How can companies pursue better strategies through innovation? A Review of various perspectives on innovation, competitiveness, and technology

Ayman Balawi
Ph.D. candidate, Faculty of business and economics, University of Pécs, Hungary.
ORCID ID: 0000-0002-4500-5337
***Corresponding author**
Aymanalb2004@gmail.com

Asad Ayoub
Ph.D. candidate, Faculty of business and economics, University of Pécs, Hungary.
ORCID ID: 0000-0002-9204-2261
Aaayoub1988@gmail.com

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As a foundation for long-term competitive advantage and significant economic growth, businesses rely greatly on innovation in the present day. Innovation influences the growth and survival of businesses in competitive markets. A comprehensive review was conducted on more than 40 out of 213 publications in innovation, competitiveness, and technology that were chosen based on their topical relevance and publication date ('most recent'). This article tries to determine how organizations can pursue better strategies and ways to make better judgments to compete with their rivals and whether innovation is essential for a company's competitive advantage when technological advancements are growing faster than ever before. According to the findings, innovation is a crucial component of competitiveness. Nonetheless, it should be accompanied by a well-defined and stated plan that aligns with the current business model and the varying technical skills of all the company's employees. If enterprises fail to achieve this requirement, there is a low likelihood that they will survive in a market. According to the collected results, organizations should consider these findings when formulating their policies, as they will affect their strategic position in the market in which they operate and their competitive advantage over other competitors.

Keywords: Innovation, Competitiveness, Technology, Operations, Strategy.

1. Introduction

Newly entering businesses confront several challenges. Understanding how to survive in such an industry is crucial. According to statistics, approximately one-third of new European businesses fail in their second year of operation, and 50–60 percent fail in their seventh year (Abu-Jalil, 2017). In addition, the expansion of the global market and the internationalization of enterprises have considerably increased the uncertainty of businesses and a host of other concerns that emphasize the necessity for a plan. Today, strategy is more important than ever before.

Moreover, it is advantageous to answer the questions "What is strategy?" and "What is planning?" Why is it important to have a solid strategy? Strategy is an essential concept that occupies the minds of most managers globally. The term "Strategy" has multiple definitions. First, it has military significance because it was a victory tool in battle. Then, a strategy was implemented in other disciplines, including economics, politics, and business. The strategy was incorporated into business management as it evolved into an essential concept within this discipline. Numerous authors and academics have described the concept of strategy differently. According to The Economist, strategy is king in business. Leadership and hard effort are commendable, and luck can be helpful, but a company's success or failure is determined by its plan. Moreover, according to Ezenwa et al. (2018), strategy is "the firm's theory on how to compete successfully." Schebesta and Candel (2020) define a company's strategy as a plan to satisfy consumers, surpass rivals, and attain greater profitability. A company's strategy aims to create and strengthen its long-term competitive position and financial performance by conducting its activities differently than its rivals and achieving a durable competitive advantage over them. In this regard, it is important to note that a successful strategy assists businesses in maximizing their use of unique talents to reach their profit objectives and thrive sustainably (Dyer et al., 2021; Schebesta & Candel, 2020). On the one hand, a company's strategy might evolve through a combination of proactive and reactive responses to unanticipated changes in market conditions. Developing and executing a company's plan are two essential managerial responsibilities. This indicates that the company's performance and market success are directly proportional to its performance at each stage of a closed-loop management system (Kaplan & Norton, 2008). On the other hand, innovation is important to achieving a sustainable competitive edge (Pisano, 2015). The author contends that businesses without an effective innovation strategy would find it difficult to create a sustainable innovation capability (Prajogo, 2016). To maintain and compete in a market, businesses must adopt and implement creative tactics and procedures. According to Porter and Heppelmann (2017), this transformation in information technology can completely reshape the competitive landscape and generate brand-new tactics.

Moreover, Porter and Heppelmann (2017) believe that innovation is not only essential for local businesses to compete but also can influence and form a global business system that is impartial and free. For this reason, competition is inevitable in the modern business environment, and organizations must discover ways to stay ahead of rivals or risk being forced out of the market (Schebesta & Candel, 2020). Nevertheless, a tolerance for failure is a crucial characteristic of inventive societies. It's part of the path for most successful organizations to distinguish between productive and useless failures; productive failures yield useful information that can be incorporated into future product designs and upgrades (Satell, 2017; Tidd & Bessant, 2020). Several businesses collapsed owing to a lack of creativity. Yahoo, Kodak, and Nokia lacked the potential to develop and compete with newer businesses like Google, Canon, and Apple, for instance (Müller et al., 2018; Nagy et al., 2016; Stalk, 1992). Can innovation provide companies with a competitive advantage? What role do competitiveness and innovation have in the sustainability of businesses? What role do managers have in supporting innovation in modern businesses? This paper aims to answer the previous questions through a literature review.

2. Literature Review

2.1. Importance of Competitiveness

Establishing a robust and sustainable economy in any nation requires a thorough comprehension of numerous aspects. Competitiveness is one of the primary determinants of an economy. Competitiveness is essential for maximizing the advantages of the global economy and minimizing its downsides (Nwaiwu, 2018; Parida & Wincent, 2019). It is a significant method for fostering the ability of businesses to cohabit in a global environment that is compatible with globalization, open economies, and liberalizing markets (Porter & Rivkin, 2012). According to Hitt et al. (2016), the essential component of any competitive advantage is a high-value resource "that enables the organization to do operations more efficiently or at a lower cost than competitors." Moreover, this resource should be difficult to replicate; its value should be slow to degrade and superior to that of competitors.

Moreover, Porter and Rivkin (2012) believe that a company's true competitiveness stems from its capacity to produce greater output, demonstrating true competitiveness. Long-term output growth, on the other hand, should be the primary objective of the economic plan. This requires a business climate that encourages constant innovation in areas such as products, processes, and administration, which will strengthen the competitive positions of the enterprises. In addition, Porter and Rivkin (2012) explain that enhancing short-term productivity by laying off workers, as many American corporations did during the 2008 financial crisis, is "not a sign of competitiveness but weakness." Businesses can be more competitive in the market if they employ the appropriate tactics and tools. Thus they should follow and implement them.

Chenavaz et al. (2020) concur with Porter and Rivkin (2012) in stating that organizations can strengthen their competitive advantages by increasing their productivity and knowledge quality through "induced and autonomous learning." This is applicable in monopolistic situations. Increasing experience and knowledge of manufacturing processes, he says, assists businesses in reducing the unit cost of production. In addition, businesses must invest more time and resources in enhancing their manufacturing processes and educating their employees, which will eventually aid in achieving ideal pricing and quality levels. As a result, this paves the way for competitive working conditions for the company and its employees.

Moreover, Sadun et al. (2017) stressed the importance of managerial skills for firms to obtain a competitive edge. Investing in improving procedures and making greater efforts to build these abilities among employees is vital. These abilities substantially impact crucial indicators such as productivity, cost savings, and growth. Improving employee awareness of managerial practices is essential, and training can play a vital role in closing knowledge gaps. Additionally, managers should remember that strategic decision-making and management practices are interwoven. This combination provides an advantage over the competition because these qualities are tough to replicate. If employees lack a shared understanding of the organization's policies and processes, the best managers' efforts may be wasted (Sadun et al., 2017).

2.2. Innovation Landscape Map: A Landscape Map for the Management of Innovation

Innovation enables businesses to generate more profits (Fisher, 1997). For instance, Alibaba has surpassed Walmart's global revenues to become one of the top ten market capitalizations among multinational corporations (Kim, 2018). It developed a new vision to "promote the growth of an open, unified, and successful e-commerce ecosystem." This marked the beginning of a new stage in Alibaba's pursuit of e-commerce innovation leadership. Alibaba created an ecosystem of many consumers and businesses, allowing them to communicate with the outside world (the online networks). Kim (2018) emphasizes that the success of the e-commerce industry is contingent on implementing an effective innovation strategy that ensures the core system supports all resources. However, Porter and Heppelmann (2017) believe that by bridging the gap between the actual and digital worlds, we may take advantage of the vast amount of data provided by an immense number of Smart Connected Products (SCPs) worldwide. Many industries will be directed and led to monitor, customize, and regulate product operations using SCPs. This alters our consumption habits.

As a result, we can enhance our goods and remotely offer consumers bespoke solutions and after-sales support. Technological advancements and discoveries have replaced human labor in the previous century, increasing employment rather than decreasing it (Porter & Heppelmann, 2017). Therefore, it is essential for businesses to examine various methods for increasing their product offerings to improve their operations, which may be achieved through extensive customization without restrictions. 2020 (Tidd & Bessant, 2020). In other words, innovation reduces costs and creates new chances in other lucrative industries. Nonetheless, Pisano (2015) and a group of academics classify innovation into two dimensions: the level of change in technology and the extent of change in the business model that enterprises require. They created the Innovation Landscape Map, which includes four types of innovation. It helps businesses determine which innovation they can pursue and establish a more effective innovation strategy that aligns with their present business model and technical capabilities.

Additionally, innovation and the commercialization of creative ideas impact the economy and worldwide competitiveness of a nation (Wang, 2018). Innovation makes possible the strategic planning objectives of creating and collecting value. From this perspective, an original strategy is crucial. Profit and market share can be increased by executing an innovation strategy that fosters the development of new products and services (Pisano, 2015). According to Pisano (2015), businesses without an innovation plan are more likely to fail. Keeping in mind that innovation activities should be linked to the company's business plan to foster a long-term competitive edge, it is difficult to develop a long-term innovation system that achieves a company's long-term competitive objectives without a sound innovation strategy (King & Baatartogtokh, 2015; Schoemaker et al., 2018).

It is essential to have an innovation strategy in place since it assists businesses in making judicious decisions and choosing the components of their innovation systems. This aids businesses in avoiding the collision of diverse departmental opinions and developing a system adapted to their competitive needs. Corning Glass was one of the pioneers of this method. Significant investments have been made in manufacturing equipment and facilities. A clear definition of an innovation strategy was demonstrated. The company's primary value proposition and business strategy depended on its innovation approach (Pisano, 2015). Due to the rapid changes in life and the business environment, it is practically hard for enterprises to maintain a durable competitive advantage in today's fast-paced world. In many firms, it has become increasingly difficult to predict the behaviour of customers or competitors. Using an innovation plan, determine which new approaches the best suit a company's strategy, and allocate resources accordingly.

Innovative products and services evolve continuously. This is a big difficulty for organizations since they require a continuous cycle of experimentation, discovery, learning, and adaptation to remain viable and effective and to acquire a competitive advantage (Pisano, 2015). Disruptive innovation requires a new business model, but technology breakthroughs are not essential (O'Reilly & Tushman, 2021). Existing enterprises are therefore disturbed. Uber exemplifies how a matrix-based company may reverse its fortunes through creative thinking and new goods and services (Schneider, 2017; Urbinati et al., 2022). According to Pisano's Innovation Landscape Map, Uber is a disruptive innovator because of its lower prices and higher quality (Schoemaker et al., 2018). As it turns out, corporations must invest substantially in R&D, such as genetic engineering, for radical innovation.

Architectural innovation is the most difficult for established firms regarding new business models and technological developments. Existing technological capabilities and business strategies generate most of the regular innovation's revenue. Specifically, the most recent version of Microsoft Windows 10 continues to dominate the operating system market share and is one of the most important revenue generators (Horsman et al., 2019; Schoemaker et al., 2018).

2.3. Outsourcing Manufacturing Operations: A Strategy Framework

An assessment approach developed by Pisano and Shih (2009) has four criteria, concentrating on the capacity of enterprises to perform R&D while producing independently and the maturity of manufacturing technology.

Figure 1: *"Modularity Maturity Matrix"*
Source: (Pisano & Shih, 2009)

This matrix is a rational way for businesses to determine if outsourcing their manufacturing overseas is a good idea. As in PCs and electronics, when there is no high value in combining the processes of manufacturing and product design ("pure product innovation"), manufacturing cannot run independently from design when small changes in the process can transfer the product features in an erratic manner, such as with advanced materials ("process embedded innovation"); the design and manufacturing process should be integrated ("process-driven innovation"), and locating design close to manufacturing is not advantageous ("process-driven innovation"); It illustrates the instances in which outsourcing may have a detrimental impact on innovation (as a result of the separation of manufacturing and design), in both cases of process-driven innovation and process-embedded innovation, which must be avoided at all costs due to the enormous dangers involved. In contrast, pure product innovation and pure process innovation have no significant impact on innovation. The framework was designed to facilitate managers' strategic consideration of the effects of geographically separating manufacturing and R&D. Even though it does not, Pisano and Shih (2009) assert that it is still essential to consider the financial aspect of manufacturing investments in addition to other factors such as political hurdles and taxation.

Consequently, the question is, why is deep integration in product-design processes important? They emphasized why incumbents should view deep integration as a crucial component of their production. Product-design processes provide a considerable barrier to entry for newcomers, who must be proficient in both process and product technologies to compete with incumbents. Therefore, they stated that businesses should not outsource their production, such as in the fashion industry, where reverse engineering makes it simple to copy a product's design. Armani and Ferragamo, for instance, manufacture a significant portion of their luxury goods in Italy regardless of the cost. By protecting their original designs, businesses can limit the likelihood that other companies will copy their products. They can also protect incumbents from entrants and competition (Buciuni & Pisano, 2021; Pisano & Shih, 2009).

Innovation has a significant role in the development and execution of new initiatives. Innovation can be defined as the creation or development of a community of enterprises that considers the interactions between the various organizations within a particular location. There has been considerable interest in artificial intelligence (AI) in recent years. This is due to its significance and impact on human advancement. These computers have been programmed to mimic human thought and behavior; therefore, they are called artificial intelligence (AI). This can be utilized to solve problems and acquire new knowledge. Artificial Intelligence (AI) can help managers and engineers develop new strategies, which means that an algorithm or software system designed using machine learning by AI management can generate value through digital automation (Iansiti & Lakhani, 2020). It is essential to emphasize that AI may assist managers in developing a plan to boost productivity and income. In the modern era of automation and digital labor, traditional approaches and strategies are no longer very effective for most organizations' current or recent procedures. Using AI talents in data resources and algorithm design also gives businesses a competitive advantage. Finally, it is essential to note that any issue arising from digital networks, rapid technological progress, and digital services might lead to internal conflicts within the organization (Iansiti & Lakhani, 2020).

This paper concludes by examining how companies can improve their strategic decisions to strengthen their strategic position vis-à-vis competitors, as well as whether innovation is necessary for a company's competitive advantage in an era where technological advancements are accelerating at an unprecedented pace rate.

3. Methodology

In the present study, the researcher employed a literature review methodology. Literature synthesis aims to trace data from databases and produce a synthesis. The principal article-searching databases are EBSCO's Discovery of Science and Google Scholar (Hermundsdottir & Aspelund, 2021; Sturm & Sunyaev, 2019). Emphasis was placed on the business-related databases academic search complete, business source premium, and science direct, among others. Included in the search themes are strategy, innovation, and competitiveness.

Additionally, the course or discipline selection includes business and management. In the selection process, the relevance of the topic and the 'latest' publication date are considered. After imposing suitable limiters, deleting duplicates, and adjusting non-business variables, almost 40 articles were synthesized from 213 search results.

4. Emerging Findings

4.1. Operational Effectiveness and Strategy: A Critical Complement to Strategic Management

According to Schebesta and Candel (2020), operational effectiveness is not a source of long-term competitive advantage. He stated that "few businesses have competed effectively based on operational effectiveness over a protracted time" because of the "rapid spread of best practices". In other words, researchers defined operational effectiveness as talent's reaction to internal management practices, which is neither practical nor applicable to strategy, thereby decreasing the relevance of internal managerial procedures in the business. After two decades, this has been refuted by Sadun et al. (2017), who based their analysis on genuine empirical facts when they argued against Porter's thesis, stating that ideal processes cannot be duplicated as easy as Porter asserted, and "differences in process quality remain over time." Hence, operational effectiveness must surely be part of a firm's core plans. Operational effectiveness should be considered a critical complement to strategy.

Operational effectiveness (OE) is associated with performing similar operations in a better method than rivals. Porter (1996) argued that strategic decisions are applied to separate a corporation from its rivals. However, even though both are crucial for top performance, many managers can't discern the difference between them (Porter, 1996). Management tools such as outsourcing, benchmarking, TQM, …etc. may enhance and boost the company's operational effectiveness (OE) (OE). They may, however, fall short of providing the organization with long-term financial stability and success. In this context, it's vital to stress that OE is both necessary and insufficient. This is due to the rapid proliferation of OE tactics between rivals and the simplicity of reproducing them, which may fundamentally impair the profitability of these firms.

Moreover, the war between rivals based on OE (where the Japanese corporations offer a prominent example) would put considerable pressure on cost and price reduction. Ultimately, it will lead to an attrition fight in which no one wins (Porter, 1996).

In contrast, organizations need large expenditures on workers and procedures for a long-term perspective to strengthen managerial competencies. Also, organizations with robust managerial procedures and highly qualified people obtain highly significant performance in management competencies and top measures like productivity, cost-effectiveness, and development. They claim that these investments and changes in the quality of those processes remain over time, suggesting that effective management is not readily copied. Management strategies frequently depend on a sophisticated common understanding among personnel. The neglect to develop it can simply remove the efforts of the most expert managers. However, it becomes hard for competitors to mimic once they gain this understanding.

Moreover, managers should realize that strategic decision-making and basic management procedures are connected. This fusion is vital for obtaining competitive success. Also, managers can play a significant role in recognizing the value of employees' basic managing abilities and providing internal training programs. As a result, managers should surely spend their effort on basic strategic choices. Nonetheless, they should understand that encouraging effective managerial practices is crucial to its success. Just as the ability to differentiate competitive changes is crucial to firm performance, so is the ability to ensure operational effectiveness is part of the business's DNA (Sadun et al., 2017). Finally, when essential management practices are put up carefully, they can greatly effect narrowing the gap and guarantee that the strategy has the best chance of working.

4.2. Digital Transformation: A Challenge for Digital Leaders for fostering innovation.

A competitive nation has a favorable business climate (including new transport and telecommunications infrastructure, prominent research institutions, organized regulations, and efficient capital markets). A competitive society encourages corporations to advocate advanced operational and management methods, in addition to powerful groups of companies and supporting institutions in specific industries, such as IT in Silicon Valley and power in Houston (Nwaiwu, 2018; Porter & Rivkin, 2012). Kim (2018) asserts that digital leaders at the highest level should anticipate the future and their industries' responses to economic, social, and fundamental technology changes. Heskett et al. (1994) also note that high-level managers devote time and energy to human resources and cutting-edge technologies. While d'Aveni (2015) says that managers must consider if it is beneficial to wait for the rapid development of technology to mature before financing a particular project, the danger of delaying it may be substantial. He notes that none of these companies that continued to use traditional production techniques has survived. In contrast to corporate leaders like General Motors, whose services and goods are delivered via an upgraded supply chain and technology, digital company leaders must develop networks to express their vision. Therefore, they should have the drive, intelligence, and capacity to inspire their people to generate new ideas and methods of operation (Cusumano et al., 2021; Kim, 2018).

Important to note is that implementing the plan is a team effort that should involve personnel at all levels of the organization. In this regard, offering employees the authority to effect change is crucial, and some say over their destinies. In addition, senior managers and other managers should be involved in strategy-building

(Balashova et al., 2018). According to Hitt et al. (2016), the competitive advantage derives from the ownership of a valuable collection of tangible and physical resources, noting how the effective use of strategic resources contributes to the development of a company's long-term competitive advantage within the RBV management framework (Resource Based View).

The responsibility of leadership in this situation is to promote innovation, which will assist businesses in identifying the types of items people desire and delivering them swiftly to the market. This gives them a competitive advantage over rivals and assists businesses in reducing their clients' expenses (Elrod & Fortenberry, 2018). It is no longer the executives' responsibility to monitor IT firms; instead, they empower and support their people so they can innovate and obtain favorable customer feedback on company decisions. Christensen (2013) corroborated this, adding that businesses must focus on the demands of their most important consumers and enhance their feedback and contact with them to ensure the sustainability of their innovation. However, online "natives" such as Alibaba have the advantage of already being established on the web. Their infrastructure is already prepared for further advanced innovations in the coming years, making the shift to an intelligent business model simple. Using new intelligent and digital technologies, they transform the traditional manufacturing economy (Arana-Solares et al., 2019; Kim, 2018). In the past decade, cost reductions for technologies such as artificial intelligence (AI) and cloud computing have democratized access to huge calculations (Kim, 2018). However, Lafley and Martin (2017) and Sołoducho-Pelc and Sulich (2020) suggest that competitive advantage is not assured over the long term; accordingly, leaders and CEOs must establish fresh, innovative strategies, plans, and communication channels to please and acquire new customers.

In addition, Netflix, for instance, uses cutting-edge technology to stream movies and television shows online. Later, by providing the largest collection of films at a reduced price, the firm attracted most of Blockbuster's customers. As a result, Blockbuster exited the movie rental business (Cebeci et al., 2019).

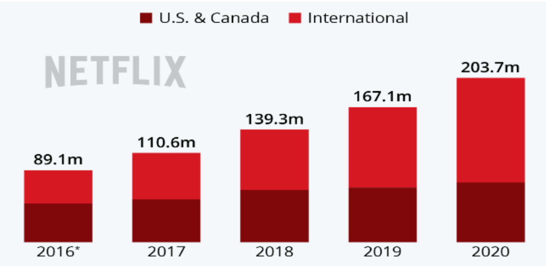

Figure 3: *Number of paid Netflix subscribers worldwide at the end of the year.* Source: (Richter, 2021)

In addition, according to Lafley and Martin (2017), "businesses that do not create cumulative advantages are likely to be surpassed by competitors." In their research, they propose that organizations can take this competitive advantage to a higher level and extend it over a longer period if managers continually invest in its enhancement and establish a cumulative advantage over competitors. An illustration demonstrates that competitive advantage is not permanent. Myspace, the largest social network at the time, could not compete with Facebook because it "didn't even attempt to gain a cumulative edge." In 2011, Ray asserted that Mark Zuckerberg, the founder and CEO of Facebook, had the foresight to enhance the social network by making it more user-friendly and enhancing the user experience. This highlights the significance of leadership in implementing innovation throughout a company's processes and strategies, which enhances its survival and sustainability in a highly competitive market (Lafley & Martin, 2017).

4.2. Augmented Reality: A Promising Innovation in the Digital Economy

Augmented reality, a promising new technology, can help bridge the gap between the digital and physical worlds by utilizing underutilized human resources. Despite this, it is anticipated that investment in Augmented Reality (AR) will exceed $60 billion (Rauschnabel, 2021; Rauschnabel et al., 2022). According to the authors, a vast array of enterprises, from educational institutions to non-profits, will be impacted by AR. This new technology will transform how we learn, make decisions, and communicate with our environment. Other advantages include discovering and educating prospective clients and staff and expediting the entire value chain from product creation to ultimate delivery (Rauschnabel et al., 2022; Schoemaker et al., 2018).

On the other side, augmented reality greatly impacts enterprises, with apps that depict and instruct/guide users now having the greatest impact on their activities. Adopting these technologies enables a business to provide superior services and products, boosting its competitiveness (Rauschnabel, 2021).

According to d'Aveni (2015), one of the most significant developments in recent years is the application of 3D printing technology. From modest applications to mass production, 3D printing is currently utilized by many industries, including the aerospace, automotive, construction, and dentistry sectors. In addition, it is utilized to produce medical equipment, computers, and robots (Fan et al., 2020; Shahrubudin et al., 2019). D'Aveni (2018) predicts that by 2020, 3D printing technology will account for more than 40 percent of US robotics and industrial automation sales, making it an "Additive technology" in the United States (Fan et al., 2020; Shahrubudin et al., 2019). This means that most companies will use 3D printers to produce higher quality, more durable products in a shorter time. The global market for 3D printing was valued at USD 13.84 billion in 2021 and is projected to increase by 20.8% by 2030. The figure depicts the anticipated sales of 3D printers. In 2021, 2.2 million 3D printers were shipped worldwide; by 2030, sales are projected to reach 21.5 million units.

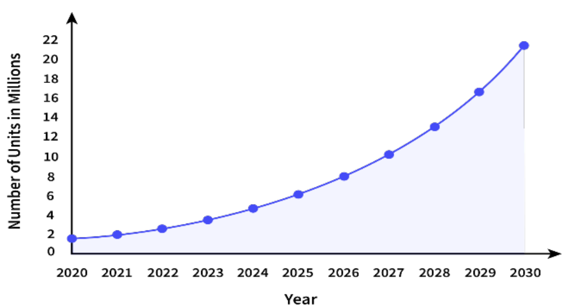

Figure 2: *Projected sales of 3D printers (2020-2030).*
Source: Authors' creation.

As a result, "additive technologies" are getting increasingly economical, efficient, rapid, and precise as time passes. While Christensen (2013) assert that "disruptive innovation emerges in low-end or new-market footholds," most CEOs and managers focus on serving their "most profitable" clients. Thus, disruptors will have a greater potential to serve low-end customers with high-quality services and products. The market share of disruptors will increase as the quality of their products improves over time. Existing clients (i.e., incumbent customers) will eventually migrate to the product's new disruptor because they will be satisfied. Apple's 2007 introduction of the iPhone, which featured a new business plan, was intended to cause disruption. Apple's iPhone revolutionized the smartphone business. It was a smaller company competing with Nokia and Samsung for the same clientele. To further disrupt laptop internet access, Apple created the App Store, a network connecting tens of thousands of application developers with smartphone users (Christensen, 2013).

5. Conclusion

This article explores a comprehensive literature analysis on innovation, competitiveness, and technology, as well as how organizations might seek more effective tactics and approaches to compete in a highly competitive market. First, management should articulate the company's strategy, as leaders should prioritise strategic execution. This involves translating a strategy into clear objectives and measures before communicating them to all company entities. If management's concentration on operations does not jeopardize the company's strategic goals, there should be a balance between strategy and operations. The balance between operation and strategy is crucial because the best strategy in the world will fail without a solid operation to execute it, and any operation will fail without a well-defined strategy, noting that the failure of many strategies is primarily due to poor execution (Kaplan & Norton, 2008). In this context, Kaplan and Norton (2008) suggested that a company's vision, mission, and fundamental values should serve as a springboard for crafting a strategy centred on those objectives. In addition, upper-level management is responsible for translating strategy into precise goals related to measurable outcomes. In this context, it is important to emphasize the significance of utilizing strategic tools such as Six Sigma, Total Quality Management, etc. When paired with the various stages of strategy, these instruments will facilitate the integration of operations and strategy, paving the path for an effective overall strategy (Kaplan & Norton, 2008).

Successful organizations, on the other hand, establish high-quality standards and cultivate a welcoming environment to encourage employees' inventive thinking (Pisano, 2019). According to academics, innovation is essential for a company's competitive edge in times of rapid technological advancement. Due to technological advances, new companies can now compete equally with old ones. This implies that the company's management must rethink and develop new ways and tactics to maintain market leadership and longevity (Distanont & Khongmalai, 2018; Feng et al., 2020). In addition, businesses with a well-defined innovation strategy might acquire a long-term competitive edge and achieve their goals more quickly.

6. Research Implications

However, the company's top executives believe that a low level of R&D is insufficient for long-term survival (Distanont & Khongmalai, 2018). Therefore, company executives must commit greater resources to develop novel concepts. In addition, Sadun et al. (2017) assert that leaders play a crucial role in steering staff toward achieving new objectives. In addition to considering multiple perspectives, leaders must master new management techniques (D'Aveni, 2018; Porter & Heppelmann, 2017). However, improving administrative capabilities is a huge advantage for organizations to enhance their market competitiveness (Sadun et al., 2017). Therefore, organizations should incorporate capability provisioning into their long-term objectives and strategies. A business plan is required for an exceptional innovation strategy since it provides direction and fosters corporate collaboration.

Additionally, businesses should consider the relationships between strategic thinking and more fundamental managerial tasks. This integration is required to compete in the current market effectively. In addition, managers play a crucial role by emphasizing the value of advanced management skills and creating internal training programs for their employees. Consequently, leadership teams should prioritize making some fundamental strategic decisions.

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