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Entrepreneurial Intelligence and Strategic Opportunity Recognition

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Abstract

For entrepreneurs, strategic opportunity identification, evaluation, and execution in complex and uncertain situations is becoming more crucial than resources or market access. Strategic opportunity awareness illustrates entrepreneurial intelligence's complex impact on entrepreneurial decision-making and long-term value growth. Opportunity recognition, entrepreneurial cognition, creativity, and strategic competence have been studied independently in entrepreneurship literature, but nothing has been done to integrate them into a framework that explains how entrepreneurs operate strategically. The analysis of entrepreneurial intelligence includes cognitive, emotional, social, strategic, and creative intelligence. The essay examines strategic opportunity recognition as a flow of detection, evaluation, exploitation, and sustainability. Organisational variables, environmental factors, digital entrepreneurship, AI, globalisation, and sustainability-oriented entrepreneurship affect entrepreneurial outcomes. The findings suggest that entrepreneurial intelligence helps entrepreneurs assess environmental signals, make informed decisions, adapt to uncertainty, and turn emerging chances into sustainable opportunities. Learning, technology, and environment affect opportunity recognition, which is iterative and adaptive, according to the study. This study highlights entrepreneurial performance skill building and connects entrepreneurial intelligence with strategic opportunity recognition. Entrepreneurial intelligence boosts opportunity quality, adaptability, innovation, and competitiveness. The study presents a multidimensional view of entrepreneurial potential and has implications for entrepreneurs, organisations, educators, and governments trying to increase strategic opportunity creation in modern business.

Keywords: *Entrepreneur, Intelligence, Strategic Opportunity Recognition.*

Introduction

Entrepreneurship has changed from an economic activity to a dynamic process of identifying, assessing, and exploiting opportunities in uncertain environments. Modern markets are characterised by rapid technological development, globalisation, shorter innovation cycles, and shifting customer expectations. In such conditions, entrepreneurs' ability to process information and spot opportunities is a competitive advantage. Entrepreneurship research has moved from resources to cognitive and behavioural skills that help entrepreneurs create value from information (Shane & Venkataraman, 2000). Recent study suggests that entrepreneurial and administrative decision-making differ most in opportunity recognition (Soto-Simeone & Biniari, 2024). The complexity of business ecosystems has raised interest in how entrepreneurs interpret signals, synthesise knowledge, and make strategic decisions under uncertainty (Tan, 2025). These studies illustrate that corporate success depends on locating, analysing, and using opportunities.

Some people see opportunities earlier and better due to entrepreneurial intelligence. Cognitive flexibility, strategic reasoning, emotional awareness, pattern detection, environmental scanning, and adaptive learning comprise entrepreneurial intelligence. Scholars increasingly view entrepreneurial intelligence as a multidimensional skill that combines analytical and intuitive processes to enable entrepreneurial judgement (Baron, 2006). Chance

recognition requires cognitive and social abilities, not simply IQ (Abdelkarim et al., 2021). Recent entrepreneurial cognition research shows that mental models affect how entrepreneurs analyse market signals and integrate unrelated information into viable business ideas (Tan, 2025). Entrepreneurial judgement may use technology-supported intelligence systems to detect opportunities (Alam, 2026).

One of the biggest consequences of entrepreneurial intelligence is strategic opportunity recognition. Entrepreneurs see chances to produce value through invention, market creation, problem solutions, or resource integration. Interpretation, interaction, and deliberate action create opportunities, not market gaps. Opportunities must be assessed for viability and aligned with organisational competencies and environmental conditions (Alvarez & Barney, 2007). Fernández-Bravo et al. (2026) found that opportunity recognition emerges through recognition, evaluation, and exploitation, not entrepreneurial intuition. Chen et al. (2020) found that entrepreneurial alertness and information processing skills greatly impact opportunity evaluation and action in dynamic corporate situations.

Digital technology and AI in entrepreneurship effect opportunity recognition. Intelligent decision-support tools have transformed entrepreneur information gathering, choice evaluation, and uncertainty reduction. Recent study shows that AI can increase entrepreneurial cognition by improving pattern detection and analysis, but it also risks overdependence and algorithmic bias (Mehrabi, 2026). Digital entrepreneurship research suggests that human–machine interaction rather than human judgement drives opportunity recognition (Yuliana et al., 2026). Technology cannot replace contextual understanding, strategic interpretation, and entrepreneurial judgement (Nader, 2026). We need entrepreneurial intelligence. Thus, entrepreneurial intelligence requires considering human ability and technical augmentation as complementary opportunity drivers.

Entrepreneurial intelligence and strategic opportunity recognition have conceptual and practical limitations despite growing research. Opportunity recognition, strategic decision-making, entrepreneurial cognition, and innovation are often researched independently. This fragmentation makes it hard to analyse how intelligence affects strategic entrepreneurial performance across scenarios. International entrepreneurship research highlights dynamic capacities, intelligence gathering, and environmental responsiveness in opportunity recognition (Tabares et al., 2026). Recognition of opportunities and strategic appraisal and exploitation processes appear to be crucial to entrepreneurial success (Donbesuur et al., 2021). To bridge these gaps, entrepreneurial intelligence must be seen as a strategic talent that supports opportunity discovery, creation, appraisal, and exploitation.

This essay describes entrepreneurial intelligence as a multidimensional skill that helps modern firms spot strategic possibilities. Entrepreneurs' ability to evaluate information, make judgements, integrate technology, and turn uncertainty into actionable opportunity is increasingly important, according to the essay. The argument highlights how entrepreneurial intelligence identifies and exploits strategic opportunities and influences future entrepreneurial activity and scholarship through conceptual analysis and synthesis of modern literature.

Conceptual Foundations

Modern entrepreneurial intelligence explains why certain people spot and seize opportunities in unpredictable markets. Entrepreneurial intelligence integrates perception, judgement, flexibility, creativity, strategic thinking, and environmental reactivity, unlike analytical reasoning or general cognitive function. Entrepreneurs evaluate information and act on uncertainty differently, therefore access to resources cannot explain entrepreneurial success (Shane & Venkataraman, 2000). Further research showed that entrepreneurial efficiency is rooted in cognitive processes that drive opportunity identification and venture formation (Baron, 2006). Recent literature has characterised entrepreneurial intelligence as a dynamic talent that helps entrepreneurs assess environmental complexity and discover new opportunities in changing situations (Tan, 2026).

Entrepreneurial intelligence is becoming more important as businesses rely more on knowledge processing than resource ownership. In circumstances of ambiguity, inadequate knowledge, and rapid technological change, entrepreneurs need intelligence to interpret and respond quickly. According to entrepreneurial alertness research, entrepreneurs constantly scan their surroundings and turn seemingly unconnected information into actionable opportunities (Kirzner, 2009). Entrepreneurial cognition studies imply that intelligence is a growing capability influenced by experience, reflection, and engagement with external systems (Mitchell et al., 2007). Recent comprehensive reviews show that cognitive structures and mental representations affect entrepreneurial opportunity recognition interpretation and evaluation (Tan, 2026).

Multidimensional entrepreneurial intelligence is unique. Traditional intelligence models concentrated on logic and analysis, whereas entrepreneurial intelligence includes emotional, strategic, social, and creative skills. Modern entrepreneurship theory understands that successful business action needs blending intuition with systematic decision-making. Research shows that entrepreneurs use

analytical and heuristic judgement to spot possibilities (Alvarez & Barney, 2007). Recent research reveals that entrepreneurs with higher adaptability and cognitive flexibility recognise opportunities better than those using routine decision models (Mostafiz et al., 2024).

Dimensions of Entrepreneurial Intelligence

Entrepreneurs employ cognitive intelligence to gather, process, interpret, and use information to solve problems and make decisions. Entrepreneurs use cognitive intelligence to examine their surroundings, recognise trends, and evaluate new opportunities. Cognitively stronger entrepreneurs spot market signals earlier and make better strategic judgements. Entrepreneurial cognition alters knowledge organisation for uncertain decision-making (Mitchell et al., 2007). Cognitive flexibility improves entrepreneurial imagination and opportunity perception across situations (Mostafiz et al., 2024).

Entrepreneurs gain self-awareness, emotional management, resilience, and interpersonal comprehension from emotional intelligence. Entrepreneurship needs emotional control and persistence due to uncertainty, setbacks, and resource constraints. Emotional intelligence helps entrepreneurs satisfy market and stakeholder demands strategically. According to Goleman (2007), emotionally savvy entrepreneurs may make good decisions amid ambiguity. Mostafiz et al. (2024) found that emotional management helps entrepreneurs constructively evaluate information, improving cognition and opportunity awareness.

Social intelligence involves reading social signals, networking, and using relationships to create opportunities. Entrepreneurship requires networked collaboration ecosystems for information, legitimacy, and resources. Socially intelligent entrepreneurs' diverse perspectives improve strategic knowledge. Ardichvili et al. (2003) found that social networks greatly affect entrepreneurial discovery. Nurmirzaev & Jeon (2024) found that entrepreneurial self-efficacy and network quality positively mediate opportunity spotting across entrepreneurial contexts.

Strategic intelligence needs long-term thinking, environmental interpretation, and opportunity-future alignment. Since entrepreneurs have many possibilities but cannot pursue them all, strategic intelligence favours opportunity selection over many. Before investing, strategic entrepreneurs examine time, feasibility, and sustainability. Strategic responsiveness enables organisations adapt and preserve advantage in changing circumstances, according to dynamic capacity perspectives (Teece, 2007). Entrepreneurship research increasingly links strategic intelligence to scalable business performance (Tabares et al., 2026).

Creative entrepreneurs produce new ideas and use existing resources to solve problems. Entrepreneurs create possibilities via innovation and inventiveness, not just market gaps. Early entrepreneurship researchers believed opportunities originate from creative interpretation and action, not objective discovery (Alvarez & Barney, 2007). Entrepreneurs' creativity and curiosity help them spot opportunities (Farrokhnia et al., 2026).

Entrepreneurs identify, assess, and capitalise on sustainable value-creating opportunities. Beyond market needs, the technique evaluates environmental data, shows strategy fit, and mobilises resources for implementation. Identifying possibilities others miss is the foundation of entrepreneurship philosophy (Shane & Venkataraman, 2000). Recent study reveals that opportunity recognition is a continual, context-dependent process (Pidduck & Clark, 2025).

Two perspectives dominate opportunity recognition arguments. By increasing awareness and understanding, entrepreneurs discover opportunities. According to the creation perspective, entrepreneurial action, experimentation, and stakeholder engagement create opportunity. Discovery theory encourages ambient scanning and pattern recognition (Kirzner, 2009). According to creation theory, entrepreneurs generate and understand possibilities (Alvarez & Barney, 2007). Contemporary entrepreneurship recognises opportunity as discovery, interpretation, and construction.

Strategic opportunity recognition is increasingly linked to entrepreneurial alertness and decision intelligence. Aware entrepreneurs identify weak market signals and create cohesive business concepts from fragmented data. Entrepreneurship requires alertness to spot opportunities (Tang et al., 2012). Entrepreneurial enthusiasm indirectly enhances opportunity perception through awareness, especially in dynamic marketplaces (Zhu et al., 2025).

Theoretical Perspectives

Entrepreneurial intelligence and strategic opportunity recognition are based on complementary theories. Opportunity Recognition Theory outlines how information asymmetry, prior knowledge, and entrepreneurial vigilance help entrepreneurs find opportunities. Opportunity recognition defined entrepreneurial study (Shane & Venkataraman, 2000). Opportunity recognition theory needs cognitive process explanations to stay relevant in digitally mediated entrepreneurial situations, according to recent reviews (Tan, 2026).

The Resource-Based View holds that valuable and hard-to-copy capabilities, not physical assets, sustain competitive advantage. Thus, entrepreneurial intelligence is an intangible strategic resource that improves opportunity identification and exploitation (Barney, 1991). Dynamic Capability Theory emphasises the ability to recognise, seize, and convert environmental change-related possibilities (Teece, 2007).

Entrepreneurial Cognition Theory examines how entrepreneurs think, process, and decide under ambiguity. This perspective explains why entrepreneurs in similar contexts see various opportunities and achieve different results (Mitchell et al., 2007). Effectuation Theory suggests that entrepreneurs generate opportunities through experimentation, stakeholder participation, and iterative action rather than predictive planning (Sarasvathy, 2001). These viewpoints form an integrated theoretical framework for entrepreneurial intelligence as a strategic opportunity recognition skill.

Entrepreneurial Intelligence as a Strategic Capability

Strategic entrepreneurial intelligence enhances opportunity recognition, decision-making, and adaptability. Modern entrepreneurship literature says entrepreneurial intelligence helps entrepreneurs and organisations foresee change, manage uncertainty, and perform. Strategic talents affect resource perception, recombination, and deployment in shifting settings. Academics argue entrepreneurs must find and seize new opportunities (Teece, 2007). Intelligent entrepreneurship increases information interpretation and opportunity selection under uncertainty (Tabares et al., 2026). These views view entrepreneurial intelligence as a long-term advantage.

Because possibilities rarely exist without commercial, technological, and institutional developments, entrepreneurial intelligence depends on the environment. To find opportunities, startups must analyse customer behaviour, market dynamics, regulations, and technology. Through data analysis, environment scanning delivers strategic insight. Early studies showed that historical knowledge influences entrepreneurs' market decisions (Shane, 2000). Exploring fragmented data with entrepreneurial awareness boosted opportunity perception (Tang et al., 2012).

Environmental scanning is improved by entrepreneurial intelligence sorting important facts from complex situations. Too much data in modern marketplaces makes selective attention and interpretation more valuable than information availability. Entrepreneurs need strategy to separate signals from noise under information overload. Structured conceptual frameworks help entrepreneurs understand environmental data (Mitchell et al., 2007). Mostafiz et al. (2024) found that cognitively flexible entrepreneurs can spot environmental volatility and turn observations into commercial opportunities.

Processing information activates environmental knowledge. To locate business prospects, entrepreneurs must detect trends and combine data. Strategic entrepreneurs uncover unmet requirements and demand patterns using customer knowledge, technology, and market data. Opportunity recognition studies suggest entrepreneurs utilise pattern identification to generate useful ideas from unrelated knowledge (Baron, 2006). A recent entrepreneurship study found that environmental scanning with analytical evaluation and exploratory interpretation enhances opportunity quality (Pidduck & Clark, 2025).

The use of AI and sophisticated analytics in entrepreneurial decision-making has revolutionised environmental scanning. Digital platforms, predictive systems, and algorithm-supported analysis help entrepreneurs find possibilities faster. According to entrepreneurial decision augmentation research, intelligent technologies improve opportunity spotting through data interpretation (Mehrabi, 2026). Opportunity interpretation requires contextual understanding, strategic intuition, and value judgement that machines cannot reproduce (Yuliana et al., 2026), requiring entrepreneurial intelligence.

Strategic decisions are made by entrepreneurs with limited information and uncertain results, therefore entrepreneurial intelligence important. Entrepreneurial decisions are uncertain, unproven, and significant. Opportunity selection and resource allocation require strategy. Early entrepreneurship study indicated that cognitive processes, not rational calculation models, influence business decisions (Sarasvathy, 2001). Later studies demonstrated that entrepreneurs evaluate opportunities and manage uncertainty using intuition and analysis (Alvarez & Barney, 2007).

Strategic decisions are influenced by attractiveness, feasibility, timing, and long-term goals. Entrepreneurial intelligence benefits from adaptive reasoning and cognitive bias reduction. Most entrepreneurs lack complete information, therefore strategic decision-making requires proof and testing. Entrepreneurial judgement impacts opportunity assessment, venture growth, and sustainability (Foss & Klein, 2012). Strategic entrepreneurs can balance exploration and exploitation in changing conditions (Donbesuur et al., 2021).

Risk interpretation is for entrepreneurs. Entrepreneurs manage volatility with insight. Modern literature indicates successful businesses control uncertainty over risk. Entrepreneurial cognition impacts uncertainty framing and

action (Mitchell et al., 2007). High-adaptability entrepreneurs assess opportunities and adapt to environmental change (Farrokhnia et al., 2026). Collaborative startup decision-making using tech. Today, entrepreneurs make strategic decisions using stakeholder feedback, digital intelligence, and network data. Opportunity appraisal improves with human interpretation and technical support in hybrid entrepreneurial intelligence (Mehrabi, 2026). In strategic decision-making, academics highlight entrepreneurial intelligence and warn that overreliance on automated systems may hinder innovation and autonomy (Nader, 2026).

Innovation is part of entrepreneurial intelligence since opportunity recognition necessitates innovative market solutions. Entrepreneurs innovate with information, technology, and resources. Because change and recombination provide opportunities, entrepreneurship research consistently links innovation to opportunity recognition. From market volatility, Schumpeter (1934) found entrepreneurial innovation creates economic value. This study implies innovation affects entrepreneurial competitiveness (Farrokhnia et al., 2026).

Innovation is fostered by entrepreneurial intelligence's market expansion and stereotype-breaking. Creative entrepreneurs are curious, exploratory, and tolerant. Find opportunities competitors missed and develop new markets using these features. Entrepreneurship highlights opportunities, boosting innovation (Tang et al., 2012). Recent research reveals that entrepreneurs' imagination creates new business opportunities (Mostafiz et al., 2024).

Innovation requires planning and creativity. Not every creative concept becomes an entrepreneurial opportunity, therefore appraisal and implementation are key. Innovation and opportunity are generated by entrepreneurial intelligence. According to the dynamic capabilities study, businesses acquire a competitive edge by turning opportunities into strategic goals (Teece, 2007). Recent entrepreneurial study shows that exploratory thinking and disciplined opportunity appraisal increase innovation (Tabares et al., 2026).

Digital entrepreneurship lowers market and experimental entry barriers, fostering innovation. Entrepreneurs today have broader information networks, customer feedback systems, and scalable digital infrastructures for fast invention. Digital ecosystems enable experimentation and knowledge integration (Yuliana et al., 2026). Technology alone cannot ensure innovation success without entrepreneurial knowledge evaluation and application (Tan, 2026).

Business requires ongoing adaptation and capability renewal, therefore entrepreneurial intelligence requires skill acquisition. Research and reflect, entrepreneurs. Therefore, learning helps entrepreneurs make better judgements and identify new opportunities. Previously, Shane (2000) found that past knowledge affects entrepreneurial creativity. Later studies revealed that frequent opportunity evaluation and action cycles encourage entrepreneurship (Mitchell et al., 2007). An evaluation of experience improves entrepreneurial learning. Environment, feedback, experimentation, and failure teach entrepreneurs. Increasing pattern detection and reducing interpretation limits opens doors. Reflective learning boosts entrepreneurial adaptability and strategic responsiveness, Cope (2011) observed. Research suggests that learning orientation boosts entrepreneurial flexibility and opportunity (Donbesuur et al., 2021).

Learning helps entrepreneurs improve ideas immediately. Modern entrepreneurship views opportunities as iterative structures created by interaction and adaptation. Effectiveness research suggests entrepreneurs create opportunities by action and stakeholder participation, not prediction (Sarasvathy, 2001). Fernández-Bravo et al. (2026) found iterative experimentation improves entrepreneurial opportunity quality and implementation.

Learning and entrepreneurial intelligence are essential in fast-changing digital contexts where renewal drives success. Entrepreneurs learn, spot trends, and fill pipelines. In entrepreneurial resilience research, learning orientation improves long-term venture adaptability (Farrokhnia et al., 2026). Thus, modern scholarship considers learning as a strategic tool for entrepreneurial intelligence to create lasting chances.

Strategic Opportunity Recognition Process

From strategic possibilities, entrepreneurs find, assess, mobilise, and create sustained value. Early entrepreneurship scholarship concentrated on market-savvy entrepreneurs seeking possibilities. Cognition, environment, strategy, and learning affect opportunity recognition. Entrepreneurship and market changes generate opportunities (Shane & Venkataraman, 2000). A recent study argues that opportunity recognition should be seen as a succession of interrelated phases identification, appraisal, exploitation, and renewal rather as distinct insights (Pidduck & Clark,

This method demands entrepreneurial skills because prospects may fail. Without certainty, entrepreneurs must analyse, prioritise, and coordinate. Recognition of strategic opportunities requires knowledge, context, and execution. Entrepreneurs learn and act differently (Mitchell et al., 2007). Tabares et al. (2026) found that strategic intelligence improves decision-making and entrepreneurial adaption.

Strategic opportunities arise from unmet demands, rising trends, market inefficiencies, or valuable resource combinations. Because entrepreneurship begins with observable and interpretable possibilities, opportunity identification is typically used to define it. Early entrepreneurial theory says knowledge and information help entrepreneurs recognise opportunities (Shane, 2000). Entrepreneurial awareness theory suggested market signals and shifting conditions reveal opportunities (Kirzner, 2009).

Intelligent entrepreneurs detect hidden trends and opportunities. Experienced and learnt notions help entrepreneurs organise and assess data. For potential, not volume, entrepreneurs must comprehend and link information. Entrepreneurs use knowledge frameworks to make ambiguous decisions (Mitchell et al., 2007). Mostafiz et al. (2024) found that entrepreneurial creativity and cognitive flexibility improve opportunity perception across entrepreneurial situations. Environment affects opportunity detection. Client engagement, inefficiencies, technology, and social shifts inspire entrepreneurs. These connections give entrepreneurs creative and valuable insights. Opportunities arise from social and institutional integration (Ardichvili et al., 2003). Modern study shows that entrepreneurs with strong information-processing skills can detect opportunities in shifting environments (Chen et al., 2020).

Digital transformation provides real-time market observation and information, improving opportunity identification. Entrepreneurs increasingly employ digital platforms, predictive analytics, and data-driven insights to discover opportunities. Digital ecosystems increase market awareness and minimise information asymmetry, revealing opportunities (Yuliana et al., 2026). Beyond automated identification, entrepreneurial intelligence includes interpretation, strategic framing, and contextual awareness to find opportunities (Mehrabi, 2026).

Once found, entrepreneurs must decide if opportunities warrant resources and strategy. Opportunity appraisal includes feasibility, appeal, sustainability, timeliness, and entrepreneurial goals. Many identified prospects are financially or strategically unviable, therefore identification alone does not ensure entrepreneurial success. Early entrepreneurship study said market conditions and predicted value generation determine opportunity attractiveness (Shane & Venkataraman, 2000). Donbesuur et al. (2021) found that evaluation quality greatly impacts long-term entrepreneurial performance and venture sustainability.

With entrepreneurial intelligence, opportunity appraisal becomes more strategic and analytical. When making judgements with little data, entrepreneurs must balance intuition, experimentation, and proof. Financial, competitive, technological, and implementation challenges should be assessed. Intuition and analysis guide entrepreneurs' judgements (Sarasvathy, 2001). Strategic companies better identify opportunities and allocate resources, according to recent research (Farrokhnia et al., 2026).

Opportunity assessment involves uncertainty interpretation. Strategic opportunities include client demand, technical change, and external unpredictability. Entrepreneurial intelligence improves judgement by minimising biases and fostering flexibility. Entrepreneurial cognition shapes unpredictable possibilities (Mitchell et al., 2007). Fernández-Bravo et al. (2026) revealed reflective learning helps entrepreneurs act.

In entrepreneurial appraisals, technology is used more. Analytical, forecasting, and simulation models help entrepreneurs make better decisions and reduce uncertainty. Research suggests intelligent decision-support systems improve opportunity evaluation by providing actionable information (Mehrabi, 2026). Strategic decisions require contextual and human aspects that technology cannot detect, therefore entrepreneurial intelligence is essential (Nader, 2026).

Opportunity exploitation unlocks entrepreneurial potential. This stage includes resource mobilisation, implementation, market entry, capabilities deployment, and strategy execution. Opportunity exploitation differs from entrepreneurial aim since value creation only comes when opportunities become operations. Entrepreneurship academics have long emphasised that opportunity exploitation benefits society and the economy (Alvarez & Barney, 2007). Donbesuur et al. (2021) found that exploitation skill greatly impacts business success and longevity.

By aligning resources and strategy, entrepreneurial intelligence helps entrepreneurs capture opportunities. Change is necessary for entrepreneurs. Strategic intelligence is needed for execution rigour and responsiveness. Dynamic capacity theory says organisations maintain performance by identifying and adjusting internal resources (Teece, 2007). Modern entrepreneurial research suggests intelligent capacity deployment converts opportunities (Tabares et al., 2026). Entrepreneurs need stakeholder support and partnerships. Opportunity rarely succeeds without customer, investor, employee, and institutional participation. Seizing opportunities requires social savvy. Entrepreneurial networks increase resource and opportunity, according to Ardichvili et al. (2003). Nurmirzaev & Jeon (2024) found entrepreneurial self-efficacy and social capability improve opportunity execution.

Digital entrepreneurs have lowered market entry barriers and accelerated scalability, revolutionising opportunity exploitation. Automation, platform ecosystems, and digital infrastructures accelerate entrepreneurship. Digital entrepreneurship helps exploit opportunities through flexibility and experimentation (Yuliana et al., 2026). However, strategic entrepreneurial intelligence appears to determine digital capability underuse or sustainability (Tan, 2026).

Strategic opportunity recognition goes beyond implementation since entrepreneurial success increasingly rely on value sustainability. To maintain opportunity, entrepreneurs must adapt to environmental changes and refresh advantages. Early entrepreneurs prioritised opportunity discovery over sustainability. This study emphasises opportunity sustainability since markets change and competitive advantage is fleeting (Teece, 2007).

Learning, strategy adaptation, and capability renewal sustain entrepreneurial intelligence. Entrepreneurs must evaluate changing market conditions and configurations. Entrepreneurial resilience and adaptation boost long-term potential, suggests Cope (2011). Recent research imply strategic processes involve intellect, inventiveness, and environmental responsiveness for entrepreneurial effectiveness (Tabares et al., 2026).

Innovation is crucial because competitors copy successful ideas, diminishing opportunity. Innovativeness is needed by entrepreneurs. Innovation perspective fosters entrepreneurship (Schumpeter, 1934). Iterative experimentation and feedback systems preserve opportunities, according to a study (Farrokhnia et al., 2026

Digital change, social expectations, and global uncertainties shape opportunity sustainability. Therefore, businesses must balance economic performance, adaptability, and long-term strategy. Intelligence supports entrepreneurship by improving execution and opportunity growth (Pidduck & Clark, 2025). Recognising strategic opportunities drives entrepreneurship.

Factors Influencing Entrepreneurial Intelligence and Opportunity Recognition

Entrepreneurial intelligence and strategic opportunity recognition are linked. Individual skills, organisational environment, and external factors influence entrepreneurial decision-making. Early entrepreneurship research focused on personal traits, while subsequent research links cognition, organisational structures, and contextual elements. Shane & Venkataraman (2000) found that entrepreneurs identify opportunities in their environment, not their traits. Research shows that personal, institutional, and market factors influence entrepreneurship (Tabares et al., 2026).

Understanding these effects is crucial since entrepreneurs with identical potential succeed differently. Environmental interpretation, strategic action, and opportunity exploitation vary with entrepreneurial intelligence. Modern entrepreneurship study says internal skills and environmental circumstances produce entrepreneurial potential, not traits (Donbesuur et al., 2021). Recently, supporting organisational and environmental processes boosts entrepreneurial intelligence by encouraging learning, experimentation, and flexibility (Farrokhnia et al., 2026).

Individual traits are critical to entrepreneurial intelligence because entrepreneurs examine data to locate possibilities. Experiences, knowledge, aspirations, and behaviours affect entrepreneurship. Entrepreneurship experts think history and information exposure affect opportunity identification (Shane, 2000). Later research on entrepreneurial cognition found that entrepreneurs use unique mental models and decision structures (Mitchell et al., 2007).

Knowledge and experience shape people. Education, professional experience, experimentation, and business participation teach entrepreneurs. Entrepreneurs see prospects differently with past knowledge. Ardichvili et al. (2003) found that industry-specific entrepreneurs have better interpretive frameworks and opportunity recognition. Donbesuur et al. (2021) revealed that entrepreneurial experience improves opportunity evaluation and strategy adaptation in unexpected situations. Cognitive ability substantially impacts entrepreneurial intelligence and opportunity perception. With inadequate and ambiguous data, entrepreneurs must analyse, spot patterns, and adjust. Cognitive flexibility helps entrepreneurs see hidden connections. Early research suggests entrepreneurs spot opportunities before competitors (Kirzner, 2009). Cognitive flexibility and entrepreneurial imagination improve opportunity detection and innovation, according to Mostafiz et al. (2024). Personal factors include drive and entrepreneurship. Besides intelligence, entrepreneurial intelligence requires tenacity, initiative, adaptability, and boldness amid ambiguity. Entrepreneurship affects how people handle setbacks. Entrepreneurship encourages opportunity and commitment (Cardon et al., 2013). New research demonstrates that entrepreneurial self-efficacy boosts opportunity recognition and seizing (Nurmirzaev & Jeon, 2024).

Social and emotional skills boost entrepreneurial intelligence through decision-making and connections. Entrepreneurs must negotiate, manage stakeholders, and develop trust in social systems. Emotional intelligence boosts resilience and judgement under pressure. Goleman (2007) found that emotional intelligence increases

entrepreneurial adaptability and leadership. Recent research reveals that emotional control and social competence assist find and implement business possibilities (Farrokhnia et al., 2026).

Entrepreneurship is frequently linked with individual initiative, yet organisational factors greatly impact entrepreneurial intelligence and strategic opportunity recognition. Organisational structures affect information flow, decision-making, and opportunity evaluation and implementation. Inventive, decentralised organisations produce entrepreneurial intelligence. Organisational entrepreneurship research implies supportive cultures boost opportunity and innovation (Kuratko et al., 2015). Tabares et al. (2026) found institutionalising learning and strategic flexibility boosts entrepreneurship.

Company culture substantially affects entrepreneurial intelligence. Culture impacts innovation, uncertainty, teamwork, and information sharing. Entrepreneurial cultures minimise failure anxiety and foster experimentation, helping employees and entrepreneurs find opportunities. Organisational norms greatly impact entrepreneurial effectiveness, according to early innovation studies (Schein, 2010). Modern study demonstrates that open, flexible, and learning firms see opportunities better (Donbesuur et al., 2021).

Managed knowledge boosts entrepreneurial intelligence. Strategic knowledge development, transmission, and application are more competitive in modern businesses. Knowledge-sharing platforms examine market signals and deliver information. Argote (2013) found that organisational learning boosts opportunity and creativity. Intelligent knowledge integration improves environmental change response and opportunity perception (Farrokhnia et al., 2026).

Leadership affects entrepreneurial intelligence too. Leaders set priorities, distribute resources, and promote or discourage entrepreneurship. Entrepreneurial leaders foster innovation. Leadership activities strongly impact organisational change and innovation (Ireland et al., 2009). Entrepreneurial leadership increases opportunity awareness through good decision-making and teamwork, according to Tabares et al. (2026).

Technology is shaping organisational entrepreneurial intelligence. Analytics, digital platforms, and decision-support technology improve strategy responsiveness and information access. Digital transformation improves opportunity evaluation (Yuliana et al., 2026). Experts say technology investment alone cannot guarantee entrepreneurial efficiency without organisational frameworks for interpretation and strategic action (Mehrabi, 2026).

Because entrepreneurial activity occurs inside larger economic, technological, social, and institutional systems, external environmental variables strongly affect entrepreneurial intelligence and opportunity perception. Environment affects entrepreneurs' chance-taking. Entrepreneurship theory increasingly recognises environmental dynamics and entrepreneurial abilities as opportunities (Shane & Venkataraman, 2000). Pidduck & Clark (2025) discovered environmental complexity promotes smart entrepreneurship.

Technological development dramatically affects entrepreneurial opportunity recognition. New technologies change sectors, customer expectations, and firm strategy, enabling entrepreneurship. Teece (2007) argues technological disruption creates strategic uncertainty and opportunity. Research suggests that tech-savvy entrepreneurs see and seize opportunities (Yuliana et al., 2026).

Institutions influence entrepreneurial intelligence through resources, regulation, and market engagement. Businesses are fostered and limited by institutions. North (1990) concluded that favourable institutions boost entrepreneurship and innovation. Tabares et al. (2026) say institutional flexibility and supportive ecosystems reduce implementation barriers and showcase entrepreneurial possibility.

Market dynamism increases unpredictability and competitive change, affecting entrepreneurial potential. Dynamic markets offer opportunities but require strategic flexibility. In unpredictable situations, entrepreneurs need more intelligence to monitor and adjust. Environmental dynamism influenced entrepreneurial action in previous studies (Dess & Lumpkin, 2005). Environmental instability boosts entrepreneurial intelligence for opportunity performance, say Chen et al. (2020).

Globalisation and societal growth give entrepreneurs with new challenges and opportunities. Entrepreneurs face interconnected markets, different consumer preferences, and higher sustainability criteria. Global entrepreneurial ecosystems increase possibilities through knowledge exchange, Autio (2017) states. New research suggests that entrepreneurs who incorporate sustainability and adaptation into opportunity development succeed longer (Fernández-Bravo et al., 2026). Human capability, organisational support, and external factors affect entrepreneurial intelligence and strategic opportunity recognition. When these forces encourage entrepreneurs, they profit more. Recognising these variables helps entrepreneurial strategy and systems.

Emerging Trends and Contemporary Applications

Technology, institutions, and globalisation affect entrepreneurial intelligence and strategic opportunity

perception. Modern entrepreneurship seeks chances in fast-sharing digital ecosystems with fewer regional boundaries. Thus, entrepreneurial success increasingly requires detecting opportunities and understanding new processes that create, evaluate, and apply them. Early entrepreneurial literature considered opportunity recognition cognitive (Shane & Venkataraman, 2000). Recent study shows that technology, networks, and institutions impact opportunity recognition (Pidduck & Clark, 2025). Smart technologies and global business ecosystems have changed entrepreneurship and decision-making. Entrepreneurs use digital tools, platform infrastructures, and data-driven mechanisms to boost strategic responsiveness and opportunity quality. New innovations have complicated entrepreneurship because entrepreneurs must examine more data and respond to fast-changing situations. Entrepreneurial competitiveness demands technology, strategic intelligence, and adaptive learning (Tabares et al., 2026). Researchers found that entrepreneurs that spot upcoming trends are more innovative and successful (Farrokhnia et al., 2026).

enterprise intelligence and opportunity recognition are rising with digital enterprise. Technology helps digital entrepreneurs create, deliver, and capture value. Traditional entrepreneurial strategies require infrastructure and local market access, whereas digital entrepreneurship may grow quickly and work in diverse contexts. Digital transformation reduces market entry barriers and increases information accessibility, improving opportunity recognition (Nambisan, 2017). Recent research suggests that digital entrepreneurship increases opportunity and experimentation (Yuliana et al., 2026).

Evaluating and prioritising enormous digital data requires entrepreneurial ingenuity. Entrepreneurs find chances by studying online usage, market data, platform changes, and customer interactions. Entrepreneurs rarely gain from info. Autio et al. (2018) say entrepreneurs create value by turning digital data into strategic insight. Combining technology with strategic judgement and environmental interpretation helps intelligent organisations overcome competition (Tan, 2026).

Digital platforms have created entrepreneurial ecosystems that foster collaboration and experimentation, changing opportunity recognition. Social platforms, cloud systems, digital marketplaces, and platform-based business models help entrepreneurs swiftly assess requirements and ideas. Networking and knowledge exchange create digital ecosystem opportunities (Nambisan et al., 2019). Entrepreneurial intelligence enhances platform ecosystem strategic coordination to capitalise on digital opportunities (Yuliana et al., 2026).

Digital entrepreneurship causes strategic issues. Entrepreneurs face fierce competition, changing customer needs, and information saturation that makes opportunity identification difficult. Digital overload might affect judgement if enterprises exploit quantitative indicators (Mehrabi, 2026). Digital entrepreneurship demands deliberate interpretation and planned decision-making, not uncontrolled information accumulation, hence entrepreneurial intelligence is crucial.

The rise of AI impacts entrepreneurial intelligence and strategic opportunity recognition. AI helps entrepreneurs with predictive analytics, automated decision systems, market forecasting, and pattern recognition. These advances have improved opportunity identification and uncertainty reduction. Brynjolfsson and McAfee (2017) say intelligent technologies speed up analysis and give actionable data, enhancing entrepreneurial skills. Recent research suggests that AI-supported entrepreneurial processes improve opportunity evaluation and strategic response (Mehrabi, 2026).

Entrepreneurship and AI complement, not compete. AI supports analysis and processing, whereas entrepreneurial intelligence provides context, creativity, and strategy. A human–technology partnership study found that hybrid intelligence systems make better decisions than humans or machines (Dellermann et al., 2019). Entrepreneurship study demonstrates that opportunity recognition increasingly demands cognitive and advanced technologies (Nader, 2026).

AI helps entrepreneurs discover weak signals and new patterns, offering business opportunities. Entrepreneurs discover new opportunities using recommendation systems, consumer data, prediction algorithms, and automated experimentation. AI improves market reactivity and strategic adjustment, Brynjolfsson & McAfee (2017) found. Recent entrepreneurs use AI in decision systems to recognise and adapt to opportunities (Mehrabi, 2026).

Although beneficial, AI adoption raises ethical and strategic concerns. Entrepreneurs must overcome algorithmic bias, automation, and bad judgement. Overusing algorithmic recommendations can hinder company innovation and opportunity discovery (Dellermann et al., 2019). Modern studies highlight employing AI to increase entrepreneurial intelligence, which promotes strategic decision-making (Nader, 2026).

Globalisation has increased entrepreneurial opportunity recognition by opening markets, customers, and information networks. Global supply networks and competitiveness challenge entrepreneurs. Entrepreneurial intelligence now incorporates global market and opportunity awareness. International connectivity boosts business and information collaboration (Autio, 2017).

Tabares et al. (2026) found that strategic adaptability and environmental knowledge assist entrepreneurs locate worldwide opportunities.

Cross-border entrepreneurs need more than market analysis. When interpreting culture, institutions, and laws, entrepreneurs must be adaptable. Oviatt & McDougall (2005) found that knowledge integration and environmental responsiveness greatly influence international opportunity recognition. Entrepreneurs with strategic intelligence exploit foreign opportunities (Donbesuur et al., 2021).

Global entrepreneurial ecosystems are more creative with larger networks and collaborative resources. Entrepreneurs increasingly join global learning, experimentation, and capability groups. International networking boosts entrepreneurs' performance with new ideas and business insights (Autio et al., 2018). Entrepreneurial intelligence boosts cross-border potential by grasping global complexity (Farrokhnia et al., 2026).

Globalisation boosts competition and risk. Entrepreneurs must adjust to market-wide geopolitics, laws, and customer expectations. Oviatt & McDougall (2005) found that international entrepreneurship requires strategic learning and adaptation, not size. Managing global complexity and sustaining opportunity results requires entrepreneurial intelligence.

Social and sustainable entrepreneurship affect opportunity recognition and entrepreneurial intelligence. Modern entrepreneurship boosts economic performance through sustainability, social value, and longevity. Entrepreneurs must increasingly find economically feasible social solutions. Research suggests sustainability fosters entrepreneurial innovation and strategic action (Cohen & Winn, 2007). Hall et al. (2010) revealed sustainable opportunity recognition influences business legitimacy and competitiveness.

Entrepreneurs may solve social and environmental issues with entrepreneurial acumen. Sustainable business may entail balancing financial and stakeholder goals. System thinking and long-term planning discovered sustainability potential, Dean & McMullen (2007) showed. Sustainable entrepreneurs have better opportunities (Fernández-Bravo et al., 2026).

Social entrepreneurship increases economic prospects by focusing on social impact and institutional change. Social entrepreneurs find education, healthcare, inclusiveness, and community development possibilities. Meir & Martí (2006) state that social entrepreneurship largely relies on empathy, innovation, and stakeholder engagement. Entrepreneurial intelligence improves problem-solving and strategy, boosting social innovation (Farrokhnia et al., 2026).

The emphasis on sustainability has altered entrepreneurial performance requirements. Economic, environmental, and social factors increasingly determine success. Effective entrepreneurship is more likely to survive and compete (Hall et al., 2010). Modern entrepreneurs believe entrepreneurial intelligence generates strategic and socially meaningful opportunities.

Discussion

Previous sections highlighted that entrepreneurial intelligence is a multifaceted talent that affects how entrepreneurs analyse environments, perceive possibilities, make decisions, and sustain value creation. These aspects' effects are critically assessed throughout the discussion. Research has traditionally characterised entrepreneurship as opportunity recognition, which leads to entrepreneurial activity (Shane & Venkataraman, 2000). Modern research reveals that opportunity perception needs understanding cognitive, strategic, emotional, and environmental variables that drive entrepreneurial judgement and behaviour (Pidduck & Clark, 2025).

Environmental complexity may drive entrepreneurial behaviour, according to recent research. Entrepreneurs act on past knowledge, strategic thinking, social interaction, and adaptive learning, not objective data. Therefore, comparable events can lead to different entrepreneurial outcomes. According to Mitchell et al. (2007), interpretive frameworks, not information availability, influence entrepreneurial cognition. Intelligent capacity integration improves opportunity quality and entrepreneurial adaptability (Tabares et al., 2026).

Entrepreneurial intelligence and strategic opportunity recognition are interwoven. Entrepreneurial intelligence impacts opportunity discovery, interpretation, appraisal, implementation, and renewal. Thus, cognitive capacity, strategic judgement, learning, environmental responsiveness, and execution discipline determine strategic opportunity recognition. Changing prior knowledge and entrepreneurial alertness can uncover opportunities (Shane, 2000). Modern study shows that entrepreneurs' ability to combine several intelligences into strategic action increasingly impacts opportunity outcomes (Farrokhnia et al., 2026).

This integrated perspective challenges the discovery-based opportunity recognition theory. While discovery is important, evidence reveals entrepreneurs create opportunities through experimentation and careful interaction. Entrepreneurial intelligence speeds up reinterpretation and decision-making based on feedback and environmental change. Research suggests entrepreneurial opportunities develop through action rather than observation (Alvarez & Barney, 2007). Recently,

iterative learning and adaptive interpretation improve opportunity quality and execution (Fernández-Bravo et al., 2026).

The impact of intelligence on entrepreneurial execution is another crucial discovery. Entrepreneurship literature emphasises opportunity identification over implementation and sustainability. Our data shows that entrepreneurial intelligence affects opportunity growth beyond first recognition. Sensing, grasping, and altering possibilities are central to dynamic capacity theory (Teece, 2007). According to Donbesuur et al. (2021), smart, flexible entrepreneurs have greater long-term prospects.

Digitisation promotes entrepreneurial intelligence. Technology enhances information availability and analysis, but it does not replace human discretion. Human–technology relationship study suggests entrepreneurial advantage increasingly depends on strategic reasoning and technology (Dellermann et al., 2019). Modern entrepreneurship studies believe that digital knowledge must be turned into persistent opportunity by knowledgeable entrepreneurs (Mehrabi, 2026).

Entrepreneurship research has illuminated opportunity awareness and talent, but conceptual gaps remain. Diversity in theory is limiting. Opportunity recognition, entrepreneurial cognition, creativity, strategic management, and organisational capability are examined separately despite conceptual commonalities. Entrepreneurship was previously characterised as exploiting opportunities (Shane & Venkataraman, 2000). Later research sometimes built specialist frameworks without integrating these connected processes (Mitchell et al., 2007).

Another issue is overemphasising entrepreneurship. Traditional entrepreneurship valued people and intellect over surroundings and organisation. Although individual ability is important, contemporary evidence shows that many systems affect entrepreneurial performance. Autio (2017) found that entrepreneurial ecosystems, institutional factors, and organisational environments affect opportunity recognition. Recent study suggests entrepreneurial intelligence is relational and context-sensitive (Tabares et al., 2026).

Another issue is the historical gap between discovery and creation on opportunity recognition. Discovery theory says people find opportunities by processing more information. Instead, creativity theory believes entrepreneurship and interaction create chances. Both perspectives provide useful insights, but neither fully explains entrepreneurship. Alvarez & Barney (2007) found that opportunity processes generally entail discovery, interpretation, and building. Modern literature promotes integrated environmental and entrepreneurial approaches (Pidduck & Clark, 2025).

The rapid growth of digital entrepreneurship poses theoretical concerns. Most entrepreneurial frameworks predate AI, platform ecosystems, and digital business models. Thus, some information scarcity and market access assumptions are obsolete. Research reveals that digital environments influence entrepreneurial opportunity structures and decision processes (Nambisan, 2017). Recent study suggests entrepreneurial theory should better combine technological augmentation, entrepreneurial cognition, and strategic competency (Nader, 2026).

Neglecting long-term potential sustainability is the final constraint. Venture initiation and short-term performance indicators dominated early entrepreneurship studies. Modern environments require resilience, renewal, and value. Cope (2011) says entrepreneurial success requires adaptability and learning. Recent research implies entrepreneurial intelligence research should focus on long-term opportunity sustainability (Fernández-Bravo et al., 2026).

Based on literature synthesis and reasoning, this essay presents a conceptual framework for entrepreneurial intelligence and strategic opportunity recognition.

The idea emphasises entrepreneurial intelligence as the relationship between environmental inputs and outputs. Environmental signals, market movements, technical improvements, institutional conditions, and social influences affect entrepreneurial interpretation. Entrepreneurs process inputs and make decisions using cognitive and behavioural mechanisms (Mitchell et al., 2007). Research shows that intelligence-supported interpretation and strategic responsiveness promote opportunity recognition (Farrokhnia et al., 2026).

Entrepreneurial intelligence integrates cognitive, emotional, social, strategic, and creative skills. This helps with environmental scanning, opportunity discovery, evaluation, and exploitation. Multidimensional capacity integration boosts creativity and entrepreneurship (Donbesuur et al., 2021). The latest research supports integrated intelligence models for entrepreneurial flexibility and opportunity execution (Tabares et al., 2026).

Iterative opportunity recognition is another framework suggestion. Continuous feedback loops evaluate, implement, monitor, and renew opportunities. Strategic adaptation and entrepreneurial learning boost future opportunity recognition. Effectuation theory says entrepreneurs generate opportunities through action and iteration (Sarasvathy, 2001). Modern entrepreneurial research shows that capability-refreshing feedback

mechanisms boost opportunity development (Pidduck & Clark, 2025).

Finally, the framework recognises innovation, venture growth, resilience, sustainability, and long-term strategic value. Thus, entrepreneurial intelligence explains and sustains entrepreneurial outcomes. This integrated perspective can inform empirical and theoretical study.

Implications

This essay shows that entrepreneurial intelligence is a strategic capacity with consequences for organisational practice and public policy. The findings reveal that intelligence, learning, environmental responsiveness, and strategic action interact to create opportunity recognition, not market observation or entrepreneurial intuition. Entrepreneurship literature previously focused on who entrepreneurs are and how opportunities arise (Shane & Venkataraman, 2000). Modern study focuses on developing, strengthening, and using entrepreneurial skills in changing circumstances (Pidduck & Clark, 2025).

Recognising entrepreneurial intelligence as multidimensional has consequences for numerous levels of study. It promotes theoretical integration of fragmented entrepreneurship views. It emphasises management capability development and intelligent decision systems. Policy-wise, it promotes entrepreneurial ecosystems that boost opportunity and long-term economic growth. Research implies that entrepreneurial competitiveness increasingly depends on cognitive capacity and institutional and technology support (Tabares et al., 2026). Modern research shows that entrepreneurial development involves coordinated education, organisation, and governmental intervention (Donbesuur et al., 2021).

This article initially impacts entrepreneurial theory. Traditionally, entrepreneurship research has examined entrepreneurial cognition, opportunity recognition, innovation, and strategic management separately. The present analysis demonstrates that entrepreneurial intelligence links these sectors. Entrepreneurship is defined by opportunity recognition (Shane & Venkataraman, 2000). Recent work suggests integrating cognition, capability, and environmental views to advance theory (Pidduck & Clark, 2025).

This article proposes entrepreneurial intelligence as a method relating environmental inputs to entrepreneurial outcomes. The discussion supports a process-based perspective where entrepreneurs continuously evaluate and transform environmental knowledge into strategic action. Mitchell et al. (2007) found that entrepreneurial cognition reflects mental structures and interpretive processes. Modern research suggests that intelligence helps explain why entrepreneurs in comparable situations have varying results (Farrokhnia et al., 2026).

Another theoretical implication integrates discovery and creativity views. Traditional opportunity theories sometimes viewed these approaches as conflicting entrepreneurial explanations. This analysis demonstrates that entrepreneurial intelligence helps entrepreneurs find and create new opportunities through experimentation and adaptability. Earlier research suggested that entrepreneurial action creates chances (Alvarez & Barney, 2007). Recent research supports hybrid hypotheses that integrate environmental opportunity and entrepreneurial agency (Tabares et al., 2026).

The article applies capability reasoning to entrepreneurship, contributing to dynamic capability research. Historically, dynamic capability theory focused on organisational adaptation and strategic renewal. According to this analysis, entrepreneurial intelligence helps identify, analyse, exploit, and sustain opportunities. According to Teece (2007), competitive advantage increasingly rests on capability renewal rather than resource acquisition. Contemporary research shows that entrepreneurial intelligence improves strategic flexibility in changing circumstances (Donbesuur et al., 2021).

This research has crucial implications for entrepreneurs, managers, and organisational leaders trying to improve strategic opportunity recognition. The main takeaway is that entrepreneurial skill should be purposefully developed rather than innate. Entrepreneurs face unpredictability, information overload, and rapid change, making intelligence development crucial. Capability development boosts entrepreneurial responsiveness and creativity (Ireland et al., 2009). Further data demonstrates that entrepreneurial capability investments improve opportunity conversion (Farrokhnia et al., 2026).

Managers should recognise opportunities as a team effort. Organisations that encourage knowledge sharing, experimentation, and strategic reflection improve opportunity identification. Entrepreneurial decisions increase with decentralised learning organisations. Entrepreneurial companies improve innovation performance through collaborative opportunity procedures (Kuratko et al., 2015). Modern research suggests that organisational learning environments promote strategic adaptation and opportunity execution (Argote, 2013).

Integrating digital technologies into entrepreneurial decision-making is another managerial issue. To boost strategic performance, modern companies use analytics, AI, and digital intelligence. This article's analysis argues that digital capacity should support entrepreneurial judgement. Research shows that technology-supported

entrepreneurship works best when entrepreneurs have interpretative and strategic control (Dellermann et al., 2019). Recent research agree that hybrid decision systems promote opportunity evaluation and entrepreneurial inventiveness (Mehrabi, 2026).

Important implications include leadership development. Through culture, strategic priorities, and learning processes, leaders shape opportunity recognition. While encouraging exploration, entrepreneurial leadership maintains implementation discipline. Leadership behaviours affect organisational adaptation and entrepreneurial performance (Ireland et al., 2009). Recent research suggests that leaders that encourage innovation and smart risk-taking boost opportunity sustainability and organisational resilience (Tabares et al., 2026).

Managers should also value learning and feedback. Experience, reflection, and capability renewal generate entrepreneurial intelligence, not discrete training. Research implies entrepreneurial learning improves strategic responsiveness and adaptability (Cope, 2011). Continuous learning enhances opportunity recognition and long-term venture performance (Fernández-Bravo et al., 2026).

The points in this article also affect policymakers attempting to foster entrepreneurial ecosystems and promote sustainable economic development. Entrepreneurship has always been promoted by public policy through financing, infrastructure, and regulation. These interventions are crucial, but our analysis suggests policy attention to entrepreneurial intelligence development. According to Autio (2017), entrepreneurial ecosystems create opportunities through information availability and institutional assistance. Recent research shows that capability-oriented policy interventions boost entrepreneurial performance and innovation (Tabares et al., 2026).

Education policy is a key intervention area. Structured education can improve cognitive, strategic, emotional, and creative entrepreneurial intelligence. Entrepreneurship education should focus on opportunity assessment, decision-making, and adaptive competence development rather than company planning. According to Neck & Greene (2011), practical entrepreneurship education enhances opportunity recognition. Creative, experimental, and strategic problem-solving educational approaches are supported by current research (Farrokhnia et al., 2026).

Technology and innovation policy also boost entrepreneurial intelligence. Governments fund digital infrastructure, innovation hubs, and technology access schemes to boost entrepreneurship. Knowledge exchange and collaborative learning in innovation ecosystems create opportunities (Nambisan et al., 2019). Recent research suggests that intelligent technology adoption policies promote entrepreneurial adaptation and opportunity exploitation (Mehrabi, 2026).

Additionally, institutional policy should promote experimentation and minimise entrepreneurial hurdles. Flexible regulatory structures let entrepreneurs respond to opportunities and innovate. Research implies supportive institutions reduce uncertainty and boost entrepreneurship (North, 1990). Contemporary scholarship also claims that institutional adaptation sustains entrepreneurial potential (Donbesuur et al., 2021).

Finally, policy should incorporate sustainability and social value creation into entrepreneurship development. Long-term environmental and social advantages from entrepreneurship boost economic resilience. Dean & McMullen (2007) found that sustainability-oriented entrepreneurship fosters inclusive growth and innovation. Recent research demonstrates that sustainable opportunity development strategies boost long-term entrepreneurial competitiveness (Fernández-Bravo et al., 2026).

Limitations and Future Research Directions

This article integrates entrepreneurial intelligence and strategic opportunity recognition, although it has limitations. This essay uses a conceptual and literature-based approach rather than an empirical design. Therefore, the arguments established rely on interpretation and synthesis of current literature, not direct observation or statistical verification. Conceptual research advances theoretical development and integration, but empirical validation is needed to establish construct linkages and assess context applicability. Entrepreneurship study has increasingly prioritised theory building to understand entrepreneurial processes (Shane & Venkataraman, 2000). Recent research suggests that conceptual entrepreneurship studies should be followed by empirical research to ensure explanatory soundness and contextual relevance (Pidduck & Clark, 2025). Another drawback is entrepreneurial intelligence's multidimensionality. This article defines entrepreneurial intelligence as a blend of cognitive, emotional, social, strategic, and creative elements, however measurement consistency is a problem in entrepreneurship literature. Different research operationalize entrepreneurial capability differently, making comparison and theoretical accumulation challenging. Conceptual definitions and measuring methods vary throughout entrepreneurial cognition studies (Mitchell et al., 2007). Contemporary assessments show that entrepreneurship research needs more conceptual accuracy to facilitate comparability and

cumulative knowledge growth (Tabares et al., 2026). Context variation is another drawback. Entrepreneurial intelligence and opportunity recognition vary by industry, institution, technology, and culture. Findings from one entrepreneurial context may not apply to others. Early international entrepreneurship studies showed that environmental factors strongly impact entrepreneurial outcomes (Oviatt & McDougall, 2005). Newer research shows that entrepreneurial opportunity processes differ by economic and institutional context (Donbesuur et al., 2021). Current entrepreneurial theory is limited by rapid technological change. Entrepreneurship theories are evolving slower than digital entrepreneurship, AI, and platform ecosystems. As technology use rises, entrepreneurial decision-making assumptions may need to be revised. Digital technologies change opportunity structures and entrepreneurship, according to research (Nambisan, 2017). Recent evidence suggests that future business models must use hybrid intelligence and technology-assisted opportunity recognition (Mehrabi, 2026). Future study should focus on empirically examining entrepreneurial intelligence across contexts and methods. Longitudinal quantitative studies could examine entrepreneurial intelligence aspects and opportunity outcomes. Cope (2011) found that designs that capture change across time help explain dynamic entrepreneurial processes. Modern research advocate multi-method methods using behavioural, organisational, and strategic metrics to improve explanatory validity (Farrokhnia et al., 2026). Future studies should examine how entrepreneurial intelligence grows throughout time rather than thinking it is fixed. Experience, learning, and contextual interaction may affect opportunity recognition in longitudinal and developmental approaches. Research implies that frequent uncertainty and purposeful action develop entrepreneurial capability (Teece, 2007). Recent literature supports capability development theories that explain entrepreneurial flexibility through ongoing renewal (Fernández-Bravo et al., 2026). Studying entrepreneurial intelligence in digital and AI-supported entrepreneurial environments is another interesting avenue. How entrepreneurs blend algorithmic insight with strategic judgement and how human intelligence interacts with computerised decision systems are unknown. Research shows hybrid intelligence environments increasingly influence entrepreneurial performance (Dellermann et al., 2019). Recent data implies that entrepreneurship scholarship could strengthen frameworks for understanding human–technology interaction in opportunity recognition (Nader, 2026). Social entrepreneurship and sustainability-oriented opportunity recognition need more investigation. Increasing environmental and social challenges suggest entrepreneurial intelligence should be evaluated beyond financial results. Dean & McMullen (2007) found that sustainable entrepreneurship fosters long-term innovation and resilience. Recent research suggests that opportunity recognition frameworks should include environmental and social factors with economic performance (Fernández-Bravo et al., 2026).

Conclusion

A strategic capability, entrepreneurial intelligence helps entrepreneurs identify, analyse, exploit, and sustain opportunities in modern business environments. According to the discussion, entrepreneurial success increasingly depends on the entrepreneur's ability to interpret information, make strategic decisions, adapt to uncertainty, and turn insight into action. Opportunity recognition defined entrepreneurship in early literature (Shane & Venkataraman, 2000). Modern study emphasises intelligent capability as a way to turn environmental complexity into entrepreneurial success (Pidduck & Clark, 2025).

The article showed that entrepreneurial intelligence has cognitive, emotional, social, strategic, and creative elements. These characteristics influence entrepreneurs' environment scanning, information processing, decision-making, and opportunity implementation. According to Mitchell et al. (2007), interpretive structures and decision processes greatly influence entrepreneurial cognition. Recent research also suggests that intelligent entrepreneurial aptitude enhances opportunity quality and strategy adaptability (Farrokhnia et al., 2026).

The data also demonstrated that strategic opportunity recognition is a process. Entrepreneurial intelligence helps identify, evaluate, exploit, and sustain opportunities. This perspective merges discovery and creation and sees opportunities as entrepreneurial capability and environmental conditions interacting. Early opportunity creation theories held that entrepreneurial action and innovation create opportunities (Alvarez & Barney, 2007). Current research supports iterative and adaptable opportunity development (Fernández-Bravo et al., 2026).

The paper also noted the expanding impact of digital entrepreneurship, AI, globalisation, and sustainability on entrepreneurship. These changes increase opportunity possibility and strategic interpretation and adaptability. According to Dellermann et al. (2019), technology increases information access but does not replace entrepreneurial judgement. Recent research suggests that

integrating human intellect with technological augmentation will provide entrepreneurs an edge (Mehrabi, 2026).

In conclusion, entrepreneurial intelligence is essential for modern entrepreneurship because it helps entrepreneurs turn uncertainty into purposeful action and opportunities into sustained results. Thus, entrepreneurial success requires the ability to recognise opportunities and the intelligence to comprehend, evaluate, and renew them in changing situations.

Recommendations

1. Entrepreneurs and entrepreneurial organisations should adopt deliberate capability development strategies aimed at strengthening entrepreneurial intelligence rather than relying exclusively on experience or instinct. Entrepreneurial intelligence involves interconnected cognitive, emotional, strategic, social, and creative competencies that support opportunity recognition and entrepreneurial action.
2. Entrepreneurs should adopt digital technologies and artificial intelligence as decision-support mechanisms while maintaining human strategic oversight.
3. 3.Organisations should create internal conditions that support entrepreneurial behaviour and intelligent opportunity development. This includes establishing cultures that encourage experimentation, knowledge sharing, cross-functional collaboration, and learning from outcomes.
4. Educational institutions and policymakers should redesign entrepreneurship support systems to focus more strongly on entrepreneurial intelligence development and strategic opportunity capability. Entrepreneurship education should include experiential learning, problem-solving, innovation practice, opportunity recognition, and decision-making under uncertainty.

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