SCIENTIFIC CULTURE

www.sci-cult.com

SCIENTIFIC CULTURE, Vol. 12, No. 5, (2026), pp. 2173-2191
Open Access. Online & Print

DOI: 10.5281/zenodo.21377590

HOW ORGANIZATIONAL DISCOURSE ON PLATFORM X ENABLES CORPORATE ENTREPRENEURSHIP: LONGITUDINAL EVIDENCE FROM SAUDI ARABIA CONTEXT

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Received: 20/05/2026
Accepted: 22/06/2026

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ABSTRACT

Certain enabling factors such as corporate entrepreneurship formal internal structure, incentives, leadership and organizational design are essential for the flourishing of corporate entrepreneurship (CE). However, very little in-depth work has been done to understand how continuous digital dialogues within organizations are able to create these enablers. This gap leaves an incomplete picture of how strategic resources are developed in the digital age, especially in emerging markets with a high level of institutional changes and a lack of theoretical frameworks. Organizational discourse is considered not only as a way of communicating, but as a way of producing resources, as opposed to just a way of communicating. 767 original tweets were collected from a large Saudi corporation (Organization M) and subjected to a detailed qualitative thematic analysis (Braun & Clarke, 2006) from the Organization M's original tweets (2016-2025). The analysis revealed four kinds of intangible assets created through discourse, symbolic assets (81.8% of the coded units), capabilities (9.2%), normative assets (6.4%) and relational assets (2.6%). Notably, the analysis of temporal precedence shows that symbolic discourse more than quadrupled in the year preceding the peak of the Vision 2030 reforms (13 to 59 coded tweets); at the onset of COVID-19, discourse converged almost entirely on symbolic identity claims rather than relational ones; and symbolic discourse reached its highest concentration during the Ukraine War and the fastest rate hike cycle by the Federal Reserve in modern history (2022), even though symbolic frequency had already peaked in the preceding period. These findings suggest that discourse does not reflect entrepreneurial capability; it constitutes it. Theoretical contributions follow. A Discursive RBV extension that addresses the explanatory gap identified by (Kraaijenbrink et al., 2010; Priem & Butler, 2001); a reframing of CE enablers in emerging markets as conditional on discursive accumulation preceding entrepreneurial action; a theorization of digital platforms as dynamic capabilities for intangible asset portfolio management; and an explanation of why symbolic discourse dominates CE enabling discourse in institutional void environments.

KEYWORDS: Corporate Entrepreneurship; Organizational Discourse; Platform X; Resource-Based View; Discursive RBV; Intangible Assets; Temporal Precedence; Longitudinal Qualitative Analysis; Saudi Arabia; Vision 2030; Institutional Legitimacy; Organizational Identity.

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1. INTRODUCTION

Organizational communication is often perceived as mirroring organizational reality. Yet in 2022, the year of the Russia-Ukraine War, peak global inflation, and the fastest Federal Reserve rate-hike cycle in modern history, a major Saudi corporation's organizational discourse on Platform X reached its decade-high peak of symbolic identity construction. This is not what a reflective theory of organizational communication would predict. It is, however, precisely what a constitutive theory would: discourse does not mirror organizational capability, it produces it.

The definition of Corporate entrepreneurship (CE) is entrepreneurial activities within existing firms that are geared toward developing new businesses, innovation and renewing organizational strategy (Burgelman, 1983; Covin & Slevin, 1989; Zahra, 1991). Based on formal internal structures, managerial cognition, organizational design, incentives, and leadership support, a vast list of CE enablers have been identified through research (Ireland et al., 2009; Wright & Hinson, 2009). The question that this literature has yet to systematically address is how organizational discourses are continuously produced in public digital spaces and how they not only produce the very conditions that make them possible, but also contribute to their formalization and institutionalization.

Social media has evolved quickly and has revolutionized the way organizations communicate from one-to-one to a two-way, real-time dialogue with stakeholders (Tumasjan, 2024; Wright & Hinson, 2009). The speed, wide reach and ground presence in high-stakes scenarios for corporations make Platform X a significant player in this space (Kwak et al., 2010; Tumasjan, 2024). The digital communication of the established companies is of particular institutional significance in Saudi Arabia, where Platform X is one of the most popular social media and where Vision 2030 has initiated a significant restructuring of the companies' responsibilities.

But, despite of these observations, there is underexplored theoretical relationship between organizational social media communication and corporate entrepreneurship. Indeed, no research has investigated the way the digital conversation of an established firm, (not only as a series of individual posts, but as a stream of meaning), can contribute to the development of intangible assets, that can then support the entrepreneurial efforts. This study aims to fill that gap.

A new concept, Discursive Resource-Based View (Discursive RBV) was introduced based on the Resource-based View (RBV) and its extensions (Barney, 1991; D'Oria et al., 2021; Priem & Butler, 2001). Digital organizational discourse is not just a means of talking about resources, but a way of making them. The study tests this proposition using a longitudinal qualitative and thematic analysis of the 767 tweets posted by Organization M (anonymized as a large Saudi corporation) on Platform X between 2016 and 2025, which covers three institutional phases and various external crises. The research question focused on in this paper is: "How does sustained organizational discourse on Platform X contribute to the formation of intangible assets that enable corporate entrepreneurship?"

The study has four specific goals, which are derived from different gaps identified in the literature. First, it aims to identify the kind of intangible assets that come into existence as a result of the continuous organizational engagement on Platform X. Second, it seeks to explain how discourse can produce, not simply reflect, such assets by looking at the patterns of discourse in relation to the recorded institutional events. Third, it will discuss the impact of the institutional architecture of Vision 2030 on the composition of discursive assets in three periods (2016-2018, 2019-2021 and 2022-2025). Last but not least, it aims to sketch theoretical implications of the findings for CE enabler theory, RBV, and research on digital platforms, presenting ideas going beyond this particular case. Sections 4 and 5 will deal with these objectives in turn.

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

This section is based on the fundamental theories of corporate entrepreneurship (CE), the resource-based view (RBV), organizational discourse theory and digital platform research. It reveals the important missing steps in the literature for the intangibles that enable CE, and presents the discursive RBV as a new explanation mechanism, appropriate for the digital and emerging-market contexts.

2.1. Corporate Entrepreneurship: Enablers and Their Limits

Corporate entrepreneurship is a collection of activities that existing organizations engage in to innovate, start new businesses and revitalize their strategies (Ireland et al., 2009; Zahra, 1991; Zahra & Covin, 1995). The most common framework to comprehend this categorizes the enablers of corporate entrepreneurship into two groups: formal

and informal. Formal enablers refer to factors like work discretion, management support, rewards and reinforcement, organizational boundaries and time availability (Hornsby et al., 2002, 2009). Informal enablers on the other hand are organizational culture, trust, shared values and identity (Covin & Miles, 1999).

The current research on these enablers has however, two important restrictions. First, literature has been effective in identifying what enables corporate entrepreneurship, but not in explaining how these enablers come to be. They are frequently interpreted as "givens" instead of the result of a particular group of organizational processes and the production mechanism appears somewhat mysterious (D'Angelo et al., 2024; Urbano et al., 2022). Second, most studies are western and large sample based, thus the models suggested may not necessarily cover the complexity of the emerging markets. In these settings, enabling conditions are distinct from those found in more stable settings, for instance in terms of regulatory changes and pressures for legitimacy (Marquis & Raynard, 2015; Orozco et al., 2024).

Systematic reviews have recently filled in some of these gaps. D'Angelo et al., (2024) examined 40 years of corporate entrepreneurship literature on digitization and found that the specific ways in which digital practices create enabling conditions for corporate entrepreneurship remain unclear. Similarly, Girma Aragaw et al., (2025) reviewed 214 studies and pointed out that the institutional context remains the weakest link in our understanding of corporate entrepreneurship theory. Urbano et al. (2022) concluded that the field lacks studies of the discursive mechanisms that produce enablers. Recent contributions on digital CE, including those by Kuratko & Covin (2025), examine how digital technologies reshape entrepreneurship among incumbents. Still, none specifies the mechanism of discourse-as-resource production introduced by the Discursive RBV. The distinction matters: these frameworks document that digital engagement correlates with CE outcomes; this study explains how digital discourse constitutes them.

2.2. The Resource-Based View: The Explanatory Gap

The resource-based view (RBV) posits that sustained competitive advantage derives from resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). In this framework, intangible resources such as the organization's reputation, relational trust, institutional legitimacy, and cultural coherence are especially relevant because they are non-material, socially complex, and accumulated over time (Dierickx & Cool, 1989).

Yet RBV has attracted a fundamental critique that this study takes as its point of departure: the tautology problem. Priem and Butler (2001) demonstrated that RBV's central proposition, which the VRIN resources lead to sustained competitive advantage, is largely tautological, as it describes the properties of resources without explaining how they are formed or how the VRIN criteria are achieved. Kraaijenbrink et al. (2010) extended this critique, arguing that 'social embeddedness', the very source of inimitability, is invoked as an explanation without being explained. How does social embeddedness accumulate? Through what processes do organizational resources acquire causal ambiguity, path dependency, and social complexity?

This study proposes an answer: organizational discourse is the mechanism of production. D'Oria et al. (2021), in a meta-analytic synthesis of 255 empirical samples, demonstrated that the isolating mechanisms through which resources become inimitable, unique historical conditions, causal ambiguity, and social complexity operate precisely through the kind of sustained organizational meaning-making that digital discourse enables and records. In essence, the use of the history of the organization in its communications allows for a competitive edge on behalf of the rhetorical history because it cannot simply be replicated due to the specific timeframe in which it is created (Suddaby et al.,2020). This study proposes that digital platforms can act as the contemporary scaffolding in which to create and sustain such a narrative.

2.3. Organizational Discourse and Institutional Legitimacy

In the field of organization studies, discourse theory shows that communication does not just reflect what is going on in an organization but rather constitutes it (Cornelissen et al., 2015; Phillips et al., 2004; Zilber, 2020). In this context, the discourse used by the organization is understood as an important practice, which not only expresses identities, values, norms and relationships, but also establishes them. This is an important distinction upon which the Discursive RBV perspective being explored here is based.

In terms of legitimacy, Suchman (1995) distinguished between cognitive legitimacy (which is often assumed and not even thought of) and moral legitimacy (which is based on a feeling of normative approval). Both forms are developed and preserved

with communication. Hossfeld (2018) also found evidence that organisational rhetoric does not merely accompany institutional changes, but rather creates the groundwork for them, as well as legitimising new practices of management before they become broadly accepted. Lounsbury and Glynn (2001) emphasized the significance of stories within organizations referred to as 'cultural entrepreneurship' that helps them in accessing resources through these new ventures that tell stories about their own selves and the values they possess. When institutional frameworks are new, fragile, or fast-changing (Khanna & Palepu, 2000), the need to gain legitimacy is intensified (FU & Yan, 2024).

More recently, Vision 2030 is an example of a major transformation, a government-led process to dismantle intransigent systems such as subsidies, norms about the employment of expatriates and investment restrictions, and replace them with fresh ones, such as tax laws, corporate governance standards, and sustainability requirements. The significance of organizational communication on public platforms in this context is that it may be used as a means of establishing a connection between their already existing identity and their new institutional role, and a way to actively manage their legitimacy by continuously creating meaning.

2.4. Digital Platforms as Organizational Discourse Infrastructure

Social media has revolutionized the ways organizations communicate with each other by providing sustained, two-way and publicly documented discourse (Etter et al., 2019; Putri et al., 2026). Platform X (Twitter) is particularly significant because it is a space of crucial organizational communication – a short, immediate, public and institutional form of communication (Gruber, 2017; Kwak et al., 2010; Tumasjan, 2024).

It has been posited by Autio et al. (2018) that the idea of the ability of digital platforms to facilitate entrepreneurial process based on their contribution to bringing resources and creating value together has been proposed. Further exploration of this issue was carried out by Tumasjan (2024) who showed that social media may be seen as 'resource-oriented interaction hubs', where informational, relational and reputational assets are created in organizational communication. This idea is expanded by suggesting that Platform X is utilized longitudinally and consistently as a dynamic capability (Teece et al., 1997) in order to manage an intangible asset portfolio.

This infrastructure comes with two additional analytical implications in this Vision 2030 scenario. First, it offers a traceable record of organizational meaning-making, which is publicly available and longitudinally traceable. This is one of the properties that makes it different from ephemeral communication channels and makes it possible to perform temporal precedence analysis in this study. Second, the natural limit of the platform (280 characters) means that each tweet is actually a very concentrated statement of positioning for organizations rather than a long narrative.

Building on Teece et al. (1997) dynamic capabilities framework, this study theorises Platform X as a sensing, seizing and reconfiguring capability for intangible assets. It is used by organizations to signal institutional changes (e.g., Vision 2030 changes, crisis onset), to gain access to a window of legitimacy by increasing the salience of specific categories of discourse (e.g., symbolic identity during reform peaks, relational trust during crises), and to shift their mix of discursive assets, as institutional contexts change (e.g., the normative/ESG turn after 2022).

Table 1. Summary of Key Literature.

Study	Focus	Key Findings	Relevance to the Present Study
Hornsby et al. (2009); Ireland et al. (2009)	CE enablers	Formal (structures and incentives) and informal (culture and identity) factors drive CE.	Documents what enables CE but not how enablers are produced
Priem & Butler (2001); Kraaijenbrink et al. (2010)	RBV critiques	VRIN criteria are tautological; social embeddedness is unexplained	Provides a mechanism (discursive production) for resource formation
D'Angelo et al. (2024)	Digital CE	Digital practices correlate with CE, but mechanisms are underspecified	Specifies discourse-as-resource mechanism via longitudinal analysis
Girma Aragaw et al. (2025); Urbano et al. (2022)	CE contextualization	Institutional context weakly theorized; discursive mechanisms missing	Longitudinal temporal precedence in institutional voids (Vision 2030)
Nambisan (2017); Tumasjan (2024)	Digital platforms	Platforms as resource hubs and interaction infrastructure	Extends to dynamic capability for intangible asset portfolio management
Hossfeld (2018); Suchman (1995)	Rhetoric & legitimacy	Rhetoric precedes institutionalization and produces	Multi-year quantitative tracking of precedence in the GCC context

		legitimacy	
Present Study	Discursive RBV	Discourse constitutively produces VRIN intangible assets preceding CE action.	Closes explanatory gap with temporal evidence from 767 tweets (2016–2025)

Source: Prepared by the researcher based on the reviewed literature.

3. METHODOLOGY

This section addresses the philosophical approach, research methodology, data collection technique, and analysis process that were adopted in the study of the creation of intangible resources by the existing discourse in Organization M. This approach combines longitudinal qualitative thematic analysis with temporal precedence tracking to establish constitutive rather than reflective relationships.

3.1. Philosophical Positioning and Research Design

This study takes an interpretivist approach, viewing organizational discourse as a means of creating meaning and shaping social reality rather than merely reflecting it (Pulla & Carter, 2018). If discourse is understood as generating resources rather than merely describing them, it is crucial to understand how this process unfolds. This requires methods that are attuned to meaning, context, and the dynamics at play. The study uses abductive reasoning (Earl Rinehart, 2021; van Hulst & Visser, 2025; Vila-Henninger et al., 2024), moving back and forth between real-world observations and theoretical ideas to develop insightful explanations. Rather than testing a pre-specified hypothesis, the analysis develops a theoretically grounded interpretation of how organizational discourse functions as a resource-production mechanism across a decade of institutional transformation.

Five considerations motivate the qualitative approach (Creswell & Poth, 2018; Saunders et al., 2023):

First, a research gap: the mechanism by which digital organizational discourse produces CE enablers has not been studied in the Saudi context using this analytical logic; no quantitative operationalization of the construct is available for testing.

Second, a theoretical gap: the constitutive production hypothesis, that discourse produces rather than reflects resources, requires interpretive depth to substantiate, not the surface-level measurement that quantitative methods provide.

Third, the need to interpret meaning and patterns: the study's unit of analysis is the meaning-bearing tweet, whose strategic organizational function can be determined only through interpretive reading, not through numerical coding alone.

Fourth, the allowance for emergent findings: the abductive design permits categories to emerge from the data rather than being imposed in advance, enabling the discovery of the four-asset taxonomy rather than the confirmation of a pre-specified model.

Fifth, the alignment with the research question: questions of 'how' and 'through what mechanism', as framed here, are characteristically suited to qualitative inquiry (Yin, 2018), which probes process and meaning rather than measuring prevalence or testing hypotheses.

3.2. Case Selection and Longitudinal Design

A longitudinal single case study design (Davidsson & Gordon, 2012; Eisenhardt & Graebner, 2007; Yin, 2018) was adopted as the most appropriate strategy for examining discursive accumulation as a temporally embedded phenomenon. CE enablers accumulate over time rather than materializing at discrete decision points (Urbano et al., 2022; Zahra, 1991), and examining their formation requires tracing organizational practices longitudinally rather than capturing them at a single point in time.

Organization M was selected as a representative case (Yin, 2018) of a large Saudi-listed corporation operating under the Vision 2030 initiative. It makes an excellent case for examining how ongoing communication in organizations builds and manages intangible assets at various stages of institutional development because it was established more than 40 years ago and it has a full digital archive covering the entire period of this study. For ethical concerns in organizational case studies, the organization is referred to by the name ‘M’. The organization created its official account on Platform X in 2012.

However, the years between 2012 and 2015 were not included in the study because there were two main reasons behind this decision: first, the pattern of publishing in those years did not have enough systematic strategic discussion for conducting a longitudinal thematic analysis; second, the year 2016 marks the launch of Vision 2030 (Government of Saudi Arabia, 2016), which is the starting point of this study.

Data Collection and Cleaning

Organizations M's historical data set for their postings on Platform X for the period between 2016

and 2025 was gathered using NodeXL Pro (version 1.0.1.660) linked with Platform X API version 2 (academic research access level). In the case of the organization M's verified account, the user timeline endpoint was utilized with a time period between January 2016 and December 2025, while Arabic and English languages were selected.

The complete historical corpus was extracted on 1 January 2026. For every post, the extraction yielded the tweet text, posting date, language category, post type, and engagement metadata. Mixed language tweets were manually coded in terms of the language of the dominant strategic message in the post. Analytic data consisted only of original tweets posted by the organization itself; quote tweets were included because the comments made by the organization's account are also its original strategic communication. The extraction techniques and classification procedures match those recommended in frameworks for social media analysis (Aleid et al., 2018). Rather than a partial sample, a complete historical corpus was used to minimize sampling bias within the retrievable corpus. For data cleaning, accepted protocols were followed, including exclusion of retweets, which cannot be taken as the organization's own words (Gruber, 2017). Replied tweets directed at specific users were not used either because they lack the strategic communicative purpose inherent to organizational communication (Albarrak & Sorour, 2024). Moreover, promotional and informational tweets that did not contribute to strategic meaning making were excluded from the analysis. Table 2 provides the information about the cleaning procedure and the final sample size.

Table 2. Data Cleaning Stages and Final Sample Size.

Description	Percentage	Count	Period	Stage
All activity: original tweets + replies + retweets + deleted	100%	≈1,600	2016–2025	Total apparent
Original tweets recovered by extraction tools	78%	1,248	2016–2025	Retrieved before cleaning
Replies, retweets, and irrelevant content	38.5%	481	-	Excluded
Tweets ready for qualitative analysis	61.5%	767	2016–2025	Final sample

Source: Prepared by the researcher based on Organization M's Platform X data.

In Table 2, the percentages for the retrieval and exclusion stages are calculated relative to the number of retrieved original tweets (1,248), whereas the "Total apparent" row is expressed as a share of estimated total account activity (≈1,600); This 767-tweet final sample set (2016-2025) can be viewed as the strategic discourse created by Organization M. The number of tweets in the sample is adequate for a qualitative analysis with a thematic approach: thematic analysis does not require statistical representativeness but theoretical completeness, a condition satisfied in this case with the use of a historically complete corpus of texts.

3.3. Analytical Framework: Longitudinal Thematic Analysis

Braun and Clarke (2006) used the six-stage procedure of thematic analysis for the data analysis process. Each tweet was treated as an independent unit of analysis and analysis was carried out iteratively, as described in Table 3 below. As one deviation from the thematic analysis procedure, coding was performed with the tracking of time when the tweet was published. This resulted in post-coding temporal precedence analysis, which forms the basis of empirical analysis of the study, i.e., an analysis of the temporal relationship between the discourse intensity in the asset categories and the institutional events with which it was associated.

Inter-coder reliability (ICR) was established using two complementary procedures. In the data cleaning phase, a second independent researcher verified the inclusion and exclusion decisions on a random 20% subsample of the analysed corpus (n=153 tweets), yielding a Cohen's Kappa of .81, indicative of strong agreement (Landis & Koch, 1977). Discrepancies were resolved through structured discussion until consensus was achieved. In the thematic coding stage, the same independent researcher coded the four-category taxonomy to 20% of the coded corpus (n=146 of the 730 coded units). Cohen's Kappa was 0.79, which means a high level of agreement (Landis & Koch, 1977), and the fact that it comes close to 0.80 as a criterion of content analysis (Krippendorff, 2019). Through the iterative process of discussion, all the disagreements were resolved, and the remaining corpus was then coded uniformly using the final coding framework. To protect against coder drift over the ten years of data, consistency assessments were made at each annual boundary, and the initial codes were applied to the entire corpus retrospectively after theoretical saturation. Here, Kappa as developed by Cohen was employed to assist in the consistency of the coding as opposed to transforming the study into a quantitative content analysis; interpretive judgment was the main focus of the abductive thematic analysis.

Table 3. Application of Thematic Analysis Stages.

What did the stage reveal?	Output	Application on Data (767 tweets)	Methodological Description (Braun & Clarke, 2006)	Stage
Discourse is non-commercial; oriented toward meaning-making and legitimacy	Initial notes: absence of price promotion; presence of values, identity, societal role	All tweets read repeatedly with analytic notes, without prior theoretical assumptions	Immerse in data to understand general patterns of meaning	1. Familiarization
Codes reflect recurring intangible characteristics over time	Initial codes: reputation, trust, values, social responsibility, national identity, strategic awareness	Tweets coded in MAXQDA using complete meaning units	Identify meaning units and convert them into semantic codes	2. Generating Codes
Preliminary structure of intangible assets emerges.	Reputation + Status + Values + Awards + Human Capabilities + Strategic Awareness	Codes with semantic similarity grouped into analytical clusters	Group similar codes into broader thematic clusters	3. Searching Themes
Themes are cumulative and stable, not circumstantial	Stable themes: reputation, trust, values, human capital, identity, community engagement	Each theme checked against original tweets; overlaps excluded	Test internal coherence of themes against data	4. Reviewing Themes
Direct link established between discourse and entrepreneurial enablers	Discovered enablers: intangible assets (symbolic, normative, relational, capabilities)	Themes reformulated as intangible assets with organizational function	Formulate precise analytical definitions for each theme	5. Defining Themes
The preparatory role of discourse in shaping the entrepreneurial environment is demonstrated	Discourse = mechanism for managing intangible CE enablers	Themes linked to CE and organizational resilience	Link results to the research question and literature	6. Producing Report

Source: Prepared by the researcher.

A visual summary of the overall methodology workflow is presented in Figure 1.

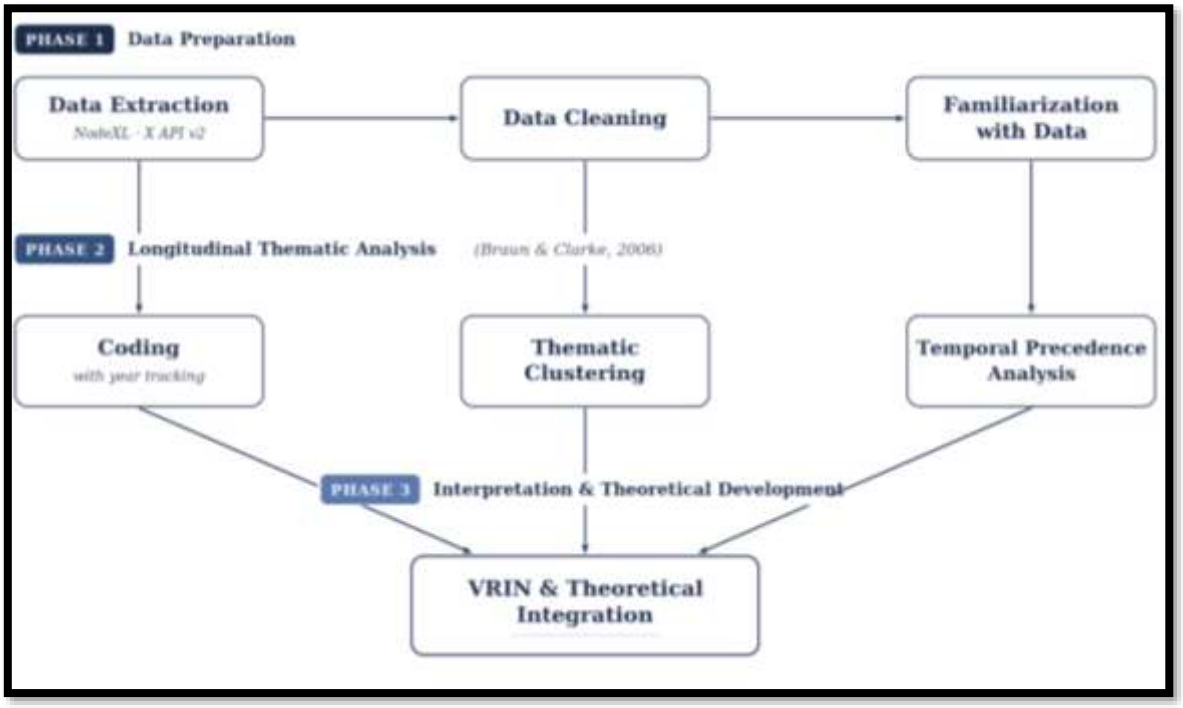


Figure 1. Methodology Workflow.

3.4. Trustworthiness and Qualitative Rigor

The four-criterion framework was used as a method to attain qualitative rigor (Guba & Lincoln, 1994). It enhanced credibility by ensuring regular contact with the full ten-year digital history (not a sample); reading all 767 tweets up to the point of theoretical saturation; and ensuring the verification of theoretical saturation after the 2025 data batch, which did not produce any substantively novel codes. The reliability was ensured by the systematic use of fixed exclusion criteria, and the other four main thematic categories and their defining characteristics were reviewed by independent peers. Confirmability was achieved by maintaining a systematic account of all the analytic decisions, which gives a complete audit trail of the raw tweet data to the end thematic categories. One response to transferability was to provide a thick description of the institutional context (Section 2.4), which would allow the reader to determine to which similar organizational and national settings the findings can be applied.

3.5. Ethical Considerations

All the data used in this work were publicly accessible and were placed on the official Platform X account of Organization M. The analysis was performed in line with the principles of research ethics of social media data analysis (Wilkinson & Thelwall, 2011) and the Developer Policy of the Platform X (Twitter/X Corp, 2023). Tweets were more of organizational public documents and not personal messages. Informed consent was not needed since the data does not include any personally identifiable information. Organization M is anonymized due to unintentional commercial or reputational overtones of the results of the study. In order to maintain the anonymity of organizations, the illustrative tweet examples provided in Appendix A were paraphrased where appropriate, without changing the meaning of the analysis, so that the wording could not be quoted in a verbatim format, which would not allow the identification of the organization.

4. FINDINGS

4.1. Descriptive Findings

4.1.1. Language Distribution

From the language distribution of the tweets, it can be seen that the predominant languages used are Arabic (90.48% of the sample, 694 tweets), English (7.95% of the sample, 61 tweets), and non-linguistic tweets (1.56% of the sample, 12 tweets). The language distribution is an analysis, since the decision to use mainly Arabic in the organization's speech is a strategic one in the bilingual corporate environment. Consequently, the organization's speech targets local people rather than foreign ones. On this basis, it can be concluded that organizational discourse is mostly a local tool of legitimacy management.

Table 4. Language Distribution of Tweets.

Language	Tweet Count	Percentage
Arabic (ar)	694	90.48%
English (en)	61	7.95%
Non-linguistic content	12	1.56%
Total	767	100%

Source: Prepared by the researcher based on Organization M's Platform X data.

4.1.2. Temporal Distribution and Preliminary Evidence of Non-Randomness

Table 5 indicates the distribution of tweets on a yearly basis during the study. The distribution is not random and this makes up the first layer of temporal precedence evidence. The largest volume per year was 2018 (108 tweets, 14.08%), during which the most active period of the implementation of Vision 2030 (introduction of VAT, abolition of electricity subsidies, increase in expatriate levy) was held. The 2020–2022 timeframe of the COVID-19 pandemic, the Ukrainian War, and the third round of Federal Reserve rate increases explained 217 tweets (28.3% of the total), indicating the systematic increases in discourse production in times of external institutional pressure.

Table 5. Temporal Distribution of Tweets (2016–2025).

Year	Tweet Count	Percentage
2016	91	11.86%
2017	89	11.60%
2018	108	14.08%
2019	57	7.43%
2020	49	6.39%
2021	88	11.47%
2022	80	10.43%
2023	67	8.74%
2024	63	8.21%
2025	75	9.78%
Total	767	100%

Source: Prepared by the researcher based on Organization M's Platform X data.

Notably, such intensification is not motivated by the simple crisis-response logic, which offers the first evidence of the constitutive perspective of discourse suggested in this paper. The most analytically salient result regarding the temporal distribution, however, is not the years of a peak but the way to the peak: the discourse intensity becomes intense before the most severe institutional pressure, not afterwards. The first observation gives first-time evidence in the view of the constitutive production hypothesis and the reason of the time precedence analysis.

4.2. Thematic Analysis: Four Categories of Discursively Produced Intangible Assets

All 14 codes in the four categories of assets are fully coded, operationalized, coded, and frequency as well as discursive functions and verbatim examples are provided in Appendix A (Table A1).

The pattern of the distribution is theoretically a consistent one. The symbolic assets (81.8% of all coded units) and the institutional/national identity code (384 tweets) are the most common coded units, and 52.6 percent of all coded discourse consists of the institutional/national identity code alone. This is not a random concentration. It demonstrates what the particular legitimacy requirement would be to operate within the framework of Vision 2030, where matching the organizational identity to the national transformation objectives is a major way to achieve institutional acceptance (Khanna & Palepu, 2000; Suchman, 1995). The relational assets, in contrast, explain only 2.6% of the coded units a result that has strategic implications as explained in Section 5.2.

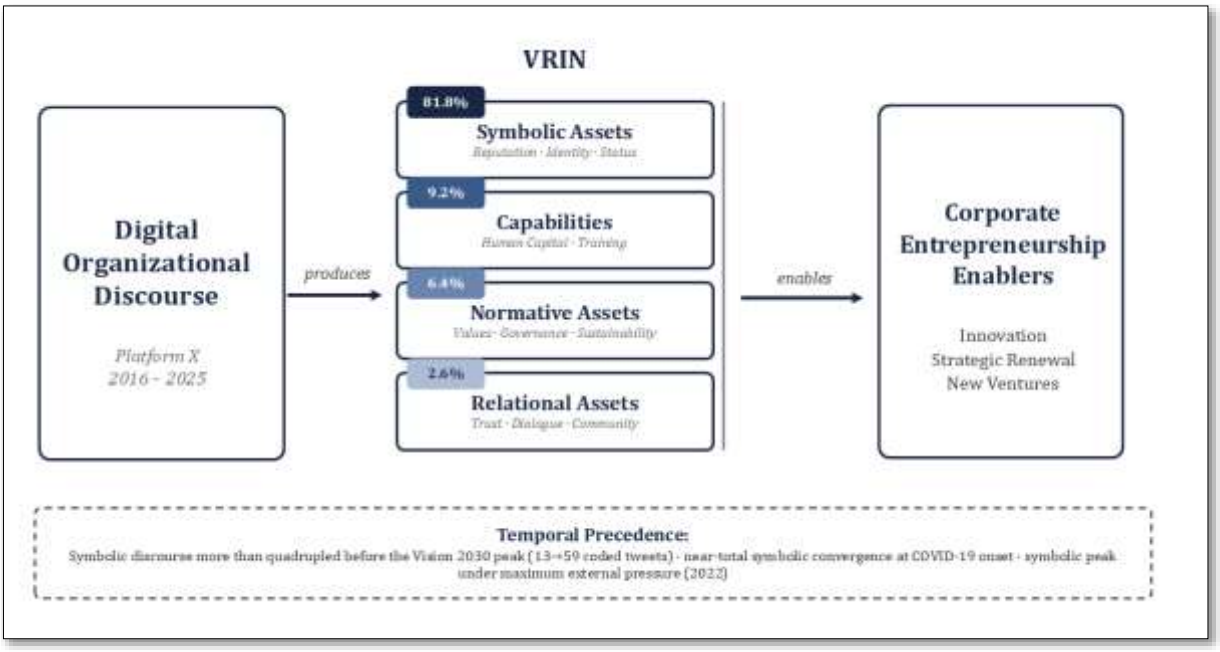


Figure 2. Results Model: Discursively Produced Intangible Assets and Corporate Entrepreneurship Enablers (2016–2025).

The four categories of assets obtained through empirical studies are brought together in Figure 2 to show the relative cding intensity of the assets as well as the evidence of temporal precedence which forms the essence of the empirical contribution of this paper. Reading the model in conjunction with Appendix A (Table A1), it is easier to see the connection between the discourse categories and the entrepreneurial enabling functions. As an example, symbolic assets (81.8%) generate a good feeling of legitimacy, which facilitates stakeholder resistance of entrepreneurial activities. Capabilities (9.2%) reflect a believability in performance, and normative assets (6.4%) establish the institutional architecture required by corporate entrepreneurship in the strains of ESG and governance. Finally, relational assets (2.6%), which are the fewest in number, are only revealed in times of elevated uncertainty, when entrepreneurial resilience is most needed (Martín-Rojas et al., 2023). The most interesting test to the constitutive production hypothesis is the temporal precedence band, which can be found at the low-end of the model. In all the reported instances, the discourse is intensified prior to the institutional event to which it is directed and not after it.

5. DISCUSSION

5.1. Temporal Precedence: Discourse as a Constitutive Mechanism in Resource Production

Temporal precedence analysis provides the best empirical evidence of the central theoretical argument of this research, namely, that organizational discourse is plausibly a producer of intangible assets, but not simply a reflection of them. In case discourse was simply a reflection of organizational capacity, it would increase following successful entrepreneurial events. The evidence shows the opposite: discourse intensifies before or at the onset of the institutional events to which it responds, not after their resolution.

Table 6 presents three instances of temporal precedence that, taken together, constitute a pattern inconsistent with the reflective account of organizational discourse. For each institutional event, the table contrasts discourse intensity in the period preceding the event with that at the event itself; empirical observation consistently revealed no comparable intensification following the resolution of these events, which itself supports the constitutive production hypothesis over a reflective account:

Table 6. Temporal Precedence Analysis: Discourse Precedes Institutional Events.

Interpretive Significance	Discourse at Event Onset	Pre-Event Discourse Pattern	Institutional Event
Symbolic assets surged before the peak of reforms, consistent with production rather than reflection	2018: period peak of symbolic frequency (82 coded tweets) National identity intensified	2016: low symbolic frequency (13 coded tweets); 2017: symbolic discourse more than	Vision 2030 launch (April 2016) ← , peak of reforms (2018)

	alongside VAT	quadrupled (59 coded tweets)	
Under acute uncertainty, discourse concentrates on symbolic legitimacy; relational discourse remains structurally scarce, surfacing modestly only during the extended pandemic period	2020: discourse converged almost entirely on symbolic claims (near-total symbolic convergence), while relational discourse remained nearly absent (1 coded tweet); modest relational activity appeared in 2021 (5 coded tweets)	2019: relational discourse absent (0 coded tweets), low level in stability period	COVID-19 pandemic (March 2020) ← Supply chain disruption + VAT 15%
Symbolic peak at maximum external pressure, discourse compensates institutional uncertainty	2022: near-exclusive symbolic concentration, with normative and relational themes absent (0 each). Coincides with the worst accumulated crises	2021: symbolic-asset discourse continued through the post-pandemic period	Ukraine War + Third Fed rate-hike cycle (fastest in modern history, 2022)

Source: Prepared by the researcher based on Organization M's Platform X data.

The first and most theoretically significant instance concerns symbolic assets and Vision 2030. Symbolic discourse more than quadrupled from 2016 to 2017 (13 to 59 coded tweets), before rising further to 82 coded tweets in 2018. If discourse reflected the institutional environment, the sharpest intensification would be expected in 2018 (when reforms were most intense) or afterward (when their effects on organizational performance became visible). Instead, the sharpest intensification—a more-than-quadrupling—occurred in the preceding year (2016–2017), suggesting that discourse was constructing the organizational identity, 'national entity aligned with Vision 2030', needed to navigate the reform environment, rather than documenting an already-established identity.

The second instance concerns relational assets and COVID-19. At the pandemic's onset in 2020, organizational discourse converged almost entirely on symbolic identity claims, a near-total symbolic convergence, while relational discourse remained nearly absent (a single coded tweet); modest relational activity surfaced only during the extended pandemic period in 2021. The standard reflective account would predict intensified discourse after organizational resilience had been demonstrated and stakeholder trust confirmed. The 2020 timing indicates that legitimacy was actively constructed as a strategic resource at the moment of maximum uncertainty, precisely when Suchman's (1995) distinction between cognitive and moral legitimacy becomes most consequential and when Hossfeld's (2018) proposition that rhetoric legitimizes practices before their institutionalization is most applicable.

The third case is particularly notable: in 2022 in the context of the Russia-Ukraine war and major Fed rate hikes and high food prices, symbolic asset intensity peaked its share of the study period. Based on a reflective account, it would be predicted that the organizational discourse would either diminish or become more concrete in terms of performance measurements, under severe financial and operational pressures. The opposite happened, however: Symbolic talk, particularly with respect to national identity and organizational reputation, actually increased in the most extreme institutional climate. This serves to reinforce the notion that the discourse, during the crisis of the greatest institutional stress, is crucial. These percentage changes illustrate the direction of the changes in the production of discourse but were not a statistical significance test as this is a qualitative study; thus, it is best considered as an indicator of the changes in the focus of discourse, rather than a statistical significance test in the traditional sense.

5.2. VRIN Analysis: Why Discursive Assets Are Strategically Inimitable

All four of the asset categories meet the VRIN conditions in the following ways which Dierickx and Cool (1989) and D'Oria et al. (2021) define as sources of inimitability. The following criteria are used on Table 7:

Table 7. VRIN Analysis of Discursively Produced Intangible Assets.

How the property manifests in discursive assets	Property	Category
Accumulated narratives reduce internal resistance to change and grant initiatives pre-emptive credibility, persuading stakeholders that genuine execution capacity exists behind declared ambitions.	Value	All categories
Historical consistency spanning a decade cannot be purchased instantly; no competitor can replicate 'over 40 years' without traversing the actual temporal path.	Rarity	All categories
Causal ambiguity: competitors cannot identify which discourse elements produced legitimacy. Social complexity: emerges from discourse × context × audience. Path dependency: cannot be replicated without the historical trajectory	Inimitability (I)	Symbolic & Normative

A marketing campaign cannot replace a decade of discursive accumulation; the former produces deep-rooted legitimacy; the latter produces ephemeral situational awareness.	Non-substitutability (N)	All categories

Source: Prepared by the researcher.

It is worth noting inimitability. As per (D'Oria et al., 2021), a competitor wanting to emulate the symbolic capital of the national identity discourse of the past ten years in Organization M will come across three challenges. One is that it is a unique historical conditions, that the competitor didn't start its discourse at the same time as Vision 2030's launch in 2016; second is a causal ambiguity, that the combination of tweet content, timing, and institutional context that led to legitimacy cannot be reverse-engineered; and third is a path dependency, that the credibility of a 2024 claim of national commitment depends on a traceable record of equivalent claims from 2016 onward. It is this 'rhetorical history', not the history, that is a competitive advantage as described by Suddaby et al. (2020).

5.3. Symbolic Dominance in Institutional Void Environments

A symbolic higher level of theory is required and not only organizational preferences are included in the high proportion of organizational discourse in symbolic assets (81.8%). In a setting with the presence of institutional voids, where regulatory frameworks are present and changing quickly, there may be a certain confusion over which norms are applicable to particular behaviours. This places a special legitimacy challenge on organizations (Khanna & Palepu, 2000; Marquis & Raynard, 2015). Performance-based legitimacy (about the demonstration of results) requires time and actual results; identity-based legitimacy (demonstration of alignment with the valued social categories) can be produced discursively and immediately.

Vision 2030 establishes a new environment, setting new standards, including Saudization requirements, ESG criteria and governance norms, and breaking old standards, including subsidy systems and expatriate employment practices. This transition has resulted in a kind of regulatory void between the organization and the user, with the organization being able to market itself as a Saudi national champion, or it connects to Vision 2030, and continues to earn the trust of stakeholders despite sometimes volatile performances.This is in line with Fu and Yan (2024) in different institutions, indicating that this can take place in the long run with quantitative measurement in this case.

This analysis is further made difficult due to the few numbers of relational assets (2.6%). According to Suchman (1995), there exists a "credibility budget" with regard to the legitimacy claims; where making too much claims regarding trust and social responsibility leads to the opposite effect. The communication strategy of organisation M is a good example of this: when things have gotten really uncertain, they can communicate relationally (modestly, and only during the long pandemic in 2021) before they orientate their communication away from a relationship once things have calmed a bit. This type of communication, which incorporates relational discourse in a strategic way, not continuously is more indicative of a resource-management model than of more communication.

5.4. Theoretical Contributions

The basic contribution is the Discursive Resource-Based View (Discursive RBV): that digital organizational discourse is a means of producing intangible assets that have VRIN properties, and not merely a way of communicating about resources that are already in place. The temporal precedence evidence (symbolic discourse more than quadrupling before the peak of Vision 2030), as well as the symbolic discourse not so much about the resolution of COVID-19 but about its beginning, suggests that symbolic discourse functions prior to institutional action and events, and plausibly generates the legitimacy and trust that is then tapped into by entrepreneurial action. This is filling the explanatory gap left by Priem and Butler (2001), who demonstrated that the RBV explains the VRIN properties without explaining how they come into being, and extending D'Oria et al.'s (2021) meta-analytic framework, where discourse is the mechanism in which isolating mechanisms, unique historical conditions, causal ambiguity and social complexity are not only observed but also produced.

The second contribution is about the architecture of CE enabling conditions. Hornsby et al. (2002, 2009) foundational framework identified four main antecedents of entrepreneurial action: formal enablers, work discretion, management support and incentive systems. Below this architecture, the present study shows that there is a pre-formal layer of enabling conditions in the form of discursively produced intangible assets, which are accumulated prior to the formalization of strategic intentions, the initiation of strategic projects, and the visible emergence of strategic results. Symbolic assets (81.8% of coded discourse) and relational assets

(structurally absent but present during heightened uncertainty) do not necessarily represent the products of CE but are the precondition of CE, the reservoir of legitimacy and the infrastructure of trust to which formal CE initiatives are organizational referents. This directly addresses calls to research (D'Angelo et al., 2024; Urbano et al., 2022) for mechanisms that generate CE enabling conditions.

Thirdly, this study contributes to the understanding of corporate entrepreneurship (CE) in emerging markets by documenting and explaining the symbolic discourse. This is not an idiosyncratic organizational tendency since 81.8% of coding intensity is in symbolic assets, particularly the institutional/national code of identity which is coded in 384 out of 730 coded tweets. It is, rather, a regular phenomenon to fit the problems of institutional void. Regulatory frameworks are both established and abolished at the same time, as when Vision 2030 alters the subsidy, employment, tax and governance policies simultaneously, organisations cannot take their legitimacy for granted on the basis of their performance. Instead, they turn to identity-based legitimacy as the main alternative. This idea, that identity legitimacy can step in for performance legitimacy during times of regulatory uncertainty, builds on the work of Marquis and Raynard (2015) and Orozco et al. (2024) by not only noting variations in context but also explaining their sources. Furthermore, this research advances the theory of a digital platform in the field of CE. According to Autio et al. (2018), platforms are the enabling infrastructure for entrepreneurial activities, and as Tumasjan (2024) noted, platforms are hubs for resource-oriented interactions. This study goes further, to show, with longitudinal evidence, that Platform X is a dynamic capability as defined by Teece et al. (1997). It demonstrates the capacity of an organisation to identify shifts in institutional demands, to generate opportunities for legitimacy through institutionalising its discourse, and to reshape its intangible assets as a response to changing conditions. The rise of the normative/ESG discourse in 2025 and the almost complete agreement in terms of symbolic identity claims at the beginning of COVID-19 is no coincidence: it is the result of a systematic discursive ability being at play in the course of a decade of institutional change.

5.5. Dialogue with Prior Literature

The results are directly relevant to four lines of research.

In a review of 40 years' worth of CE literature at the intersection of digitisation, D'Angelo et al. (2024) found that digital technologies are prominent in CE literature, but the mechanisms connecting digital practices to CE enabling conditions are underdescribed. The present research is a complete application of their framework; it is not just a replication of their findings that a relationship exists between digital discourse and CE capacity but it also identifies the mechanism in this relationship, the constitutive production of VRIN assets over time, which they found to have been missing in their review.

Girma Aragaw et al. (2025) have undertaken an in-depth analysis of 214 studies on Corporate Entrepreneurship (CE). They pointed out that the institutional context has been the least theorized and is more of a boundary condition than an active participant in CE. This study can be fairly considered a continuation of their research but adds a further step: that the data on temporal precedence are not only necessary for setting limits on CE processes, but also that such limits can only be set by events in institutions, such as the introduction of VAT, the onset of COVID-19, and the Ukraine War, which not only set limits on CE processes but also, theoretically, influence the production of discursive assets, which can be empirically tracked through an increase or decrease in the intensity of discourse categories.

More specifically, Martín-Rojas et al. (2023) in a study discovered that the use of social media increases the resilience of the small and medium enterprises. This study reinforces and builds upon their principal conclusion in three important ways, which their research design could not accommodate. First, it uses the results with large publicly listed companies, under heavy pressure from institutions. Secondly, it brings in a sense of time: resilience is a process that takes place over years and not just sporadically. Lastly, it reinterprets the mechanism as resource production rather than merely as communication facilitation, with implications for how organizations should handle their digital discourse strategies.

(Hossfeld, 2018) showed in Scandinavian organizations that organizational rhetoric precedes institutionalization, a key idea for the constitutive view of discourse adopted by this study. This research not only confirms these findings but also adds a new contextual layer: it replicates the temporal precedence effect within the Gulf Cooperation Council, a context marked by state-driven institutional transformation rather than the gradual norm evolution examined by Hossfeld. It offers multi-year quantitative tracking of this precedence pattern across three distinct institutional

phases, rather than focusing on a single organizational episode.

5.6. Practical Implications

Three practitioner groups stand to benefit most directly from these findings.

For senior management and C-suite executives: the temporal precedence evidence suggests that discursive asset management is a proactive, not reactive, strategic function. Organizations that wait for institutional pressures to materialize before intensifying their organizational discourse are already behind. The information shows that the most effective discourse is in the lead-up to the institutional peaks, not the follow-on. Senior leaders should thus be adding discursive asset auditing to institutional scanning processes and should regard discourse portfolio composition (not only quantity) as a leading indicator of CE readiness.

This research provides a new view of the measurement of organizational social media for corporate communication managers. Communication teams shouldn't only be looking at engagement metrics such as likes, retweets, and reach – they should measure metrics that show the building of intangible assets. In particular, they should look at consistency of messaging over time, and balance of messaging across categories. A focus on creating symbolic assets over time will give a better competitive advantage than a focus on episodic, high-engagement campaigns. The codebook in Appendix A (Table A1) is an excellent starting point to arrive at an assessment of an organisation's discursive assets.

Boards of directors and governance bodies: Communication through public digital platforms: intangible capital that needs attention at the board level. Table 7 illustrates the VRIN analysis indicating that these discursive assets are suitable for sustaining a competitive advantage. However, it does not mean that all organizations recognize their social media efforts as a strategy, rather than just a mere activity. In case your board acts within an environment of institutional volatility, such as the result of Vision 2030 reforms, the post-COVID period, or geopolitical changes, you should measure the state of your discourse portfolio as a key performance indicator (KPI). It is particularly important to do this for the organizations in the food, energy, and retail industry, as a lack of legitimacy can lead to severe competitive challenges.

This understanding is summarised in terms of three KPIs in Table 8 that can be measured by means of the thematic framework of the study. All baseline values are taken directly from Organization M's 10-year database.

Table 8. Discursive Asset Key Performance Indicators (KPIs): An Empirically Grounded Framework.

KPI	How to Calculate	Baseline (Org. M, 2016-2025)	Recommended Benchmark	Primary Audience
Symbolic Asset Share (SAS)	Symbolic coded tweets / Total coded tweets x 100	81.8% (decade average)	>=70% during institutional reform phases	C-suite; Board, monitors institutional positioning intensity
Temporal Discourse Consistency (TDC)	Years with symbolic assets >60% / Total years in study window x 100	9/10 years = 90%	>=70% across any 10-year window for VRIN path-dependency claim	Board validates inimitability claim for strategic planning
Normative Activation Index (NAI)	Normative coded tweets / Total coded tweets x 100, tracked against ESG event calendar	6.4% (decade average); resurgent in 2025	Upward trend aligned with regulatory ESG milestones	Communications + Compliance flags misalignment between ESG commitments and discourse

Source: Prepared by the researcher based on Organization M's Platform X data.

Note: SAS = Symbolic Asset Share; TDC = Temporal Discourse Consistency; NAI = Normative Activation Index. Baseline values derived from Organization M's coded corpus (n=730, 2016-2025). Benchmarks are indicative thresholds derived from the study's empirical evidence and are subject to sector- and context-specific calibration.

6. CONCLUSION

The aim of this study was to elaborate on the contribution of continued organizational talk about Platform X to the development of intangible resources leading to corporate entrepreneurship. Using a longitudinal thematic analysis of 767 Organization M tweets posted 2016-2025, the analysis determined four types of discursively produced assets — symbolic, capabilities, normative and relational — and demonstrated, in terms of temporal-precedence, that their intensification usually precedes and not follows the institutional events to which they are linked. The trend is more indicative of a constitutive rather than a reflective account of organizational discourse.

The main contribution is theoretical: the Discursive Resource-Based View builds on RBV by defining discourse as a feasible process by which intangible resources develop VRIN properties by cumulative and path-dependent meaning-making. The empirical study provides rare longitudinal evidence of a Saudi corporation functioning within the framework of Vision 2030, an environment of institutional change by the state, which has been under-represented in the literature of corporate entrepreneurship and resource-based research.

The contributions are to be interpreted within the context of single-case, single-platform, qualitative design of the study, that advocates the use of analytical generalization, over statistical generalization. Future studies might be able to test the framework with comparative multi-case and cross-sector designs, cross-platform analysis, analysis of the response of stakeholders to discursive assets, and quasi-experimental designs that can shift temporal precedence to greater causal identification.

6.1. Limitations and Directions for Future Research

This article presents a strong piece of longitudinal data of a typical Saudi case within the framework of Vision 2030, yet it has its limitations, which leaves the opportunity to further study the subject. The single-case design is ideal when it comes to discovering mechanisms but restricts the generalizability of the results to more general populations. Comparative multi-case analyses across industries, organizational scale, and national systems, would considerably reinforce tests of the three-pattern structure that is apparent in this case: symbolic dominance in reforms, symbolic intensification in times of acute external pressure, and normative resurgence in the conditions of ESG.

By concentrating on Platform X only, one will have the outcomes of discourse targeted at a single medium and targeted at a single audience. Further studies are needed that focus on cross-platform strategies to establish whether organizations have specialized portfolios of discursive assets. Also, this study is interested in discourse production; thus, it will be helpful to examine the reaction of stakeholders and the practical consequences on the results of entrepreneurship, using techniques like surveys, interviews, or network analysis. Temporal precedence is a good circumstantial evidence in support of the constitutive hypothesis, but a more strict causal determination using quasi-experimental designs would enhance the arguments. Finally, the peculiarities of the institutional transformation as run by the state in Saudi Arabia indicate the significance of comparative studies in the framework of other emerging markets that experience fast regulatory adjustment.

Even with these limitations, the Discursive RBV framework and the methodological approach formulated herein will be the foundation of a new research direction whereby the publicly archived digital discourse will be considered as an invaluable, time-traceable chronicle of intangible resource formation in our digital era.

7. DECLARATIONS

Funding. This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

Competing interests. The authors declare no competing financial interests or personal relationships that could have influenced the work reported in this paper.

Data availability. The data analyzed consists of publicly available posts from Organization M's official Platform X account. The de-identified coded dataset and codebook generated during the study are available from the corresponding author upon reasonable request.

Ethics approval. This study analyzed only publicly available organizational data and did not involve human participants or identifiable personal data; therefore, formal ethics approval was not required.

Author contributions. F.A. (PhD candidate): conceptualization, methodology, data curation, formal analysis, investigation, visualization, and writing – original draft. M.A. (Principal supervisor): conceptualization, methodology, supervision, validation, and writing – review & editing. M.Q. (Co-supervisor): supervision, validation, and writing – review & editing. The two supervisors contributed in their academic supervisory capacity. All authors read and approved the final manuscript.

Declaration of Generative AI and AI-assisted technologies in the writing process. During the preparation of this work, the authors used an AI-assisted tool to support language editing, reference formatting, and the redrawing of one figure. After using this tool, the authors reviewed and edited the content as needed and took full responsibility for the publication's content.

8. APPENDIX A

Table A 1. Classification of Organizational Discourse Functions in Managing Intangible Assets (2016–2025).

Theme	Concept	Code	n	Discursive Function	Illustrative Example (verbatim)
Symbolic Assets n=597 | 81.8% coded 77.8% of total	Intangible symbolic resources formed through linguistic narration and cumulative time construct mental images and generate social recognition of the organization.	Organizational reputation	156	Building a cumulative positive image through narratives of continuity, achievement, and long-term success	"The Group has sustained its excellence for nearly four decades" (2017). "Building a prestigious name grounded in values and impact" (2022).
		Scale & status	52	Highlighting geographic reach, production capacity, and market leadership as indicators of organizational status	"The Group operates in 30 countries to market its products" (2017). "The Group ranks sixth globally in edible oils" (2024).
		Institutional/national identity	384	Linking the organization to the national context and its economic and social role as a national entity	"As a national economic entity, the Group focuses on employing Saudis" (2017). "The Group carries the banner of the Saudi product" (2023).
		Awards & recognition	5	Using formal external recognition as symbolic evidence of distinction and institutional legitimacy	"The Group obtained the GRI-G4 certification for global disclosure" (2017). "ESG report ranked second regionally" (2025).
Capabilities n=67 | 9.2% coded 8.7% of total	Accumulated intangible capabilities are embodied in organizational knowledge, human skills, continuous learning, and long-term strategic cognition.	Human capital	17	Presenting employees as the primary source of organizational value and entrepreneurial capacity	"Investing in our human capital creates long-term value" (2016). "Core competencies are the cornerstone of excellence" (2025).
		Training & development	12	Developing leadership and knowledge capabilities through structured and continuous programs	"Launching the Iqtidaa program to develop executive leadership" (2017). "Implementing more than 318 training programs for employees" (2018).
		Work environment & inclusion	13	Building a supportive, fair, and inclusive work environment for diverse employee groups	"Opening a childcare facility to support working women" (2018). "Creating a work environment inclusive of persons with disabilities" (2024).
		Strategic capability	25	Highlighting foresight, long-term analysis, and strategic decision-making capacity	"Deep market research is the secret behind success" (2017). "Balanced operations and prudent growth to achieve sustainable value" (2025).
Normative Assets n=47 | 6.4% coded 6.1% of total	A system of standards, values, and organizational controls discursively managed to generate institutional acceptance, behavioral regulation, and sustained legitimacy.	Values & ethics	29	Framing organizational behavior within a value system that guides and legitimizes organizational action	"Our values have guided our daily operations since our establishment" (2017). "We believe true success begins from within: we live our values every day" (2025).
		Governance & transparency	10	Highlighting commitment to formal regulations and standards governing organizational practices	"The Group has adopted governance and transparency since 2004" (2017). "The Group launched the Integrity Line initiative" (2019).
		Compliance & sustainability	8	Linking organizational practices to national regulations and long-term international sustainability standards	"Linking the sustainability strategy to Vision 2030" (2022). "The Group places the SDGs at the forefront of its strategic priorities" (2023).
Relational Assets n=19 | 2.6% coded 2.5% of total	Intangible resources arising from stable stakeholder relationships built through trust, communication, and dialogue; enhance social acceptance and reduce uncertainty.	Organizational trust	9	Building long-term relationships based on reliability and consistency with diverse stakeholders	"Consumer trust in the Group grants it global stability" (2017). "Leadership of brands driven by product quality and consumer confidence" (2025).
		Community engagement	2	Presenting the organization as a socially active and engaged actor within its national community	"The Group participated as a platinum sponsor at Foodex Saudi" (2016). "Congratulating the nation on hosting a major international event" (2023).
		Stakeholder dialogue	8	Highlighting continuous interaction with and responsiveness to diverse stakeholder views	"We continue dialogue with our partners to achieve sustainable impact" (2021). "Stakeholder opinions guide our strategy" (2023).
Uncoded n=37 4.8% of	Tweets not attributable to	Excluded from percentage			

total	any of the four categories after two independent reviews (primarily promotional, administrative, or linguistically ambiguous content)	calculations; coded denominator = 730			
TOTAL	**4 themes | 14 codes**	**730**	**Coded: n=730 (95.2% of total) | Uncoded: n=37 (4.8%) | Total corpus: n=767 (2016-2025)**		

Source: Prepared by the researcher based on Organization M's Platform X data.
Note: n = coded units (total 730); excludes 37 uncoded tweets (4.8% of n=767). Codes developed inductively following Braun & Clarke (2006). Inter-coder reliability: Cohen's Kappa = .79 (thematic coding), .81 (data cleaning). Source: Organization M, Platform X, 2016–2025. For each category, two percentages are reported: '% coded' is calculated relative to the 730 coded units (the denominator used throughout the analysis), whereas '% of total' is calculated relative to the full corpus of 767 tweets, including the 37 uncoded items. All percentages reported in the main text refer to the coded denominator (730).

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