
Innovative Leadership: Driving Change in Today's Corporate Landscape

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Abstract:

Purpose: This article explores the importance of entrepreneurial leadership for innovation and adaptability within big business organizations. It provides a detailed case analysis of how three Polish firms—CD Projekt, Grupa Żywiec and PKN ORLEN have been able to use entrepreneurial leadership by adapting market changes and strategic transformations related virtual entrepreneurship.

Design/Methodology/Approach: The paper adopts a systematic assessment of extant theory and empirical studies in an effort to distinguish the most salient antecedents of managerial entrepreneurship within large firms. The research methodology follows with a systematic review of pertinent in-scope literature, spanning academic articles, industry reports and case studies. In addition, three in-depth case analysis on CD Projekt gaming innovation, Grupa Żywiec cepilation to consumer trends as beverage industry player and PKN ORLEN energy transition give a practical example of entrepreneurial leadership practice.

Findings: Results from the analysis expose that entrepreneurial leadership and innovation are majorly responsible in influencing corporate entrepreneurship to higher grounds. For many organizations wishing to keep pace in dynamic markets, a robust entrepreneurial culture with creativity and risk-taking emerging as proactive elements is vital. Central to this culture is leadership that is dedicated to long-term strategic vision and has an understanding of empowerment, making sure it remains operational as the organisation evolves. Innovation, such as technological innovation), new product/service development or process improvement) stimulate corporate growth and resilience.

Practical Implication: The present study shows practical significance for organizations engaging in entrepreneurial leadership to enhance their competitive capability. After knowing the key factors in these studies, those responsible for management and public policy can act to encourage entrepreneurship within organizations, designing strategies that are more oriented towards market needs. Organisational culture, leadership and innovation when combined help companies to respond quicker to change while taking advantage of the new opportunities this brings so they can grow in a sustainable manner.

Originality/Value: This article is focused on the subject of entrepreneurial leadership in large organizations through aggregating theoretical constructs and empirical conclusions. Case analyses for CD Projekt, Grupa Żywiec and PKN ORLEN demonstrating the linkage of entrepreneurial leadership in promoting innovation and corporate entrepreneurship provide good practical evidence. By offering a comprehensive view, the 'comprehensive review' of entrepreneurial leadership elucidates an understanding that researchers as well as

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practitioners and to some extent policymakers can capitalize on making wise decisions so far in promoting entrepreneurial leadership.

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Paper type: *Research article.*

1. Introduction

While it is essential for any organization to continuously innovate and adapt into the vagaries of technological advancements or changing customer preferences in today's modern world which is a highly globalized competitive marketplace. This is very relevant to big corporations as Birkinshaw (2000) pointed out that for them the execution of corporate entrepreneurship means that they have to continuously seek new directions in order to grow and innovate both because their position on the market has demands additional efforts, but also from a long-term perspective, due increasingly global competition influences rapid technology change.

The essence of corporate entrepreneurship is broader than generating ideas; it requires the reallocation of resources, creation and reinforcement of an environment that supports initiative/creativity as well as development potential new entrepreneurs. This form of leadership guides the company toward new business opportunities (Phan, Wright, Ucbasaran, and Tan 2009).

The unique skill set of entrepreneurial leadership enables more productivity, innovation fostering, taking calculated business risks and create chances for potential new businesses all are combined in one profile mean an advantage worth acquiring since many organizations want to address the complexities found within today's current venture landscape ecosystem.

This paper aims to draw the criticalities between expediency of entrepreneurial leadership, as well its significance in performance superiority relative to innovation that effects transformation among conventional firms.

This paper begins by explaining the character of entrepreneurial leadership in corporate entrepreneurship and especially big large companies, showing how crucial it can be to stimulate innovation like market responsiveness. Part one examines the literature on seminal theories and studies of Corporate Entrepreneurship (CE) and entrepreneurial leadership, showing how CE mechanisms spur innovation hence

risk-taking both are prerequisites for survival as a competitive player in dynamic markets.

On the basis of this theoretical setting, the paper outlines the methodology, which consists of a thorough literature review of related studies and empirical research. The study underscores the using of a case study method to study Polish companies such as CD Projekt, Grupa Żywiec, and PKN ORLEN in order to explain the practical implementation of entrepreneurial leadership.

The article next presents case studies of the five companies to illustrate how entrepreneurial leadership has driven innovation and strategy implementation in a set of projects that each company carried out within its specific industry. Discoveries have a theoretical implication: they underscore the building blocks of entrepreneurial leadership and inject into long-term resource renewal at large companies by focusing on an attitudinal construct, strategic orientation, organizational resilience — innovation.

Subsequent sections of the article examine the tangible implications of the research for managers and policymakers, providing valuable perspectives on how organizations might implement entrepreneurial leadership approaches to respond effectively to market changes and enhance their competitive standing. Ultimately, it underscores the importance of entrepreneurial leadership in the growth of enterprises, succeeded by elements such as innovation, adaptability, and strategic risk-taking to maintain competitiveness.

2. Literature Review

Corporate entrepreneurship, defined by the encouragement of innovative ventures, the acceptance of risks, and the exploration of novel business prospects within established organizational frameworks, facilitates the reconfiguration of internal processes and operational frameworks. This reconfiguration empowers organizations to more effectively respond to external challenges and leverage newly arising opportunities (Phan, Wright, Ucbasaran, and Tan, 2009).

Corporate entrepreneurship is essential in facilitating the development of novel products, services, and processes, enabling organizations to remain attuned to changing consumer preferences, which in turn enhances both revenue and profitability (Covin and Slevin, 1989).

It has also been referred to as an organizational phenomenon—an emphasis on elements of the internal structure related to the entrepreneurial behavior of larger, older organizations (Zahra, 1991), and also referred to as a strategic dimension of a company's overall position: "the strategy dimension includes risk-taking, aggressive acts of competitiveness, proactivity, and an intense focus on product innovation" (Covin and Slevin, 1991). Corporate entrepreneurship is defined as a company's

efforts within itself to foster innovation and thereby gain a competitive advantage and thus is crucial for organizations wanting to achieve continuous growth and flexibility in a constantly changing environment (Guth and Ginsberg, 1990).

Corporate entrepreneurship is particularly essential for large enterprises that, amid intensifying global competition and rapid technological change, must continually explore new growth pathways and innovation to maintain their market positions and secure long-term development (Birkinshaw, 2000; Norena-Chavez and Thalassinou, 2022a; 2022b).

The essence of corporate entrepreneurship lies not only in generating innovative ideas but also in resource management, fostering an organizational culture that promotes initiative and creativity, and cultivating entrepreneurial leadership that guides the organization toward realizing new business opportunities (Kuratko, Hornsby, and Covin, 2014).

In the academic debate, entrepreneurial leadership is considered one of the important elements of corporate entrepreneurship. It is a certain type of leadership approach which includes the ability of large organization leaders to create such an atmosphere that enables innovation and risk-taking by the members, similar to the firms of entrepreneurs, which would result in growth and success Hirsch and Peters, 2019.

This type of leadership approach mainly emphasizes the role of innovation, flexibility, adaptability, and willingness to take calculated risks. Hisrich and Peters (1995) believe that entrepreneurial leadership is critical for an organization, be it in its infancy or mature. They believe leaders exhibiting entrepreneurial qualities have a tendency to make better use of opportunities available to them, build stronger teams, and handle risk more intelligently.

Corporate entrepreneurship, which involves creating new products, services, and processes within an established organization, thrives in settings where entrepreneurial leadership is a defining feature. Zahra (1991) emphasizes that such leadership is vital for organizations seeking to sustain their competitive edge, especially in sectors distinguished by rapid technological advancements and ever-evolving consumer demands.

Hisrich and Peters (2002) argue that entrepreneurial leadership enables the organization to identify and exploit fresh opportunities, create workable teams, and manage risks accordingly. Entrepreneurial leaders can activate venture development in their respective firms by diversifying sources of income and ensuring long-term growth. Anticipatory strategies enhance the profitability of the business while reinforcing the capacity of an organization to resist market disruptions.

Entrepreneurial leadership amalgamates conventional leadership characteristics with entrepreneurial attributes, fostering an environment conducive to creativity,

adaptability, and a willingness to undertake measured risks. Leaders embodying this approach do more than oversee and guide their organizations; they also proactively nurture a culture that promotes change, innovation, and ongoing enhancement (Kuratko, 2007).

This also extends to leadership in terms of how startups and small enterprises operate, just as much as larger, established corporations need it in their pursuit of relevance to attain growth in a fast-evolving market (Ireland, Hitt, and Sirmon, 2003).

Scholars have delineated essential attributes that characterize entrepreneurial leadership, which encompass vision, adaptability, proactiveness, and the capability to motivate and organize teams towards common objectives (Renko *et al.*, 2015). In contrast to conventional leadership styles that often emphasize stability and risk aversion, entrepreneurial leaders accept uncertainty and perceive it as an opportunity for growth. This perspective encourages employees to embrace new ideas and take ownership of their initiatives, enhancing the organization's agility and ability to respond effectively to change.

The impact of organizational culture on corporate entrepreneurship involves the need to investigate how culture promotes or supports entrepreneurial activities in large organizations. Organizational culture is central to corporate entrepreneurship because it shapes an environment that influences the potential of employees to engage in innovative behaviors (Umrani, 2016).

A cultural environment that encourages receptivity to innovative concepts, prioritizes creative endeavors, and facilitates collaboration can successfully propel corporate entrepreneurship, enabling organizations to maintain their competitiveness by adjusting to market fluctuations (Behram and Özdemirci, 2014).

Specifically, cultural frameworks that promote informed risk-taking and endorse individual autonomy enable employees to engage in experimentation and seek out new business ventures, thereby strengthening the organizations' commitment to innovation (Naldi, Alexander, and Purnomo, 2021).

Corporate entrepreneurship flourishes in organizations that emphasize an entrepreneurial mentality across all tiers, thereby fostering a culture that promotes innovation, flexibility, and proactive approaches to problem-solving. Such a culture is essential for empowering organizations to foresee and react promptly to changes in the market.

Ireland *et al.* (2009) observed that building a culture of corporate entrepreneurship goes beyond simply encouraging innovation; it requires embedding the entrepreneurial mindset into the organization's core values, mission, and vision.

This means that the entrepreneurial spirit should become a fundamental part of how the company operates and approaches its goals, shaping the overall direction and purpose of the organization. In addition, such an organizational culture must be driven by the leadership, which would not only support, but also encourage employees to take calculated risks and innovate.

By allowing them to share their ideas and participate in the decision-making process, organizations create an environment where entrepreneurial initiatives are collectively undertaken toward the establishment of a sustained competitive advantage and stronger organizational resilience.

Another critical element of corporate entrepreneurship involves strategic resource allocation for the purpose of encouraging innovation and the ability to develop new enterprises. Companies that practice corporate entrepreneurship often allocate resources, not just to current operations but also to exploratory ventures with potential for driving future growth (Burgelman, 1983).

Burgelman's internal corporate venturing framework underlines the importance of resources being dedicated specifically to innovation. It enables an organization to try new ideas, also to check for market feasibility in a controlled environment. This kind of conscious resource deployment facilitates a balanced approach, whereby the enterprise can continue its ongoing operational business while devoting itself to promising new opportunities.

By aligning resources with innovation goals, organizations can sustain corporate entrepreneurship initiatives that generate new revenue streams and improve organizational agility in a rapidly changing environment.

More importantly, it is the role of entrepreneurial leadership to lead and shape various corporate entrepreneurship initiatives. Entrepreneurial leadership is a type of leadership focusing on the development of innovation, promoting autonomy, and encouraging risk-taking behaviors among group members Renko, El Tarabishy, Carsrud, and Brännback, 2015.

An entrepreneurial leader is aware that it is important to create an environment where employees are encouraged to explore new ideas with less fear of failure. Through the promotion of experimentation and the acknowledgment of innovative endeavors, such leaders facilitate the development of a dynamic organizational culture that is increasingly attuned to external pressures and opportunities.

The focus on vision, adaptability, and proactive engagement distinguishes entrepreneurial leaders from conventional managers, thereby empowering them to motivate and galvanize their teams in pursuit of collective innovation-oriented objectives that enhance the overall success of the organization (Vecchio, 2003).

3. The Strategic Role of Entrepreneurial Leadership in Fostering a Culture of Innovation and Driving Organizational Performance

Numerous scholarly inquiries have illuminated the advantageous impacts of entrepreneurial leadership on organizational effectiveness. For instance, Gupta, MacMillan, and Surie (2004) established that entrepreneurial leadership is positively correlated with heightened levels of innovation, employee engagement, and holistic corporate advancement. This particular leadership framework not only enhances financial performance but also strengthens organizational resilience by promoting adaptability and a culture of continuous learning.

Moreover, entrepreneurial leadership has been linked with elevated employee satisfaction and retention rates. By empowering personnel to embrace ownership of their responsibilities and engage in the organization's innovation endeavors, entrepreneurial leaders cultivate a profound sense of purpose and motivation. As a consequence, employees are more predisposed to remain committed to the organization and contribute to its enduring prosperity.

Entrepreneurial leadership assumes a critical role in synchronizing organizational objectives with a culture defined by continuous improvement and adaptability. Leaders who exemplify this paradigm frequently prioritize ongoing learning and development for both themselves and their teams.

By allocating resources and training that enhance employees' competencies in innovation and problem-solving, entrepreneurial leaders foster a workforce that is better equipped to confront intricate challenges. This dedication to development not only benefits individual employees but also amplifies the organization's collective capacity to generate innovative solutions and maintain a competitive advantage (Hisrich and Peters, 2002).

Consequently, entrepreneurial leadership engenders an environment wherein innovation becomes integrated within the organizational operational framework, thereby ensuring a proactive response to evolving market dynamics.

Additionally, entrepreneurial leadership is indispensable in the establishment of strategic alliances and networks that can enhance innovation initiatives. By proactively pursuing collaborations with other organizations, research institutions, and even competitors, entrepreneurial leaders can access new knowledge, technologies, and resources that advance the innovation trajectory.

Such alliances enable organizations to leverage external expertise and mitigate the risks associated with novel ventures, thereby facilitating bolder and more impactful projects (Covin and Miles, 1999). Through these collaborations, entrepreneurial leaders position their organizations not merely as participants in the industry but as

catalysts for broader advancements within the sector, thereby reinforcing their strategic influence in the marketplace.

Furthermore, entrepreneurial leadership enhances organizational performance by instilling a robust sense of purpose and a collective vision among employees. When leaders articulate a clear vision for innovation and growth, they galvanize a collective commitment to the organization's strategic objectives. This sense of purpose is particularly instrumental in fostering resilience amid periods of uncertainty or market upheaval.

Entrepreneurial leaders who uphold open and transparent communication contribute to the establishment of trust and reinforce the alignment between individual aspirations and organizational goals. Consequently, employees are more likely to exhibit initiative, demonstrate loyalty, and remain engaged in the organization's mission, thereby contributing to sustainable growth and long-term success (Renko *et al.*, 2015).

4. Case Studies

A case study is a research method that enables an in-depth analysis and understanding of phenomena within companies, particularly when the subject involves complex corporate processes. Large enterprises are defined by specific size criteria, including the average number of employees, turnover, and total assets.

According to both EU and national regulations, large enterprises are those employing at least 250 people or, if they have fewer employees, meeting financial thresholds such as an annual turnover exceeding 50 million euros or a total balance sheet greater than 43 million euros.

In Poland, large enterprises can be classified by ownership type into:

- Public enterprises
- Private enterprises

This qualitative research focused on private enterprises, providing a deeper understanding of the unique operations and strategies of companies that operate independently from public management mechanisms. The selection criteria for the companies included in the case studies were:

- Access to key operational information
- Sectoral diversity
- An international scope of activities

The chosen companies are leaders in their respective industries, making them particularly valuable subjects due to their innovative approaches to entrepreneurial activities and strategic management. Analyzing these firms enables broader conclusions and a more comprehensive understanding of the development mechanisms of large private enterprises in both global and local contexts.

The next section of the article presents case studies that demonstrate how large enterprises effectively apply the principles of entrepreneurial leadership to adapt to market shifts across various industries.

4.1 Grupa Żywiec S.A.² Case Study

Grupa Żywiec S.A., recognized as one of the preeminent brewing enterprises in Poland, has adeptly leveraged entrepreneurial leadership to foster innovation and adjust to evolving consumer preferences, all while preserving its competitive edge within the marketplace.

As a component of the global Heineken Group, Grupa Żywiec is proactively addressing contemporary consumer inclinations, which are progressively gravitating towards low or alcohol-free beers, in addition to craft and specialty offerings. In alignment with these consumer expectations, the corporation has undertaken substantial investments in the evolution of the alcohol-free and flavored beer category, subsequently establishing its dominance in the Polish alcohol-free beer sector with products such as Żywiec 0.0% and Heineken 0.0% (Business Insider Polska; Wiadomości Handlowe; Wiadomości Handlowe).

In the year 2018, Grupa Żywiec allocated resources towards a state-of-the-art production line for alcohol-free beers, thereby facilitating the augmentation of its portfolio with novel flavors and the establishment of the “Zero Zone” – a specialized collection of non-alcoholic products. The burgeoning popularity of this segment underscores the company’s adept interpretation of market dynamics by responding to the escalating consumer interest in offerings that resonate with an active lifestyle. The launch of beers such as Warka Radler 0.0% and additional innovative flavored beers has further fortified Grupa Żywiec’s market position (Wiadomości Handlowe; Kierunek Spożywczy).

The transformative journey of Grupa Żywiec exemplifies the critical role of entrepreneurial leadership within large-scale enterprises, facilitating agile responses to fluctuating market trends. The organization has embraced cutting-edge production technologies and adheres to a sustainable development framework, emphasizing the reduction of CO₂ emissions and the optimization of water usage during manufacturing processes. The “Green Żywiec” initiative underscores the promotion of recycling and the integration of renewable energy sources, which constitute

² <https://grupazywiec.pl/>.

pivotal components of the company's enduring sustainable development strategy (Wirtualne Media; Wiadomości Handlowe).

Embracing innovation, Grupa Żywiec systematically evaluates consumer trends through the utilization of advanced digital technologies and market analytics, enabling prompt responses to shifts and the adaptation of its product offerings to align with customer anticipations. This entrepreneurial management paradigm not only aids the enterprise in sustaining its market share but also confers a competitive advantage by providing products that satisfy contemporary consumer demands while concurrently supporting the sustainable advancement of the brewing sector (Business Insider Polska; Kierunek Spożywczy).

In conclusion, Grupa Żywiec serves as an exemplary model of a Polish enterprise that, through the application of entrepreneurial leadership and a forward-thinking management strategy, adeptly navigates new market challenges. By investing in the development of the alcohol-free and flavored beer categories and instituting sustainable production methodologies, the company not only responds to the shifting consumer preferences but also actively influences the future trajectory of the brewing industry in Poland.

4.2 CD Projekt S.A.³ Case Study

An exemplary case of a Polish corporation that has adeptly harnessed entrepreneurial leadership for the purposes of innovation and adaptability is CD Projekt S.A. Renowned on a global scale for its prestigious game franchises "The Witcher" and "Cyberpunk 2077," CD Projekt is distinguished by its forward-thinking methodology in game development and strategic expansion within the intensely competitive gaming sector.

CD Projekt persistently allocates resources towards research and development in order to enhance its technological proficiencies. By creating proprietary engines and advanced graphics technologies, the organization cultivates immersive, high-caliber gaming experiences that set it apart from its rivals. This unwavering commitment to innovation has established CD Projekt as a frontrunner in the gaming industry, particularly exemplified by its ambitious undertaking of "Cyberpunk 2077" (CD PROJEKT; Nasdaq).

CD Projekt embarks on ambitious, high-stakes initiatives that necessitate substantial financial and temporal commitments, thereby reflecting its proclivity to transcend creative limitations. The protracted development timeline for "Cyberpunk 2077," notwithstanding initial obstacles, highlights the company's steadfast dedication to crafting intricate, expansive gaming universes. This strategic orientation has enabled

³ <https://www.cdprojekt.com/pl/>.

CD Projekt to distinguish itself in an industry where numerous entities eschew such high-risk endeavors (360DigiTMG).

As the gaming landscape undergoes transformation, CD Projekt has demonstrated adaptability by broadening its presence across various gaming platforms, notably through its digital distribution service, GOG.com. This diversification allows the firm to engage a wider audience and augment revenue streams, thereby enhancing its resilience to market fluctuations (CD PROJEKT).

The organization establishes ambitious objectives, aspiring to rank among the foremost video game producers globally. This vision informs strategic decisions encompassing mergers, acquisitions, and the expansion of development capacities. CD Projekt proactively seeks new business prospects within the global digital gaming arena, endeavoring to position itself alongside leading industry players (Nasdaq).

CD Projekt prioritizes performance optimization and the maximization of the value derived from its flagship titles. Its international marketing initiatives and brand collaborations are meticulously designed to enhance financial success, as evidenced by the sustained popularity of "The Witcher 3: Wild Hunt" (360DigiTMG).

The company cultivates a creative and supportive organizational culture wherein employees are encouraged to propose innovative concepts. CD Projekt incentivizes its workforce through training, professional development opportunities, and a culture that esteems autonomy, which is vital in an industry that thrives on creativity (CD PROJEKT).

In conclusion, CD Projekt S.A. serves as a paradigm of how entrepreneurial leadership can effectively traverse complex challenges, invest in high-risk innovation, and secure competitive advantages in a global marketplace. By prioritizing state-of-the-art advancements, dynamic methodologies, and ambitious dreams, CD Projekt not only meets the transforming desires of audiences but also significantly shapes the path of the gaming sector both within Poland and on a worldwide level.

4.3 PKN ORLEN⁴ Case Study

A noteworthy illustration of a substantial Polish corporation that has adeptly utilized entrepreneurial leadership to propel innovation and adaptability is PKN ORLEN. As a preeminent energy and petrochemical entity in Poland and Central Europe, ORLEN has proactively reformed its business model to correspond with nascent trends in energy transition and sustainability. Through its progressive initiatives, the

⁴ <https://www.orklen.pl/pl>.

corporation has concentrated on both environmental stewardship and technological enhancement.

PKN ORLEN has inaugurated Poland's most extensive corporate venture capital fund, ORLEN VC, with a fiscal allocation of approximately EUR 100 million (around PLN 500 million). This fund is directed towards innovative undertakings and startups within domains such as renewable energy, circular economy, digital transformation, and next-generation biofuels. Through these investments, ORLEN aspires to expedite the assimilation of advanced technologies and cultivate new business paradigms that will augment its stature in the international marketplace (Emerald Ventures, 2022; ORLEN, 2022; Emerald Invest; CE Energy News).

A pivotal element of ORLEN's strategy is its commitment to attaining emission neutrality by 2050. The corporation is the inaugural oil entity in Central Europe to establish such ambitious environmental objectives. As part of this dedication, ORLEN has allocated resources to renewable energy sources, such as wind farms, and has instituted efficiency enhancements in its production methodologies to mitigate CO₂ emissions (ORLEN, 2020; ORLEN).

To bolster innovation within the organization, ORLEN has instituted the Research and Development Centre in Płock. This establishment is dedicated to developing proprietary technologies and optimizing production methodologies.

Furthermore, ORLEN has launched the ORLEN Skylight accelerator, which collaborates with nascent startups proffering innovative solutions. These endeavors aim to maintain ORLEN at the vanguard of the energy transition by adopting the latest technological advancements (ORLEN, 2020; CEENERGYNEWS, 2022; ORLEN; CE Energy News).

ORLEN has established strategic alliances with global pioneers in sustainable innovation, including its collaboration with Emerald Technology Ventures. This partnership furnishes ORLEN with access to an extensive array of technological solutions concentrated on energy transition and sustainable industrial advancement. Such collaborations are pivotal in augmenting ORLEN's global competitiveness while positioning it as a frontrunner in Eastern Europe's energy transition (Emerald Ventures, 2022; Emerald Invest).

Through these initiatives, PKN ORLEN exemplifies how entrepreneurial leadership can propel a traditional energy corporation to adapt to the shifting imperatives of sustainability and technological innovation. By investing in novel business domains and fostering a culture of innovation, ORLEN not only fortifies its competitive position but also contributes to the broader transition towards a more sustainable energy future.

5. Comparative Analysis of Entrepreneurial Leadership in CD Projekt, Grupa Żywiec, and PKN ORLEN

The cases of CD Projekt, Grupa Żywiec, and PKN ORLEN illustrate how three large Polish enterprises from distinct industries have leveraged entrepreneurial leadership to drive innovation and adapt to changing market conditions. Below, we analyze their approaches based on key dimensions of entrepreneurial leadership, including innovation, adaptability, and strategic vision.

1) Innovation and Opportunity Seeking

- CD Projekt: As a preeminent game developer, CD Projekt has concentrated on incessant innovation through proprietary technology and comprehensive research and development for immersive gaming experiences. For instance, it has engineered and employed proprietary engines to augment game quality and realism, particularly for titles such as *The Witcher* and *Cyberpunk 2077*. This methodology has enabled CD Projekt to differentiate itself within a highly competitive global gaming arena by proffering distinctive, high-quality products (CD PROJEKT).
- Grupa Żywiec: Grupa Żywiec has reacted to market trends by broadening its product assortment, particularly in the burgeoning non-alcoholic beer sector. With capital allocations in production facilities and novel product lines, like Żywiec 0.0%, the corporation has adeptly captured emerging consumer predilections for healthier, low-alcohol beverages. This diversification aids the corporation in maintaining competitiveness within an industry profoundly influenced by shifting consumer trends (Wirtualne Media) (Wiadomości Handlowe).
- PKN ORLEN: ORLEN has prioritized innovation within the energy sector through its venture capital fund, ORLEN VC, which invests in startups engaged in pioneering technologies, encompassing renewable energy and next-generation biofuels. This emphasis on technology-driven solutions is congruent with ORLEN's long-term strategy for energy transition and bolsters the corporation's expansion into new sectors beyond traditional oil and gas (Emerald Invest)(CE Energy News).

Comparison: While all three enterprises underscore innovation, their focal points diverge owing to industry-specific exigencies. CD Projekt's innovations are product-centric and consumer-oriented, tailored to immersive digital experiences. Conversely, Grupa Żywiec aims for market diversification through new product categories in response to consumer health trends, and ORLEN invests in broader technological advancements to facilitate its transition into renewable energy and sustainable practices.

2) Adaptability and Responsiveness to Market Trends

- CD Projekt: The gaming industry is subject to rapid transformations in technology and consumer preferences. CD Projekt's adaptability is evident

in its diversified platform presence, encompassing digital distribution through GOG.com. This enables the corporation to engage a broader audience while adjusting to digital consumption trends in the gaming sector (Nasdaq).

- Grupa Żywiec: As consumer inclinations shift towards healthier alternatives, Grupa Żywiec has modified its offerings by introducing new products, such as non-alcoholic and flavored beers, under the “Zero Zone” brand. This malleability in product development exemplifies the corporation’s responsiveness to health-conscious consumers and positions it to seize emerging segments in the beverage market (Kierunek Spożywczy).
- PKN ORLEN: ORLEN has demonstrated adaptability by broadening its business model to encompass renewables and sustainable energy initiatives, such as its 2050 carbon-neutrality objective. Through strategic alliances and investments, ORLEN is moving away from its dependency on fossil fuels and embracing novel energy sources, which aligns with broader global transitions towards sustainability (ORLEN).

Comparison: Adaptability is a central theme across these cases, yet each corporation exhibits a distinctive methodology. CD Projekt adjusts by diversifying its digital platforms and expanding internationally. Grupa Żywiec responds directly to consumer health trends through product innovation. Meanwhile, ORLEN’s adaptability is propelled by an industry-wide energy transition, as it endeavors to transform its core operations to align with sustainability objectives.

3) Strategic Vision and Long-term Goals

- CD Projekt: CD Projekt aims to establish itself as a top contender in the global gaming market, pledging to deliver immersive, story-centric gaming experiences. This long-term objective has influenced its strategic decisions, such as acquiring and integrating other gaming-related enterprises to enhance its capabilities. The corporation’s focus remains on delivering a cohesive brand experience across multiple platforms (360digitmg).
- Grupa Żywiec: Grupa Żywiec has strategically positioned itself to cater to evolving consumer demands in the beverage sector. By concentrating on product expansion and market leadership in non-alcoholic beers, the corporation demonstrates a commitment to maintaining its status as a leading beer producer while adapting to changing health and lifestyle trends (Wiadomości Handlowe).
- PKN ORLEN: ORLEN’s strategic vision underscores a long-term transition towards sustainability and energy transformation. The corporation’s ORLEN2030 strategy delineates its objectives for emission neutrality by 2050, with substantial investments in renewable energy and technological innovations. This vision propels ORLEN’s investments in venture capital and sustainable energy partnerships, which are critical to securing its future in a transforming energy sector (ORLEN)(CE Energy News).

Comparison: Each corporation's strategic vision is shaped by its industry. CD Projekt aspires for global prominence in digital gaming, emphasizing quality and immersive storytelling. Grupa Żywiec is devoted to leadership in the beverage market by aligning its products with health-conscious trends. ORLEN, conversely, is navigating a more foundational shift as it transitions from fossil fuels to sustainable energy, reflecting a long-term objective of carbon neutrality.

While CD Projekt, Grupa Żywiec, and PKN ORLEN exemplify disparate methodologies to entrepreneurial leadership, they converge on fundamental attributes of innovation, adaptability, and progressive foresight. CD Projekt emphasizes technological advancement within the gaming domain, Grupa Żywiec modifies its product assortments to align with health trends in beverages, and ORLEN pioneers investments in renewable energy and sustainability within the energy domain. Collectively, these instances illustrate how heterogeneous industries can proficiently implement entrepreneurial leadership to fortify their standings in transforming markets.

6. Conclusions

Entrepreneurial leadership in substantial enterprises constitutes a management paradigm that accentuates the identification and exploitation of novel opportunities, characterized by a propensity to undertake calculated risks and execute innovative resolutions.

Leaders who epitomize this paradigm catalyze value creation by initiating and enacting strategic transformations, underpinned by extensive perspectives and sophisticated analytical competencies. Such an approach empowers them to formulate strategic, long-term decisions that cultivate innovation and advance organizational expansion.

The instances of CD Projekt, Grupa Żywiec, and PKN ORLEN elucidate how entrepreneurial leaders within large organizations are pivotal in navigating intricate and dynamic business landscapes. CD Projekt's concentration on innovation in gaming technology, Grupa Żywiec's adjustment to consumer tendencies with health-centric products, and ORLEN's strategic allocations in renewable energy and sustainability all exemplify how entrepreneurial leadership engenders resilience and growth. Research conducted by Kuratko (2007) and others accentuates that such practices not only enhance a corporation's competitive advantage but also propel sustainable growth and enduring success.

In light of the rapid technological progressions and evolving market dynamics, the significance of entrepreneurial leadership has become increasingly paramount. Leaders who embrace this management paradigm are more adept at steering their organizations through ambiguity and at capitalizing on emergent opportunities. Corporations that prioritize the cultivation of entrepreneurial leaders will be

optimally positioned to prosper in an increasingly competitive and unpredictable global marketplace.

While this examination offers invaluable perspectives regarding the role of entrepreneurial leadership within large enterprises, it is primarily constrained by its concentration on a specific array of industries and Polish-based corporations. Subsequent research could investigate entrepreneurial leadership across diverse cultural and regulatory contexts or evaluate its influence on alternative sectors, thereby further expanding our comprehension of how this management paradigm underpins organizational adaptability and success.

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