CORE CULTURAL VALUES, STAKEHOLDER EXPECTATIONS AND CORPORATE PERFORMANCE: A STRATEGIC APPROACH TO INNOVATION IN ACCOMPLISHING ORGANIZATIONAL GOALS

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ABSTRACT
In an attempt to seek ways of accomplishing goals, organizations now embark on many options. The objective of this paper therefore is to determine and examine those options or variables that contribute and influence the accomplishment of corporate goals using culture, stakeholder and corporate goals as variables. To achieve this objective, the paper presents a theoretical exposition of core cultural values, stakeholder expectations, corporate performance and a strategic approach to innovations as some of the options in accomplishing organizational goals based on various studies as theorized by Curtice (2006), Hille & Jones (1998) and Fry et al (1998). The review of these works indicates that core cultural values do influence the behaviour of stakeholders (primary and secondary), while strategic innovations is regarded as a vital approach for organizational growth, success and so on. The paper further recommends among others that organizations should formulate policies that would enhance core cultural value, recognize and balance stakeholder expectations, a careful measurement of employee and organizational performance and so on. The major contribution of the paper is that core cultural values, stakeholder expectations, corporate performance measurement and a strategic approach to innovation are new trends that can influence the achievement of organizational goals.

Keywords: Core cultural values, stakeholder, corporate performance, strategic innovation, and organizational goals.

INTRODUCTION
Over the years, managers have been seeking new ways to effectively accomplish their organization’s goals and to take a competitive advantage over competitors especially in a globalized world. A paper to determine and measure the extent to which this is accomplished affords a strong potential for identifying strategic innovation variables that would advance this inquiry. Some of the variables that can be used to promote this cause are values, stakeholder expectations and corporate performance. The application of these variables to organizations across the boundaries of many successful organizations of all types and the movement towards goal accomplishment using strategic approaches to innovation appears to increase day by day.

Writing on the importance of core cultural value., for instance, Gross (1987) emphasized that “to convert a belief into an attitude, a value ingredient is needed which by definition, is an individual’s sense of what is desirable, good, valuable, worth-while and so on. To McShane & Glinow (2000) core values are stable, long-lasting beliefs about what is important to the individual. Core cultural values therefore reflect someone’s original values. Curtice (2006) aptly believes that ‘measuring how the expectations of stakeholders are met yield a more balanced and holistic picture of performance that can provide critical insight and guidance for action. While Armstrong & Baron (1998) emphasized that corporate performance management is strategic in the sense that it is concerned with the broader issues facing the business if it is to function effectively in its environment and with the general direction in which it intends to go to achieve long-term goals. As Palmer & Caplan (www.innovation-point.com) suggested, strategic innovation is not characterized by mundane, or incremental product extensions... it spans a journey of inquiry and activity that leads to business impact and goal accomplishment in dynamic and competitive organizations.

Paper objective
Based on the preceding, the objective of the paper therefore is to give a theoretical exposition on how to determine the impact of core cultural values, stakeholder expectations and corporate performance as an innovative strategic in accomplishing organizational goal especially in a competitive global business environment. The lack of these variables may hinder many organizations from being innovative and thus unable to accomplish their set goals.
Literature review
The review of literature for this paper is based on the following variables: core cultural values, stakeholder expectations, corporate performance, strategic innovation, and organizational goals.

Core cultural values
Rokeach (1973) defined values as beliefs about personally or socially preferred motives of conduct or end states of existence. Values are one’s principles of standards, one’s judgment of what is valuable or important in life. Values therefore determine the behavior or action of the individual in an organization or society. They are in the words of Mullins (2003:326) “what should be and what is not desirable”. Armstrong (2003) further states that values refer to what is believed to be important about how people and the organization behave. Values and norms (the unwritten rules of behaviour), are the basis of culture and are formed in four ways: culture is formed by managers in the organization, culture is formed around critical incidents (important events from which lessons are learnt about desirable or undesirable behaviour, culture is developed from the need to maintain effective working relationship among organization members and this establishes values and expectations and culture is influenced by the organization’s environment (especially the external environment) Schein, (1984) and Furnham & Gunter (1993). Core values are therefore specific beliefs that a business makes part of its operating typically cover honesty, respect, trust, and the overall moral tone of the business. Most organizations provide employees with core values which they call for operating principles. In most cases, the principle of integrity extols employees to operate at all times in an ethical and moral manner. Boeing and Kellogg corporations, for example, have integrity statements based on the following promising values as identified by Jones & Kahaner (1995).
- Treating each other with respect
- Dealing fairly in all relationships
- Honouring communication and obligations
- Taking responsibility for our actions
- Delivering safe and reliable products of the highest quality
- Providing equal opportunity to all
- Complying with all laws and regulations
- Engaging in fair and honest business practice etc.

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Specifically, values can be expressed implicitly in the following areas:
- Performance
- Competence
- Competitiveness
- Innovation
- Quality
- Customer service
- Teamwork
- Care and consideration for people.

All the variables as mentioned above favour what is known as organizational (business) culture: a set of unwritten values and beliefs about what is proper, right, and appropriate in the organization. These beliefs and core values are generally well known and accepted by all the stakeholders. Core culture value develops slowly over time. It does not spring into existence full-grown because managers dictate it. In order to nurture core cultural values, managers must establish clear moral values for the organization, model the desired ethical standards and behaviour and finally support and reinforce employees for adhering to core ethical values.

Organizational stakeholder expectations
Curtice (2006) defines a stakeholder as an individual or group that can heavily influence the performance of the organization that is, whose support the organization needs if it is to be successful. Organizations do not operate in a vacuum so they say. Every decision that managers make and every action that an organization takes affects those around it. In a similar way, the organization is affected by those who have contact with it. Some of these interactions, according to Fry et al (1998) are exciting troublesome, controllable/uncontrollable, limited in impacts and may have significant long run effects. In other words, a
stakeholder is a person or group that has some claim or expectation of how an organization should operate. The model for a successful organization shows how important stakeholders are.

*Classification of stakeholders:* There seems to be as many classifications of stakeholders as there are organizations. Duggan (2012) for this paper, Fry et al. classification is useful. They classify organizational stakeholders into primary stakeholder and secondary stakeholders.

**Primary stakeholders:** Are those stakeholders whom an organization affects and interact with most directly. They are:
- The owners of the organization,
- The organization's customers,
- Employees

They are generally referred to as the “Big Three.” For most business organizations, these three are by far the most important and the scope of the performance measurement is usually focused on them.

**Secondary stakeholders:** They are those whom the business affects in an indirect or limited way. Those include the following:
- Suppliers
- Government
- Regulatory authorities
- Unions
- Former employees
- Creditors
- The community
- Research institutions
- Health agencies
- Environment
- Industry in which the business operates
- Non-governmental organizations
- Special interest group
- Other businesses
- Disabled (physically challenged) people
- Widows (and widowers)
- The media
- Political parties
- Society in general.

Although the organization may not have direct contact with secondary stakeholders on a day-to-day basis, managers must recognize the importance of those stakeholders and their expectations.

*Stakeholder expectation/responsibilities:* As earlier noted, recognizing the interactions or links between organization and its stakeholders is critical to understanding how the organization (business) and stakeholders interact and affect each other is a unique characteristics of a free market economy. In a command (planned) economy, only one stakeholder group — the government dictates how a business operates. The government further decides production quantity, quality and prices. In a free market economy however, the picture is dramatically different. For example, owners (investors) provide capital; customers influence the volume, quality, models, colours and options that are produced, and competitors influence prices, designs and distribution. Government is involved in product, employees and environment safety, unions affect salaries, wages and working conditions, suppliers affect costs (and prices in turn). All these stakeholders interact to comprise what is known as the free market business system. A defect in the system affects all primary stakeholder and to varying degrees, the secondary stakeholders too.

Stakeholders provide organizations with the capacity to operate. Customers make the purchase that enables the business organization to generate revenue necessary for survival. Employees are the resources necessary to produce products and provide services with quality and efficiency. Communities provide the conducive atmosphere and facilities that help the business attract talented people and keep them happy.

But each of these stakeholders has certain expectations of the business organization. They realize that the organization, to some degree, depends on them to innovate and accomplish goals, so they find it reasonable to place certain expectations (demands or claims) on the organization. For this paper, the expectations of the "Big Three," for example, are hereby summarized as posited by Curtice (2006) and Fry et al (1998).
Owner's expectations
- Return on investment
- Liquidity of investment
- Organizational stability
- Desired attention
- Organizational success
- Goal accomplishment

Customer's expectations
- Quality of product
- Quality of services
- Choice
- Communication
- Safety
- Respect

Employee's expectations
- Fair compensation
- Conducive and safe work conditions
- Pleasant work environment
- Procedural justice
- Career development
- Stability of tenure
- Harmonious relationships.

Furthermore, suppliers expect good business relations, fair price for raw materials (goods) and on-time payment, while the communities expect business support in form of social responsibility programmes and so on.

Stakeholders should be clearly defined especially if there is any potential question of who is included in each group. Organizational managers must have a balanced approach to these expectations. The imposition of the balance approach is that the organization cannot satisfy one stakeholder at the expense of another. For example, customers are very important, but in the long run if an organization's employees are disgruntled, they will not provide the levels of services necessary to satisfy the customers. In the same manner, reducing the levels of services may not be sustainable from the owner's viewpoint. There must be a balanced approach to satisfy these expectations.

The organization must recognize its responsibility to address stakeholder expectations. This involves looking at what Fry et al referred to as “Capacity-stakeholder expectations—business responsibility” framework and trying to determine the best to make it all fit together in order to achieve an effective organizational (corporate) performance.

Organizational (corporate) performance
As earlier stated, the continued search and quest for competitive advantage has prompted organizations to look out for the next “big thing”; application, service, business methodology, or unique way of using technology that will catapult them ahead of their competitors and obtain increased profit as reward. This area welcomes another business innovation: the management of organizational performance or Corporate Performance Management (CPM). According to Geishecker & Rayner (2001) and Waal (2002), CPM is used to describe the methodologies, metrics, processes and systems used to monitor and manage the organization to achieve and describe the performance of the organization. CPM adds value to the organization by focusing on how an organization develops performance. CPM therefore is about the execution of the strategic plan. It takes the holistic approach to the implementation and monitoring of strategy. A CPM system enables a closed-loop process that starts with the understanding where the organization is today, where it wants to go, what targets should be set and how resources should be allocated to achieve those targets.

Organizational performance must also be measured. In the words of Cullen (2005), “Performance measurement is an essential management tool that may be implemented in a variety of ways. Measurement of performance is essential. Managers spend the bulk of their time to make sure that those strategies and decisions are carried out. It is important to also spend time studying performance in order to check the
progress of the organization. Performance must be compared with organizational goals and relevant indicators of success. Only when the performance is carefully measured will managers know whether or not corrective action should be taken. In measuring performance, the following caveats must be considered:

**Interrelatedness of measurements:** Managers do not measure performance in unrelated assessments. How well a business does in one instance affects how well it does in others. For example, innovation and creativity are important not only because they result in new products or services for customers, but also because employees may be happier and more challenged, and owners may ultimately be wealthier. This calls for an integrated assessment that is, the simultaneous measurement of variables in different parts of an organization.

**Effectiveness and Efficiency:** Effectiveness is the measure of the degree to which an organization achieves its goals, financial, customer, employee performance, quality, innovation or any other outcome that the organization deems critical. The most important thing is that an organization is effective if it accomplishes its goals. Efficiency, on the other hand, is a measure of the relationship between inputs and outputs. When an organization commits less human, material, financial, information and other resources, it becomes more efficient in accomplishing goals. Improved efficiency saves the business money and conserves its resources. Today’s organizations are increasingly concerned with finding ways to enhance their efficiency. Efficiency is measured by calculating the ratio of outputs to inputs in terms of sales per person, cost per unit, sales per advertising Naira, and so on. Both efficiency and effectiveness are important, and up to a point they are related. The more efficient a business becomes, the more it eliminates waste, and the more effective it is. The quest for efficiency may adversely affect the quest for effectiveness. This is especially so when an organization strips resources so much that it reduces its ability to perform.

**Process and Results:** In this case, profit is regarded as a very important result, just as defects are also a result. Employee turnover is a result. These results are important and must be measured. It is equally important to measure processes. Teamwork, for example, is a process. Developing new ways to satisfy customers is a process. Reducing the time it takes to develop new products is a process. While managers must measure results, they must also pay attention to processes too.

**Dynamic versus static measures:** Dynamic measurements are measures that include ‘some time’ elements, often comparing results in different time periods. When comparison is made of periodic measures which eventually become dynamic in nature; historical trends are considered for future projection. Static measures relate to variables like the organization’s balance sheet at the end of the year indicating how much the organization’s financial health position, financial ratios, payroll, benefits paid, number of days lost to accidents and number of customer complaints and so on.

**Fostering communication:** Effective measurement requires information from various sources throughout the organization. The results of measurement should be communicated back throughout the organization. Disseminating results to the lowest ranks will help motivate and focus employees. Thus the measurement process becomes an integrating device that links units together and fosters communication among them. Communication thus becomes essential throughout the entire process of measuring performance and making changes.

Generally speaking, indices to measure organizational performance based on the above caveats may include the following:

- Increase profitability
- Cash flow
- Net worth
- Meeting customer needs (satisfaction)
- Gap analysis
- Product quality (reliability, durability, ease of maintenance, and ease of use)
- Service quality (knowledgeable staff, responsiveness, and empathy)
- Type of management style
- Timeliness
- Wider market share
- Strategic planning
Effective organizational culture
- Reporting system
- Budget execution
- Corporate social responsibility
- Employee retention
- Human resource utilization
- Adaptability
- Organizational learning
- Risk management

Strategic innovation

Drucker (1988) once stated that innovation is the specific instrument of entrepreneurship. It is the act that endows resources with a new capacity to create wealth, while Schermerhorn Jr. (1984) says, a strategy is a comprehensive plan or action orientation that sets critical direction and guides the allocation of resources for an organization. It is the focus for action that represents a "best guess" regarding what must be done to ensure long-term prosperity or the organization or one of its sub units. Hills & Jones (1998) regard a strategy as a specific pattern of decisions and actions that managers take to achieve an organization’s goals. Most organizations’ overriding goal is to achieve superior performance. Thus a strategy becomes a specific pattern of decisions and actions that managers take to achieve superior organizational performance. In a competitive environment, organization must continually try to develop ways to compete more effectively. Businesses try to develop ways to edge over the competition. The search for strategies for business innovation and success is one of the most interesting research areas of an organization.

A strategic innovation, according to Palmer & Kaplan therefore is the creation of growth strategies, new product categories, services or business models that bring about change and generate significant new value for consumers and the organization. A strategic innovation requires a framework that:

- Consists of a cohesive set of practices that inspire imaginative teams to look beyond the obvious to explore a broad range of possibilities, identify significant opportunities, make informed decisions about the most promising paths to pursue, create a shared vision for growth, define pragmatic action plans that “bridge from the future back to the present”, and align the organization around the requirements for success.

A strategic innovation takes the road less traveled and challenges an organization to look beyond its established business boundaries and mental models and to participate in an open-minded, creative exploration for the realm of possibilities. A strategic innovation calls for holistic approach that operates on multiple levels. An innovation becomes “strategic” when it is an intentional, repeatable process that creates a significant difference in the value delivered to consumers, customers, partners and the organization.

Dimensions of strategic innovation: A strategic innovation framework encompasses some dimensions that produce a portfolio of outcomes that drive growth. These dimensions are summarized as:

- A managed innovation process: This facilitates the interplay between external perspectives and an organization’s internal capabilities making it possible to inspire the corporate imagination to explore a diverse array of new possibilities. This process covers the sequence of activities from the beginning of an initiative through implementation. It combines both traditional and non-traditional elements and include consumer, market trend and competitive analysis. This dimension is inspirational for breakthrough growth. It is Marwick entrepreneurial and rooted in a provocative, “all things possible” perspective that demands radical rethinking, challenges the status quo and calls for brain thinking from the organizational key stakeholders. This dimension is divided into broad modes of thinking: divergent and convergent thinking.

- Strategic alignment: This dimension calls for building support. It is a process of engaging the senior leadership team and a broad cross-section of the organization and key external stakeholders in the development of a shared vision and the path forward. Innovation initiatives often fail because the outcomes are “not invented here” so to say solutions are imposed by senior management, pushed through by individuals with loud voices, seniority or political influence, or developed outside the organization in some sort of consultant think-tank and handed down for implementation. After a final presentation, active participation in the innovation process builds “strategic alignment” among stakeholders both
primary and secondary. This alignment galvanizes the organization, creates ownership, enthusiasm and commitment, accelerating funding decisions and building a strong foundation for successful implementation. Strategic alignment is further subdivided into internal alignment (assembling an internal team) and external alignment (getting insights from a pattern of organizations by making them part of the co-creation process—a core external team). Thus the participants in the strategic innovation process encompass all the stakeholders.

- **Industry foresight.** This process involves an understanding of emerging trends in the industry. Industry foresight is a “top down” approach that explores the driver’s trends and so on within one or more industries. While managers are busy managing and chief executives busy executing, no one is busy “envisioning” to be aware of the conditions and dangers that lie ahead. A visionary organization therefore establishes a process for monitoring the complex interplay of key trends that may potentially impact their business. It requires looking at the forces of deregulation, industry convergence, and emerging markets and exploring the intersections of social, demographic, technical, environmental, political, competitive, and other trends that potential “white space” opportunities are revealed. Monitoring emerging trends enables an organization both to avert threat to the existing business and to identify potential market opportunities that may arise when industry trends converge. Forward-looking organizations have a curiosity and a thirst to engage with fresh perspectives from the outside. They adversely seek out opportunities to stretch their thinking and to move beyond their own set of inbuilt experiences, beliefs and “blind spots”. This is central to the strategic innovation approach. Thus organizations must look beyond the obvious rethinking about “adjacent worlds.”

- **Consumer/customer insight.** Under this dimension, consumer and customer needs are understood and articulated. Most organizations would like to see themselves as consumer-driven and aspire to create products, services and solutions that are grounded in consumer needs. However, these organizations may have scant understanding of consumer’s deep-seated behaviours, perceptions and needs. Organizations should therefore be conscious in taken a more consumer/customer-inspired approach to qualitative, bottom-up approach that leverages insights into the behaviours/perceptions and needs of both current and potential consumers/customers by involving them as true partners in the innovation process. This may also involve imaginative way. The “voice of the consumer” as king (Queen) has become a standard part of the toolkit of marketers, researchers and practitioners across most industries.

- **Core technology and competencies.** The dimension involves leveraging and extending corporate assets. The possession of deep insight into consumer/customer needs and future trends, transforming ideas into actions is an uphill task unless there is a keen sense of the organizational inherent strengths and ability to leverage its scarce assets. A solid understanding of an organization’s core technologies and competencies provides a filter against which imaginative ideas can be assessed and shaped into practical investment-worthy opportunities. In addition to considering an organization’s technologies, other capabilities are also integral to organization goal accomplishment and success. Such core competencies may include intellectual property, patents, unique relationships with suppliers and partners, brand equity, speed and operational agility or unique business practices. In order to be viable, therefore, any innovation must possess a tight link to core competencies including opportunities to be pursued like partnering, outsourcing or acquiring new technologies and competencies.

- **Organizational readiness.** The dimension requires assessing the ability to take action. Organizational readiness is the organization’s ability to act upon and implement innovative ideas and strategies, and to successfully come up to grips with the operational, political, cultural and financial demands that will follow. Organizational readiness is assessed on the following variables: cultural readiness (mindset, and norms that allow individuals and teams to think imaginatively, to take prudent risks, and to seek out, create and introduce innovative solutions); process readiness (the general business processes and practices that enable functional groups to operate effectively and collaborate towards a common goal and a set of methodologies and tools designed to drive innovation) and structural readiness: (the organizational structures and technologies that support innovation as well as levels of flexibility to assign available and qualified staff to high priority projects).

- **Disciplined implementation.** This dimension emphasizes managing the part from inspiration to business impact. That is, the challenge to successfully implement a strategic thinking in a way that creates meaningful business results. For example, generating a new idea may be simple; the hard aspect is the execution of the idea, where the innovation efforts may frequently fail. In strategic innovation, the term “implementation” includes a broad act of activities that call for support and
Organizational (corporate) goals

Goals are statement of what the organization or sub unit of the organization wishes to do; goals are towards which effort is directed. They are usually a reflection of an organizational or sub unit problem or of a desire to capture an opportunity to improve, (innovate or advance) the organization. As goals are accomplished, they are replaced by new statements of what needs to be done to increase the organization’s overall effectiveness.

Goals spell out what an organization is committed to achieving, usually expressed in future. To Simon (1964) goals are value premises which serve as inputs to decision. Goals are results to be attained, and this indicates the direction in which decisions and actions should be aimed. Recent studies indicate that organizations that more closely aligned goals across their organization and embark on knowledge management efforts enjoy much higher levels of financial success. Another study found out that employees in the weakest performing organizations did not clearly understand the connection between their efforts goals, and overall objectives of their employees. These findings underscore the critical importance of effectively setting and closely aligning employees and business goals to drive the success of the company.

To be effective, goals must serve both the needs of the organization and those of the employees. Goal sharing too helps the organization and its departments find ways to support each other as well as identify areas where they may be inadvertently working against each other. This involves openers in managing knowledge. Managers must communicate to employees not only what is expected of them, but also how each task is to be completed. To be more effective, goals must pass the limus S.M.A.R.T test and be specific, measurable, attainable, relevant and timely. This provides clarity up front to employees who will ultimately be evaluated against these goals. S.M.A.R.T goals have been found to be a very effective method of motivating employees to perform at peak levels in line with competitive strategy, and organizational learning. To qualify as S.M.A.R.T, a goal must be:

- **Specific**: Let employee know exactly what’s expected of them. Specific goals attempt to answer the following questions: who is responsible? When must this be done? What is accomplished? Which requirements/constraints are involved? Where is this to be completed? Why is this important or beneficial?
- **Measurable**: Specific criteria for measuring progress against those goals. This provides employees a way to stay on track, aim at target and reach milestones which will serve the ongoing motivation.
- **Attainable**: Setting ambitious, yet realistic goals to inspire employees to fully leverage their talents and all available opportunities in order to achieve them.
- **Relevant**: Employees must be able to see how a specific goal is relevant to them and the work they perform daily. Relevant goals help employees better understand their connection to the organization’s objectives and strategic importance of their personal goals.
- **Timely**: Goals must be structured around a specific time frame to provide a sense of urgency. Corporate goals may be set on increase profitability, increase market share, expanding current product lines, improving employee retention rates and so on.

Setting organizational goals is important in the sense that it will greatly increase the likelihood of organizational effectiveness. This means that simply doing it will be beneficial to the organization. The absence of goal will likely result in lower organization performance; goals also enable managers to see the achievement between targeted and actual performance. Without the reference point of goals, one cannot so readily see and experience the achievement, the target and actual gap closing also enables more specific feedback and tracking; Locke (1984), Locke & Byran (1969), and Nash (1983, 1985).

**METHODOLOGY AND APPROACH**

To accomplish the objective of this paper, the author reviews literature relating to core cultural values, shareholder expectations, corporate performance management, and strategic innovation to highlight the
importance and the relationship that exists between these variables as they affect organizational goal setting and accomplishment. The paper draws largely from the works of Curtice (2006), Gelshecker & Rayner (2001) Locke & Latham (1990) and Hills & Jones (1998) for findings and recommendations.

FINDINGS
From the review of literature, the paper revealed that:
- Core cultural values influence stakeholders in any organization
- Stakeholders (primary and secondary) have expectations which the organization has the responsibility to fulfill.
- Strategic innovation, as a new trend, is vital for organizational growth and success.
- Clear goal setting enables the organization and its sub units to be more effective.

CONCLUSION
Since organizational managers and leaders are constantly seeking newer and better ways to manage their organizations more effectively, a paper highlighting some of these approaches becomes imperative. The paper emphasized that core cultural values, stakeholders expectations and corporate performance and strategic innovation may jointly determine organizational goals and foster competitive advantage. Strategic thinking especially plays a dominant role in corporate goal accomplishment. It is in line with this that Tzu (1973) once remarked that: “all men can see the tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved”.

RECOMMENDATIONS
Based on the review of literature and findings, the following recommendations are made:
- Organizations should formulate policies that would enhance core cultural values that express employee integrity; treating each other with respect, providing equal opportunity to all and so on.
- Managers should recognize and balance stakeholder expectations and take not of some emerging stakeholders like the widows and the physically challenged.
- Employee performance should be carefully measured based on appropriate criteria and organizational approved variables and devoid of certain caveats such as unrelated assessments, process results, communication and so on.
- Innovations should be introduced and determined strategically and gain the support of management. A framework for strategic innovation should be worked out to encompass portfolio of outcomes that drive growth in the organization. To accomplish this, managers must be explored a broad range of possibilities and make informed decisions so as to “bridge from the future to the present” to align the organization for success.
- Organizational and sub-unit goals should be set “SMARTly”. This would enable employees too to set their personal objectives and accomplish organizational goals more effectively and efficiently.

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