIONAL LEARNING AND CORPORATE ENTREPRENEURSHIP

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Abstract

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The purpose of this study is to review and synthesize corporate entrepreneurship (CE) related studies using the referencing of their historical principles, and the construction of a new knowledge scheme to represent the current focus of research. This is to provide an integration guideline, which contributes to the comprehension of the current situation of CE and organizational learning (OL). This study was based on Escobar-Sierra, Valencia-DeLara, and Vera-Acevedo (2018) who contribute mapping of the research on CE studies, and Brandi and Thomassen (2020) who conceptualize the integration of CE and OL. The search result found 52 articles between 1996 to 2021 that focused on CE and OL. In the context of this study, the concurrency of the terms found in the topic of various scientific articles indexed by Scopus was analyzed using the VOSviewer software. Radically innovations through exploration and exploration are considered fulfilled through the creation of new companies to achieve ambidexterity. New companies by implementing digital platforms that provide process improvement that can open up conversion opportunities for motivation in the absorption of CE in product innovation.

Keywords: Corporate Entrepreneurship, Organizational Learning, New Venture, Creating Shared Value, Bibliometric, VOSviewer

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1. INTRODUCTION

In recent years, the study of corporate entrepreneurship (CE) has attracted extensive attention in strategic management (Acs, Audretsch, Lehmann, & Licht, 2016; Ben Arfi & Hikkerova, 2021; Kearney & Morris, 2015; Nason, McKelvie, & Lumpkin, 2015). It is widely recognized that established organizations and companies need to embrace CE-related values to deal with uncertainty

and competitive pressures (Knight, 2015; Ramachandran, Devarajan, & Ray, 2006). The concept of CE refers to how individuals or groups of individuals create new organizations or promote renewal and innovation in established organizations (Groenewald, 2007). Notwithstanding, not all CE endeavors are something similar. CE can take many structures that might incorporate ongoing changes related to consistent enhancements to items and administrations or inside cycles to changes related

to problematic development related to the making of new business sectors, items, and item classifications (Covin & Miles, 1999). Shared value is a concept introduced by Porter and Kramer (2019), defined as policies and operational practices that improve a company's competitiveness while simultaneously evolving the economic and social conditions in the communities it operates. Creating shared value is by reconceiving products and markets, redefining productivity in the value chain, and building supportive industry clusters at the company's location (Porter & Kramer, 2019). For a company, the initial point for creating this kind of shared value recognises all the societal needs, benefits, and harms that could be personified in the firm's products. The prospects are not static; they continuously change as technology develops, economies change, and societal significances shift. An ongoing examination of societal needs will allow top companies to determine new opportunities for differentiation and repositioning in traditional markets and distinguish the potential of new markets they formerly overlooked. This aligns with the concept of CE as Burgers and Covin (2016), who state that CE consists of a firm's innovation, venturing, and strategic renewal activities.

Organizational learning (OL) is an essential process in CE as organizations work through organizational renewal and the development of new business opportunities (Eric-Nielsen, 2015). OL can be perceived as a mental cycle in which organizations obtain, disperse and decipher data (Sekliuckiene, Vaitkiene, & Vainauskiene, 2018) through different mental cycles (Lenart-Gansiniec & Sulkowski, 2020). Nevertheless, at the same time, OL processes occur at all levels of individual, group, organizational and inter-organizational networks located within the organizational context (Peronard & Brix, 2019). Since OL consists of mental and social processes, it is necessary to consider OL, especially in CE, where companies have to process information in an ambiguous and uncertain environment. Learning has been carried out for decades, and a comprehensive review is needed to see scientific developments. VOSviewer is used to conduct bibliometric analysis as a study from CE to OL based on research developments carried out from 1996 to 2021.

Escobar-Sierra, Valencia-DeLara, and Vera-Acevedo (2018) proposed a bibliometric CE study, which maps knowledge of CE development from 2001 to 2016. Furthermore, research on the conceptualization of the relationship between CE and OL was proposed by Brandi and Thomassen (2020). Proposed research conceptualizing the integration of CE and OL suggests sustainable practices in organizations. This study seeks to bridge past studies by integrating the latest research on CE and OL. This study aims to harmonize research on CE and OL, regulate the bond between the two concepts, and build a reliable, common thread from the findings of bibliometric methods for practical and academic use.

The quantity of scientific literature on specific study disciplines or topics is usually massive, making it difficult for researchers and practitioners to provide an organized overview of appropriate information (Webster & Celik, 2014). Bibliometric analysis is a technique that can deliver a macro outline of a massive amount of academic literature

(Gallegos, Pérez-Acosta, Klappenbach, López, & Bregman, 2020). Through the quantitative analysis of publication past information, the characteristics and development of scientific yield in a specific research discipline can be mapped (Jia et al., 2014). Bibliometric methods can evaluate the performance and research patterns of countries, authors, journals, and research institutes and can be used to classify and measure cooperation patterns among them (Li & Zhao, 2015). Influential authors and publications and core institutions, countries, and journals published on specific topics can also be acknowledged. The number of various journals published on a specific topic and the subject category assigned to the publication can indicate the diversity of research topics and the multidisciplinary characteristics of the research field. Bibliometrics can reveal the latest developments, leading topics, and research directions in exact research fields (Jia, Dai, & Guo, 2014). Bibliometric analysis can also identify current gaps in a research discipline, including gaps in content and geography (José de Oliveira, Francisco da Silva, Juliani, César Ferreira Motta Barbosa, & Vieira Nunhes, 2019). In addition, bibliometrics can play a decisive role in science-related decision-making methods. It is generally used to rank applications for academic positions and to evaluate the performance of journals, countries, and institutions. This study proposes synthesizing and reviewing studies related to CE and OL, then constructing a new knowledge schema to guide their integration for future research.

The remainder of this paper is structured as follows. Section 2 reviews the introductory literature regarding CE and OL. Section 3 explains our dataset and the methodology to observe it. Section 4 presents the result of the study. Section 5 concludes this study and offers a suggestion for future research and application regarding this study.

2. LITERATURE REVIEW

2.1. Corporate entrepreneurship

Corporate entrepreneurship (CE) refers to individual or group actions, initiating innovation, and organizational renewal or the creation of new ventures (Burgers & Covin, 2016; Guth & Ginsberg, 1990) so that the organization can lead or quickly adapt to ever-changing market preferences (Eric-Nielsen, 2015; Garvin & Levesque, 2006; Kuratko & Audretsch, 2009). Ginsberg and Hay (1994) recognized that CE is a blend of hierarchical and base-up drives in organizations, a predominant talk inside the CE field has been how to make sense of CE as a managerial activity. CE is, in this viewpoint, comprehended through classic designs and vital drives to all the more likely to control and work with execution enhancement (Covin & Lumpkin, 2011). The bottom-up approach is yet to be viewed as the most viewpoint with respect to CE hypothetical and functional concentration, but Hayton and Kelley (2006) attempt the expressed way to deal with distinguishing CE capabilities by connecting this to learning components. By and by, CE is a mind-boggling, context-oriented peculiarity. More lately, the field has seen increased examinations that utilize single-case plans to investigate and comprehend workers' intrapreneurial rehearses as friendly and social peculiarities (Badoiu, Segarra-Ciprés, & Escrig-

Tena, 2020). CE comprises multiple actors and actions within the firm to create new value, such as novel organizations, new procedures, and new services, in communal efforts tying this to the field of OL (Ámo, 2018).

To emphasize the framework inside an organization, this paper will focus on the strategic entrepreneurship systems of CE. Strategic entrepreneurship can take the form of strategic renewal, sustained regeneration, domain redefinition, organizational rejuvenation, or business model reconstruction (Brandi & Thomassen, 2020; Czop & Leszczynska, 2011; Glinyanova, Bouncken, Tiberius, & Cuenca Ballester, 2021; Shepherd, Covin, & Kuratko, 2009; Tootoonchy & Sajadi, 2021; Worthington, Collins, & Hitt, 2009). Respectively, model of strategic entrepreneurship has a different innovation focus. The focus of innovation sustained renewal is a continual product or service innovation; the focus of organizational transformation is the firm's internal processes, structures, and capabilities; the focus of strategic renewal is the way the firm competes; and the focus of area redefinition is to find new markets (Dess et al., 2003). Researchers in CE and OL have contended that these two exploration customs are exceptionally entwined. Associations that influence information to their upper hand can likewise foster different business open doors (Dess et al., 2003; Kuratko & Audretsch, 2013; Rauch, Wiklund, Lumpkin, & Frese, 2009). Currently, settled organizations can foster a strategic advantage in the various types of CE by making new information pertinent to improve new items, refreshing current strategic approaches, or rectifying misalignments. As past researchers have contended, OL intervenes in connecting CE and result factors because of classic learning elements (Dess et al., 2003).

2.2. Organizational learning

Organizational learning (OL) is how to: exploit knowledge; organizations generate; and disseminate, explaining it into innovation (Cyert & March, 1963; Wilden, Hohberger, Devinney, & Lavie, 2018). OL can be crudely characterized as functionalistic or constructionist based on overall descriptions of management and organization studies (Popova-Nowak & Cseh, 2015). A constructionist understanding of an OL as a socio-cultural marvel refers to the "cooperative activity of individuals and groups in doing" real work "informed by the context of a particular organization or group" (Cook & Brown, 1999, pp. 386-387). As a result, learning results from patterns of access and participation in the community of practice, presenting a place of action and focusing on what people in the space do (Pyrko, Dörfler, & Eden, 2019).

Research has publicized that learning increases the efficiency of organizational actions and leads to affirmative results like improved performance and innovation (O'Shea, 1999). Study by Jiménez-Jiménez and Sanz-Valle (2011) showed that OL affects innovation. Chiva and Alegre (2009) observed experimental proof that knowledge expands product performance in investigating ceramic tile makers. OL has likewise been displayed to affect an organization's capacity to perceive and seek entrepreneurial occasions, and along these lines, it is vital in CE (Lumpkin & Lichtenstein, 2005).

3. RESEARCH METHODOLOGY

Bibliometric methods are acquiring more consideration in entrepreneurship since bibliometric methods empower the measurement of scientific activity in the field of study in a quantitative approach and more objective methods utilizing research patterns and opportunities based on distributions and reference information (Glinyanova et al., 2021). There are two types of mapping in bibliometric research: 1) a distance-based map showing the strength of relationships based on distances between datums, and 2) a graphically based map that only shows relationships between datums without showing strength (van Eck & Waltman, 2010).

VOSviewer is software developed to build and review bibliometric maps, of which VOS stands for Visualization of Similarities (van Eck & Waltman, 2010). VOSviewer builds mapping based on matriculation of repeated occurrences from the database used as input. VOSviewer then arranges the database into a two-dimensional map and places the datum according to their relationship. The corresponding datum will be placed adjacent (van Eck & Waltman, 2010).

The used dataset was obtained from Scopus on August 8, 2021. Scopus was chosen as the dataset because Scopus is the publisher under the auspices of Elsevier, which is included among the top 3 publishers based on journal price and APC (Kim & Park, 2020). To include all relevant studies regarding CE and OL, the search strategy used is shown as follows, "corporate entrepreneurship" AND (organizational learning OR organisational learning). The search found 52 publications from 1996 to 2021 focused on CE and OL. In the framework of this research, the concurrency of the terms initiated in the field of various scientific articles indexed by Scopus is analyzed using the VOSviewer, a software tool for constructing and visualizing bibliometric webs. The VOSviewer is primarily used when working with small and large datasets; it displays data maps and various analytical analyses. This software lets the development of an information map based on the terms acknowledged and classified in categories depending on the topic or year of publication (Merigó, Pedrycz, Weber, & de la Sotta, 2018). The following is a knowledge map classified by categories and some concurrent CE terms.

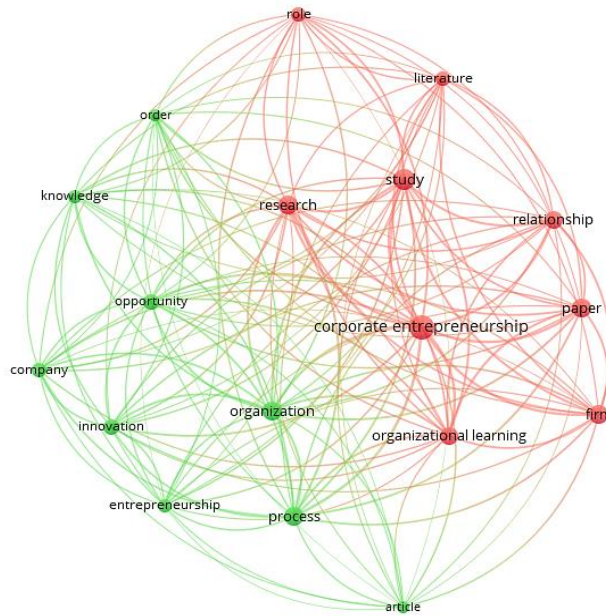
4. RESULTS AND DISCUSSION

The most influential keyword in this study is Corporate Entrepreneurship, with 40 occurrences, followed by a firm by 23 entries. We may conclude that Corporate Entrepreneurship is occurring in the firm setting. Firms occupy entrepreneurship to upsurge performance through both strategic renewal and the creation of new venture opportunities (Lumpkin & Lichtenstein, 2005). Studies on firms by Sundbo (1996, 1999) discuss the empowerment system, a controlled empowerment system that will trigger the innovation process in organizations and is an essential thing in low-tech firms. In contrast, Sundbo (1996, 1999) suggests that the CE process would occur in the smaller company. Ahuja and Lampert (2001) state that CE also occurs in the larger company.

Burgers and Covin (2016) argue that structural differentiation and integration on CE levels are qualified by organizational size and environmental dynamism, while the ability to create shared value applies equally to cutting-edge economies and developing countries. However, the specific opportunities will vary (Porter & Kramer, 2019).

Nason et al. (2015) find that the process of CE may differ based on the company's scale; for example, large public organizations may experience fast expansions, and smaller firms like SMEs and micro enterprises would encounter a slower pace, except for the firms categorized as startups.

Figure 1. VOSviewer of organizational learning and corporate entrepreneurship



The resources may affect the CE process in the firm setting. Firms' innovation performance and productivity depend on fetching the entire organization in the innovation process (Bogers, 2018). Firms might begin two systems of organizing innovation activities; one is the expert system, and the other is the empowerment system (Sundbo, 1996). Aside from their entrepreneurial orientation, entrepreneurial and innovation performance in

a firm setting is influenced by external knowledge such as shared visions, strategic fit, and market orientation (Shum & Lin, 2010). Kakapour, Morgan, Parsinejad, and Wieland (2016) find that learning orientation, market orientation, and interaction are undoubtedly related to opportunity recognition, positively impacting firm-level CE. The results from VOSviewer are represented in Table 1.

Table 1. Data occurrences of organizational learning and corporate entrepreneurship

<i>Cluster 1</i>	<i>Occurrences</i>	<i>Relevance</i>	<i>Links</i>	<i>Total link strength</i>
Corporate Entrepreneurship	40	1.57	17	246
Firm	23	1.48	17	145
Literature	14	1.02	17	97
Organizational Learning	22	0.78	17	166
Paper	23	1.29	17	149
Relationship	20	0.84	17	132
Research	24	0.88	17	163
Role	15	1.46	17	99
Study	30	1.26	17	189
<i>Cluster 2</i>	<i>Occurrences</i>	<i>Relevance</i>	<i>Links</i>	<i>Total link strength</i>
Article	10	1.24	17	66
Company	15	0.89	17	104
Entrepreneurship	13	1.14	17	90
Innovation	17	0.67	17	126
Knowledge	13	0.60	17	97
Opportunity	16	0.61	17	130
Order	11	0.65	17	90
Organization	25	0.75	17	180
Process	25	0.86	17	169

The data analyzed from VOSviewer shows that each cluster contains nine items that represent each of the containing text. Cluster 1 is represented by red color and contains Corporate Entrepreneurship, Firm, Literature, Organizational Learning, Paper,

Relationship, Research, and Role Study. Corporate Entrepreneurship has the highest value of occurrence, as much as 40, relevance of as much as 1.57, links of as many as 17, and total link strength of as much as 246. Next, there is Firm with

occurrence of 23, relevance of 1.48, links of 17, and total link strength of 145, followed by Literature with occurrence of 14, relevance of 1.02, links of 17, and total link strength of 97, Organizational Learning with occurrence of 22, relevance of 0.78, links of 17 and total link strength of 166, continued with Paper with occurrence of 23, relevance of 1.29, links of 17 and total link strength of 149, Relationship with occurrence of 20, relevance of 0.84, links of 17 and total link strength of 132, Research with occurrence of 24, relevance of 0.88, links of 17 and total link strength of 163, Role with occurrence of 15, relevance of 1.46, links of 17 and total link strength of 99, Study with occurrence of 30, relevance of 1.26, links of 17 and total link strength of 189. The information described above contains the contents of Cluster 1. The next will be explained in Cluster 2.

Cluster 2 is symbolized in green and contains Article, Company, Entrepreneurship, Innovation,

Knowledge, Opportunity, Order, Organization, and Process, which will be explained one by one. Article with occurrence of 10, relevance of 1.24, links of 17 and total link strength of 66, Company with occurrence of 15, relevance of 0.89, links of 17 and total link strength of 104, Entrepreneurship with occurrence of 13, relevance of 1.14, links of 17 and total link strength of 90, Innovation with occurrence of 17, relevance of 0.67, links of 17 and total link strength of 126, Knowledge with occurrence of 13, relevance of 0.60, links of 17 and total link strength of 97, Opportunity with occurrence of 16, relevance of 0.61, links of 17 and total link strength of 130, Order with occurrence of 11, relevance of 0.65, links of 17 and total link strength of 90, Organization with occurrence of 25, relevance of 0.75, links of 17 and total link strength of 180, Process with occurrence of 25, relevance of 0.86, links of 17 and total link strength of 169.

Figure 2. Research by year

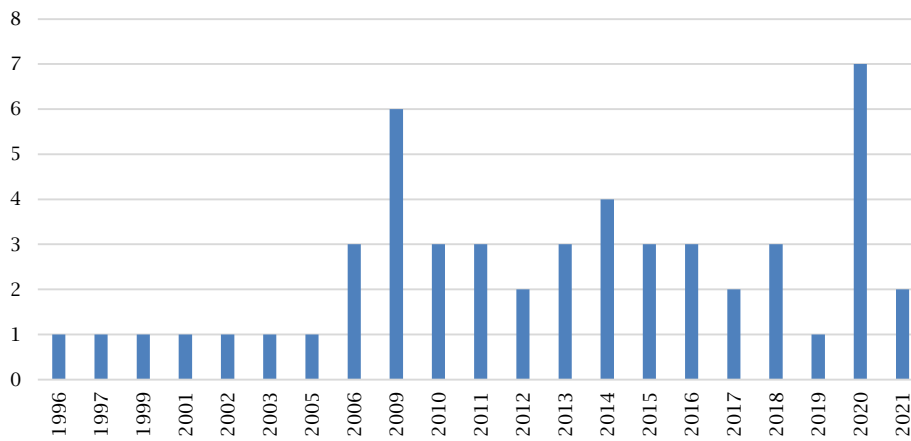


Figure 3. Research-based on publisher

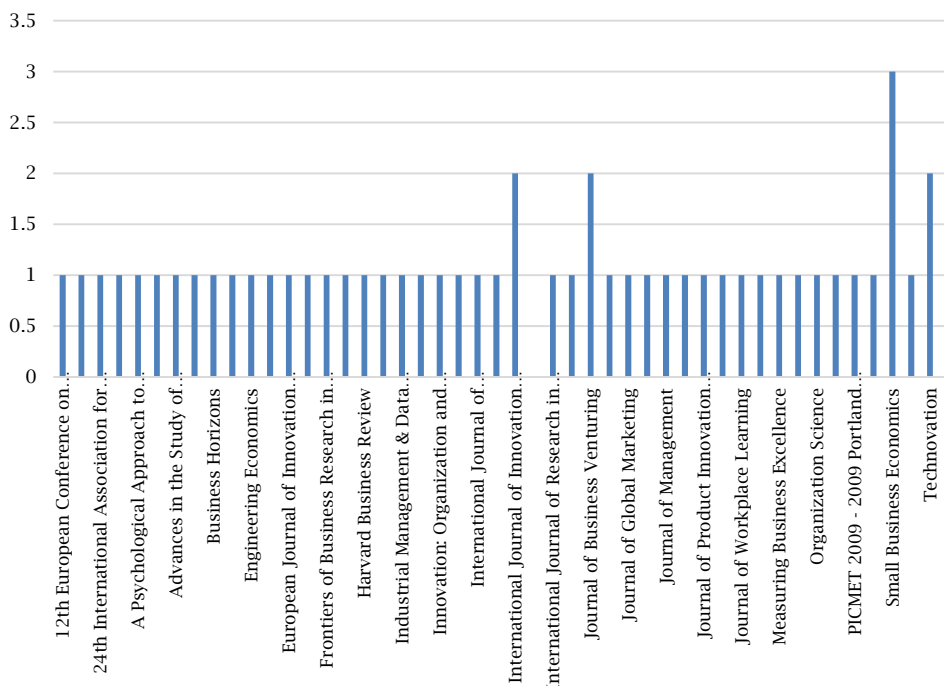


Figure 4. Research by country

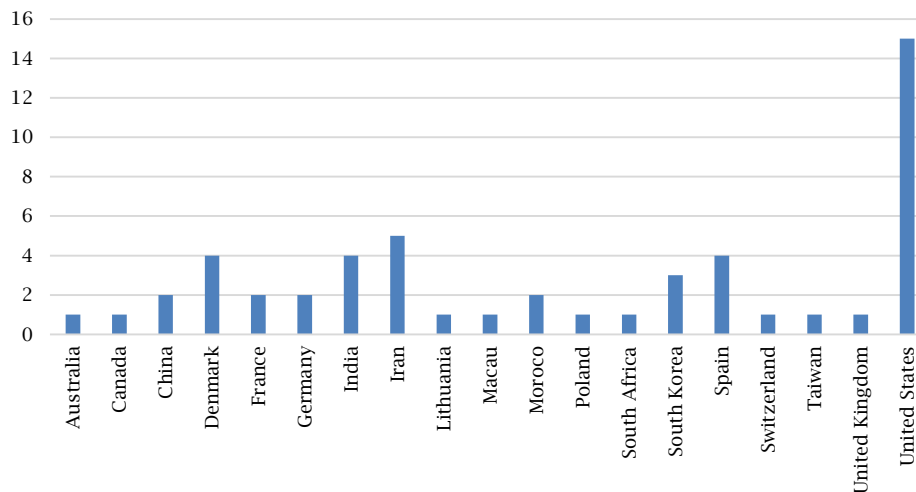


Figure 2 shows the changing trend of publication frequency and the number of publications from 1996 to 2021. It can be seen that there were few papers published from 1996 to 2005, and the number of publications increased sharply after 2006. The trend began to rise in 2009, with six publications. Trends indicate that research on CE and OL has received more attention. Figure 3 shows publisher data in related fields. The publisher that publishes the most scientific papers is *Small Business Economics*. Figure 4 shows the country-based study. The United States has the most significant number of studies with 15 studies, Iran with 5 studies, and Denmark and Spain with 4 studies. Based on research that has been carried out along with the development of the era of entrepreneurial orientation and organizational learning; dissect procedures for gradual organizational development.

Studies on organizations by Sundbo (1996, 1999) talk about the empowerment system, a controlled empowerment system that will trigger the innovation process in organizations and is essential in low-tech firms. Leadership figures are also important in an organization; as discussed by Abetti (1997) explained that leadership can provide development. The safe zone often limits the innovation that organizations need. Research conducted by Ahuja and Lampert (2001) explains that experimentation is needed to step outside the safe zone for innovation to occur, but an organization must become more entrepreneurial to see and identify an opportunity. Hayton (2005) describes OL as an essential driver incorporating entrepreneurship wrapped in collaboration, creativity, commitment, and personal risk acceptance.

Orientation to customers will require an organization to be market-oriented and continue to learn to meet the needs in the market, especially in foreign markets will significantly improve market orientation, learning orientation, and CE (Liu, Luo, & Shi, 2002). In a case study conducted by Bhardwaj and Momaya (2006) on FedEx Corporation, CE is needed for global competitiveness, and to run CE, researchers think organizational flexibility is needed. Dess et al. (2003) discuss the implications of

OL, leadership roles, social exchanges, and critical opportunities for CE. Research shows that CE is very influential on social and intellectual capital, which will lead to creating a competitive advantage. OL tries to address the tension between exploration and exploitation. Diversity in an organization and a shared vision can encourage an organization to be goal-oriented by integrating individual learning and OL (Wang & Rafiq, 2009). Shum and Lin (2010) think that entrepreneurial orientation alone is not enough to guarantee superior firm performance. It requires driving factors such as resources and the capability to recognize the opportunity and organize the said resource to create outputs that result in superior performance. Support from the top manager will affect the learning and innovation process and distinctive technological competencies possessed by the organization. Technological distinctive competencies are also supported by organizational slack resources, tech skills, and tech infrastructure and will influence organizational performance. Managers must develop CE in innovation areas to improve high-tech sector firm performance distinctive technological competencies also supported by organizational slack resource tech skills and tech infrastructure and will influence the organizational performance. Managers must develop CE in innovation areas to improve high-tech sector firm performance (Martin-Rojas, García-Morales, & Mihi-Ramírez, 2011).

Barrett, Balloun, and Weinstein (2012) assume that organizations frequently fail to recognize internal factors that lead to the development of improved strategies and facilitate implementation to advance business performance; five internal factors affect business processes and success, namely entrepreneurial orientation, learning orientation, creative culture, organizational flexibility, and market orientation can be critical to performance as external factors such as the economy or competition. These five factors are highly associated with each other and organizational performance, and these factors account for 30% of organizational performance.

Research on CE and OL has begun to penetrate the realm of psychology, such as the research conducted by Shepherd, Haynie, and Patzelt (2013)

and Shepherd, Covin, and Kuratko (2009) regarding failure, grief, and how to overcome it. Failure can happen and makes sense in risk-taking, but the failure that is not appropriately handled will reduce morale in the form of fear of failure, which will become a negative emotion. According to Shepherd et al. (2013), coping is required to fight demotivation. Shepherd et al. (2009) described the form of coping in the follow-up research regarding grief is by regulating, not eliminating. The said grief is based on self-efficacy induced by organizational support, leading to superior learning outcomes and motivation.

Organizational structure is very influential in CE and OL. Nason et al. (2015) and Oskooee (2017) try to discuss how organizational size and structure affect goals and strategies in using CE and OL to do competitive advantage or innovation. Nason et al. (2015) used resource-based view (RBV) to identify how organizational size provides a competitive advantage for CE by managing existing employee resources and systems. This study suggests that small firms are more likely to utilize the CE for growth to overcome liabilities of their small size, while large firms are more likely to utilize CE for learning to overcome liabilities of inertia. Oskooee (2017) sees structure as the basis of an organization because the structure will determine strategy, and strategy will determine goals and ultimately will determine the innovation needed by the organization. However, Oskooee (2017) looks more at how employees make an innovation based on good relations between people and how important the choice of structure is for an organization.

Bogers (2018) and Kakapour et al. (2016) discuss how knowledge can impact organizations. Kakapour et al. (2016) discuss how SMEs switch to knowledge-based enterprises. The study results reveal that learning orientation and market orientation have positive interactions related to opportunity recognition and positively impact enterprise-level enterprise entrepreneurship. Then Bogers (2018) assumes that the innovation performance and productivity of the company depend on the involvement of the entire organization in the innovation process. Bogers (2018) explores how companies can create an atmosphere where these employees can grow on their local needs and knowledge to learn and innovate through experimentation and problem solving during "on-the-job" activities. Creativity, organizational climate, and innovation research explore the determinants and effects of these innovative behaviors. This framework suggests that managers can turn whole organizations into innovation laboratories, but they must balance the pressure between effective and innovative practices.

The ability of an organization to survive and adapt to rapid and radical changes is a requirement for the long-term survival of the company. Organizational ambidexterity is the ability to develop new business (exploration) while optimizing existing business (exploitation), which has received much attention. Selig, Gasser, and Baltes (2019) believe that exploration and exploitation learning modes are incompatible, and one way to achieve organizational ambidexterity is by corporate venturing. Corporate venturing has been extensively recognized as one tool to create these dual buildings to develop new businesses based on discontinuous

innovations. New corporate venture forms are growing in practice and applications which go beyond the untainted development of new businesses toward supporting the entrepreneurial alteration of companies. Selig et al.'s (2019) research gives empirical evidence in corporate venturing by detecting new bits of knowledge about the diverse groundbreaking impacts of corporate venturing drives on the center association. It additionally uncovers that corporate venturing structures can be arranged into two classifications: their degree of business and recurrence of execution. The two classes display different groundbreaking impacts and can be perceived as correlative to one another.

Recent CE and OL studies are still discussing improvisation opportunities and the relationship between CE, innovation, and knowledge conversion (Ben Arfi & Hikkerova, 2021; Xiang, Zhang, & Liu, 2020). Xiang et al. (2020) discuss forms of improvisation for opportunities, and the results show a positive relationship between improvisation on opportunities in incumbent firms, although solid formal control and a less tolerant culture can reduce positive relationships. Ben Arfi and Hikkerova (2021) discuss digital platforms as a technology for sharing knowledge about product innovation. Study results show that the internet will help develop interconnectivity with digital platforms, which will create motivation and opportunities to enable CE to promote knowledge exchange and learning. Organizations will form as absorbers and ultimately influence CE as a driver of product innovation.

5. CONCLUSION

This paper analyzed 52 publications in the corporate entrepreneurship and organizational learning field from different angles by combining bibliometrics. This area of study dissects how to use CE and OL to create innovation and competitive advantage through empowerment, leadership, technology, and even psychological ways.

The significance of our research is the correlation between OL and CE and its causal effects. We find that the development of OL and CE research begins through an empowerment system that will trigger the innovation process in an organization. The empowerment is caused by the leadership, the agent of innovation in the organization. However, the importance of experimentation is needed by companies to innovate, but companies must take entrepreneurial steps to identify opportunities. The dominant entrepreneurial steps taken by the company are wrapped in collaborative individual risk-taking, creativity, and commitment to the entrepreneurial development of the company. The orientation of customer needs must continue to be met but meeting these market needs requires continuous learning to improve market orientation, learning orientation, and corporate entrepreneurship. OL further implies a leadership role to increase intellectual capital, which is socially the key to creating opportunities for the formation of competitive corporate action through shared values as a combining factor between the CE and OL process. The company also benefits from its external environment. The company's efforts to improve the framework conditions for the cluster extend to other participants and the local economy.

The importance of this paper for future research is the finding of the dynamics of CE and OL, which may have a difference regarding their application, process, and results. The improvement of CE by using OL not only affects the internal organization. Competence in competitive action in internationalization activities requires flexibility because of the organization's cultural diversity, which becomes a differentiating force by involving individual learning and organizational learning. This aligns with Ben Youssef, Boubaker, and Omri (2018), who found that promoting innovation and encouraging entrepreneurs to adopt new technologies should improve the sustainability of a nation's economy.

We suggest that in connection with technological developments, corporate learning in improving the ability to recognize opportunities requires the management of available resources so that organizations can carry out the process of exploitation and exploration to create notable innovations. However, innovation failure must be addressed not by eliminating grief but by

strengthening psychological motivation and restoring self-confidence by corporate leaders. Radically innovations through exploration and exploration are considered fulfilled by creating new companies to achieve ambidexterity. By implementing digital platforms that provide improvised processes, new companies can open conversion opportunities for motivation in the absorption of CE in product innovation. As Ben Youssef, Boubaker, Dedaj, and Carabregu-Vokshi (2021) suggest, new start-ups benefit from digital technologies enabling lower-cost communication and coordination.

The limitation of this study is that we only found small amounts of prior research regarding the issues of CE and OL. This research may be enriched in the future by adding more data from other academic indexes and repositories. We encourage future researchers to conduct similar studies with different methods, such as systematic mapping studies or systematic literature reviews, to disseminate further the knowledge of the synergy between CE and OL.

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