

The Role of Theoretical Frameworks in Producing Applied Practices in the Field of Strategic Management

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Abstract:

The role of theoretical frameworks in producing applied practices in the field of strategic management is paramount for organizations navigating the complexities of the modern business landscape. This article undertakes a comprehensive literature review to elucidate the foundational concepts and benefits of strategic management. It delves into the intricacies of strategic management, highlighting the significance of formulating and implementing strategies to achieve organizational objectives amidst dynamic market conditions. Porter's generic competitive strategies emerge as pivotal constructs within strategic management, providing organizations with structured approaches to attaining competitive advantage. Additionally, the theory of innovation and creativity in strategic management is explored, emphasizing the importance of fostering innovation as a strategic imperative for organizational success. Furthermore, the article critically examines the theoretical frameworks underpinning strategic management practices. It discusses the role of these frameworks in guiding organizational decision-making, shaping strategic initiatives, and facilitating adaptation to changing environments. By synthesizing insights from diverse theoretical perspectives, organizations can develop nuanced approaches to strategic management that align with their unique contexts and objectives. Overall, this article underscores the indispensable role of theoretical frameworks in informing applied practices within the realm of strategic management, paving the way for organizational resilience, innovation, and sustained competitive advantage.

Keywords: Theoretical frameworks, strategic management, porter's generic competitive strategies, theory of innovation and creativity.

دور الأطر النظرية في إنتاج الممارسات التطبيقية في مجال الإدارة الاستراتيجية

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الملخص

دور الأطر النظرية في إنتاج الممارسات التطبيقية في مجال الإدارة الاستراتيجية حاسم للمنظمات التي تنتقل في تعقيدات المشهد التجاري الحديث. يقوم هذا المقال بإجراء مراجعة شاملة للأدبيات لتوضيح المفاهيم الأساسية والفوائد من الإدارة الاستراتيجية. يغوص في تعقيدات الإدارة الاستراتيجية، مما يبرز أهمية صياغة وتنفيذ الاستراتيجيات لتحقيق أهداف المنظمة وسط ظروف السوق المتغيرة. تظهر استراتيجيات المنافسة العامة لبورتر كبنيات حاسمة ضمن الإدارة الاستراتيجية، مما يوفر للمنظمات نهجاً منظماً لتحقيق ميزة تنافسية. بالإضافة إلى ذلك، يتم استكشاف نظرية الابتكار والإبداع في الإدارة الاستراتيجية، مع التأكيد على أهمية تعزيز الابتكار كأمر استراتيجي ضروري لنجاح المنظمة. علاوة على ذلك، يقوم المقال بفحص نقدي للأطر النظرية التي تدعم ممارسات الإدارة الاستراتيجية. يناقش دور هذه الأطر في توجيه اتخاذ القرارات التنظيمية، وتشكيل المبادرات الاستراتيجية، وتسهيل التكيف مع البيئات المتغيرة. من خلال توليف الرؤى من وجهات نظر نظرية متنوعة، يمكن للمنظمات تطوير نهج متعمق للإدارة الاستراتيجية تتماشى مع سياقاتها وأهدافها الفريدة. بشكل عام، يبرز هذا المقال الدور الضروري للأطر النظرية في إعلام الممارسات التطبيقية ضمن مجال الإدارة الاستراتيجية، ممهداً الطريق لمرونة المنظمة، والابتكار، والميزة التنافسية المستمرة.

Introduction

In the dynamic landscape of strategic management, the quest for sustainable competitive advantage remains perpetual amidst the ever-evolving complexities of global markets, technological advancements, and shifting consumer preferences [1]. At the heart of this endeavor lies a pivotal bridge between theory and practice, where theoretical frameworks serve as guiding beacons illuminating the path towards effective strategic decision-making and implementation. This article delves into the indispensable role that theoretical frameworks play in shaping applied practices within the realm of strategic management. Strategic management, as a discipline, navigates the intricate interplay between internal organizational capabilities and external environmental forces to chart a course towards organizational success and longevity [2]. In this pursuit, theoretical frameworks act as conceptual scaffolds, providing structure, coherence, and clarity amidst the nebulous landscape of strategic challenges. From classic models like SWOT analysis and Porter's generic competitive strategies to contemporary paradigms such as dynamic capabilities and Blue Ocean Strategy, these frameworks offer invaluable insights into understanding the intricacies of competitive dynamics, resource allocation, and strategic positioning.

However, the significance of theoretical frameworks transcends mere conceptual elucidation; they serve as pragmatic tools for diagnosis, analysis, and strategy formulation. By delineating systematic approaches to assessing internal strengths and weaknesses, as well as external opportunities and threats, these frameworks empower practitioners to make informed decisions grounded in rigorous analysis [3.] Moreover, theoretical frameworks offer strategic guidance by illuminating pathways to leveraging core competencies, exploiting market opportunities, and mitigating risks inherent in strategic endeavors. Furthermore, theoretical frameworks play a pivotal role in driving organizational learning, adaptation, and innovation. By fostering a culture of strategic reflection and evaluation, these frameworks enable organizations to continuously evolve and adapt in response to changing market dynamics [4,5]. Models such as the learning organization and dynamic capabilities underscore the imperative of agility, resilience, and strategic foresight in navigating the turbulent seas of strategic management.

The article embarks upon a comprehensive examination of the extant literature, delving into the pivotal role that theoretical frameworks play in the generation of actionable methodologies within the domain of strategic management. According to Omalaja et al., [6], the concepts, theories, and practices of strategic management gained prominence in contemporary management literature, particularly in the new millennium, owing to the evident complexities, ambiguities, and dynamism inherent in modern corporate governance structures. This phenomenon prompted significant attention from both scholars and practitioners within the field. Consequently, the principal aim of this study was to furnish an overview of strategic management, emphasizing its conceptual underpinnings, theoretical frameworks, and their alignment with the resource-based paradigm concerning competitive advantage within firms. In this context, A thorough review of pertinent literature was undertaken, revealing a coherent linkage between strategic management theory and the concept of competitive advantage derived from the resource-based perspective of organizational strategy. The investigation discerned the resource-based model as a primary strategic management framework adept at elucidating organizational performance dynamics. Moreover, it emerged as an integral component of the broader managerial theoretical landscape, adapted to meet the exigencies posed by modern, intricate organizational structures and the dynamic business environments in which they operate.

This study by [7] unveiled that the process of managing strategic innovation transcended the conventional view of innovation management, owing to its inherent intricacies, radical framework, and elevated levels of associated risks and complexities. Consequently, a novel strategic approach predicated upon contemporary strategic planning was posited to enhance the prospects of successfully formulating strategic innovation by managers and executives. Subsequently, this approach was elucidated in the form of an illustrative organizational model. Given that strategic innovation represents a relatively nascent domain within modern strategic management, its theoretical underpinnings have garnered limited empirical validation in the broader field. Moreover, research in this sphere remains predominantly localized, owing to the contextual nuances of strategic innovation and its reliance on regional industrial conditions. Consequently, the proposed model may not be universally applicable across all settings, necessitating further empirical investigations to complement its framework. The findings of this study underscored the imperative for fostering an entrepreneurial mindset and strategic thinking to engender the formulation of strategic innovation

According to [8], managing creativity for innovation posed a significant challenge in the contemporary economy; hence, the orchestration of ideas assumed an increasingly pivotal role in driving the growth and resilience of organizations. Rather than mere sporadic bursts of inspiration, ideas necessitated

treatment as intricate socio-cognitive phenomena, necessitating organization and management. To fully harness the value inherent in novel ideas, management continuously grappled with striking a delicate balance between formality and informality, reconciling the realms of creative ideation with the imperatives of production logic. Moreover, there emerged a pressing need to intertwine idea-generation processes with innovation processes through the adoption of revamped knowledge management practices.

In essence, this article aims to unravel the symbiotic relationship between theoretical frameworks and applied practices in strategic management. By elucidating the multifaceted roles that theoretical frameworks play in shaping strategic decision-making, implementation, and organizational learning, it seeks to underscore their indispensable contribution to the pursuit of sustainable competitive advantage in an increasingly complex and competitive business landscape. Through empirical insights, illustrative examples, and critical analysis, this article endeavors to shed light on the transformative power of theoretical frameworks in driving strategic excellence and organizational success.

Theoretical Frameworks in The Field of Strategic Management

Theoretical frameworks play a crucial role in producing applied practices in the field of strategic management by providing a structured lens through which to understand, analyze, and address complex business challenges. Here's how theoretical frameworks contribute to the development of applied practices in strategic management:

A. Diagnosis and Analysis

Frameworks like SWOT analysis, Porter's, and the VRIO model serve as invaluable tools for facilitating diagnosis and analysis within strategic management. By offering structured methodologies, these frameworks empower practitioners to systematically evaluate both internal and external factors influencing an organization's strategic landscape [9]. Through comprehensive assessments, practitioners can discern the intricacies of the competitive environment, pinpoint organizational strengths and weaknesses, and discern potential avenues for capitalizing on opportunities while mitigating threats. In essence, these frameworks provide a structured approach to diagnosis and analysis, enabling practitioners to make informed decisions and devise strategic initiatives that are attuned to the prevailing dynamics of the business environment.

B. Strategy Formulation

Theoretical frameworks serve as indispensable guides in the process of strategy formulation, offering structured methodologies for decision-making that enhance organizational effectiveness. Models such as the resource-based view (RBV), core competency theory, and Blue Ocean Strategy provide nuanced perspectives on how organizations can strategically position themselves for competitive advantage. In this direction, the resource-based view (RBV) emphasizes the significance of internal resources and capabilities in shaping organizational strategy [10]. By identifying and leveraging unique resources that are valuable, rare, inimitable, and non-substitutable (VRIN), organizations can develop distinctive competencies that confer sustained competitive advantage. This approach encourages strategic leaders to focus on internal strengths and invest in resource development to capitalize on emerging opportunities. Core competency theory underscores the importance of identifying and nurturing core competencies—areas of specialized expertise and capabilities that enable organizations to outperform competitors. By aligning strategy with core competencies, organizations can cultivate a strategic identity that resonates with their unique strengths and market positioning. Moreover, Blue Ocean Strategy, on the other hand, advocates for the creation of uncontested market spaces, or "blue oceans," where competition is irrelevant or non-existent. This approach encourages organizations to innovate and create new value propositions that unlock untapped market demand while simultaneously rendering competition irrelevant.

C. Risk Management

Theoretical frameworks serve as invaluable aids for organizations in anticipating and managing risks inherent in strategic decision-making processes. Models such as scenario planning and real options theory offer structured approaches for assessing and mitigating uncertainties in dynamic business environments. Moreover, scenario planning involves the creation of multiple plausible future scenarios, each representing a different combination of external factors and events. By systematically exploring various potential futures, organizations can identify key drivers of change, anticipate potential risks, and develop contingency plans to mitigate adverse impacts [11]. This proactive approach enables organizations to adapt swiftly to changing circumstances and make informed decisions in the face of uncertainty. Real options theory, on the other hand, provides a framework for evaluating strategic investment decisions in uncertain environments. It recognizes that strategic decisions often entail

irreversible commitments and significant uncertainties. By treating strategic investments as options, organizations can assess the flexibility and value of different courses of action, enabling them to defer decisions until more information becomes available or to abandon unprofitable ventures without incurring significant losses. This flexibility allows organizations to adapt their strategies in response to changing market conditions and emerging opportunities, thereby minimizing risks and maximizing returns.

D. Performance Measurement

Theoretical frameworks play a crucial role in the realm of performance measurement, offering structured methodologies to assess organizational effectiveness vis-à-vis strategic objectives. Models such as the Balanced Scorecard and Key Performance Indicators (KPIs) provide systematic approaches for gauging performance across various dimensions and aligning actions with strategic goals. In addition, the Balanced Scorecard is a comprehensive framework that enables organizations to evaluate performance from multiple perspectives, including financial, customer, internal processes, and learning and growth. By incorporating diverse metrics into a unified framework, the Balanced Scorecard facilitates a holistic assessment of organizational performance, ensuring that strategic objectives are addressed comprehensively and that efforts are aligned with overarching goals. Similarly, Key Performance Indicators (KPIs) offer a focused approach to performance measurement by identifying specific metrics that are critical to achieving strategic objectives. KPIs provide quantifiable measures that allow practitioners to track progress, monitor trends, and identify areas for improvement. By defining clear KPIs, organizations can establish targets, benchmark performance, and drive accountability across all levels of the organization [12].

E. Change Management

Theoretical frameworks play a pivotal role in fostering effective change management within organizations by offering structured models to comprehend organizational dynamics and execute strategic initiatives. Models such as Lewin's Change Management Model and Kotter's 8-Step Process provide systematic approaches for navigating organizational change and surmounting resistance. On the other hand, Lewin's Change Management Model delineates a three-step process consisting of unfreezing, transition, and refreezing stages, which elucidate the necessity of preparing for change, implementing interventions, and reinforcing new behaviors to sustain change efforts. Similarly, Kotter's 8-Step Process outlines a sequential approach for initiating and managing change, encompassing critical phases such as establishing urgency, creating a guiding coalition, and anchoring change in organizational culture [13]. Moreover, theoretical frameworks foster organizational learning and adaptation by providing conceptual frameworks for reflection, evaluation, and continuous improvement. The concepts of the learning organization and dynamic capabilities underscore the significance of agility, innovation, and adaptability in response to evolving market conditions.

Competitive Advantage Strategies

The pursuit of competitive advantage stands as the bedrock principle guiding enterprises towards prosperity. Competitive advantage strategies epitomize the art of strategic maneuvering, encapsulating a myriad of tactics meticulously crafted to propel organizations beyond the realm of mediocrity and into the echelons of market leadership. These strategies, woven intricately into the fabric of corporate ethos, serve as the catalysts for differentiation, profitability, and sustained growth amidst the relentless tides of competition. Within this realm, enterprises navigate a labyrinth of strategic choices, each bearing the potential to shape their destiny in the marketplace. From the pursuit of cost leadership, where operational efficiency becomes the cornerstone of supremacy, to the pursuit of innovation, where visionary leaps propel organizations into uncharted territories of value creation, the landscape of competitive advantage strategies is as diverse as it is dynamic. It is a realm where the pursuit of excellence intersects with the demands of discerning consumers, forging a crucible wherein only the most agile, astute, and audacious enterprises emerge victorious.

A. Porter's Generic Competitive Strategies

Porter's generic strategies elucidate how a company endeavors to secure a competitive edge within its designated market landscape. These strategies comprise three or four fundamental archetypes: cost leadership, differentiation, and focus. Within this framework, a company elects to pursue either of two forms of competitive advantage, either through the attainment of lower costs relative to its competitors or by differentiating its offerings along dimensions perceived as valuable by customers, thus enabling the firm to command a premium price [14]. Furthermore, the company determines its market scope by opting for either a focused approach, targeting selected segments within the market, or adopting a

broad industry-wide perspective, catering to diverse market segments. Moreover, the choice of a generic strategy reflects the strategic decisions made regarding both the type of competitive advantage pursued and the scope within which the company operates. This conceptual framework, introduced by Michael Porter in 1980, serves as a cornerstone for understanding the strategic positioning and competitive dynamics of organizations across various industries.

Furthermore, Porter delineated, "The two fundamental types of competitive advantage differentiation and cost leadership, in conjunction with the scope of operations in which a firm seeks to apply them, give rise to three generic strategies for achieving superior performance within an industry: cost leadership, differentiation, and focus." The focus strategy manifests in two distinct iterations: cost focus and differentiation focus. Broadly speaking:

- A firm adopting a cost leadership strategy endeavor to target customers across most or all segments of industry by offering the lowest price point.
- Conversely, if a firm targets customer across most or all segments, leveraging attributes other than price (e.g., superior product quality or service) to command a premium price, it pursues a differentiation strategy. The objective is to distinguish itself favorably along these dimensions relative to competitors, while concurrently minimizing costs in non-differentiating areas to maintain cost competitiveness.
- A focus strategy entails concentrating on one or a few specific market segments. Within this framework, a firm may strive to offer a lower cost within this scope (cost focus) or to differentiate itself within the designated segments (differentiation focus).

Integration between competitive advantage strategies and industrial organization strategies. In the intricate tapestry of contemporary business dynamics, the nexus between competitive advantage strategies and industrial organization strategies emerges as a crucible where the fates of enterprises are both forged and determined. The symbiotic relationship between these two paradigms encapsulates the essence of strategic acumen, weaving together the threads of market structure, competitive behavior, and organizational capabilities to sculpt the landscape of corporate success. Table 1 presents a compendium of scholarly investigations elucidating the interrelationship between competitive advantage strategies and industrial organization strategies.

Table 1: A compendium of scholarly investigations elucidating the interrelationship between competitive advantage strategies and industrial organization strategies.

Ref.	Summarized
[15]	<ul style="list-style-type: none"> ▪ This study sought to investigate the impact of business strategies on enhancing the competitive advantages of small and medium enterprises (SMEs). Additionally, our research addressed the significance of performance and innovation as mediating variables within the nexus of business strategies and competitive advantage. The findings of the study indicate a positive correlation between business strategies and competitive advantage. Enhanced business strategies were observed to bolster the competitive advantage of SMEs. ▪ The mediating roles of business performance and innovation were substantiated in the relationship between business strategies and competitive advantages. These empirical outcomes underscore the pivotal role of performance and innovation in augmenting competitive advantage. It is recommended that SMEs focus on enhancing their performance metrics and cultivating innovation capabilities to fortify their competitive positions within the market landscape.
[16]	<ul style="list-style-type: none"> ▪ The findings elucidate that both resource integration and resource reconfiguration manifest as outcomes of organizational learning processes. Within traditional industries, it is discerned that resource integration and resource reconfiguration wield positive influences on the attainment of sustainable competitive advantages, thereby engendering a synergistic "concerto effect" on the sustainability of competitive advantages. ▪ Within emerging industries, while resource integration is found to positively impact sustainable competitive advantages, an inverted U-shaped relationship characterizes the nexus between resource reconfiguration and sustainable competitive advantages. Under such circumstances, the erstwhile "concerto effect" is rendered absent
[17]	<ul style="list-style-type: none"> ▪ While the pursuit of new product development represents a pioneering strategy for firms, it inherently entails associated risks. Nonetheless, the discernment of competitive advantage factors serves as a valuable tool for managers in mitigating decision-making uncertainties.

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| <ul style="list-style-type: none">▪ Toos Nirro, a technical firm of prominence, has emerged as a trailblazing entity within the Iranian industrial landscape. Renowned for its steadfast commitment to adhering to contemporary standards and harnessing cutting-edge scientific advancements alongside technology transfer, the company stands as an exemplar in fulfilling the exigencies of its respective sector within Iran. |
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At its core, the integration between competitive advantage strategies and industrial organization strategies embodies the convergence of theory and practice, wherein the principles of economic analysis intersect with the imperatives of strategic decision-making. It is a realm where the imperatives of market positioning, resource allocation, and competitive dynamics coalesce to define the contours of corporate strategy in a world that fraught with uncertainty and opportunity. Within this realm, the tenets of industrial organization theory serve as the analytical lens through which businesses navigate the complexities of market structure and competitive rivalry. From the seminal works of scholars such as Michael Porter to contemporary insights gleaned from empirical research, the discipline of industrial organization provides a foundational framework for understanding the determinants of industry profitability, competitive intensity, and strategic interaction. Conversely, competitive advantage strategies represent the pragmatic manifestations of corporate ambition, as enterprises strive to carve out unique positions of advantage amidst the tumultuous currents of competition. Whether through the pursuit of cost leadership, differentiation, or focus, these strategies embody the art of strategic differentiation, wherein firms seek to leverage their strengths, exploit market opportunities, and mitigate competitive threats to achieve sustainable success.

Theory of Innovation and Creativity Strategic Management

In the realm of strategic management, the theory of innovation and creativity plays a pivotal role in shaping organizational competitiveness and long-term success. This theory encompasses various frameworks, models, and concepts aimed at fostering innovative thinking, generating novel ideas, and translating them into tangible outcomes that drive organizational growth and evolution [18]. In this point, the researcher delves into the fundamental components of the theory of innovation and creativity within the context of strategic management:

A. Innovation as a Strategic Imperative

Innovation is widely recognized as a cornerstone of strategic management, representing a proactive response to changing market dynamics, technological advancements, and competitive pressures. Organizations that embrace innovation as a strategic imperative are better positioned to differentiate themselves, create value for stakeholders, and sustain competitive advantage over time.

B. Creativity as a Catalyst for Innovation

Creativity serves as the driving force behind innovation, fueling the generation of new ideas, concepts, and solutions. Within the framework of strategic management, fostering a culture of creativity cultivates an environment conducive to experimentation, risk-taking, and disruptive thinking, essential ingredients for driving organizational innovation.

C. Open Innovation and Collaboration

The theory of innovation and creativity emphasizes the importance of openness and collaboration in driving organizational innovation. By leveraging external sources of knowledge, expertise, and resources through open innovation initiatives, organizations can augment their internal capabilities, accelerate the pace of innovation, and enhance their ability to adapt to changing market conditions.

D. Design Thinking and User-Centric Innovation

Design thinking, rooted in empathy, iteration, and interdisciplinary collaboration, is increasingly recognized as a powerful approach to driving user-centric innovation. By empathizing with end-users, understanding their needs, and co-creating solutions with them, organizations can develop products, services, and experiences that resonate deeply with their target audience, fostering customer loyalty and market success.

E. Disruptive Innovation and Business Model Innovation

The theory of innovation and creativity also encompasses disruptive innovation, characterized by the introduction of novel technologies, business models, or value propositions that disrupt existing markets and create new ones. By challenging conventional wisdom, questioning established norms, and

reimagining industry boundaries, organizations can seize opportunities for disruptive innovation and achieve sustained competitive advantage.

F. Organizational Learning and Adaptation

Central to the theory of innovation and creativity is the notion of organizational learning and adaptation. Organizations that embrace a learning mindset, encourage experimentation, and embrace failure as a learning opportunity are better equipped to navigate uncertainty, exploit emerging opportunities, and sustain long-term success in dynamic environments.

In summary, the theory of innovation and creativity represents a multifaceted framework within strategic management, encompassing diverse approaches, methodologies, and principles aimed at fostering organizational innovation and driving long-term competitiveness. By embracing creativity, fostering collaboration, and cultivating a culture of innovation, organizations can unlock new sources of value, differentiate themselves in the marketplace, and position themselves for sustained success in an ever-evolving business landscape.

Conclusion

In conclusion, this article has underscored the paramount importance of theoretical frameworks in guiding applied practices within the field of strategic management. Through a comprehensive literature review, it has elucidated the foundational concepts and benefits of strategic management, emphasized the crucial role of formulating and implemented strategies in achieving organizational objectives amid the dynamic complexities of the modern business landscape. Porter's generic competitive strategies have been highlighted as instrumental constructs, offering structured approaches for organizations to attain competitive advantage. Moreover, the exploration of the theory of innovation and creativity in strategic management has underscored the strategic imperative of fostering innovation for organizational success. Additionally, the critical examination of theoretical frameworks underpinning strategic management practices has shed light on their pivotal role in guiding organizational decision-making, shaping strategic initiatives, and facilitating adaptation to evolving environments. Based on synthesizing insights from diverse theoretical perspectives, organizations can develop nuanced approaches to strategic management that are tailored to their unique contexts and objectives. Ultimately, this article underscores the indispensable role of theoretical frameworks in informing applied practices within strategic management, serving as catalysts for organizational resilience, innovation, and sustained competitive advantage in today's dynamic business landscape.

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