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Integrating Design Thinking and Strategic Management for Sustainable Innovation in Modern Organizations

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Abstract:

Sustainable innovation has become a central requirement for modern organizations seeking long-term competitiveness, environmental responsibility, and social value creation. In today's dynamic business environment, organizations face increasing pressure to develop innovative products, services, processes, and business models while responding to economic, social, and ecological challenges. Design thinking and strategic management provide a powerful integrated framework for achieving sustainable innovation. Design thinking emphasizes human-centered problem solving, creativity, empathy, experimentation, and iterative development, while strategic management focuses on long-term planning, competitive advantage, resource allocation, leadership, and organizational direction. When combined, these approaches enable organizations to identify stakeholder needs, align innovation with strategic goals, reduce risk, improve decision-making, and create sustainable value. This article explores the role of design thinking and strategic management in promoting sustainable innovation in modern organizations. It highlights conceptual foundations, organizational applications, leadership roles, implementation challenges, and future directions. The study concludes that organizations that integrate design thinking into strategic management processes are better positioned to respond to uncertainty, enhance customer satisfaction, improve operational performance, and contribute to sustainable development.

Keywords: *Design thinking, Strategic management, Sustainable innovation, Organizational performance, Human-centered design, Business strategy, Innovation management, Sustainability*

Introduction

Modern organizations operate in a highly competitive, uncertain, and rapidly changing environment. Globalization, digital transformation, climate change, changing consumer behavior, technological disruption, and social expectations have created new challenges for businesses, public institutions, and development-oriented organizations. In this context, innovation is no longer limited to product development or technological advancement. It has become a broader organizational capability that includes new services, processes, systems, business models, and sustainable practices. Sustainable innovation refers to the development and implementation of new ideas that create economic value while also supporting environmental protection and social well-

being. Organizations are increasingly expected to reduce waste, improve resource efficiency, promote ethical practices, enhance stakeholder engagement, and contribute to long-term societal development. However, sustainable innovation cannot be achieved through traditional management approaches alone. It requires creativity, strategic direction, interdisciplinary collaboration, and a deep understanding of human needs. Design thinking offers a practical and creative approach to solving complex problems. It encourages organizations to understand users, define real problems, generate ideas, develop prototypes, test solutions, and improve outcomes through feedback. Strategic management, on the other hand, provides the long-term vision, planning, leadership, and resource coordination required to transform creative ideas into sustainable organizational practices. The integration of these two approaches can help organizations move beyond short-term profit orientation and adopt innovation strategies that are responsible, inclusive, and future-focused.

Conceptual Link between Design Thinking and Strategic Management

Design thinking and strategic management are two important approaches that support organizational growth, innovation, and sustainability. Although they are often discussed separately, both concepts are deeply connected when organizations aim to develop long-term solutions for complex business and social problems. Design thinking focuses on creativity, empathy, human needs, problem-solving, and experimentation. Strategic management focuses on planning, leadership, competition, organizational goals, resource use, and long-term direction. When these two approaches are combined, they help organizations create innovations that are not only creative but also practical, sustainable, and aligned with organizational objectives. The conceptual link between design thinking and strategic management begins with the understanding that modern organizations face problems that are complex, uncertain, and constantly changing. Traditional management methods are often based on fixed plans, formal procedures, and predictable outcomes. However, today's challenges, such as climate change, digital transformation, changing customer expectations, global competition, and social responsibility, require more flexible approaches. Design thinking helps organizations explore problems from the perspective of users and stakeholders, while strategic management helps organizations decide how those solutions can be implemented effectively within the larger organizational system. Design thinking begins with empathy. This means that organizations must understand the real experiences, needs, expectations, and difficulties of customers, employees, communities, and other stakeholders. Instead of making decisions based only on internal assumptions, organizations collect information from people who are directly affected by the problem. This helps managers identify the root causes of problems rather than focusing only on surface-level symptoms. For example, if a company wants to improve

customer satisfaction, design thinking encourages it to study customer experiences, complaints, behaviors, and emotional responses. This human-centered understanding then becomes the foundation for strategic decision-making. Strategic management strengthens this process by connecting user insights with organizational mission, vision, and long-term objectives. A creative idea may be attractive, but it cannot become a successful innovation unless it is supported by resources, leadership, planning, and implementation capacity. Strategic management provides the structure needed to transform creative ideas into practical solutions. It helps organizations assess whether a proposed innovation is financially possible, operationally suitable, environmentally responsible, and socially beneficial. Therefore, design thinking generates meaningful ideas, while strategic management provides direction and execution. The integration of design thinking and strategic management is especially important for sustainable innovation. Sustainable innovation requires organizations to consider economic, social, and environmental impacts at the same time. It is not enough for an innovation to increase profit; it must also reduce harm, improve social value, and support long-term development. Design thinking helps organizations identify the needs of people and communities, while strategic management ensures that these needs are addressed through responsible policies, investment decisions, and organizational systems. This makes innovation more inclusive and future-oriented. Another important conceptual connection is that both design thinking and strategic management require learning. Design thinking uses an iterative process in which ideas are tested, improved, and refined based on feedback. Strategic management also requires continuous evaluation of internal and external environments. Organizations must monitor market changes, technological developments, customer demands, and policy shifts. When these learning processes are combined, organizations become more adaptive. They are better able to respond to uncertainty, correct mistakes, and improve their innovation strategies over time. Design thinking also improves strategic management by reducing the distance between planning and reality. In many organizations, strategic plans are prepared by top-level managers with limited involvement from customers, employees, or communities. As a result, strategies may look strong on paper but fail during implementation. Design thinking addresses this weakness by involving stakeholders in the early stages of problem identification and solution development. This creates strategies that are more realistic, user-friendly, and acceptable to the people who will use or implement them. Similarly, strategic management improves design thinking by preventing innovation from becoming random or disconnected. Design teams may generate many creative ideas, but without strategic direction, these ideas may not contribute to organizational goals. Strategic management helps prioritize the most valuable ideas and aligns them with the organization’s resources, market position, and sustainability agenda. This ensures that innovation

is not only creative but also purposeful and measurable. In modern organizations, the relationship between design thinking and strategic management can be seen as a bridge between imagination and execution. Design thinking encourages organizations to imagine better possibilities, while strategic management helps organizations turn those possibilities into long-term outcomes. This relationship is very useful in areas such as product development, service improvement, digital transformation, healthcare innovation, education management, environmental sustainability, and public policy. In all these areas, organizations need both creativity and strategy to achieve meaningful results. Therefore, the conceptual link between design thinking and strategic management is based on their shared contribution to sustainable innovation. Design thinking provides empathy, creativity, experimentation, and user-centered insight. Strategic management provides direction, leadership, resources, and implementation. Together, they create a balanced framework that helps organizations solve complex problems, improve performance, satisfy stakeholders, and contribute to sustainable development.

Human-Centered Innovation and Organizational Value Creation

Human-centered innovation is one of the most important contributions of design thinking to modern organizations. It means that innovation should begin with a clear understanding of people's needs, problems, emotions, behaviors, and expectations. In traditional business models, organizations often developed products or services based on internal assumptions, technical possibilities, or market competition. However, human-centered innovation changes this approach by placing users, customers, employees, and communities at the center of the innovation process. This makes innovation more relevant, practical, and meaningful. Design thinking supports human-centered innovation by encouraging organizations to observe, listen, and interact with stakeholders before designing solutions. This process helps organizations understand what people actually need rather than what managers believe they need. For example, a healthcare organization planning to introduce a digital appointment system should not only focus on software features. It should also understand patient literacy levels, internet access, language preferences, privacy concerns, waiting time problems, and staff capacity. By considering these human factors, the organization can design a system that is easier to use and more effective. Strategic management adds value to this process by ensuring that human-centered innovation is connected with organizational goals and long-term performance. A solution may be user-friendly, but it must also be sustainable for the organization. Strategic management helps evaluate the cost, resources, risks, partnerships, and expected outcomes of innovation. It also helps organizations decide which innovations should be prioritized and how they should be implemented. In this way, design thinking creates user value, while strategic management transforms that value into organizational success. Organizational value

creation is no longer limited to financial profit. Modern organizations are expected to create value for multiple stakeholders, including customers, employees, investors, communities, governments, and the environment. This broader understanding of value is closely related to sustainable innovation. Organizations must develop solutions that improve customer satisfaction, increase efficiency, protect natural resources, enhance employee well-being, and support social responsibility. Design thinking helps organizations identify these different forms of value by engaging with stakeholders directly. For example, a manufacturing company that wants to reduce plastic waste can use design thinking to understand customer attitudes toward sustainable packaging, supplier limitations, production costs, and environmental concerns. Through interviews, surveys, testing, and prototypes, the company can develop packaging that is affordable, durable, attractive, and environmentally responsible. Strategic management then helps the company implement this packaging strategy by allocating funds, training staff, adjusting supply chains, and communicating the change to customers. This creates value for the business, consumers, and the environment. Human-centered innovation also improves customer loyalty. When customers feel that an organization understands their needs and provides solutions that improve their lives, they are more likely to trust the organization. Trust is a valuable strategic asset. It helps organizations build long-term relationships, improve brand reputation, and compete in crowded markets. Design thinking strengthens trust by making innovation more responsive and inclusive. Strategic management strengthens trust by ensuring consistency, quality, and long-term commitment. Employees are also important stakeholders in human-centered innovation. Organizations often focus on customers but ignore the experiences of employees who deliver services or operate systems. Design thinking encourages managers to understand employee challenges, work conditions, motivation, training needs, and workflow problems. When employees are involved in innovation, they are more likely to accept change and contribute useful ideas. Strategic management supports this process by developing policies, incentives, training programs, and leadership practices that encourage employee participation. Human-centered innovation is also important for public and social organizations. In sectors such as education, healthcare, urban planning, and public administration, solutions must be designed according to the needs of communities. A policy or program that does not consider local realities may fail even if it is technically strong. Design thinking helps policymakers and managers understand community needs, while strategic management helps them implement programs through planning, budgeting, and monitoring. This makes public services more effective and inclusive.Another important aspect of human-centered innovation is accessibility. Modern organizations must consider the needs of people with different abilities, income levels, languages, cultures, and social backgrounds. Design

thinking encourages inclusive design by asking who may be excluded from a product, service, or policy. Strategic management can then support inclusion by making accessibility part of organizational goals and performance indicators. This is especially important for sustainable development because innovation should benefit society as a whole, not only privileged groups. Human-centered innovation also supports ethical decision-making. When organizations listen to stakeholders, they become more aware of the possible negative effects of their actions. For example, digital technologies may improve efficiency but also raise concerns about privacy, surveillance, bias, and exclusion. Design thinking helps identify these concerns early, while strategic management helps create ethical guidelines, risk controls, and accountability systems. This protects organizations from reputational damage and supports responsible innovation. Therefore, human-centered innovation and organizational value creation are closely linked. Design thinking helps organizations create solutions that respond to real human needs, while strategic management ensures that these solutions contribute to long-term organizational success. Together, they support sustainable innovation by balancing customer satisfaction, employee engagement, social responsibility, environmental protection, and financial performance.

Leadership, Culture, and Strategic Alignment

Leadership plays a central role in integrating design thinking and strategic management for sustainable innovation. Without strong leadership, innovation efforts often remain limited, temporary, or disconnected from organizational goals. Leaders are responsible for creating vision, encouraging creativity, allocating resources, managing change, and building an environment where people feel safe to share ideas. In modern organizations, leaders must not only manage routine operations but also guide transformation toward innovation and sustainability. A leader who supports design thinking encourages employees to question assumptions, explore problems deeply, and experiment with new ideas. This type of leadership is different from traditional command-and-control management. Instead of only giving instructions, innovative leaders create opportunities for collaboration and learning. They encourage teams to work across departments, communicate openly, and involve users in problem-solving. Such leadership is necessary because sustainable innovation requires knowledge from different fields, including design, management, technology, finance, environment, and social sciences. Strategic leadership is also necessary to ensure that innovation is aligned with organizational direction. Many organizations conduct innovation activities, but these activities may not produce meaningful results because they are not linked with strategy. Strategic alignment means that innovation initiatives should support the organization's mission, vision, values, and long-term objectives. For example, if an organization claims to support sustainability, its innovation projects should focus on reducing waste, improving energy efficiency,

creating social value, or developing responsible products and services. Design thinking helps leaders understand what type of innovation is needed, while strategic management helps leaders decide how innovation should be prioritized and implemented. This combination prevents organizations from wasting resources on ideas that are creative but not strategically useful. It also prevents strategic plans from becoming rigid and disconnected from real stakeholder needs. Leaders must act as connectors between creative teams and strategic decision-makers. Organizational culture is another important factor. Culture refers to the shared values, beliefs, behaviors, and working styles within an organization. A culture that supports sustainable innovation encourages learning, openness, trust, experimentation, and collaboration. Employees should feel that their ideas are valued and that failure is treated as a learning opportunity rather than a reason for punishment. This is important because innovation often involves uncertainty and risk. If employees fear criticism or rejection, they may avoid proposing new ideas. Design thinking requires a culture of curiosity and empathy. Teams must be willing to understand users, ask questions, collect feedback, and revise their solutions. Strategic management requires a culture of responsibility and discipline. Teams must also meet goals, use resources wisely, and evaluate performance. When these cultural elements are combined, organizations can become both creative and accountable. This balance is essential for sustainable innovation. Resistance to change is a common challenge in organizations. Employees and managers may resist innovation because they are comfortable with existing systems or fear that new methods will increase workload, reduce control, or threaten job security. Leaders must address this resistance through communication, training, participation, and trust-building. Design thinking can reduce resistance by involving employees in the change process. Strategic management can reduce resistance by explaining the purpose, benefits, timeline, and expected outcomes of change. Leadership also influences resource allocation. Sustainable innovation requires time, funding, skilled people, technology, and institutional support. If leaders do not provide these resources, innovation initiatives may fail. Strategic management helps leaders decide where resources should be invested for maximum impact. Design thinking helps ensure that these resources are used to solve meaningful problems. For example, instead of investing in technology only because it is modern, leaders should invest in technology that improves user experience, operational efficiency, or sustainability outcomes.Strategic alignment also requires performance measurement. Organizations must evaluate whether innovation efforts are producing desired results. However, sustainable innovation cannot be measured only through profit. It should also be measured through customer satisfaction, social impact, environmental improvement, employee participation, and long-term resilience. Leaders must develop balanced performance indicators that reflect both business and sustainability

goals. This helps organizations maintain accountability while encouraging innovation. Another important leadership responsibility is building interdisciplinary teams. Sustainable innovation often requires cooperation between people from different departments and professional backgrounds. Designers, managers, engineers, marketers, data analysts, environmental experts, and community representatives may all contribute valuable knowledge. Leaders must create structures that allow these groups to work together. Design thinking provides tools for collaboration, while strategic management provides systems for coordination and implementation. In the future, leadership for sustainable innovation will require greater emotional intelligence, ethical awareness, and adaptability. Leaders must understand not only markets and technologies but also people, communities, and environmental responsibilities. They must be able to guide organizations through uncertainty while maintaining commitment to long-term value. Therefore, leadership, culture, and strategic alignment are essential conditions for integrating design thinking and strategic management successfully.

Sustainable Innovation through Resource Optimization and Technology

Sustainable innovation depends on the effective use of resources. Every organization has limited resources, including money, time, human skills, technology, materials, and information. Strategic management helps organizations identify, organize, and use these resources in ways that support long-term goals. Design thinking ensures that resources are used to create solutions that are meaningful, practical, and user-centered. When both approaches are integrated, organizations can reduce waste, improve efficiency, and develop innovations that support sustainability. Resource optimization means using available resources in the most effective and responsible way. In the context of sustainable innovation, this includes reducing unnecessary costs, minimizing environmental damage, improving productivity, and creating higher value from limited inputs. For example, an organization may redesign its production process to reduce energy consumption, reuse materials, or improve workflow. Design thinking helps identify where users or employees experience problems, while strategic management helps implement improvements at the organizational level. Technology plays a major role in modern sustainable innovation. Digital tools, artificial intelligence, data analytics, automation, cloud computing, mobile applications, and smart systems have changed how organizations operate. These technologies can improve decision-making, reduce operational delays, enhance customer experience, and support environmental monitoring. However, technology should not be adopted only for the sake of modernization. It must be connected with real organizational needs and sustainability goals. Design thinking helps organizations adopt technology responsibly. Before introducing a new digital system, organizations should understand who will use it, what problems it will solve, and what barriers

may affect its success. For example, a company introducing an online customer service platform should consider customer digital literacy, language preferences, response time expectations, privacy issues, and accessibility. Strategic management then helps the organization plan the investment, train employees, manage risks, and measure outcomes. Artificial intelligence and data analytics are especially important for sustainable innovation. They can help organizations predict customer demand, monitor energy use, improve supply chain efficiency, reduce waste, and support better planning. However, these technologies also raise ethical concerns such as data privacy, algorithmic bias, and unequal access. Design thinking helps identify these human and ethical concerns, while strategic management helps create policies and governance systems to manage them. This ensures that technology supports people rather than creating new problems. Resource optimization is also connected with circular economy principles. A circular economy aims to reduce waste by reusing, recycling, repairing, and redesigning products and processes. Organizations can use design thinking to develop products that are easier to repair, recycle, or reuse. Strategic management can support this by changing procurement policies, supplier relationships, production systems, and marketing strategies. This approach helps organizations reduce environmental impact while creating new business opportunities. Sustainable innovation through technology also improves service delivery. In healthcare, digital health platforms can improve patient access, record management, and communication between doctors and patients. In education, online learning systems can expand access to knowledge. In business, digital supply chain systems can improve transparency and reduce delays. In each case, design thinking ensures that technology is designed around user needs, while strategic management ensures that it is implemented effectively and sustainably. Another important issue is cost-effectiveness. Organizations often avoid sustainable innovation because they believe it is expensive. However, strategic management can show that sustainability investments may reduce long-term costs and improve competitiveness. For example, energy-efficient systems may require initial investment but can reduce utility expenses over time. Waste reduction can lower material costs. Sustainable branding can attract responsible consumers. Design thinking helps identify practical and affordable solutions, making sustainability more achievable. Human resources are also critical. Skilled employees are needed to use technology, manage innovation, and implement sustainability practices. Organizations must invest in training, capacity building, and knowledge sharing. Design thinking encourages employee participation and creativity, while strategic management ensures that human resource development supports organizational goals. Employees who understand sustainability and innovation are more likely to contribute to continuous improvement. Technology also enables better monitoring and evaluation. Organizations can use digital dashboards, data

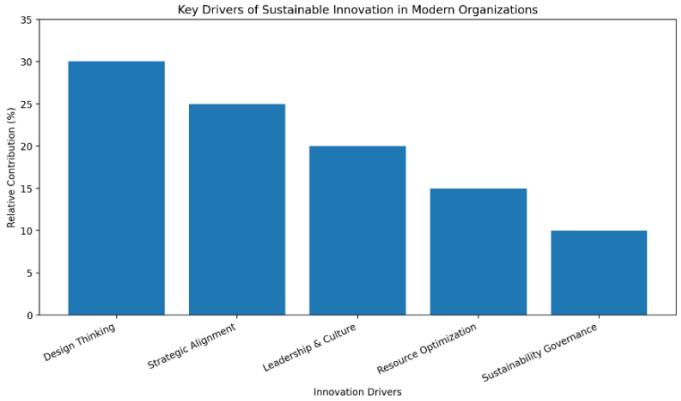
systems, and performance indicators to track progress toward sustainability goals. For example, they can measure energy use, customer satisfaction, production efficiency, waste reduction, and social impact. This information helps managers make evidence-based decisions. Design thinking can help present this information in user-friendly ways, while strategic management uses it for planning and control. Despite the benefits, technology-based sustainable innovation also has challenges. These include high initial costs, lack of technical skills, cybersecurity risks, resistance to change, and unequal access to digital tools. Organizations must address these challenges through careful planning, training, stakeholder engagement, and ethical governance. The integration of design thinking and strategic management provides a balanced approach because it considers both human needs and organizational realities.

Challenges and Future Directions

Although integrating design thinking and strategic management offers many benefits, organizations face several challenges in applying this approach effectively. One major challenge is resistance to change. Many organizations are comfortable with traditional management systems and may be unwilling to adopt new methods. Managers may consider design thinking too informal or creative, while design teams may consider strategic management too rigid. This difference in mindset can create misunderstanding and reduce collaboration. Another challenge is the lack of awareness and skills. Design thinking requires skills such as empathy, observation, creativity, prototyping, user research, and feedback analysis. Strategic management requires skills such as planning, environmental analysis, leadership, resource allocation, and performance evaluation. Many organizations do not have employees who are trained in both areas. As a result, innovation projects may either lack creativity or lack strategic direction. Capacity building and professional development are therefore essential. Limited resources are also a major barrier, especially for small and medium-sized enterprises and organizations in developing countries. Sustainable innovation may require investment in research, technology, training, and new processes. Organizations with limited budgets may hesitate to experiment with new ideas. However, design thinking can help by encouraging low-cost prototyping and gradual improvement. Strategic management can help by prioritizing the most important innovations and using resources efficiently. Short-term thinking is another obstacle. Many organizations focus on immediate profit, quarterly performance, or quick results. Sustainable innovation, however, often requires long-term commitment. Environmental improvements, social impact, cultural change, and strategic transformation may take time. If organizations focus only on short-term financial outcomes, they may ignore innovations that create long-term value. Strategic leadership is needed to balance short-term performance with long-term sustainability. Measuring sustainable innovation is also difficult. Traditional performance

indicators such as profit, sales, and market share do not fully capture the value of sustainability and human-centered innovation. Organizations need broader evaluation systems that include environmental impact, social benefit, customer experience, employee engagement, ethical performance, and organizational resilience. Without proper measurement, it becomes difficult to prove the value of sustainable innovation and justify continued investment. Another challenge is coordination across departments. Sustainable innovation often requires collaboration between design, marketing, finance, operations, human resources, technology, and sustainability teams. However, many organizations operate in silos, where departments work separately and protect their own interests. This limits knowledge sharing and slows innovation. Design thinking encourages cross-functional collaboration, while strategic management can create structures and processes that support coordination. Organizational culture can also limit innovation. A culture that punishes mistakes, discourages questioning, or values hierarchy over collaboration will not support design thinking. Similarly, a culture without discipline, accountability, or strategic focus will not support effective management. Organizations need a balanced culture that encourages creativity while maintaining responsibility. Leaders must communicate that experimentation is valuable, but it must also contribute to clear goals and measurable outcomes. Ethical challenges are also becoming more important. As organizations use digital technologies, artificial intelligence, data systems, and automation, they must consider issues such as privacy, fairness, transparency, and social impact. Sustainable innovation should not create harm while solving problems. Design thinking helps identify ethical concerns from the user perspective, while strategic management helps create policies and governance systems to manage risks. Future organizations must place ethics at the center of innovation. Global competition and environmental pressure will increase the need for sustainable innovation in the future. Organizations will be expected to reduce carbon emissions, use resources responsibly, protect biodiversity, improve working conditions, and contribute to social development. Customers, investors, governments, and communities are becoming more aware of sustainability issues. Organizations that fail to innovate responsibly may lose reputation, market share, and stakeholder trust. The future direction of design thinking and strategic management will likely involve stronger integration with digital transformation. Technologies such as artificial intelligence, big data, virtual reality, blockchain, and the Internet of Things will create new opportunities for innovation. However, these technologies must be guided by human-centered and strategic thinking. Organizations should not adopt technology blindly; they should use it to solve real problems and create sustainable value. Education and training will also play an important role in the future. Business schools, design schools, engineering institutions, and public administration programs should teach students how to combine creativity with strategy.

Future managers should understand design thinking, and future designers should understand strategic management. This interdisciplinary education will prepare professionals to address complex organizational and societal challenges. Public-private collaboration will also become more important. Sustainable innovation often requires cooperation between businesses, governments, universities, non-governmental organizations, and communities. No single organization can solve large-scale problems such as climate change, public health, poverty, or digital inequality alone. Design thinking can support participatory problem-solving, while strategic management can support partnership development and policy implementation. In developing countries, including Pakistan, the integration of design thinking and strategic management can be especially useful. Many organizations face challenges such as limited resources, infrastructure gaps, unemployment, environmental degradation, and public service limitations. Human-centered and strategic innovation can help develop affordable, practical, and locally relevant solutions. For example, low-cost digital services, sustainable housing designs, community-based healthcare models, and small business innovation programs can contribute to national development. The future of sustainable innovation will depend on the ability of organizations to remain flexible, responsible, and learning-oriented. Organizations must continuously listen to stakeholders, test new ideas, evaluate outcomes, and improve strategies. They must also understand that sustainability is not a separate activity but a core part of organizational success. Design thinking and strategic management together provide a strong framework for achieving this goal. In conclusion, the challenges of integrating design thinking and strategic management are real, but they can be overcome through leadership, training, cultural change, resource planning, ethical governance, and performance measurement. The future belongs to organizations that can combine creativity with discipline, empathy with strategy, and innovation with sustainability. By adopting this integrated approach, modern organizations can improve competitiveness, create social value, protect the environment, and contribute to long-term sustainable development.



Summary

Design thinking and strategic management are complementary approaches that can significantly strengthen sustainable innovation in modern organizations. Design thinking supports creativity, empathy, experimentation, and user-centered problem solving, while strategic management provides direction, planning, leadership, and resource coordination. Their integration enables organizations to develop innovations that are practical, competitive, socially responsible, and environmentally sustainable. The article shows that sustainable innovation requires more than creative ideas. It requires strategic alignment, leadership support, organizational culture, resource optimization, technological adoption, and continuous evaluation. Organizations that combine design thinking with strategic management are better able to understand stakeholder needs, respond to uncertainty, improve performance, and contribute to sustainable development. Therefore, integrating design thinking into strategic management should be considered a core organizational capability for achieving long-term innovation and sustainability.

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