

Strategic Improvisation and its Relationship to the Dimensions of Organizational Sustainability for Banks / Applied Research on a Sample of Iraqi Private Banks

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Abstract

The aim of the research is to clarify the correlation between strategic improvisation and its dimensions represented by (improving cultural appropriateness, internal and external communications, generating future visions, organizational transformation) and the dimensions of organizational sustainability for banks represented by (bank orientation, moral stance, regulation, behavior, and evaluation), as it was applied Research in each of the banks (Iraqi Middle East Investment, United Investment, Business Bay, Al-Mansour Investment Bank, across Iraq for investment), and the questionnaire was adopted as a main tool for data collection from the research sample of (152) who are at a job level (high management Middle management, executive management) and the statistical program ((spss) was used in calculating (arithmetic mean, standard deviation, coefficient of variation, Pearson correlation coefficient, t-test) and the research reached a number of conclusions, the most prominent of which were: -) There is a strong positive correlation between strategic improvisation in general with organizational sustainability and its dimensions).

Key-words: Strategic Improvisation, Organizational Sustainability, Iraqi Private Banks.

1. Introduction

The importance of adopting new, unconventional methods away from routine to achieve the continuity and resilience of banks, including strategic improvisation, which prepares the bank's management to deal with the various emergency scenarios it is exposed to, and that creating a number of ready-made methods to deal with these scenarios is no longer a secondary matter as much as there is an urgent need Therefore, especially in the field of business administration, where the rapid developments in the environment surrounding banks and the trend towards learning and knowledge

create many challenges for banks that have become difficult to survive if they do not have what qualifies them to face these challenges, which requires changing the traditional concepts used and following contemporary concepts that help them survive and succeed. The banks' possession of strategic improvisation enables them to achieve dynamic alignment between their capabilities and resources and the opportunities provided by the external environment and the challenges it poses. Therefore, it requires banks to build systems of strategic vigilance and work to adapt, build and rearrange their resources and build their structures in a way that guarantees them freedom Movement and non-compliance to achieve the maximum possible compatibility with the environment, and thus achieve its desired goals and objectives, and for the purpose of achieving the desired goals, it must be integrated with another variable, which is organizational sustainability in order to be a companion to it in supporting banks, where organizational sustainability is achieved through the hard work of a group of individuals. So that the work of each of them is supportive based on the presence of improvisation, which positively affects the performance of banks, their productivity and organizational sustainability. It is a major and vital requirement to deal with outputs with a high level of accuracy and organization in modern organizations. Given the importance of strategic improvisation in improving the performance of banks and its role in organizational sustainability, Therefore, this research came to shed light on this topic, as its structure consisted of four sections, the first section represented by the methodology of the research, while the second topic represented the theoretical framing of the research, and the third topic included the analysis and discussion of the research results, and the fourth topic included the most important conclusions and recommendations that he reached search.

2. The First Topic: Research Methodology

First: The research problem: the research problem emerged by identifying the extent to which the administrative leaders in the surveyed banks practice strategic improvisation and how to benefit from it in achieving organizational sustainability as one of the basic goals that banks seek to achieve, so the research problem was embodied in the answer to the following:-

1. What is the degree of arrangement of the dimensions of strategic improvisation and organizational sustainability of banks from the point of view of the researched sample?
2. What is the nature of the correlation relationship between strategic improvisation and the dimensions of organizational sustainability from the surveyed banks?

Second: The Importance of Research

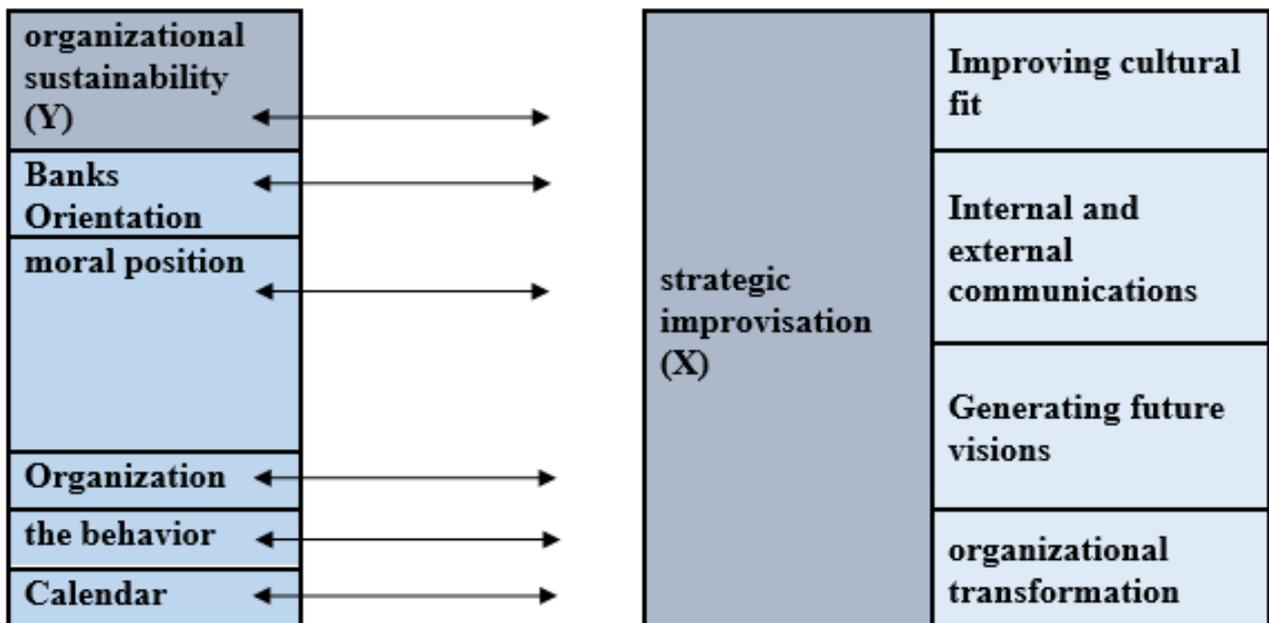
1. The research contributes to enriching the knowledge side with a subject that has been characterized by a lack of studies.
2. It is an attempt to draw the attention of the officials in the surveyed banks to the issue of strategic improvisation, as it has a role in achieving organizational sustainability that they aspire to in the future.
3. The research derives its importance from the importance of the banking sector, because it is one of the important sectors that contribute to the development of the national economy.

Third: Research Objectives

1. Determining the degree of arrangement of the dimensions of both strategic improvisation and organizational sustainability of the banks investigated.
2. A statement of the nature of the relationship between strategic improvisation and the dimensions of organizational sustainability for banks.

Fourth: The hypothetical research scheme: - Figure (1) shows the hypothetical research scheme, which is represented by the two main variables: - The independent variable (X) strategic improvisation, the dependent variable (Y) organizational sustainability.

Figure 1 - Hypothesis Research Scheme



Fifth: Research Hypothesis

Overall, strategic improvisation is not linked with organizational sustainability and its dimensions in a significant way.

Sixth: Research Methodology

The current research relied on the descriptive analytical approach to information as a comprehensive and appropriate approach to studying the phenomenon and showing the relationship between its variables.

Seventh: The Limits of Research

Table 1 - Description of the Research Sample

	the details	Categories	the number	Percentage
1	Gender	Male	60	39.5
		Female	92	60.5
	Total		152	100
2	Age	35<-25	52	34
		45<-35	65	43
		45 year and more	35	23
Total		152	100	
3	Qualification	Diploma	27	17.8
		Bachelor	50	33
		Higher Diploma	35	23
		M.A.	20	13.2
		PhD	10	6.5
Total		152	100	
4	Career Level	senior management	30	19.7
		middle management	72	47.3
		Executive management	50	33
Total		152	100	
5	Number of years of service	Less than10 ⁱ	35	23
		20<-10	40	26.3
		30<-20	57	37.5
		30 and more	20	13.2
Total		152	100	

1. Spatial boundaries: They are represented by the Iraqi private banks located within the geographical area of the Baghdad Governorate, which are the Bank (Iraqi Middle East

Investment, United Investment, Business Bay, Al-Mansour Investment, Trans-Iraq Investment).

2. Human limits: it includes a sample of employees in the banks surveyed who occupy the job levels (higher management, middle management, executive management).
3. Time limits: The research period extends from (20/12/2020) to (25/5/2021) Eighth: - Description of the research sample: The intentional stratified sample of those occupying the functional levels in the surveyed banks, represented by (higher management, middle management, executive management), was adopted, and their number (152) and they constituted (58%) of the total research community, which numbered (263) people and table (1) shows the description of the research sample:

Ninth: The Research Tool

The questionnaire was adopted as a main tool for collecting data from the field side of the research. After the researcher was briefed on the literature related to the subject, she prepared the questionnaire's paragraphs and presented it to a number of arbitrators to get to know their opinions about the validity of the paragraphs. All opinions were taken, as they included (20) paragraphs. Concerning the dimensions of strategic improvisation and (25) items related to the dimensions of organizational sustainability, so the total of the questionnaire items became (45) items, and on the Likert quintuple scale, with a degree (very high, high, medium, low, very low) and weights (1,2,3,4,5) respectively.

Tenth: The Statistical Methods Used

The ready-made statistical program (SPSS) was adopted in calculating (percentages, weighted mean, standard deviation, coefficient of variation, Pearson correlation coefficient, (t) test.

3. The Second Topic: - Theoretical Framing of the Research

First: - Defining strategic improvisation: He defined strategic improvisation with several definitions, including: it is a flexible methodology in planning and solving problems that leaders can use to move quickly when uncertainty and time pressure make the planning process impossible or impossible (**Weldon, 2003:2**), while he defined it. Researchers (**Julienti et al, 2015:89**) as an action taken in real-time situations that includes a large amount of spontaneity and creativity and has the

ability to simultaneously formulate and implement actions when pursuing the strategic activities of the organization.

Second: - Objectives of strategic improvisation for banks: Strategic improvisation seeks to achieve a set of objectives, which are as follows: **(Hadida, 2014:6), (Levelet & Chan, 2015:3), (Bakar, 2015:484), (Al-Shurmani, 2020:421):-**

1. It increases performance
2. It helps managers identify an excellent set of capabilities related to information technology and organizational memory to focus on development in order to seize opportunities and avoid problems.
3. It generates value for the organization in terms of management responsible for change
4. It makes the organization able to adapt to the requirements of the rapidly changing environment.

Finding creative solutions to problems based on the right time

Third: - Characteristics of strategic improvisation: **(Al-Bashaqli and Sultan, 2021: 102)** referred to a number of distinctive characteristics of strategic improvisation, which can be summarized as follows:-

1. Patterns of improvised actions taken by senior management have a potential impact on the entire organization.
2. Improvisation occurs as a result of the lack of time between the sudden event and the need to act on this event, so it requires high speed in dealing with the unexpected.
3. Strategic improvisation includes the pre-existence of a set of resources represented by (ideas, time, resources, mental models of leaders and entrepreneurs, and the social structures of the organization).
4. Strategic improvisation is a rational process that no one can do, as it requires the availability of a set of characteristics for a person who improvises strategically.

Fourth: Dimensions of strategic improvisation: The current research relied on the dimensions identified by **(Antunes, 2018:24)**, which are as follows:-

1. Improving cultural suitability:- It means: the extent to which the organization is able to improve its cultural qualities within the concept of the organization's culture, the ability to spontaneity, the power of relentlessness and innovation in developing values, customs and traditions, adopting success stories and analyzing failure stories **(Falkheimer & Gentzel, 2018: 6)**, and points out **(Al-Abdali, 2010: 54)** to culture is the outcome of recurring social relations between workers, which constitute behavioral patterns of the organizational social

system, and thus contribute to the unity and integration of the organization through the convergence of workers around its various elements, which are represented in values, beliefs, norms, standards and expectations.

2. Internal and external communications:- Communication is used to educate individuals, acquire new experiences, develop their technical skills, and train them administratively to serve the objectives of the organization, as well as playing a role in educating individuals with ideas, values and principles that serve to build the individual on the one hand and achieve the main objectives on the other hand. **(Abdul Majeed, 2020: 32)** and it is known as a means of exchanging ideas, trends and desires among the members of the organization, in order to help linkage and cohesion, as through it the Supreme Leader and his assistants achieve the desired effect in moving the group towards the goal **(Madluli, 2019: 94)**.
3. Generating future visions:- **(Al-Anazi & Al-Saadi, 2007: 88)** defines vision as: a conceptual perceptive power or is the right thought towards something, and from the perspective of organizational content, vision means that mental and intellectual image of the future of the organization, as the vision of the organization is represented in the image The mental state of success in achieving its strategic mission and the future vision is a vision of the future of the organization and what it aspires to be, and it is usually included in the mission of the organization **(Nasser, 2013: 16)**.
4. Organizational transformation: It is a modern expansion and extension of organizational development, which aims to bring about an important and tangible change in the organization's structure, operations, culture, and orientations in the work environment through the application of behavioral science practices and theories for the purpose of making a wide impact on models and in radical and fundamental ways and creating Changes in management philosophy.

(French et al, 2000: 7). Organizational transformation is also defined as a vision-driven activity that requires defining the general future direction of the organization to bridge the gap between the current state and the critical path of the organization's transformation **(Miles, 1997: 5-9)**.

Fifth: Defining organizational sustainability:- There are many definitions that describe organizational sustainability. He defined it **(Khalil, 2017: 78)** as: building organizational capabilities and basic competencies, allowing the organization to coordinate highly to use the resources available to it that contribute to creating distinguished and high-performance results And superior to competitors on a continuous basis, and defined **(AL-Kasasbeh, 2015: 98)** as: a set of goals, programs and practical policies whose success requires finding consensus between several trends, the most

important of which are economic, social, organizational and environmental in a way that ensures the achievement and continuity of satisfaction of human needs.

Sixth: Organizational Sustainability Objectives: (Jones, 2007:37) identified organizational sustainability objectives as follows:-

1. Achieving financial sufficiency, continuous stability and financial solvency are important in the freedom of organizations to continue their social mission.
2. Directing social capital through participation in the community and benefiting from its support.
3. The formation of a solid reputation for the organization is increasingly.
4. support relational capital by providing information and opportunities for cooperation.

Seventh: Dimensions of organizational sustainability: The current research focused on the dimensions of organizational sustainability identified by (Esteves et al 2012:602) and as follows:-

1. Orientation of banks: it means the ability of organizations to envision the future and find the best way to reach that future and the ability to innovate strategically to facilitate the new business concept, which forced the management to consider it in a permanent way, which is represented in defining the business strategy, setting strategic goals, expanding the scope of service provision, adopting the needs of the community and working on Reduce internal costs Ethical Attitude: The ethical position relates to managing the ethical values that will give organizations credibility and respect, and working reliably to induce good attitudes and critical behaviors that will help reach high performance results, based on trust and new ideas in order to ensure their share in a just society and economy. Balanced and includes ethical principles and organizational principles principles of social responsibility, professional principles and professional code of conduct. (Landrum&Edwards,2009:97)
2. Organizing: It is one of the basic administrative activities that provide the organization with contexts to deal with many different organizations and information systems to support goals in different contexts with the alignment between strategies, organizational dimensions and responsibilities associated with management activities and the activities of the organization, “information systems, organizational communications, functional plans of the organization and operating standards.” The organizational structure, planning activities and the optimal distribution of resources. Thu,2010:25).
3. Behavior: It means those behaviors that organizations follow as a general rule, such as following strict quality standards in accordance with the patterns of efficiency and effectiveness, and considering quality as a tool to control organizational performance to

reach sustainability through the level of efficiency (use of resources), the level of effectiveness (achievement of goals), Analysis of customer and employee satisfaction, internal audit, handling of internal defects and complaints for the purpose of reaching the desired goals (Alexandra, 2012:42).

4. Evaluation: It means the implementation of procedures for analyzing organizational performance in accordance with the options and special strategic objectives, which provides the opportunity for quick and easy access to a large and accurate set of information for the purpose of mobilizing capabilities and resources to address critical problems and opportunities. According to the results and the necessary strategic assessment procedures to correct deviations (Susaune, 2011:121).

4. The Third Topic: Analysis and Discussion of the Research Results

First: Analysis of the research results for the strategic improvisation variable: The results of Table (2) refer to the arithmetic averages, standard deviations, coefficient of variation and arrangement of the dimensions of strategic improvisation. The total arithmetic mean for this variable reached (3.50), which is a value greater than the hypothetical mean value of (3) over an area The measurement lies within the range (3.40-4.19), which gives an indication of the high degree of response shown by the respondents towards all dimensions of this variable, and the total standard deviation value of it is (0.484), which shows the extent of agreement of the researched sample and the lack of dispersion in its answers.

For the purpose of showing which of the dimensions of strategic improvisation is more important than others, the coefficient of variation was used depending on the arithmetic mean and the standard deviation. The internal and external communication dimension has achieved importance in the first place, according to the respondents' opinion, because the value of its coefficient of variation is smaller than the value of the other dimensions, which is (12.32) , It also ranked after improving cultural suitability in the second rank with a coefficient of variation that reached (23.37), then it came after the organizational transformation in the third rank with a coefficient of variation (24.31), while it came after generating future visions in the fourth and final rank with a coefficient of variation that reached (24.77), noting that there is a convergence Significant differences in transactions between dimensions, except for the dimension (internal and external communications), and this indicates the need for the administrations in the surveyed banks to pay great attention to dimensions and develop them towards optimization, especially after (generation of future visions) more in the future.

Table 2 - Ranking of Importance for the Dimensions of Strategic Improvisation According to the Coefficient of Variation

Dimensions of strategic improvisation	Variation coefficient	standard deviation	Arithmetic mean	sequencing
Improving cultural fit	23.37	0.813	3.48	The second
Internal and external communication	12.32	0.458	3.72	the first
Generating future visions	24.77	0.914	3.69	the fourth
organizational transformation	24.31	0.756	3.11	the third
Total	13.83	0.484	3.50	

Second: Analysis of the research results for the organizational sustainability variable: The results of Table (3) refer to the arithmetic averages, standard deviations, coefficient of variation and order of the dimensions of the organizational sustainability variable. The total arithmetic mean for this variable was (3.81), which is a value greater than the hypothetical mean value of (3) on The measurement area is within the range (3.40-4.19), which gives an indication of the high degree of response shown by the respondents towards all dimensions of this variable, and the total standard deviation value of it is (0.534), which shows the extent of agreement of the researched sample and the lack of dispersion in its answers.

For the purpose of clarifying which dimension of organizational sustainability is more important than others, the coefficient of variation was used depending on the arithmetic mean and standard deviation. The bank ranked second after the bank with a coefficient of variation that amounted to (14.92), and then it came after the organization in the third rank with a coefficient of variation (18.98), while it came after the evaluation in the fourth rank with a coefficient of variation that amounted to (20.45), and after the behavior came the fifth and last rank with a coefficient of variation (24.65) Note that there is a disparity between the coefficients of difference for all dimensions, so the surveyed bank administrations must pay more attention to all dimensions in the future in general, especially my dimension (evaluation, behavior).

Table 3 - Ranking the Importance of the Dimensions of Organizational Sustainability According to the Coefficient of Variation

Dimensions of organizational sustainability	Variation coefficient	standard deviation	Arithmetic mean	Sequencing
Banks Orientation	14.92	0.564	3.78	The second
moral position	11.78	0.498	4.23	the first
Organization	18.98	0.744	3.92	the third
the behavior	24.65	0.806	3.27	Fifth
Calendar	20.45	0.787	3.85	the fourth
	14.02	0.534	3.81	Total

Third: Test the Correlation Hypothesis

To test the validity of the research hypothesis, which states (strategic improvisation in general is not significantly associated with organizational sustainability and its dimensions) the results of Table (4) present the relationship between the investigated variables as follows:-

independent variable		Banks Orientation	moral position	Organization	the behavior	Calendar	organizational sustainability	Relations
strategic improvisation	R	**0.235	*0.195	**0.466	**0.526	**0.418	**0.497	6
	P	**0.004	0.016	0.000	0.000	0.000	0.000	
	T	2.897	2.404	5.745	6.485	5.153	6.128	100%

Tabular (T) value at a significant level (0.05) = 1.960

It is clear from the results of Table (4) that there is a positive direct correlation from weak to strong for total strategic improvisation with organizational sustainability and its dimensions and at a rate of (100%) of the relationships. The strongest of these relationships was with behavior and the correlation coefficient between them reached (0.526), and with organizational sustainability in general (0.497), while the correlation coefficient between strategic improvisation and organization was (0.466), and with evaluation it reached (0.418), and with the orientation of banks, the correlation coefficient was (0.235), and with the moral stance it was (0.195), and these results confirm that all transactions The previous correlation indicates that any increase of interest by the surveyed banks in strategic improvisation in general, they will automatically be interested in organizational sustainability and its dimensions as much as the correlation coefficient between them and vice versa, as it is the value of t calculated with the total organizational sustainability and its dimensions of (2.897, 2.404, 5.745, 6.485 , 5.153, 6.128) is greater than its tabular counterpart amounting to (1.960), and this result confirms the rejection of the null hypothesis and the acceptance of the alternative hypothesis of the research (strategic improvisation is generally associated with organizational sustainability and its dimensions significantly Oh).

5. Conclusions

There is agreement by the respondents to a high degree about the paragraphs of each of the two variables (strategic improvisation, organizational sustainability).

1. Showing the interest of private commercial banks in improvisation, the arrangement of its dimensions was descending and proxy (internal and external communications, improving cultural fit, organizational transformation, generating future visions).
2. The private commercial banks were keen to improve the level of their organizational sustainability, and the order of its dimensions was as follows (the ethical position, the banks' orientation, regulation, evaluation, behavior).
3. The results showed a strong positive correlation between strategic improvisation and dimensions of organizational sustainability.
4. The interest of private commercial banks in organizational sustainability has been proven, and they have proceeded to improve it through strategic improvisation, as it has directed the generation of future visions and internal and external communications to raise the level of overall organizational sustainability and regulation of banks, as well as their singular reliance on generating the future vision in improving the level of orientation of banks and the ethical position behavior and evaluation, in the absence of other dimensions of strategic improvisation.

6. Recommendations

Private commercial banks should search for opportunities and collect various data and information in a way that expands their strategic perceptions in order to formulate a future vision that improves the level of their strategic improvisation.

1. The necessity of resorting to finding tangible and clear changes in the banks' structures, leading to the improved organizational transformation of strategic improvisation. The current level of behavior of private commercial banks should be improved by adhering to the ethics and rules of professional conduct, in a way that contributes to raising the level of organizational sustainability.
2. The research recommends additional attention to forecasting and charting future paths, in the strategic direction of the bank to expand its services and improve the level of organizational sustainability by reducing the costs of internal banking operations, considering it a major goal that increases its competitive strength.
3. Resorting to conducting banking performance analysis, reviewing work methods and identifying deviations to address problems immediately through evaluation.

4. The research recommends that private commercial banks pay attention to organizational sustainability, and work to improve it through better employment of strategic improvisation.
5. The need for private commercial banks to pay attention to organizational sustainability and work to improve it through better employment of strategic improvisation.

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