

# example of value in business

**example of value in business** is a concept that lies at the heart of every successful organization. Understanding and demonstrating value can significantly impact a company's reputation, customer loyalty, and overall profitability. In this article, we will explore what value means in a business context, provide examples of value creation, and discuss the strategies companies use to enhance their value propositions. We will also delve into the importance of measuring value and how it can be communicated effectively to stakeholders. By the end of this article, readers will have a comprehensive understanding of the multifaceted nature of value in business, its implications, and best practices for its implementation.

- Understanding Value in Business
- Examples of Value Creation
- Strategies for Enhancing Value
- Measuring Business Value
- Communicating Value to Stakeholders
- Conclusion

## Understanding Value in Business

Value in business refers to the worth that a product or service provides to customers and the organization itself. This worth can be tangible, such as measurable financial gains, or intangible, such as brand reputation and customer satisfaction. The concept of value is essential because it serves as the foundation for customer purchasing decisions and can influence overall market positioning.

There are different dimensions of value in business, including:

- **Customer Value:** The perceived benefits that a customer derives from a product compared to its cost.
- **Shareholder Value:** The financial return that shareholders receive from their investments in a company.
- **Employee Value:** The benefits that employees receive from their employment, such as compensation, benefits, and job satisfaction.
- **Social Value:** The positive impact a business has on society, including

ethical practices and community engagement.

Understanding these dimensions allows businesses to tailor their strategies to create value for different stakeholders, including customers, employees, and investors. This holistic approach is crucial for long-term sustainability and success.

## Examples of Value Creation

Examples of value creation can be seen across various industries and business models. Companies that successfully create value often do so by innovating their products, improving customer service, or enhancing operational efficiencies. Here are some notable examples:

### Product Innovation

One of the most clear-cut examples of value in business is product innovation. Companies like Apple have consistently created value by introducing groundbreaking products that transform consumer experiences. The iPhone, for instance, not only meets communication needs but also integrates various functionalities, thereby enhancing customer value.

### Exceptional Customer Service

Another example is Zappos, an online shoe retailer renowned for its exceptional customer service. Their approach prioritizes customer satisfaction to the extent that they offer free returns and 24/7 customer support. This commitment to service creates immense value by fostering loyalty and repeat business.

### Operational Efficiency

Companies such as Toyota exemplify value creation through operational efficiency. The Toyota Production System revolutionized manufacturing by minimizing waste and maximizing productivity, leading to lower costs and higher quality products. This efficiency translates to value for both the company and its customers.

## Strategies for Enhancing Value

Enhancing value requires a combination of strategic initiatives that align with the company's goals and stakeholder expectations. Here are some effective strategies:

- **Customer-Centric Approach:** Focus on understanding customer needs and preferences. Companies should gather feedback and adapt their offerings

based on this data.

- **Continuous Improvement:** Implementing methodologies such as Six Sigma or Lean can help organizations streamline processes and reduce waste, thereby enhancing operational value.
- **Brand Building:** Invest in marketing and public relations to strengthen brand equity. A strong brand can significantly enhance perceived value.
- **Sustainability Practices:** Adopting sustainable practices can create social value and appeal to environmentally conscious consumers, thereby enhancing the overall business value.

By applying these strategies, businesses can create a robust value proposition that resonates with their target audiences and differentiates them from competitors.

## Measuring Business Value

Measuring business value is critical for understanding the effectiveness of value creation initiatives. Various metrics and methodologies exist to assess both tangible and intangible value. Common approaches include:

### Financial Metrics

Financial metrics such as return on investment (ROI), net present value (NPV), and earnings before interest and taxes (EBIT) provide concrete measures of value creation. These metrics help businesses assess the financial impact of their strategies.

### Customer Satisfaction Metrics

Customer satisfaction can be gauged through surveys, Net Promoter Scores (NPS), and customer retention rates. These metrics provide insights into the perceived value from the customer's perspective.

### Employee Engagement Metrics

Employee satisfaction and engagement scores can help measure the value a company creates for its employees. High engagement levels often correlate with increased productivity and lower turnover rates.

## Communicating Value to Stakeholders

Effectively communicating value to stakeholders is essential for fostering trust and ensuring alignment with business objectives. Here are some

strategies for communication:

- **Clear Value Proposition:** Develop a clear and concise value proposition that outlines the benefits of your product or service.
- **Transparency:** Be transparent about business practices and results. Share both successes and challenges to build credibility.
- **Engagement:** Engage with stakeholders through regular updates, newsletters, and meetings to keep them informed about value creation efforts.
- **Visual Storytelling:** Use infographics and visual data to illustrate value metrics and success stories, making it easier for stakeholders to understand the impact of your strategies.

By effectively communicating value, businesses can strengthen relationships with customers, employees, and investors, thereby enhancing overall stakeholder engagement.

## Conclusion

Understanding and implementing the concept of value in business is crucial for long-term success and sustainability. By recognizing its various dimensions, exploring examples of value creation, employing effective strategies for enhancement, measuring impact, and communicating effectively, organizations can position themselves for growth and competitive advantage. As the business landscape continues to evolve, maintaining a focus on value will remain central to achieving organizational goals and fulfilling stakeholder expectations.

### Q: What is an example of value in business?

A: An example of value in business is the creation of a high-quality product that meets customer needs while also being cost-effective. For instance, a smartphone that integrates multiple functionalities, such as a camera, internet access, and apps, provides significant value to consumers.

### Q: How do companies create value for their customers?

A: Companies create value for their customers by understanding their needs, innovating products or services, providing exceptional customer service, and ensuring competitive pricing. This approach fosters customer loyalty and satisfaction.

## **Q: Why is measuring value important for businesses?**

A: Measuring value is important for businesses because it allows them to assess the effectiveness of their strategies, understand customer satisfaction, and make informed decisions for improvement and growth.

## **Q: What are some key metrics for assessing business value?**

A: Key metrics for assessing business value include financial metrics such as ROI and EBIT, customer satisfaction metrics like NPS, and employee engagement scores, which help gauge the overall health of the organization.

## **Q: How can companies communicate their value proposition effectively?**

A: Companies can communicate their value proposition effectively by developing a clear message, being transparent about their practices, engaging with stakeholders regularly, and using visual storytelling to illustrate their successes and impact.

## **Q: What role does employee value play in a business's overall value?**

A: Employee value plays a crucial role in a business's overall value as it affects productivity, innovation, and retention rates. Satisfied employees are more likely to contribute positively to the company's success.

## **Q: Can sustainability practices enhance business value?**

A: Yes, sustainability practices can enhance business value by attracting customers who prioritize environmental responsibility, improving brand reputation, and potentially reducing operational costs through efficient resource management.

## **Q: What is the relationship between customer value and shareholder value?**

A: The relationship between customer value and shareholder value is interconnected; when companies create high customer value, it often leads to increased sales and profitability, which in turn enhances shareholder value.

through higher returns on investments.

## **Q: How do operational efficiencies contribute to business value?**

A: Operational efficiencies contribute to business value by reducing costs, improving product quality, and increasing speed to market, which can enhance customer satisfaction and competitiveness in the marketplace.

## **Q: What is the significance of brand value in creating overall business value?**

A: Brand value is significant in creating overall business value because a strong brand can lead to customer loyalty, premium pricing, and a competitive advantage, ultimately translating into higher revenues and market share.

## **Example Of Value In Business**

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combine learning with enjoyable reading by presenting technical material through a story. The story and characters are unique features of Shareholder Value - A Business Experience. The reader can get an appreciation of the environment surrounding value-based management, along with challenges that arise when transitioning from traditional accounting performance (where earnings and earnings per share reign supreme) to economic performance (where cash flow and return on investment are emphasized). Characters occupying operating and staff roles have been created to represent people that those working inside companies (large, medium and small) may encounter and, also, to invoke some humour. Insights into how to function in different corporate roles can be gained by following the characters through the story. - Presents a combination of analysis and case study in which a strong technical treatment is blended with a fictional case study to offer clarity and explanation - A practical and effective implementation process for a comprehensive financial performance system - Offers a perspective of the role of different corporate and business unit functions in the implementation of value-based financial performance within a company

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managers in mind, this book provides an introduction to essential management theory, models, and practical tools relevant to the chemical industry and associated branches such as pharmaceuticals and consumer goods. Drawing on first-hand management experience and in-depth research projects, the authors of this book outline the key topics to build and sustain businesses in the chemical industry. The book addresses important topics such as strategy and new business development, describes global trends that shape chemical companies, and looks at recent issues such as business model innovation. Features of this practitioner-oriented book include: Eight chapters covering all the management topics relevant to chemists, other natural scientists and engineers. Chapters co-authored by experienced practitioners from companies such as Altana, A.T. Kearney, and Evonik Industries. Featured examples and cases from the chemical industry and associated branches throughout chapters to illustrate the practical relevance of the topics covered. Contemporary issues such as business model design, customer and supplier integration, and business co-operation.

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solutions For any looking to enhance their understanding of this discipline, Strategic Value Management offers a new conceptual model for thinking about business strategy and its link to stock value creation.

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James E. Austin, M. May Seitanidi, 2014-03-03 Collaboration between nonprofits and businesses is a necessary component of strategy and operations. *Creating Value in Nonprofit-Business Collaborations: New Thinking & Practice* provides breakthrough thinking about how to conceptualize and realize collaborative value. With over a hundred case examples from around the globe and hundreds of literature references, the book reveals how collaboration between businesses and nonprofit organizations can most effectively co-create significant economic, social, and environmental value for society, organizations, and individuals. This essential resource features the ground-breaking Collaborative Value Creation framework that can be used for analyzing the sources, forms, and processes of value creation in partnerships between businesses and nonprofits. The book is a step-by-step guide for business managers and non-profit practitioners for achieving successful cross-sector partnerships. It examines the key dimensions of the Collaborative Mindset that shape each partner's collaborative efforts. It analyzes the drivers of partnership evolution along the Collaboration Continuum, and sets forth the key pathways in the Collaboration Process Value Chain. The book concludes by offering Twelve Smart Practices of Collaborative Value Creation for the design and management of cross sector partnerships. The book will empower organizations to strategically increase the potential for value creation both for the partners and society. Praise for *Creating Value in Nonprofit-Business Collaborations: New Thinking & Practice*! This is a playbook for enabling business and nonprofits to co-create shared value. These new types of collaborations about creating value, rather than the tense standoffs of the past, are part of the way we will create actual solutions to society's challenges. Michael J. Porter, Bishop William Lawrence University Professor, Harvard Business School Co-creating value is a powerful concept Jim Austin and May Seitanidi are sharing with us that will bring business and non-profit leaders to a new level of understanding and performance. This new book is the indispensable guidebook for leaders of the future. Frances Hesselbein, Founding President and CEO of the Frances Hesselbein Leadership Institute, Former CEO of the Girl Scouts of America, and Holder of Presidential Medal of Freedom I love the book! While it focuses on cross sector collaboration, it should be read by every executive in the for-profit sector. Business is about how to collaborate with stakeholders to create value. This book tells you how to do it. Bravo! R. Edward Freeman, University Professor and Olsson Professor The Darden School University of Virginia Finally a book that demystifies what is probably the single most indispensable strategy for advancing social change: cross sector collaboration that creates genuine, measurable value for all. The book is an original and valuable resource for both the nonprofit and business sectors, providing a promising new roadmap that shows how to go beyond fighting for one's share of the pie, to collaboration that actually makes the pie grow. Billy Shore, Founder and CEO of Share Our Strength and Chairman of Community Wealth Ventures Professors Austin and Seitanidi provide essential guidance for managers determining how to produce benefits for their organizations and high impact for society. This is an informed, thoughtful, and practical analysis. Rosabeth Moss Kanter, Ernest L. Arbuckle Professor of Business Administration, Harvard Business School and author of *SuperCorp: How Vanguard Companies Create Innovation, Profits, Growth and Social Good*

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- Understand the meaning and use of statistical terms used in business statistics
- Use graphical and descriptive statistics to identify the need for statistical inference techniques
- Perform statistical analyses
- Interpret the results of statistical analyses
- Apply statistical inference techniques in business situations
- Use computer spreadsheet software to perform statistical analysis on data
- Choose the appropriate statistical tool from the collection of standard analytic methods

**example of value in business: Entrepreneurial Strategies for Value Creation in Times of Uncertainty** Wojciech Dyduch, 2024-01-01 Entrepreneurial (re)orientation in the face of crisis: Is it worth modifying entrepreneurial strategy? Abstract PURPOSE: This article aims to determine how companies in the SME sector modify their business strategies in response to changes in the external environment. The research focused on modifications to entrepreneurial strategies expressed through

the fundamental dimensions of entrepreneurial orientation (EO): risk-taking, innovativeness, and proactiveness. Additionally, it identified which types of reactions (modifications in strategies) lead to the most favorable changes in firm performance. The external environment was determined based on the market situation that resulted from the emergence of the COVID-19 pandemic.

**METHODOLOGY:** This is quantitative research. The study utilized data from 126 small printing businesses operating throughout Poland. Analyses were conducted on the data that reflected modifications in entrepreneurial behaviors and performance during three periods: the pre-crisis period, the initial phase of the crisis (the full lockdown period), and the second phase of the crisis (the period of easing the restrictions). The identification of the behavior types was carried out using cluster analysis. **FINDINGS:** The results of the research led to the conclusion that, with a change in market conditions, companies significantly change their levels of EO. In particular, the surveyed companies reduced their levels of EO during the outbreak of the COVID-19 pandemic. At the same time, this decrease was mainly due to significant decreases in risk-taking. The levels of EO increased when the conditions improved due to significant increases in innovativeness and proactiveness.

Moreover, the analysis enabled the identification of four types of reactions to the emergence of the crisis as well as three types of reactions to the improvement of the external conditions that resulted from the easing of restrictions and the introduction of anti-crisis support measures for businesses. Additionally, it was demonstrated that the type of reaction had a significant impact on the changes in the performances of the examined companies. In particular, it was shown that the lowest decline in performance during the initial phase of crisis could be observed in passive enterprises, i.e., those that did not modify their entrepreneurial strategies (did not alter their levels of individual dimensions of EO). The greatest increase in performance was achieved during the period of easing restrictions by those companies that significantly enhanced their activities across all of the considered dimensions of EO.

**IMPLICATIONS:** The research results provided insights for entrepreneurs in strategic management. Specifically, they learned about the modifications in entrepreneurial behaviors that could lead to the most favorable and optimal improvements in a firm's performance when market conditions change. **ORIGINALITY AND VALUE:** The study contributes to the literature concerning reactions to changes in market conditions. This innovative approach considers dynamics where the changes themselves are variables. In particular, this research identifies types of entrepreneurial reactions to market condition changes in terms of dimensions of entrepreneurial orientation. Furthermore, it provides an answer to how firm performance evolved regarding various reaction types (using the example of the printing industry).

**Keywords:** entrepreneurial orientation, crisis management strategies, strategy adaptation, strategy modification, business strategy, risk-taking, innovativeness, proactiveness, crisis, COVID-19, external environment, small businesses, firm performance, cluster analysis, entrepreneurial behavior

**Redefining rural entrepreneurship: The impact of business ecosystems on the success of rural businesses in Extremadura, Spain** Abstract **PURPOSE:** Regarding the growth of public policies fostering rural entrepreneurship, the primary objectives of this work involve examining the concept of rural entrepreneurship, identifying key aspects that differentiate it from non-rural entrepreneurship, and assessing the role of the local entrepreneurial ecosystem in supporting the

initiation and growth of rural ventures. To achieve these goals, the study adopts a novel approach by integrating an analysis of rural entrepreneurship features with an exploration of the entrepreneurial ecosystem's impact. **METHODOLOGY:** After a review of the previous academic literature, the characteristics of rural entrepreneurship have been delimited, distinguishing it from non-rural. The research results have been obtained using a questionnaire, after a descriptive analysis of the sample, and an analysis of the difference in means by contrasting hypotheses using IBM SPSS

Statistics 26. **FINDINGS:** This article explores the factors that contribute to rural entrepreneurship, challenging the notion that geographic location is the sole defining characteristic. Through the conducted investigation, it has been determined that a company's classification as rural is not solely based on its geographical location in rural areas or involvement in primary sector activities. Other aspects, such as a strong connection with the local community or the ability to create value, are also

essential in defining a rural enterprise. Additionally, it examines how business ecosystems can foster the growth and success of rural entrepreneurship. **IMPLICATIONS:** This study provides an analysis of how rural entrepreneurship can drive endogenous development in rural areas. It also offers insights for government entities and policymakers to implement effective support measures and strategies in business ecosystems within rural environments. This study highlights that the resources found in rural entrepreneurial ecosystems may not be sufficient to support rural entrepreneurship. It's important to acknowledge that rural entrepreneurship requires specific resources that may not currently be available in business ecosystems. To increase the number of viable rural businesses, new resources tailored to rural entrepreneurship must be created, leveraging the area's endogenous resources and growth models. **ORIGINALITY AND VALUE:** This study examines the distinctive attributes of rural entrepreneurship, with a deliberate departure from exclusive emphasis on geographical location or primary economic sector. Drawing upon empirical research conducted among a cohort of rural enterprises, the analysis reveals that neither physical location nor primary sector affiliation substantially contribute to the establishment of these rural businesses. Instead, a profound connection to, and a heightened sense of belonging within the rural milieu emerge as pivotal determinants. Furthermore, rural entrepreneurship emerges as a promising avenue for the development of the region, offering substantial growth prospects. The investigation encompasses a scrutiny of the resources within the rural business ecosystem and their capacity to stimulate rural entrepreneurial activity. This emerging focal point represents a novel field of concern for governmental bodies and political institutions operating in rural areas.

**Keywords:** entrepreneurship, rural entrepreneurship, business ecosystems, rural business success, entrepreneurial ecosystem, rural development strategies, endogenous development, rural ventures, geographic location impact, local community engagement, policy implementation for rural areas, value creation, embeddedness

**Making of intrapreneurial managers:** Investigating unethical behavior, risk-taking, and decision-making speed as antecedents

**Abstract PURPOSE:** The entrepreneurship-ethics nexus draws considerable interest from researchers and practitioners with little resolution. Our purpose with this paper is to contribute to the debate by shedding light on the relationship between managers' attitudes toward unethical behavior and their subsequent entrepreneurial intention (EI) in an emerging economy context. Given the complex and multifaceted interplay between unethical behavior and EI, we extend our investigation by including decision-making speed and attitude toward risk to explain the relationship further. We take a granular approach to facets of unethical behavior to gain deeper insights into the specificity of influences they pose on subsequent behavioral intentions. **METHODOLOGY:** Primary data were collected from 214 Kosovan managers employed in companies from different industries. Hypothesized relationships were tested by conducting hierarchical regression analyses. **FINDINGS:** Our results indicate that managers with higher EI are not necessarily unethical overall. We did not find support for the hypothesis that managers with stronger attitudes toward unethical behavior demonstrate higher entrepreneurial intentions. Focusing on dimensions of unethical behavior, we find that managers who favor bribery are more entrepreneurially inclined. Furthermore, we find that managers who are quick decision-makers and risk-takers express higher EI. **IMPLICATIONS:** Theoretically, we add to the existing body of research on ethics and entrepreneurship by empirically examining the relationship between attitude toward unethical behavior and EI and the viability of the Theory of Planned Behavior as a framework for integrating unethical behavior in entrepreneurship research. Our study affirms the extension of the theoretical and empirical underpinnings concerning ethics and entrepreneurship, contemplating that they are pervasive across contexts. We provide important practical implications for managers, especially in the corporate entrepreneurship and training context. Managers are encouraged to foster an entrepreneurial-friendly environment that abides by ethical standards. Our study also informs policymakers of the importance of formal education on entrepreneurship as a mechanism to enforce ethical awareness in future entrepreneurs and intrapreneurs. **ORIGINALITY AND VALUE:** This study is among the first attempts to test the relationship between unethical behavior and EI in a

managerial sample and non-western context. Keywords: entrepreneurial intention, unethical behavior, bribery, risk-taking, decision-making speed, intrapreneurial managers, entrepreneurship-ethics nexus, hierarchic regression analysis, corporate entrepreneurship, theory of planned behavior, ethical standards, entrepreneurship Entrepreneurial agility and organizational performance of IT firms: A mediated moderation model Abstract PURPOSE: The Information and Communication Technology (ICT) sector is playing an important role in the growth of the world's economy. However, limited knowledge exists concerning the underlying mechanisms and boundary-spanning conditions under which entrepreneurial agility (EA) affects the organizational performance (OP) of IT firms. This study draws on the Dynamic Capability Theory (DCT) to examine the effect of entrepreneurial agility (EA) on the organizational performance (OP) of Italian IT firms with the mediating role of open innovation (OI) and the moderating role of environmental dynamism (ED). METHODOLOGY: Employing an explanatory research design and convenience sampling technique via an online survey to gather data from a sample of 411 Italian IT firms, the study tested the formulated hypotheses using the structural equation modeling technique in AMOS statistical software. FINDINGS: The results revealed that EA, directly and indirectly, influences OP of IT firms. Moreover, the mediation analysis unveils that OI plays a complementary, partial mediation role in the EA—OP nexus. Finally, ED moderates this focal relationship, such that in the presence of high environmental dynamism, the relationship between EA and OP gets stronger compared to low environmental dynamism. IMPLICATIONS: The findings imply that IT firms should emphasize adopting agile procedures and structures that allow them to react to new problems and opportunities swiftly by building a culture of innovation through the adoption of OI strategies (inbound, outbound, and coupled) to tap into the broader range of expertise and resources in the business environment. To improve the link between OI and OP, managers should prioritize building relationships with external partners, such as customers, suppliers, and academic institutions. IT firms should also prioritize building a diverse and inclusive workforce that can bring diverse perspectives and experiences to the innovation process to enhance their innovation capabilities and create products and services that better meet the needs of customers. ORIGINALITY AND VALUE: The study's value lies in extending the ongoing scholarly discussion on the nexus between EA and OP by exploring OI as an intermediary mechanism that connects EA, OP, and ED as a boundary-spanning condition that moderates the focal relationship. This research highlights the interplay between EA, OI, ED, and OP, using the DCT as a theoretical foundation. It is the first to examine such interrelationships in the IT sector. In addition, the study provides new insight for researchers focusing on the information technology (IT) sector. Keywords: entrepreneurial agility, organizational performance, IT firms, dynamic capability theory, open innovation, environmental dynamism, mediated moderation model, structural equation modeling, information and communication, technology sector, innovation management Decoding startup failures in Indian startups: Insights from Interpretive Structural Modeling and Cross-Impact Matrix Multiplication Applied to Classification Abstract PURPOSE: Start-ups are widely acknowledged as crucial catalysts for innovation and drivers of economic progress. However, their vulnerability to failure continues to pose a persistent and significant obstacle. In light of this, the study intends to ascertain the various elements responsible for the elevated incidence of start-up failures and examine their contextual associations. It further aims to establish the hierarchical structure and identify the crucial factors of start-up failure. METHODOLOGY: The paper uses the Interpretive Structural Modeling (ISM) approach to determine the structural hierarchy and interconnections among the causes of start-up failures identified through the comprehensive analysis of existing literature and experts' opinions. MICMAC (Cross-Impact Matrix Multiplication Applied to Classification) analysis is also being utilized to categorize these identified failure causes into autonomous, independent, dependent, and linking factors by their driving and dependency powers. FINDINGS: A structural framework depicting the interrelationships among the factors has been derived, showing the failure factor, 'poor market positioning' factor at the highest level, and the 'lack of entrepreneurial efficiency' at the lowest level of the model. The results also revealed that lack of entrepreneurial efficiency, poor management,

and external environmental issues are the most significant independent factors upon which all other failure factors rely. It also categorizes 'poor market positioning' as the dependent factor, signifying its passive role in the failure of start-ups. **IMPLICATIONS:** As previous literature has discussed the various factors responsible for the failure of start-ups in isolation, the current study fills out the gap in the literature by establishing linkages among those factors. The study's insights emphasize the value of effective management teams and entrepreneurial skills in averting start-up failures. It highlights the importance of skill development and mentorship to enhance the capabilities of entrepreneurs and their teams. Furthermore, the research indicates that policymakers and support groups can create focus initiatives addressing issues like market validation, team dynamics, and financial management to enhance the start-up environment. These initiatives may encompass entrepreneurship training, financial assistance, and mentorship through the 'Start-up India' Program, Bharat Fund platform, etc. **ORIGINALITY AND VALUE:** Previous studies on entrepreneurial failure are based on AHP (Analytical Hierarchical Process), content analysis, and quality management methodologies. This is potentially the first study using the ISM-MICMAC approach that explores the complex world of start-up failures in India and illustrates the relative influence and interdependence of various failure factors of start-ups through a hierarchical model. **Keywords:** start-ups, failure factors, start-up failures, Interpretive Structural Modeling, ISM, Cross-Impact Matrix Multiplication Applied to Classification, MICMAC, entrepreneurial efficiency, market positioning, management competency, external environmental issues, failure prevention strategies, Indian, entrepreneurship skill development. The effectiveness of agile leadership in practice: A comprehensive meta-analysis of empirical studies on organizational outcomes **Abstract** **PURPOSE:** The COVID-19 pandemic and the digital transformation have hastened the demand for enterprises to be more flexible and adaptive in a fast-changing environment, making agile leadership a prominent business trend. Agile leadership improves innovation efficiency, employee performance, and team effectiveness. However, there is limited research on agile leadership's effects on organizational outcomes. Thus, this study provides a meta-analytic review of the impact of agile leadership on organizational outcomes that cover various common dimensions like operational, employee, customer, financial, and social environments. **METHODOLOGY:** The study has two phases: the first phase performs bibliometric literature analysis, and the second phase performs meta-analysis. In the bibliometric literature analysis, 74 articles that were published between 2004 and 2023 were identified from Scopus and Google Scholar, and their type of publication, year of publication, countries involved in agile leadership research, keywords involved, and their association are examined. For the meta-analysis, 24 articles that performed empirical research were chosen from which the various independent and dependent variables studies, along with their standard regression coefficients ( $\beta$ ) and correlation coefficients ( $\rho$ ) that represent the relationship between agile leadership or agile leaders and that of other factors, were extracted and examined. **FINDINGS:** The study found that there was a significant rise in publications on agile leadership after 2020, and Turkey, the United States, and Indonesia were involved more than other countries. Moreover, agile leadership is studied more in terms of operational outcomes and employee outcomes. The results of the meta-analysis indicate that agile leadership has a strong relationship with factors like interpersonal trust ( $\rho=0.93$ ), organizational performance ( $\rho=0.90$ ), organizational effectiveness ( $\rho=0.89$ ), individual career success ( $\rho=0.89$ ) and innovation management ( $\rho=0.81$ ). Thus, it is clear that agile leadership has a stronger impact on operational outcomes than employee outcomes. Agile leadership characteristics such as digital innovation, trust, competency, result orientation, and wisdom are significant for organizational growth, team collaboration, team effectiveness, and organizational innovation. **IMPLICATIONS:** Identifying agile leadership concepts helps assess the progress of empirical research, improve leadership theories and models, and identify potential growth opportunities. The success of agile leadership depends on factors like a company's culture, industry, and size, and this can be studied further. Furthermore, organizations may need to adjust their strategies on customer service, financial management, and investment so that they better reflect the values of agile leadership. **ORIGINALITY AND VALUE:** This study classifies numerous

different research models that shed light on the efficiency of agile leadership based on a comprehensive literature review that serves as the basis for this study. In addition, this study identifies potential problem areas that need to be fixed, and as a result, it makes a contribution to the research on agile leadership. Keywords: agile leadership, organizational outcomes, operational outcome, employee outcome, interpersonal trust, leadership practice, organizational performance, meta-analysis, digital transformation, innovation management, employee performance, interpersonal trust, team effectiveness, COVID-19, strategic flexibility Relationship between entrepreneurial orientation, innovative co-branding partnership, and business performance Abstract PURPOSE: This study aimed to determine the relationship between entrepreneurial orientation (EO), innovative co-branding partnership, and business performance. EO was analyzed through five dimensions: innovativeness, proactiveness, risk-taking, competitive aggressiveness, and autonomy. METHODOLOGY: As part of the first phase of brand management research, the quantitative survey was conducted in June 2023 among managers of companies operating in Poland using an online questionnaire. 280 responses were obtained, of which 266 questionnaires were qualified for further calculations. Incomplete questionnaires were eliminated. Hypotheses were formulated regarding the positive impact of the five dimensions of EO (innovation, proactivity, risk-taking, competitive aggressiveness, and autonomy) on business performance and innovative co-branding partnership, and the positive impact of innovative co-branding partnership on business performance. Structural equation modeling using partial least squares (PLS-SEM) was applied to support the conceptual framework and proposed hypotheses. The calculations were performed in Smart PLS version 4.0.9.5. FINDINGS: The results indicate that three EO dimensions (innovativeness, proactiveness, and competitive aggressiveness) influence business performance. There was no effect of risk-taking and autonomy on business performance. In addition, three EO dimensions (innovativeness, competitive aggressiveness, and autonomy) influence innovative co-branding partnership. No effect of risk-taking and proactivity was found on innovative co-branding partnership. This means that two EO dimensions (innovativeness and competitive aggressiveness) positively influence innovative co-branding partnership and business performance. Furthermore, innovative co-branding partnership was proven to influence business performance. IMPLICATIONS for theory and practice: The results of the study point to theoretical implications for further exploration of entrepreneurial orientation and its dimensions. The practical implications relate to recommendations for managers. Managers should make efforts to increase innovation, market activity, and competitiveness of the market offer. It is necessary to monitor the actions taken in the context of their impact on selected market, consumer, product, and brand performance. In addition, managers should analyze the possibilities of undertaking cooperation of this nature to increase business performance. ORIGINALITY AND VALUE: This study provides a better understanding of the impact of entrepreneurial orientation on business performance using innovative co-branding. Compared to previous studies, it has an advantage in research by introducing the issue of innovative co-branding, which can be used for the development of new business activities. In addition, this study focuses on several areas of business performance, including product, brand, consumer, and financial performance. Keywords: entrepreneurial orientation, innovativeness, proactiveness, risk-taking, competitive aggressiveness, autonomy, innovative co-branding partnership, business performance, Structural Equation Modeling (SEM), brand management, market performance

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