

**INTEGRATING KAIZEN AND DESIGN THINKING INTO TACTICAL
MANAGEMENT USING OKRs: FROM PROBLEM IDENTIFICATION TO
EXECUTION IN A FINANCIAL SERVICES COMPANY**

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Abstract

This study aims to propose an integrated conceptual framework that combines Design Thinking, the Kaizen method, and the Objectives and Key Results (OKR) model to support tactical management in a financial services company. The research is qualitative, applied in nature, and exploratory in character, and was conducted through a systematic literature review and content analysis based on Flick (2009). The data collection covered the period from 2014 to 2026 using the ScienceDirect, Emerald, and Scopus databases, resulting in the analysis of 18 articles. The findings indicate that the effectiveness of tactical management depends not only on the definition of objectives but also on the ability to structure relevant problems, align strategic direction, and sustain execution over time. In this context, Design Thinking contributes to problem understanding and definition, OKR functions as a mechanism for direction-setting and prioritization, and Kaizen supports execution through continuous improvement. As its main contribution, this study proposes a framework that integrates these approaches, promoting greater alignment between strategy and operations while strengthening value creation in complex and regulated organizational environments. The relevance of this study lies in addressing a practical and theoretical gap concerning corporate methodological fragmentation by offering an ambidextrous governance model capable of reconciling operational agility and regulatory compliance in the dynamic financial sector.

Keywords: design thinking; OKR; Kaizen; tactical management; continuous improvement.