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THE RELATIONSHIP OF STRATEGIC LEARNING TO STRATEGIC INNOVATION: AN ANALYTICAL REVIEW

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Abstract

Companies must enhance their strategic management to sustain competitiveness in the contemporary business landscape, which highly emphasizes learning and innovation. The significance of innovation is widely acknowledged and deemed essential. To properly apply this, firms must give priority to strategic learning. This study aims to investigate the impact of strategic learning on strategic innovation inside businesses during the adaptation process. The objective is to determine if strategic learning can effectively enable and propel strategic innovation, resulting in sustained success and a favorable influence on organizational performance. The study employs qualitative methodologies to examine and evaluate 14 papers published from 2013 to 2023. Critical analyses address the deficiency by combining and scrutinizing strategic learning and innovation studies. The study demonstrates that strategic learning and innovation favor organizational performance by facilitating swift adaptation to the business environment and enhancing skills. The learning environment supports the advancement of both product and process development, whereas the innovation environment directly influences the business's overall performance. Corporations should encourage ongoing education, implement skills enhancement initiatives, and offer rewards to encourage the adoption of innovative practices. Allocating resources toward developing learning and innovation capacities is warranted, particularly under circumstances characterized by unpredictability.

Keywords*: strategic learning, strategic innovation, strategic management*

INTRODUCTION

Strategic management has evolved significantly in the past two decades due to technological advancements, globalization, and the increasing complexity of the corporate world. The emphasis is on environmental solutions, stepped-up technology, and intelligent ways of growth. Fresh models, tools, and techniques, for example, data analysis, artificial intelligence, and machine learning allow companies to respond appropriately in a changing business world and view the varying customer expectations and market conditions fully. The importance of strategic management spans from developing policies, timelines, and strategic actions, which ensure the attainment of organizational objectives and an agile plan that provides a response mechanism for changes in the business environment, such as economic or political changes. Strategic learning involves getting in-depth market knowledge and analytical skills to make conscious decisions and adapt when needed. At the same time, innovation creates new products, services, or processes to add value and set oneself apart from competitors. By implementing tactical learning and innovation concepts, companies can maintain their advantage, boost efficiency, and improve market disruptions. Likewise, this method is beneficial because it helps to enhance adaptability and resilience. Through strategic learning and innovation, businesses can capitalize on quickly changing customer demands and, at the

same time, be ready for new marketplaces. Ultimately, companies boosting their learning and innovation abilities have the ultimate chance to do well in a competitive environment.

Strategic Learning emphasizes the importance of continuous learning and adaptation as the primary competitive advantage in today's dynamic world. The key is to repeat the learning process regularly, enabling the organization to learn from its actions and the environment and adjust its strategies accordingly. This ongoing cycle enhances the organization's adaptive capacity, leading to continuous renewal and making it genuinely adaptive (Willie Pietersen, 2018).

(Drucker, 1985) highlighted the importance of innovation in implementing strategies and emphasized its necessity for specific strategies. Innovation is essential for creating new business opportunities by implementing effective managing mechanisms, adding value, and minimizing risk. Strategic innovation is crucial for enhancing firm performance, resulting in greater profitability and market share development (Palmer & Kaplan, 2007). Therefore, companies that want to remain competitive and take advantage of opportunities should adopt strategic innovation. It clarifies the shared vision, simplifies complex concepts, and encourages dynamic systems thinking. Focusing on cause-and-effect relationships helps understand performance drivers and initiatives, making strategic learning and adaptation essential for successful business strategy implementation. (Kaplan, & Norton, 1996).

Strategic learning is a systematic process designed to continually develop and execute innovative strategies, fostering an adaptive organization. This approach involves ongoing analysis, learning, and adaptation to ensure the organization remains responsive to changing environments. It emphasizes the importance of continuously evolving strategies in dynamic markets and industries.

Innovation is crucial for competitiveness and integrated into a company's structure, processes, products, and services (Powell, 2007). As Jin et al. (2004) defined, strategic innovation identifies significant development opportunities, accelerates decisions, and creates immediate and measurable impact, aligning with a long-term vision for sustainable competitive advantage. More extensive research is required to explore the impact of organizational learning and innovation on managers' decision-making in dynamic environments. They understand how these processes contribute to gaining competitive advantages (Tamayo-Torres et al., 2016).

Companies can use learning processes to transform their external knowledge into innovative solutions (Lichtenthaler, 2009). The primary goal of strategic innovation is to overhaul the current business model, explore new and untapped markets, and create significant customer value (Christensen et al., 2002). (Kim and Mauborgne, 2005) Suggests that Strategic Innovation is essential for organizations to outperform their competitors by generating long-term value. They argue that this can be accomplished by establishing new and unique businesses that initially bypass competition, introducing innovative marketing approaches, and creating a market space where competition becomes irrelevant. Additionally, product and service innovations can lead to an expansion of existing market shares.

Strategic innovators aim to identify unchallenged market areas and provide superior value, potentially rendering competition irrelevant as they can alter market dynamics (Hamel, 1998).

Companies must prioritize continuous innovation and learning to remain competitive in the market. This entails implementing growth mechanisms and strategic learning procedures, which cover the utilization of continuous improvement approaches, the adoption of novel techniques, and the enhancement of the innovation process to achieve effective outcomes. Companies can achieve long-term success in their sectors by developing new goods, enhancing existing services, and embracing innovation and strategic learning.

LITERATURE REVIEW

The reviews are derived from extensive analyses that investigate strategic learning and innovation. These investigations encompass a broad spectrum of particulars, encompassing the techniques employed for sampling, analysis, and data acquisition, as well as the domains investigated and pivotal discoveries. The subsequent parts will provide an analysis and discourse on the prominent research conducted in this domain, elucidating the most recent progress and understanding of strategic learning and innovation.

Strategic learning

Strategic learning encompasses learning strategies at both individual and organizational levels, aiming to enhance learner autonomy and maximize their learning potential. At the individual level, it involves understanding how to learn to reach full potential. On the organizational level, it involves understanding an organization's strategic direction, including its long-term goals and the strategies for achieving them (Boden et al., 2012).

Strategic learning and teaching are two ways of making strategic decisions. Strategic learning involves incorporating evaluation and evaluative thinking into decision-making, while strategic teaching involves analyzing key teaching variables to make informed decisions about course content, structure, and assessment methods. These approaches help establish an adaptive culture around teaching and learning practice (Ball State, 2019).

Strategic learning is the deliberate organization and dissemination of knowledge to attain organizational advantages. It is an adaptable capability that allows organizations to consistently refresh their fundamental abilities over the long term (Kuwada, 1998; Thomas et al., 2001). This intentional method concentrates on learning that is in harmony with the organization's strategy and procedures (Thomas et al., 2001). Ultimately, strategic learning creates knowledge at different levels and instigates changes or adaptations in organizational strategy.

Below is a review and discussion of notable studies in this field, shedding light on the latest advancements and insights in strategic learning.

(Wang et al. 2023): The article "A validation study of self-efficacy for strategic learning in biology scales (SESLBS)" proposes distinctive dimensions surrounding strategic learning among undergraduate biology students. According to the revitalized Bloom's taxonomy of the cognitive levels, the primary trend indicates the self-efficacy of both the higher- and the lower-level strategic problems. "The article is concerned with the subject of educational psychology. The last three points of the paragraph are self-efficacy, strategic learning, and teaching biology." Our research will generally be quantitative and empirical to validate a novel self-efficacy tool developed for biology college students specifically. This research is intended to investigate the eight measures of the testing device. The paper relies on multiple analytical tools, including exploratory factor analysis (EFA), confirmatory factor analysis (CFA), longitudinal JUMP measurement invariance assessment, and reliability and validity testing. We have a sample size that consists of data obtained from two separate groups of students involved in the undergraduate biology course, the first group numbering 557 and the second group being 447. The instruments used in the research are the Self-Efficacy Scales for Strategic Learning in Biology, the Metacognitive Awareness Inventory, items from desiring three courses together, and the student's final course results. The analysis uses Mplus 8.5, a big-data-friendly statistical modeling program that provides factor and measurement invariance analyses. The study correlated students' self-assumed perception of metapragmatic efficiency and the SESLBS. Thus, the degree to which students' metacognitive awareness is implemented is connected to their confidence in their ability to use these strategic learning approaches. The studies' core findings show that the six-item SESLBS constructs are built by two-factor loading, and the first factor extracted all the variables without any duplication.

Moreover, with the scalar invariance over time too, the SESLBS made it possible to evaluate the variations in the level of strategic learning self-efficacy of students over various periods.

(Wiewiora, A. 2023): The research paper "Identification and Management of Persistent Tensions That Impact Strategic Learning from Projects" was published in the academic journal Long Range Planning. The objective of the paper is to examine the conflicts that have an effect on strategic learning from projects and propose methods to resolve these disagreements. The paper focuses on the critical variables of strategic learning from projects, tension conflicts, and management strategies. There is a need for improvement in project management and organizational learning. The study was conducted as a comprehensive, singular case analysis within a global food processing and packaging company. The study encompassed 34 participants, comprising project managers, project management office workers, and senior managers. Data collection involved semi-structured interviews, field notes, records, and mention checks. The collected data was then analyzed and coded using NVivo software. The study identified three enduring conflicts that impact the process of acquiring strategic knowledge from projects: the tension between project uniqueness and organizational conformity, the conflict between short-term and long-term perspectives, and the struggle between standardization and adaptability. The study also suggested seven effective techniques to handle these tensions: feedback synthesis, conflicting thinking, actor-based separation, market-based division, flexible uniformity, and improvised routines.

(Kohtamäki, et al. 2023): The study "Learning in Strategic Alliances: A Review of Literature Streams and Future Research Agenda," comprehensively analyzes 198 articles focusing on alliance learning. The paper aims to describe and classify current research on alliance learning, identify four distinct sub-streams within this field of study, and propose a research agenda for future investigations. The article functions as a literature review and uses bibliographic coupling to group publications that share similar characteristics rather than focusing on certain significant variables. The article pertains to industrial marketing management, specifically emphasizing strategic alliances and inter-organizational networks. The article utilizes a three-step methodology consisting of a literature search, bibliometric analysis, and systematic review to investigate the literature on alliance learning. The essay examines 198 articles published in prestigious journals across different fields. The VOSviewer program is utilized to conduct bibliographic coupling and visually represent the structure of the literature on alliance learning. This is a qualitative literature evaluation, so the study does not employ statistical software. The article presents several significant findings, including identifying four distinct research areas on alliance learning. These areas are compared regarding their main issues, theoretical perspectives, backgrounds, processes, outcomes, and procedural focuses. The article also provides recommendations for future research directions in this field.

(Gupta and Bose 2019): The article "Strategic Learning to Be a Market Pioneer: Exploring Wishberry's Crowdfunding Model Transformation," presents a case study of Wishberry, a digital crowdfunding platform in India. The study examines the company's process of making many changes to its business model through strategic learning. The primary goal is to enhance an inclusive framework that highlights the influence of strategic learning on the digital model used by the corporation as a critical driver for transforming the business model. The study examines leadership in the digital market, the acquisition of strategic information, and the transformation of business models within digital entrepreneurship. The study employed qualitative research methodologies, explicitly utilizing in-depth interviews, archival data, and public records by the processes of the case study methodology. The study centers on Wish Berry and interviewed ten respondents from several positions within the firm. The article employs coding and categorization methodologies for data analysis, independent of any statistical software. The key findings suggest that strategic learning plays a crucial role in the

business model transformation of digital market pioneers. This leads to long-term market domination and creates a distinct and unmatchable knowledge base. The paper gives an analytical framework that illustrates the interplay between pioneering the digital market, building a strategic knowledge base, and reforming the business model.

Strategic innovation

Strategic innovation significantly enhances customers' perception of a business's value. It showcases new products and services, providing information from both a technical and customer standpoint. Additionally, it entails the development of novel customer functions and capabilities within the process of creating value (Michel et al., 2008).

Strategic innovation encompasses three key components: reimagining the business model, transforming existing markets, and delivering significant value enhancements to customers (Christensen et al., 2002). Compared to ordinary innovation, strategic innovation challenges existing business paradigms and beliefs about competition. This enables a broader array of strategic choices and recognition opportunities that others may disregard (Matthyssens et al., 2006) (Kim & Mauborgne, 1999).

The innovation aims to generate novel products and services encompassing incremental enhancements or wholly original ideas. These innovations are distinguished by their ingenuity from the client's perspective or the technology standpoint (Brentani, 2001). Strategic innovation leads to significant enhancements in how consumers perceive value, surpassing the mere novelty of products and advantages, to maintain customers' innovative roles and capabilities in creating value (Michel et al., 2008).

Below is a review and discussion of notable studies in this field, shedding light on the latest advancements and insights in strategic innovation.

(Gambal, et al. 2022): The article "Strategic Innovation Through Outsourcing" offers a thorough theoretical examination of research on strategic innovation within the realm of Information Technology Outsourcing (ITO) and Business Process Outsourcing (BPO). The primary objective is to amalgamate perspectives from many management disciplines and provide direction for future study in this domain. The essay classifies the primary factors associated with strategic innovation through outsourcing into four stages and 15 topics within a comprehensive framework. This topic holds significance in information systems, as it is closely linked to innovation, general management, and strategy. The methodology entails comprehensively examining existing literature using well-established ideas and procedures. The sample size for this review consists of 95 papers published between 1998 and 2020. The measurement instruments employed consist of a coding framework and thematic analysis. Due to the qualitative nature of the material, a statistical program cannot be used. The key findings consist of an integrative framework that summarizes the current state of research, a comparison between outsourcing strategies focused on innovation and those focused on cost, and five suggested areas for future research based on the framework.

(Grillitsch, et al. 2019): The journal Research Policy published the article "Innovation Policy for System-Wide Transformation: The Case of Strategic Innovation Programs (SIPs) in Sweden." The objective is to create a structure and implement it in a specific instance of SIPs in Sweden to tackle the issues faced by the innovation strategy of the system and examine potential policy measures. The article examines essential factors such as the direction of progress, the act of experimenting, the expression of demand, and the process of learning and coordinating policies. These factors are interconnected with the interests and talents of individuals, networks, and organizations within innovation systems. This article pertains to the domain of innovation studies, specifically focusing on policies related to systems innovation and sociotechnical transformations. The technique is a case study approach that relies on document analysis and semi-structured interviews with key stakeholders engaged in SIPs. The sample size encompasses two Strategic Investment Priorities (SIPs), namely Bio-

Innovation and Resource, and comprises nine interviews conducted with representatives from various stakeholder groups. The primary measuring techniques in the article include qualitative coding and theme analysis of document and interview data without using dedicated statistical software. The article's significant findings highlight the different obstacles and policy measures associated with the development and execution of systems innovation policies in SIPs. It also examines the implications for policy implementation and future study.

(Shisha, et al. 2014): The paper, titled "Strategic Innovation and Performance of Public Universities in Kenya," is a descriptive study that examines the correlation between strategic innovation and the performance of public universities in Kenya. The aim is to determine the characteristics of university strategic innovations and their impact on many performance dimensions, including resource generation, teaching and learning, research and knowledge creation, and competitive advantage. The study employs a quantitative methodology and utilizes preliminary data from structured questionnaires in strategic management and higher education. Data analysis is conducted via a multiple hierarchical regression model. The primary factors under consideration are strategic innovation and organizational performance, which are assessed through many aspects such as product, marketing, process, and organizational innovation. Organizational performance is assessed by evaluating the ability to generate resources, facilitate teaching and learning, conduct research, create knowledge, and maintain a competitive advantage. The poll encompasses 22 Kenyan public universities that have been operational for the past five years. The measurement instruments utilized in this study comprise a five-point Likert scale to assess respondents' impressions of strategic innovation and performance.

Additionally, descriptive statistics such as the mean and standard deviation are employed to summarize the data, while tables are utilized to illustrate the findings. The SPSS statistical software is employed for data analysis and hypothesis testing. Organizational performance is evaluated based on generating resources, facilitating teaching and learning, conducting research, creating knowledge, and maintaining a competitive advantage. Innovation strategies encompass various forms of innovation, including product, marketing, process, and organizational innovation. Ensuring long-term success involves aligning innovation plans with corporate strategies and comprehending client needs. Subsequent research should explore supplementary analytical instruments for alternative establishments.

(Kalay, & Gary, 2015): The article "The Impact of Strategic Innovation Management Practices on Firms' Innovation Performance" describes a research study that uses structural equation modeling to examine hypotheses. The study examines the impact of innovation strategy, organizational structure, innovation culture, technological competence, and relationships with customers and suppliers on innovation performance in firms. The study concentrates on business and management, specifically on innovation, and employs partial least square structural equation modeling (PLS-SEM) as a methodology. The sample comprises 132 managers selected from 66 industrial enterprises located in the TRB2 zone of Turkey. The measurement instruments employed consist of multi-item scales derived from prior research, with a Likert-type scale ranging from 0 to 10. Smart PLS 3.2.0 is a software application utilized for statistical data analysis. The study found that the inventive performance of organizations is enhanced by their innovation strategy, organizational structure, and innovation culture. However, it was determined that technical capacity and ties with consumers and suppliers exert little influence.

(Sammut and Paroutis, 2013): The article "Developing a Dominant Logic of Strategic Innovation" comprehensively examines existing literature to establish a prevailing mindset and a shared thematic structure for strategic innovation. The objective is to foster coherence about the key topics and elements within the domain of strategic innovation. The study examines the main topics and subtopics of strategic innovation that arise from the intersection

of the literature on strategic management and innovation management. This research pertains to management research, specifically in strategic and innovation management. The employed approach is vision mapping, a systematic process for classifying subjects into knowledge domains and coherently structuring them. Due to the absence of actual data in the study, the sample size and estimate tools need to be more relevant. In addition, the lack of quantitative tools and statistical analysis renders statistical software suitable. The key findings propose a novel thematic framework for strategic innovation, comprising seven primary themes: strategic innovation types, environmental analysis, strategic innovation planning, innovation enablement, collaborative networks, knowledge management, and strategic outcomes. In addition, the article proposes future research recommendations for each topic.

Strategic learning and strategic innovation

Below is a review and discussion of notable studies in this field, shedding light on the latest advancements and insights in strategic learning and strategic innovation.

(Tamayo-Torres, et al. 2016): An article titled "The Role of Organizational Learning and Innovation in Achieving Strategic Fit" was recently published in the magazine Industrial Management & Data Systems. The paper aims to examine the impact of organizational learning and innovation on adaptability and strategic alignment in challenging and ever-changing organizational contexts. The study examined many factors, such as organizational learning, innovation, innovation capability, strategic fit, and organizational performance. The study utilized a cross-sectional survey method to gather data from 204 European enterprises operating in high-tech industries. The survey included a total of 204 respondents, resulting in a response rate of 10.42%. The variables were measured using a seven-point Likert-type scale, while structural equation modeling was conducted using the EQS 6.1 statistical tool. The study revealed that the combination of organizational learning and innovation significantly influences managers' decisions to adapt to changes in dynamic contexts, resulting in enhanced organizational performance. However, it has been noted that achieving a direct impact on strategic fit requires more than just innovation.

(Gebauer, et al. 2012): Academic research "Absorptive Capacity, Learning Processes and Combined Capabilities as Determinants of Strategic Innovation" was published in the European Management Journal. The article investigates the correlation between absorptive capacity and strategic innovation. This study investigates the influence of learning processes and combinative capacities on this relationship. The study centers on potential and realized absorptive ability, assessed by examining exploratory, assimilative, transformative, and exploitative learning processes. Strategic innovation refers to a profound business model restructuring, which involves transforming current markets and generating significant enhancements in customer value. The article is situated within innovation and strategic management, specifically in electrical industries. The article employs a qualitative case study research approach, focusing on two longitudinal cases of European electricity suppliers. The sample size consists of two issues, Alpha and Beta, and involves 27 people. Methods of data collecting encompass active involvement in internal company conferences, subsequent interviews, secondary data utilization, and content analysis. The Nvivo statistical program is employed for data coding and analysis, while Cohen's kappa is utilized to evaluate the consistency between different judges. The article's key findings indicate that transformative learning processes are vital in driving strategic innovation. Adopting a follower strategy and actively participating in the knowledge network foster strategic innovation. The article suggests that firms should adapt their combinatorial skills, which refer to systematic organization, coordination, and knowledge sharing, to succeed in strategic innovation.

(Berghman, et al. 2013): The research article, titled "Deliberate Learning Mechanisms to Stimulate Strategic Innovation Capability," sought to examine the influence of deliberate learning mechanisms on an organization's ability to innovate strategically. The study

reframed the concept of absorptive capacity by analyzing it from a cognitive perspective. The focus was on the three aspects of absorptive ability (identification, absorption, and exploitation) and strategic innovation capacity in strategic and innovation management. The research technique included a sequential qualitative-quantitative strategy, integrating a literature review, a qualitative investigation, and a quantitative study utilizing PLS trajectory modeling. The research involved the participation of 188 managers responsible for market strategy in Dutch industrial businesses or business units. Data was collected using self-reported survey items, including formative and reflective measures. The findings indicate that specialized learning processes can enhance an organization's strategic innovation capacity. Managers can enhance strategic innovativeness by intentionally implementing particular learning methods in the three aspects of absorptive capacity. Additionally, different learning methods have varying impacts on these aspects

RESEARCH METHODS

The article outlines the methods used in the study, focusing on qualitative theoretical procedures for qualitative research. The study evaluates 14 papers published from 2013 to 2023 to find articles related to the primary factors of strategic learning and strategic innovation. The objectives are addressed using this approach, which quantifies market dynamics and analyzes the relationships between variables. This analysis helps us understand the relationship of strategic learning to strategic innovation in analytical review.

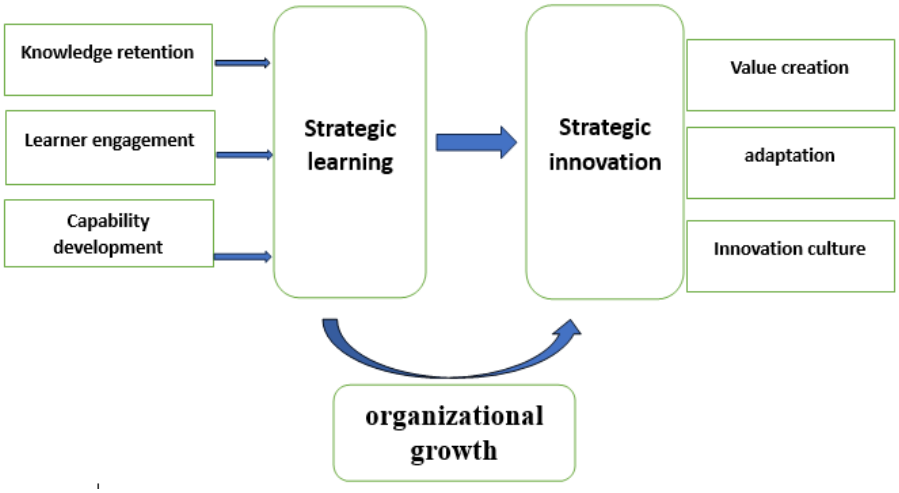

Figure 1: Conceptual framework

RESULTS AND DISCUSSION

Strategic learning and innovation are the two pillars of strategic processes that help organizations meet their objectives. Strategy learning comes through continuous learning, reflective thinking, and policy alignment. This component comprises strategic alignment, knowledge retention, learner engagement, and capability building. In addition to tactical innovation, strategic innovation is inventing and using new methods, merchandise, or processes to allow the organization to be ahead of the competitors. The concept encompasses value addition, adjustment, and innovation culture. Strategic learning lays down the basis for capability building, which is used for strategically creating value and changing environment adaptation. In a nutshell, strategic innovation is a significant factor in an organization's sustainability and flexibility. To accomplish this, an organization must set up its efforts in research and development, hire skilled employees, and use new technologies. The target

should be looking forward to grasping chances that can contribute new values toward customers, stakeholders, and the market through inventive products, services, or business models. Learning which functions strategically and innovation opportunistically propels an organization towards success. They are enriched with joint motions influencing strategies born out of innovations and call for further continuous learning and adaptation. Incorporating the features highlighted here into an organization shows how agile and responsive it can be in a business environment that is constantly changing. The purpose of strategic learning and innovation is to support the growth of an organization by enabling it to evolve. Businesses can gain long-term growth and competitive power by integrating knowledge, keeping the learner engaged, boosting the organization's value, preparing for changes, and promoting innovative culture.

Future research and limitation and Contribution:

Limitation:

The relationship between strategic learning and innovation in business, enterprise, and context may be complex and influenced by numerous factors, for instance. It will be very practical to spell out that a universal rule for strategic learning and innovation is not possible, though the literature should cover both the nuances and the chances of innovation. Evaluation of strategic learning and innovation on an organization's effectiveness is complicated because of multiple factors.

Future research:

Further investigations are required to explore how various cultural entities (norms, values, beliefs, and work practices) influence the strategic learning and innovation processes and outcomes; there has to be an understanding of the different factors that shape culture. Besides the identification of other structural mechanisms like incentives, leadership, organization, and systems as well, it is also crucial to determine how those factors support strategic learning and innovation. In addition, future research must be carried through by defining how new and innovative ideas and strategic learning could face the changing expectations and demands of customers, stakeholders, and society.

Contribution:

In studies of the strategic learning and innovation bond, learning has often been pivotal in successful strategies. This paper considered many variables, outcomes, circumstances, and scenarios associated with strategic learning. It has applied strategic learning to business settings, organizations, and environments. The studies showed that companies representing a significant part should continuously observe marketplace shifts and nature's evolution and improve their skill. Strategy learning and innovation play a crucial role by highlighting the relationship between strategic learning and innovation towards organizational development. This discovery provides the organizations with needed direction, based on empirical support only to integrate strategic management conceptualization and eminent guidance

CONCLUSION AND SUGGESTIONS

The objective of this study is to investigate the relationship between strategic learning and strategic innovation assessing each factor's performance by using an intensive literature review. The reported results further identify the link between strategic learning and strategic innovation and demonstrate the value a firm should attach to adopting appropriate skills for effective adaptation in a dynamic and unstable environment. Acquired new knowledge and techniques, such as disclosing new items, services, technology, and strategy, can help the organization adapt and grow. Ultimately, it will lead to a better performance. This indicates that a company must understand that ongoing learning and innovations or discoveries are the keys to an effective business strategy and competitiveness, success, and organizational growth in the long run.

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