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Intrapreneurial Strategic Renewal in an Indonesian State-Owned Shipyard: An Integrated Resource and Industry Analysis

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Abstract

State-owned industrial enterprises must renew their established operations while dealing with public-sector governance, high levels of capital investment, and fluctuating demand from business to business. This study aims to examine how an Indonesian state-owned shipyard transforms its existing resources into intrapreneurial strategic renewal in the face of pressures from both the industry and the governance structure. A qualitative descriptive case study method was carried out, the data being gathered between January and June 2025 via semi-structured interviews with nine managerial informants, direct observation, and the use of company documents. The evidence was coded and gradually sorted into three categories: internal resource conditions, external pressures, and strategic options. The results show a three-layer configuration relating resources to renewal: differentiating resources generate strategic potential; enabling routines bring those resources into play and link them to customers and implementation; and renewal constraints decide whether the deployment can be repeated at an acceptable level of risk. In the case of the shipyard in question, the graving-dock capacity, the expertise in propulsion, and the CNC capability offer differentiation potential, while the outdated equipment, the gaps in certification and in succession, and the centralized arrangements for working capital hinder the transformation into a repeatable advantage. This study extends the RBV framework by specifying the organizational mechanism for conversion, supplements dynamic-capability theory by identifying reconfiguration within operating and governance arrangements, and refines the concept of public-sector corporate entrepreneurship by demonstrating how limited managerial discretion can support renewal without giving up accountability.

Keywords: corporate entrepreneurship, resource-based view (RBV), shipyard industry, strategic renewal, state-owned enterprises (SOEs)

INTRODUCTION

Strategic renewal is a key aspect of corporate entrepreneurship since established organizations must constantly reconfigure their businesses, capabilities, and competitive logics rather than just depend on their existing resource base (Urbano, Turro, Wright, & Zahra, 2022). This problem is particularly severe in capital-intensive industrial firms. The reason is that their assets are expensive and take a long time to replace, technical knowledge is in part tacit, safety and certification requirements prevent quick experimentation, and large business-to-business contracts mean that operations are exposed to sudden changes in demand. Although digital technologies can help with spot-

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ting opportunities and coordinating activities, the process of transformation still requires a clear strategic vision, active initiative from employees, and the organization's ability to integrate technology with its operating routines (Kraus et al., 2022; Nadkarni & Prügl, 2021; Niemand, Rigtering, Kallmünzer, Kraus, & Maalaoui, 2021). Renewal therefore involves not merely the acquisition of new equipment but also the entrepreneurial recombination of assets, people, market knowledge, and decision rights.

The situation is even more complicated in state-owned enterprises (SOEs). Although public ownership can bring about legitimacy, allow for strategic directives, and give access to national networks, it also leads to several objectives, centralised controls, and procedural restrictions. A recent review has demonstrated that corporate entrepreneurship in the public sector is still fragmented and little studied, especially in relation to the way in which organizational conditions enable employees and units to carry out renewal within the existing governance framework (Funko, Vlaèiæ, & Dabiæ, 2023). Research into responsible innovation also shows that intrapreneurial initiatives must be linked to the institution's missions and be backed by appropriate organizational structures (Ambos & Tatarinov, 2021). Corporate entrepreneurship can likewise link organizational renewal to social and sustainable development goals when these objectives are incorporated into the opportunity logic (Rodríguez-Peña, 2025; Scuotto, Lemaire, Magni, & Maalaoui, 2022). The real issue therefore is not whether public organizations can be entrepreneurial, but rather how they can establish defined spaces for initiative while at the same time maintaining accountability.

Shipyards offer a suitable setting in which to examine this issue. The level of competitive performance is determined by the way in which production facilities, engineering know-how, supply networks, project management, compliance with regulations, and relations with customers interact. Research into Industry 4.0 has highlighted the importance of digital integration, automation, and the coordination between humans and technology in the field of shipbuilding (Zhang & Chen, 2024), whereas studies of the Indonesian shipbuilding sector indicate that performance assessment has to take into account value, risk, environmental requirements, and operational capability (Baihaqi, Lazakis, & Kurt, 2023; Baihaqi, Lazakis, & Supomo, 2024). The internal strategic factors in medium-sized shipyards are also interrelated rather than independent; investments in capability can either strengthen or diminish each other (Mustajib et al., 2025). Nevertheless, the literature seldom links these industrial conditions to corporate entrepreneurship and strategic renewal in the context of state-owned enterprises.

The resource-based view (RBV) is used because strategic renewal in mature shipyards depends on identifying which physical assets, technical knowledge, and organizational routines enable competitive differentiation versus mere parity. Consequently, the RBV is ideal for studying resource recombination in established firms rather than new venture creation (Barney, 1991). VRIO puts this line of reasoning into practice by examining whether resources are valuable, rare, difficult to imitate, and are organized to capture value. Dynamic-capability theory supports RBV by showing that possessing resources by themselves is not enough; managers also must spot opportunities, bring

the resources into play, and reconfigure the assets and routines as the situation changes (Eisenhardt & Martin, 2000). The theoretical structure is therefore intentional as the RBV detects the potential for strategy; resource orchestration and dynamic capabilities account for the processes of conversion and reconfiguration; and corporate entrepreneurship or intrapreneurship places the renewal process within an existing organization.

The concept of corporate entrepreneurship includes innovation, corporate venturing, and strategic renewal, yet it has frequently been applied in an inconsistent manner (Castriotta, Loi, Marku, & Moi, 2021; Hernández-Perlines, Montes, & Blanco-González-Tejero, 2022). For a mature shipyard, strategic renewal is the most suitable perspective since the main concern lies in the revitalization and recombination of the existing operations rather than in setting up a legally independent venture. Research into intrapreneurship also indicates that the pursuit of opportunities is influenced by managerial support, autonomy, rewards, the availability of resources, and the organization's boundaries (Morici, 2022; Pirhadi & Feyzbakhsh, 2021). Moreover, innovative work behaviour is determined by the interaction between an individual's personal characteristics and the work environment (Kör, Wakkee, & Van Der Sijde, 2021). The current study looks at the organizational resource configuration and the constraints that lead to or hinder intrapreneurial renewal potential, rather than measuring individual intrapreneurial behavior.

To supplement the internal resource analysis, the PEST and Five Forces analyses highlight the institutional and competitive pressures, while the SWOT and TOWS frameworks link together internal and external evidence to make actionable decisions (Solihati, Inggriantara, & Camila, 2022). This kind of integration addresses a practical limitation of using strategic matrices on their own: although lists of factors can describe a situation, they fail to explain how the organization's resources should be combined into renewal initiatives. It is necessary for organizations to strike a balance between exploration and operational refinement (Montealegre & Iyengar, 2021) and to build the absorptive and leadership capabilities required to turn information into innovation (Mancha & Shankaranarayanan, 2021; Utoyo, Fontana, & Satrya, 2019). Moreover, external venturing, open-source collaboration, and the spread of next-generation technologies all demonstrate that the development of digital opportunities goes beyond the boundaries of individual organizations (Cho et al., 2022; Lin & Maruping, 2021; Prügl & Spitzley, 2021).

The chair of IPERINDO (Indonesian Shipbuilding and Offshore Facilities Industry Association) reported that approximately 30,000 vessels require maintenance each year across about 200 shipyards in Indonesia (Subagyo, 2024). Although this indicates substantial market demand, industry players still face significant operational and regulatory constraints. This study examines PT Dok & Perkapalan Kodja Bahari (Persero), Jakarta Shipyard II (hereafter, the focal shipyard), an Indonesian state-owned ship-repair and shipbuilding unit to fulfill the needs of the shipyard industry in Indonesia. PT. Dok & Perkapalan Kodja Bahari, especially the production unit located in Jakarta, has quite complete docking facilities such as floating docks, graving docks, workshops and a sufficient workforce but only in the repair control process. PT Dok & Perkapalan Kodja Bahari (Persero) must continue to develop in the activi-

ties of new ship building, ship repair and docking, fabrication and repair of maritime industry support equipment, ship maintenance and repair during operations and ship maintenance and repair service activities to be able to compete with other private shipyards.

According to internal vessel-handling records and annual work-plan and budget (RKAP) and revenue-realization documents provided by Jakarta Shipyard II and reviewed during fieldwork, its recent operating record shows both recovery and instability: the number of vessels handled rose from 12 in 2021 to 46 in 2022, declined to 42 in 2023, and increased to 69 in 2024. Revenue realization was Rp60.03 billion against a Rp75.05 billion target in 2023, then Rp71.05 billion against a Rp61.30 billion target in 2024. These figures do not establish profitability, but they indicate changing demand and execution conditions that require more than a static competitive response.

Accordingly, the research question is: How can a state-owned shipyard align internal resource advantages with external industry pressures to support intrapreneurial strategic renewal? The study contributes in three ways. First, it brings public-sector corporate entrepreneurship into a capital-intensive maritime setting. Second, it develops a resource-to-renewal configuration that connects distinctive assets, enabling routines, and administrative constraints. Third, it translates integrated strategic analysis into a prioritized renewal agenda with implementation indicators, with more implementable initiatives beyond a descriptive SWOT.

METHOD

The study employed a qualitative descriptive single-case design and took place at PT Dok & Perkapalan Kodja Bahari (Persero), Jakarta Shipyard II. A case study was suitable since the strategic issue concerned the interaction of resources, managerial practices, governance structures, and the conditions of the industry within their actual organizational setting (Yin, 2018). Jakarta Shipyard II was chosen deliberately as a rich source of information because it is part of an Indonesian state-owned enterprise group, has extensive repair facilities and specific technical skills, and saw significant changes in the volume of vessels and in the realization of revenue following the disruption caused by COVID-19. The focus of the analysis was on the shipyard's strategic resource configuration and its potential for renewal, not on the behaviour of individual employees.

The fieldwork continued from January to June 2025. The nine internal informants were chosen based on their holding managerial or assistant-managerial responsibilities for functions which were central to the implementation of strategy. These functions included marketing, production and engineering, facilities, finance, human resources and general affairs, and procurement. Using semi-structured interviews, the shipyard's valuable resources, its operational constraints, market opportunities, competitive pressures, organizational arrangements and possible strategic responses were examined. In the article personal names are not used and instead informant codes are employed to reduce the risk of identification.

The interviews were supported by direct observation and by company documents. The observations concentrated on the production facilities, the way work was carried out, and the condition or way the main assets were used. The documentary evidence consisted of the internal records relating to vessel handling from

2021 to 2024; the annual work plan and budget (RKAP) and the revenue-realization records for 2023 to 2024; information on the organization; details of the promotional activities; and the internal descriptions of the facilities and services. By using a variety of types of evidence it was possible to verify the claims made in one source against those in other sources. However, the design was still oriented towards internal matters since no interviews were conducted with customers, suppliers, regulators, or representatives of headquarters.

The analysis followed the interactive procedure involving data condensation, data display, and the drawing of conclusions as described by Miles, Huberman, and Saldaña (2020). The process of coding and analysis was carried out in four interpretive stages. In the first stage, the evidence from interviews, observations, and documentary sources was given descriptive codes relating to assets and technical knowledge, as well as to routines, operating bottlenecks, governance arrangements, customer and market conditions, and regulatory or competitive pressures. In the second stage, the evidence from different informants and from the documentary sources was compared to detect convergent, complementary, and constraining patterns.

In the third stage, the internal codes were grouped into categories of resources, routines, and constraints and assessed using the VRIO framework, while the external codes were arranged using PEST and Porter's Five Forces (Porter, 2008). In the fourth stage, the internal and external classifications obtained were combined in a SWOT matrix and then matched using TOWS to produce strategic options. The matrices were regarded as interpretive tools and not as statistical measures, and the classifications were only kept if they could be linked back to the original interview, observation, or documentary evidence.

To end up with a list of recommendations that was entirely unstructured, the various options were grouped together into a renewal agenda. The priority was evaluated qualitatively based on three criteria: the strategic relevance to demand and differentiation, the urgency of the operational or governance constraint, and the feasibility within the shipyard's area of influence. Then specific indicators were identified so that each initiative could be observed when it was being implemented. The second phase of synthesis is known as the resource-to-renewal configuration.

Credibility was achieved by using triangulation of sources based on interviews, observations, and documents; by comparing the accounts given by different members of the organisation; and by keeping negative or limiting evidence rather than merely reporting the positive points. An audit trail was kept in the form of the interview categories and the strategic matrices. Since the source study did not have external member checking or an independent second coder, the findings are given as an analytical interpretation which is specific to the context rather than as a statement of objective scoring or as a broad statistical generalisation.

Figure 1 illustrates the analytical process employed to link strategic diagnosis with recommendations for renewal. The SWOT analysis establishes the overall positioning framework; the internal factors are evaluated using VRIO to judge the strategic value of the organisation's resources and routines, while the external factors are analysed with the help of PEST and Porter's Five Forces to detect the institutional and competitive pressures. TOWS then

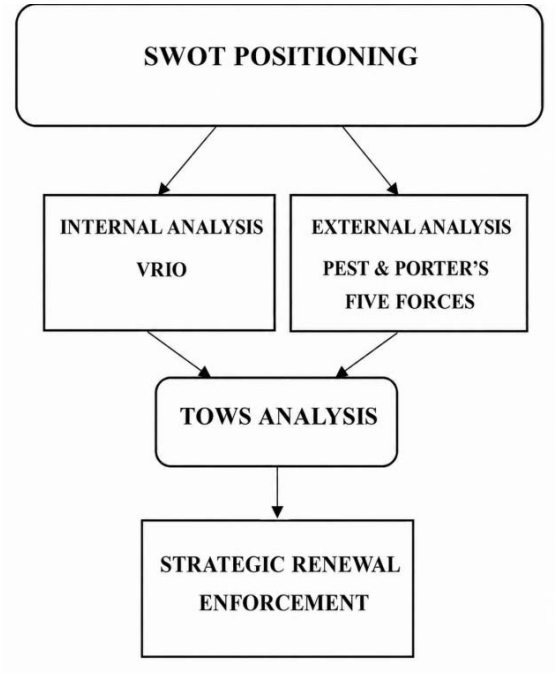


Figure 1 Integrated Analytical Framework for Strategic Renewal

combines the internal and external findings to produce strategic options, which are then integrated into the strategic renewal recommendations presented at the final stage. Hence, the figure depicts an analytical workflow and not a causal model.

RESULTS AND DISCUSSION

The evidence showed that the shipyard had assets with commercial value and specific expertise, but its system for renewing and expanding these assets was incomplete. Table 1

Table 1 Informants and Evidence Contribution

Code	Functional Responsibility	Primary Evidence Contribution
P1	Assistant manager, production control and engineering	Technical planning, work control, and propulsion expertise
P2	Assistant manager, marketing and services	Customer acquisition, promotion, vessel pipeline, and owner networks
P3	Manager, production and facilities	Production capability, dock capacity, and operating priorities
P4	Assistant manager, production	Scheduling, labor requirements, and production bottlenecks
P5	Assistant manager, facilities operations and maintenance	Equipment condition, maintenance, and facility readiness
P6	Manager, finance and accounting	Targets, revenue realization, working capital, and payment risk
P7	Assistant manager, finance and accounting	Project finance, administrative flow, and financial controls
P8	Manager, human resources and general affairs	Staffing, regeneration, certification, and internships
P9	Assistant manager, procurement	Materials, supplier coordination, and purchasing constraints

gives a summary of the internal viewpoints included in the study. The fact that the team comprised people from different functions was helpful since initiatives for renewing services such as restoring airbag services or for developing a propulsion specialty needed co-ordination among marketing, engineering, facilities, finance, human resources, and procurement.

Internal Resource Platform

The following resource groups were consistently identified as strengths of PT Dok & Perkapalan Kodja Bahari (Persero): the 120m × 20m graving dock, expertise in the propulsion system, a computer numerical control (CNC) workshop, efficient and accurate administrative management, and active promotion through social media. These classifications are based on functional evidence: P3 highlighted the company's production capacity and the size of its dock; P1's account focused on technical planning, work control, and propulsion expertise; P2 dealt with customer acquisition and promotion; and P5 gave evidence regarding the readiness of the facilities and the condition of the equipment. The graving dock and the propulsion expertise provided the most solid basis for differentiation, the CNC capability enabled precise work, and administrative and promotional activities mainly served as supporting functions since competitors could more easily replicate them. The strategic significance of these factors was different.

The reason why the graving dock and propulsion expertise were the best ground for differentiation is that they are directly related to the customers' tasks which involve the need for the facility to be well suited and for specialist problem-solving. The CNC capability increased the speed and accuracy of work on components. While administration and promotion improved access for customers and the flow of transactions, these practices could more easily be copied by competitors. Table 2 shows no single resource was able to produce a sustainable advantage. Although the graving dock is valuable and scarce, the organisation's ability to realise its full value is diminished by the

Table 2 Qualitative VRIO Assessment of the Renewal Platform

Resource or Routine	V	R	I	O	Strategic Implication
120 m × 20 m graving dock	Yes	Relative	Costly	Partial	Potential differentiation; value reduced by aging supporting assets
Propulsion-system expertise	Yes	Yes	Tacit	Partial	Strongest knowledge-based platform; exposed to succession risk
CNC workshop capability	Yes	Relative	Moderate	Partial	Temporary advantage when maintained and integrated into solutions
Responsive, accurate administration	Yes	No	Low	Yes	Competitive parity and customer-friction reduction
Social-media promotion	Yes	No	Low	Yes	Market-sensing and visibility routine, not a stand-alone advantage

Note: V = valuable; R = rare; I = costly to imitate; O = organized to capture value
Assessments are qualitative

ageing of the auxiliary equipment and the state of the assets. Propulsion expertise includes tacit knowledge and is more difficult to imitate, but its continuity is vulnerable due to personnel shortages and weak regeneration. CNC capability is valuable and technically useful, even so its benefits depend on how it is used, how well it is maintained and how it is integrated into customer solutions. Responsive administration and digital promotion are important supporting routines rather than rare resources.

Renewal Constraints

Resource conversion was repeatedly undermined by three internal constraints. The first of these was that old, damaged or underperforming equipment led to longer periods of downtime and placed limits on both the range and speed of operations. The second was that the shipyard did not have enough certified personnel and lacked a solid succession plan, particularly in relation to production and airbag work. The third issue was that working capital was centrally transferred and controlled, which caused timing and coordination difficulties for a project-based unit that had to buy materials and deploy labour in accordance with vessel schedules. These weaknesses are not simply operational gaps; together they hinder experimentation, the ability to respond to customers' needs, and the scaling of new service propositions.

External Pressures and Opportunities

The external environment presented opportunities together with a high degree of execution pressure. The increase after the pandemic in the

Table 3 Integrated PEST and Industry-Force Assessment

Dimension	Evidence	Renewal implication
Political/legal	BKI requirements, port clearance, SOE controls, and industry regulation	Embed compliance and approval time in service design and project gates
Economic	Demand recovery, volatile vessel volume, price competition, and payment risk	Pursue differentiated jobs and strengthen pre-contract financial screening
Social	Owner networks, relationship-based selling, aging expertise, and weak regeneration	Formalize account development and create apprenticeship/certification pathways
Technological/environmental	CNC capability, aging equipment, digital promotion, tidal constraints	Prioritize asset reliability and connect digital sensing to operational capacity
Buyer power: high	Price comparison, schedule pressure, incomplete vessel/payment disclosure	Use technical surveys, qualification criteria, milestones, and change controls
Rivalry: medium–high	Public and private yards compete on price, facility, reputation, and turnaround	Differentiate through propulsion expertise, facility fit, and delivery reliability
New entrants: moderate	Capital and regulatory barriers coexist with specialized private competitors	Protect tacit know-how and deepen customer relationships
Supplier power: low–moderate	Many general inputs, but job-specific parts can create dependency	Prequalify alternatives and map critical long-lead items
Substitutes: low	Few substitutes for required repair/docking; deferral and other yards remain options	Demonstrate lifecycle value and reduce customer downtime

Note: Industry-force intensity is an interpretive synthesis of interview, observation, and documentary evidence

number of vessels handled, in customer and shipping-company networks, and in the demand for airbag work indicated that the market was recoverable. The maritime geography of Indonesia together with the ongoing requirement for repair and maintenance offered a wide foundation for the industry. Social conditions were also a factor since business development based on relationships helped to gain access to owners, whereas the ageing technical workforce and the lack of new recruits made apprenticeships and certification more important.

At the same time, customers had considerable bargaining power because of carrying out price comparisons, making demands regarding the schedule, and failing to fully disclose the condition of the vessel or their ability to make payments. Since private shipyards and state-linked shipyards competed based on price, the availability of their facilities, their technical reputation, and their turnaround time, the level of rivalry was medium to high. Entry into the industry was limited by high capital requirements and regulatory barriers, although it was still feasible for specialised private competitors. The power of the suppliers was generally low to moderate, even though parts specific to a project could lead to short-term dependency. Although there were few direct substitutes for docking and technical repairs, customers had the option of delaying the work or choosing alternative yards. Regulation, the requirements of the Indonesian Classification Bureau (BKI), port-clearance costs, and tidal conditions also had an impact on the timing and cost of the work. Table 3 combines these PEST and industry forces.

Prioritized Strategic Renewal Agenda

TOWS matching produced seven mutually reinforcing initiatives (Table 4). The first two convert existing strengths into more focused service propositions: a propulsion center of excellence and the recovery of airbag services. The next two restore the operating platform through risk- and revenue-based asset renewal and a workforce certification pipeline. Customer governance addresses information and payment risk before work begins. Data-driven business development turns social media and customer networks into a measurable business-to-business funnel. Finally, a delegated working-capital mechanism seeks faster project response while retaining headquarters accountability.

The ordering reflects strategic dependence rather than asserting any degree of numerical accuracy. Commercial promotion cannot generate reliable growth if asset availability and certified labor remain unstable; equipment investment will not produce advantage if it is disconnected from a distinctive market proposition; and service specialization is hard to scale without having in place risk controls before contracts are signed and with timely funding of projects. The resulting arrangement therefore connects market sensing, technical differentiation, operational renewal, talent development, and governance adjustment.

The main theoretical contribution lies in explaining how resources can be turned into renewal rather than merely in identifying valuable resources. While conventional RBV and VRIO approaches determine if a resource is valuable, rare, hard to imitate, and well organised, this case demonstrates that the organisational aspect is not a simple yes-or-no matter. It involves setting up routines which bring resources into action and constraints which interrupt or delay their use. It is therefore possible to open up the ‘black box’ that lies between having resources and achieving a com-

Table 4 Resource-to-Renewal Agenda

Initiative	TOWS Logic	Priority	Initial Implementation Indicator
Propulsion center of excellence	Use dock, technical expertise, CNC, and administration to win specialist work	High	Qualified leads, conversion, repeat orders, turnaround reliability
Airbag-service recovery	Use market networks to capture identified demand after restoring skills and equipment	High	Certified team, safe procedure, equipment readiness, pilot jobs
Risk- and revenue-based asset renewal	Correct equipment weakness to protect service reliability and differentiation	High	Critical-asset availability, downtime, repair payback, schedule adherence
Certification and succession pipeline	Reduce staffing/regeneration weakness and preserve tacit expertise	High	Competency coverage, certifications, mentoring hours, internal successors
Customer governance	Reduce disclosure, scope, payment, and change-order threats	High	Survey completion, risk rating, milestone compliance, receivable aging
Data-driven B2B commercialization	Convert social media and owner networks into a qualified sales funnel	Medium	Segment reach, qualified leads, proposal cycle time, conversion
Bounded working-capital delegation	Reduce centralization delay while retaining SOE accountability	Medium –high	Approval time, delegated-limit use, audit exceptions, project delay

Note: Priorities reflect strategic relevance, urgency, and feasibility; they are not statistical scores

petitive advantage, in agreement with arguments in resource management and orchestration that suggest managers must structure, bundle and leverage their resources in order to generate value (Sirmon, Hitt, & Ireland, 2007; Sirmon, Hitt, Ireland, & Gilbert, 2010). At the shipyard in question, graving-dock capacity or knowledge of propulsion has little renewal value when there is a misalignment of equipment reliability, certified labour, customer governance or project funding.

This arrangement also makes clear the meaning of intrapreneurial strategic renewal in a mature industrial environment. It does not call for a separate venture or for uncontrolled experimentation; rather, renewal can take place when managers recombine the existing assets and specialist knowledge to produce a more definite value proposition, for example that of a propulsion centre of excellence, together with the establishment of defined mechanisms for service recovery, skill certification, and commercial testing. This understanding is in line with the research which views corporate entrepreneurship as comprising a range of organization-level renewal and innovation activities (Castriotta, Loi, Marku, & Moi, 2021; Urbano, Turro, Wright, & Zahra, 2022).

The public-sector environment introduces a governance aspect. Although centralized transfers of working capital may help to ensure oversight at the group level, they can lessen local responsiveness in situations where vessel projects need the quick purchase of materials and the rapid mobilization of labour. The practical lesson is that there should be no indiscriminate decentralization. It thus demonstrates that the way in which decision-making powers

are designed is an element of renewal capability: if centralised controls delay the procurement of materials and labour, the shipyard may fail to turn valuable resources into time- sensitive market opportunities. A bounded delegation model featuring project thresholds, documented approval criteria, milestone reporting, and a post-project audit is appropriate since it adjusts decision-making powers selectively while maintaining accountability. This supports Funko, Vlaèiæ, & Dabiæ's (2023) claim that corporate entrepreneurship in the public sector needs to consider organisational structures and institutional conditions. It also aligns with the concept of responsible intrapreneurship, in which initiative is enabled by mission-consistent governance rather than being separated from it (Ambos & Tatarinov, 2021).

The fact that the proposed service specialisations show that industrial entrepreneurship is limited by complementary assets is clear. To establish a propulsion centre of excellence it is necessary to have diagnostic expertise, tooling, documented procedures, access to suppliers, quality assurance and a service promise aimed at the market. Similarly, airbag-service recovery requires certified personnel, safe procedures, well-maintained equipment and verification of demand. This agrees with research carried out in shipyards which shows that performance factors are causally interdependent and that value and risk must be assessed together (Mustajib et al., 2025; Baihaqi, Lazakis, & Kurt, 2023; Baihaqi, Lazakis, & Supomo, 2024). The correct approach is therefore to invest in capability systems rather than simply buying assets.

Digital promotion has a supportive function but is limited in scope. The shipyard's social- media efforts are worthwhile since they boost its visibility and allow it to communicate its specialist services, completed projects, and the availability of its facilities. Yet social-media activity is by no means uncommon or hard to copy; what is comparatively difficult to imitate is expertise in the propulsion system, since this kind of knowledge is tacit, based on experience, and incorporated into the routines used when solving problems. Social media should therefore be seen as a means of enhancing market insight rather than as a source of long-term competitive advantage.

The value added by keeping social media active grows when engagement data is connected to a customer-relationship process—such as identifying owner segments, generating qualified leads, carrying out facility-fit checks, conducting technical surveys, preparing proposals, and monitoring conversion. This view is in line with the evidence that social media can help in the recognition of opportunities and the flow of knowledge (Martín-Rojas, Garrido- Moreno, & García-Morales, 2020), although it is clear that digital transformation relies on strategic alignment rather than simply on the adoption of technology (D'Angelo, Cavallo, Ghezzi, & Di Lorenzo, 2024; Kraus et al., 2022).

Workforce regeneration is also an example of entrepreneurial infrastructure since propulsion expertise is hard to imitate to some extent because it is based on experience and is part of the routines involved in solving problems. This advantage will disappear if skilled staff retire without passing on their knowledge. It is therefore necessary for a certification pipeline to include competency mapping, apprenticeships, job rotation, documented technical cases, mentoring, and external certification. Although internships can widen the pipeline for new entrants they cannot take the place of a delib-

erate move into certified positions. Digital idea platforms can aid in the collection of suggestions for improvement, and co-working and collaborative research show that entrepreneurial action is in fact shaped by the way in which people, tools, and spaces interact (Reibenspiess, Drechsler, Eckhardt, & Wagner, 2022; Aslam, Bouncken, & Görmar, 2021).

The external analysis shows that it is necessary to pursue opportunities selectively. Since buyers have strong power and there is price competition, it is risky to carry out undifferentiated capacity expansion. Instead, differentiation should focus on cases where the suitability of the facility, technical credibility, and the reliability of turnaround are more important than the lowest quoted price. Pre-contract technical surveys, disclosure requirements, payment screening, the use of deposits or milestones where this is allowed, and clear procedures for handling changes can help to reduce the problem of adverse selection and exposure to cash flow issues. Through these practices, market knowledge is turned into disciplined choice of opportunities, which is a fundamental requirement in situations where external enablers generate opportunities that are not equally distributed among firms (Kimjeon & Davidsson, 2021).

The study suggests that there are three layers of renewal capability. Resources that are differentiating lead customers to select the shipyard; enabling routines link those resources to the markets and to the execution process; and renewal constraints decide whether the initiatives can be carried out at an acceptable level of risk. Corporate entrepreneurship takes place when managers intentionally reconfigure the three layers in response to a strategic opportunity. This approach to the layers supports the research on corporate entrepreneurship in the digital age, which stresses the need to pay more attention to technology, platforms, and the evolving organizational boundaries (D'Angelo, Cavallo, Ghezzi, & Di Lorenzo, 2024; Hevner & Gregor, 2020). It also indicates that strategic renewal and operational reliability are complements rather than alternatives in firms that are capital intensive.

The agenda should be managed as a portfolio; a ninety-day diagnostic exercise should be carried out to verify the propulsion and airbag value propositions, to identify the key assets and skills, and to establish customer risk gates. Pilots lasting between six and twelve months should then be used to test service packages, training groups, asset repairs, and the levels of funding that are delegated. The results obtained from these pilots should be used to decide when to expand the initiative. The performance measures should include both leading indicators (such as asset availability, the number of certified personnel, lead qualification, proposal cycle time, and funding approval time) and lagging indicators like conversion rate, repeat orders, turnaround reliability, revenue contribution, and receivable quality. This step-by-step method is similar to lean opportunity exploitation, an approach in which hypotheses are tested before committing to scale (Silva, Ghezzi, De Aguiar, Cortimiglia, & Caten, 2021), while remains suitable for industrial safety and public accountability.

This study has several limitations. While the single case provides some analytical insights, it does not allow for statistical generalization. Since all the people interviewed were internal managers or assistant managers, the analysis might fail to adequately reflect the perspectives of customers, suppliers, regulators, workers, and the headquarters. The evi-

dence was gathered over a short time span and part of it is based on past information. The strategic frameworks rely on interpretive classification and there is no mention of an independent coder or of formal member checking. Lastly, the corporate-entrepreneurship approach represents an analytical reinterpretation of a previous business-strategy study and the actual behaviour of individual intrapreneurs was not measured. Future research should employ longitudinal, multi-stakeholder designs and compare state-owned enterprises with private shipyards. It could investigate whether delegated decision-making powers, certification pipelines, and digital business-development procedures in fact lead to improved opportunity conversion and renewal performance.

CONCLUSION

The study demonstrates that carrying out strategic renewal within a state-owned shipyard involves a resource-conversion issue. While different kinds of resources—such as dock capacity and expertise in propulsion—generate strategic potential, it is the enabling routines that decide whether this potential actually reaches customers and is put into practice, and it is the limitations relating to equipment, personnel, financing, and governance that determine whether the renewal can be carried out again at an acceptable level of risk. It is for this reason that the case under examination accounts for the fact that valuable resources do not automatically lead to renewal in a capital-intensive state-owned enterprise. The main theoretical contribution of the study is the resource-to-renewal configuration: a three-layer explanation of how differentiating resources, enabling routines, and renewal constraints interact within the context of public-sector governance. This extends the RBV framework by specifying the conversion structure that links possession of resources to the actual achievement of renewal, supplements dynamic-capability theory by including governance reconfiguration, and improves upon theories of public-sector corporate entrepreneurship by showing that accountable managerial discretion can facilitate intrapreneurial renewal without giving up control. The seven initiatives are practical examples of this configuration and not the contribution itself.

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