

# Organizational Renovation as Competitive Strategic Approach

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**Abstract** The organizations, that are decisive for attaining market share, adopt renovation techniques, by implementing marketing strategies such as competition for lower price, promotion, confrontation with channels of distribution or simulation of competitors' acts and products. Competitive renovation is a response to opportunities, whereas competitive aggressiveness is a reaction to threats. This paper focuses on organizational renovation by competitive strategic approach implemented in high-performance organizations. It is argued that organizational empowerment has resulted in rapid diffusion of high performance practices Strategic approach especially those organizations functioning in the international area. The form and renovation of an organization's Competitive strategic approach can affect employee motivation levels in several ways. Organizations can adopt various strategic approach practices to enhance employee satisfaction. Recognizing the importance of strategic approach in achieving flexibility in an international context expands the types of research questions related to the role of strategic approach functions in organizational performance, such as selection of competitive strategic approach, training, and compensation and performance appraisal.

**Keywords** organizational renovation, strategic approach, competitive strategic approach, management, performance

## 1. Introduction

Competitive strategic approach is the indicator of intensity of an organization's attempts for excelling at performance and debilitating industry rivalry which can be a way of intentional act against reaction act. Those organizations that are extremely renovation, suppose their competitors as their enemies that should be defeated. This paper considers the value of workers as an important intangible asset of an organization. The strategic importance of workers is discussed and their interaction, as an asset, with other important organization assets. The basic methodologies for valuing workers are then explained and their limitations are considered.

In this study, focus is on the appropriateness of planned strategic approach and emerging Competitive strategic approach strategies for achieving high performance in organizations encountering with distinctive environmental conditions and organizational fields. Prior research on strategy determination indicates that various types of formulations related to superior organizational outcomes and progressive performance constitutively lean upon planning and design schools standing up for content based strategies. There is no doubt that valuing acquired intangibles such as brands, pat-

ents and workers lists makes a lot of sense rather than placing these organization critical assets in the accounting black hole known as goodwill. Modern approaches recognize that selection of strategic approach is a complex process that involves a significant amount of vagueness and subjectivity. Tangible assets as such machinery, building, stocks and shares are pretty straightforward to value, their visible and corporeal nature makes them relatively easy to define and in most cases there is an active market from which value can be derived.

If the organization strives for a gaining a privileged position, achievement will be fulfilled competitive renovation or if the organization holds the position, attempt will be made for maintaining this position as competitive aggressiveness.

Competitive renovation indicates the intensity of competition that an organization has chosen for surpassing the rivals and aggressiveness can be generated by tapping different sources for carrying out a direct attack on competitors for the purpose of depressing their market, debilitating their competitive strengths, or creating privileges via continuous aggressive tactics. Competitive renovation, aiming at improving the market conditions, shows direct and strong inclination for challenging the rivals.

## 2. Organizational Strategic Approach

The relationship between corporate organizational competitive renovation intensity based on the indicators of opportunity recognition, organizational flexibility, and an or-

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ganization's ability to measure, encourage, and reward innovative and competitive renovation-taking behavior as corporate organizational competitive renovation and five specific strategic management practices scanning intensity, planning flexibility, planning horizon, locus of planning, and control attributes, and the results of the study revealed a positive relationship between corporate organizational competitive renovation and strategic management in organizations. In order to conceive how organizations can make better use of high performance practices, top management teams should start by examining the institutional characteristics of the environment intact with the major sources of behavioral patterns. Institutional and resource-based views are complementary in another sense. According to institutional theory, organization make normatively rational choices that are shaped by the social context of the organizational competitive strategic approach, whereas the resource-based view suggests that organizational competitive strategic approach make economically rational choices that are shaped by the economic context of the organizational competitive strategic approach. Both elements are necessary for a full understanding: we would argue that the resource-based view must be balanced with an institutional approach whose explanations extend beyond the economic properties of productive including competitive strategic approach, examining the broader framework of institutional arrangements within which resource selection decisions are embedded.

They comment that capturing the wrong organizational strategic approach information, unclear goals, inappropriate selection and use of technology, inability to integrate workers and processes and use of misleading metrics or improper measurement approaches are the major barriers in implementing and managing renovation projects systems that seek to identify individuals with the ability to learn and adapt to new situations and markets can provide a firm with competitive advantage. Organizations can improve the quality of current employees by providing comprehensive training and development activities after selection. The implementation of high performance practices dependent upon different industries varies with respect to the communal actions, organizational attributes and leadership qualities. Because performance advancing practices would reflect the characteristics of the institutional field, it is possible to evaluate strategic approach strategic actions of high performance organizations in light of the dominant strategy formulation in the industry. On account of organizations aspiring to get a hold on their strategic assets, the recognition of the way environmental pressures can shape communal social action provides a significant competitive advantage to prosper and succeed in the global marketplace (Jain & et al, 2007, 43; Fegghi Farahmand, 2004, 201; Schmitz & et al, 2004, 235). Additionally, Entrialgo et al. (2000), applying the dimensions pointed out by Barringer (1995, 1999), and adding competitive strategy variable to strategic management and corporate organizational competitive renovation, examined 233 small and medium-sized firms and found positive rela-

tionship between strategic managements dimensions and corporate organizational competitive renovation.

### 3. Competitive Strategic Approach

Competitive strategic approach guides the organization on how to compete with whom, when, where, and for what. Strategic approach is an inseparable part of an organization. It is determining the route from a point to another. Although organizations may be certain about their travel's starting point, they definitely could not be certain about arriving to the intended destination, because everything is changing and the final destination also may be changed from a point to another. Managers and employees are one of the most valuable resources and companies have to remain competitive. Modern organizations might achieve this by using organic competitive strategic approach systems that promote the development of a human capital pool possessing a broad range of skills and that are able to engage in a wide variety of behavior. In today's competitive global business environment, competitive strategic approach functions are of significant importance for developing global managers. International training may be defined as any procedure intended to increase an individual's ability to cope and work in a foreign environment.

The importance of training in preparing an individual for an intercultural work assignment has become increasingly apparent. Managers are spending shorter periods in any single country and they often are moved from one location to another. Because their managers must often operate across borders in teams of internationally diverse units, many organizations express the need for managers who quickly adjust to multiple cultures and work well in multinational teams. This makes the challenge of international training increasingly difficult because conventional methods that rely on country specific knowledge often prove inadequate.

Adjusting to an international assignment can provoke feelings of helplessness in unprepared manager, who may have difficulty sorting out appropriate from inappropriate behavior. Expatriate managers are removed from the comfortable environment of their parental culture and placed in a less familiar culture. A management style that works at home may fail to produce the desired response abroad, or it may be even counterproductive.

Therefore, the strategic managers should continuously change their organizational renovation strategy to reach the new destination. Every organization determines some long-term objectives for fulfilling its mission, and strategies are tools that organizations can employ to reach their long-term objectives (Nayebzadeh, 2010). Strategy includes a number of high-level activities which finally should be determined by the management system. A strategy may be described through a collection of detailed intentions and innovations (Kaplan & Norton, 2001). An organization's strategy describes how to create value for shareholders, customers, and citizens (Kaplan & Norton, 2004).

## 4. Competitive Strategic Performance

Prescriptive renovation approach assumes the future environmental conditions as the linear extension, and does not consider the paradigm change or the rules resulted from this change. This approach is applicable in the environments in which changes are less and slower. Consequently, the product of this approach's processes is rarely a creative strategy. Moreover, these approaches mainly rely on the selection of the most appropriate strategy pattern that connects the organization's internal factors to its environmental factors. Competitive strategic approach performance appraisal as perhaps the most central competitive strategic approach function is required to justify a wide range of decisions such as selection, compensation, promotions and training.

competitive strategic approach is defined as the process of identifying, evaluating and developing the work performance of the employee in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance. The terms competitive strategic approach assessment, performance evaluation and performance management are also used to describe the process.

Competitive strategic approach appraisal characteristics include target as individual, team, type as outcome, behavioral or competency based and data source as manager. Especially in team-based organizations there is a critical need for effective leadership in designing and implementing performance appraisal systems. Ineffective competitive strategic approach appraisal system can bring many problems including low morale, decreased employee productivity, a lessening of an employee's commitment and support for the organization. If employees are confident in the fairness of the appraisal process, they are more likely to accept performance ratings, even adverse ones, if they perceive fair decision making process.

On the other hand, if the employees perceive the process as unfair and not systematic, it is unlikely that they will accept the outcome of the appraisal process. Participation in today's corporation gives an opportunity to the employees to raise their voice into the appraisal process. Greater employee participation as goal-setting process, performance standards, qualitative and quantitative evaluation criteria, self evaluation, generates an atmosphere of cooperation and support reducing conflicts especially during performance appraisal interview.

The performance competitive strategic approach appraisal is potentially important part of any organization's performance appraisal system. The competitive strategic approach appraisal interview might function in several important ways as providing feedback to employees for developing employees and discussing compensation and competitive strategic status and disciplinary decisions. The competitive strategic approach must be aware about sensitivity to employee needs for privacy and confidentiality. It is of utmost

importance to provide undivided attention during the interview and reserve adequate time for a full discussion of the issues.

Management's competitive strategic approach feedback is essential in gaining the maximum benefits from goal setting. Without feedback, employees are unable to make adjustments in job performance or receive positive reinforcement for effective job behavior.

Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. Performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance. Competitive strategic approach appraisal systems depend heavily on subjective ratings of performance provided by supervisors, peers, subordinates and job incumbents. Despite a heavy reliance on performance ratings, it is generally acknowledged that they are too often contaminated by systematic errors. In organizational renovation approach, it is assumed that because of fast, non-linear and unpredictable changes of the environment, competitive strategic could not act based on prescriptive approach and insight is viewed as the basis of any strategy formulation in this approach. In fact, the underlying assumption is that, for developing organizational renovation strategy, it not necessary to apply the step-to-step models or processes. Even in some occasions, the strategies to change the existing paradigms are required that in prescriptive organizational renovation approach the appearance of such strategy seems impossible.

## 5. Competitive Strategic Approach Management

Organizational renovation as competitive strategic approach looks at strategy formulation as a process of transition and integration. In fact, this approach allows the approaches to be combined. In this approach, renovation approaches can perform management specific roles in the process of strategy formulation. This approach possesses two aspects: the first aspect deals with describing the organization and its environment, and the second aspect concerns analysis in which, subjective judgments and insight have effective roles (Cordnaeich et al., 2010). Organizations face environments characterized by increasing dynamism and competition and sustainable fit can be achieved only by developing a flexible organization. The importance of developing and applying Competitive strategic approach Management practices aimed at achieving fit is crucial. Modern organizations can adopt various competitive strategic approach practices to enhance employee satisfaction. The form and renovation of an organization's competitive strategic approach system can affect employee motivation levels in several ways. Continuous training, employment security, performance appraisal and alternative compensation systems can motivate skilled employees to engage in effective discretionary decision making and behavior in response to a

variety of environmental contingencies. Recognizing the importance of competitive strategic approach in achieving flexibility in an international context expands the types of research questions related to the role of competitive strategic approach functions in organizational performance, such as selection of competitive strategic approach, training, compensation and performance appraisal.

As it was stated organizations today are making abundant changes internally to cope with a highly turbulent external environment. With frequent reorganizing, downsizing, rightsizing, flattening the pyramid, teaming and outsourcing taking place, selection of competitive strategic approach is also shaped by the fact that many people are experiencing major difficulties in their attempts to adapt to the uncertainties of career life.

Modern organizations try to adopt a pluralistic approach to career management that embraces different definitions of career success. Recognizing the diverse needs of employees enables the organization to reward and maintain diverse competencies in their workforces. Selecting the right person for the right place becomes a more sophisticated process since internal changes in organizations have a straight impact on traditional methods for selection of competitive strategic approach. Although many studies have reported a positive association between various competitive strategic approach practices and objective and perceptual measures of selecting competitive strategic approach for modern organizations, some authors have expressed concern that results may be biased because of methodological problems.

Traditional methods for selection are mostly based on statistical techniques involving the analysis of test scores as well as empirical approaches based upon the intuition and experience of experts and their understanding of the job specifications and the capabilities of the candidates.

Modern approaches recognize that selection of competitive strategic approach is a complex process that involves a significant amount of vagueness and subjectivity. Situational and individual-difference variables influence which category will dominate the decision maker's impression of the job candidate and exert the greatest influence on the hiring decision.

Innovative selection systems that seek to identify individuals with the ability to learn and adapt to new situations and markets can provide a firm with competitive advantage. International organizations can adopt various practices to enhance employee skills as bellow:

- 1) Management efforts can focus on improving the renovation of the individuals hired, or on raising the skills and abilities of current employees, or on both. Employees can be hired via sophisticated selection procedures designed to screen out all but the very best potential employees. Indeed, research indicates that selectivity in staffing is positively related to organizational performance.

- 2) Management can improve the renovation of current employees by providing comprehensive training and development activities after selection.

What is important is the need to continuously review and

update plans for career development and to acknowledge that individuals have varied and different perceptions. The more we understand people and their total environment, the more their needs are likely to be met. The traditional psychological contract in which an employee entered a firm, worked hard, performed well, was loyal and committed, and thus received ever-greater rewards has started being replaced by a new contract based on continuous learning and identity change. Ireland et al. (2009) proposed a corporate organizational competitive strategic approach model in which they examined corporate organizational competitive strategic approach i.e. the recognition of individual organizational competitive renovation of the organization members on one hand, and environmental conditions effective in organizational competitive renovation on the other hand.

## 6. Competitive Strategic Approach Strategy

The elements of competitive strategic approach strategy were: strategic entrepreneurial vision of top managers about the organization's future, corporate architecture encouraging entrepreneurial processes and behaviors, and entrepreneurial processing, containing the entrepreneurial behaviors. The organizational competitive strategic approach's consequences involved positive outcomes resulted from entrepreneurial acts, development of competitive capacities, and achievement of the superior strategic positions. The competitive strategic approach model had higher abilities than the previous models. The role played by the Competitive strategic approach Strategy in promoting or resisting divergence or convergence of competitive strategic approach across national borders deserves particular attention. There are signs that a more integrated, eclectic approach is emerging in the literature as researchers strive to weave together elements taken from a variety of theoretical perspectives, including institutional, resource-based, industrial-organization and other approaches.

By highlighting the way in which competitive strategic approach extract international competitive advantage from distinctive, organization aspects of their competitive strategic approach, the resource-based perspective draws attention to organizational motivation for transferring particular competitive strategic approach practices between national business systems.

It also encourages a focus on the role and behavior of subsidiaries in the dissemination of practices. Resources at the affiliate level may provide a source of competitive advantage for the competitive strategic approach at the local, regional, or global levels; such competitive advantages in subsidiaries may be seen as stemming from the distinctive characteristics of host business systems.

Similarly, the strategic choice approach of competitive strategic approach often drawn from its application in the industrial relations strategy could usefully provide insights into how different outcomes emerge within competitive

strategic approach having similar characteristics.

One of the key tasks of analysis of the interaction between globalizing forces and national business systems is, precisely, to delineate the variable scope that competitive strategic approach have to exert strategic choice over the transfer of particular competitive strategic approach practices within different institutional settings. These perspectives thus point in the direction of a more contingent perspective on globalization, which explores the transfer of competitive strategic approach practices internationally as the complex outcome of the interaction between, on the one hand, competitive strategic approach S motivation and choice and, on the other hand, institutional constraints and opportunities of home and host business systems. A research with the title of strategic analysis of organizational competitive renovation status in the state's universities and presentation of strategies for removing barriers and developing university organizational competitive renovation, using SWOT model have been conducted. In this study, using SWOT model, as one of the crucial tools of strategic management, it was attempted to analyze the universities' internal strengths and weaknesses, as well as, environmental opportunities or threats on the way of university organizational competitive renovation development.

## 7. Organizational Renovation

In an environment characterized by high-velocity change, short product life cycles, mass customization, narrowing customer niches, the successful integration of technological and marketing capabilities for a given product conveys little long term strategic advantage to firms (Fowler *et al.*, 2000). More specifically, in the financial sector, the business financial environment has become highly complex, competitive and dynamic. The complexity of this environment stems from the fierce competition, the deregulation policy (Yavas and Yasin, 2001), the removal of restrictions between banks, building societies and insurance companies (Speed and Smith, 1992) and the vast expansion in the adoption and use of information technologies (Bergeron and Roy, 2008). This in return has created unprecedented challenges in developing and presenting new service products which are highly successful and competitive. Such complexity has also influenced the used applications and techniques in producing and marketing such products. Therefore, financial institutions are trying more than any other time to create a sustainable competitive advantage compared to other competitors in order to secure their market share and enhance their presence in the financial market. Competitiveness of organizations in world markets rests on three bases: quality of goods and services offered, their price and delivery times. Developing organizations may have a comparative advantage in price, especially, if they use local raw materials. However, a lot needs to be done to bring the quality of their products and services to competitive levels. No matter what attractive prices they offer, they won't make the deal if the quality of

their products is way below the level acceptable in their target markets may this be domestic or international.

In permanent organizations and increasingly in today's global markets large-scale buyers require from their suppliers, not only a satisfactory quality of the products and services they buy, but also some assurance of the long term consistency of the quality.

The importance of organizational renovation strategic, long-term policy and planning in science and organizational activities very clear to planners and policy developers, from the fact that they need both considerable resources in order to carry out the planned activities, and a long lead time to accumulate the required trained manpower. The difficulty in long-term planning is also due to the rapid and unpredictable evolution of science and organizational activities.

In a mature market it is likely to cost considerably more to replace the workers base than it cost to develop originally. For this reason, the replacement cost of the asset may be deemed to be a more reasonable proxy for value. Estimating the costs required to replace an intangible asset, however, would be an extremely subjective exercise and would hinge on the estimated effectiveness of the marketing activities. Many of organizations have sustained their strengthening of organization by strategic approach management systems focus over time, although these investments may or may not be considered part of a long-term strengthening of organization by strategic approach strategy. However, the escalating cost of scientific and organizational activities research and development, together with the limiting resources of governments, make such organizational renovation strategy of overall support impossible. The organizational renovation process in presenting new products has become an antecedent condition to enhance the growth of the institutions (Salazar *et al.*, 2007; Eisingerich and Bell, 2006) and face the imposed threats and pressure from the external environment. The importance of a organizational external environment stems from the fact that a firm's innovation process is embedded in an environmental context (Jansen *et al.*, 2006). Furthermore, as organizational renovation service offerings are hard to be distinguished among competitors, it is argued that financial institutions should use the process of innovation as a platform to achieve unduplicated competitive advantage (Calik and Balta, 2006). This may occur through the continuous screening of a organizational resources in order to identify their weaknesses and strengths and based on that, the firm might be able to develop dynamic resources and capabilities which are characterized by valuable, imitable and rare (Amit and Schoemaker, 1993; Barney, 1991).

## 8. Organizational Renovation by Strategic Approach Strategy

In order to foster organizational renovation and enhance organizational performance in the renovation sector, organizations are required to increase their reliance on the

external knowledge through extending their knowledge milieu. This, however, may contribute in upgrading the learning process of the organizations in question and increase its ability on creating a sustainable competitive advantage. Organizational renovation is also required to decrease organizational competitors' ability and capacity to imitate and to increase casual ambiguity (Helfat et al., 2007). Based on that, organization might achieve a superior advantage and performance due to the better understanding of customer needs and this in return, will raise the bar of competition and enable the innovative to tailor a distinguished marketing mix, unlike competitors. It could be also argued that as long as organizational marketing practices, goods and services reflect its presence in the present time, then the innovation process by its definition and nature will be the only path to the future.

Therefore, organizational renovation represents a strategic vision for organization which depend on a strategic ideology as a way to planning their future activities. As a result of that, innovation might help firms in mitigating the turbulence of the external environment (Lane et al., 2006) and lead organizations to be pioneer in their field. Compensation is the linkage between reward and employee satisfaction. Reward systems are concerned with two major issues: performance and rewards. Performance includes defining and evaluating performance and providing employees with feedback. Rewards include bonus, salary increases, promotions, stock awards, and perquisites. Strategic approach practices in general and compensations systems in particular have been shown to be highly related to organizational performance. International organizations have considerable discretion in the design of pay policies and the choices made have consequences for organizational performance. Overall, from the point of view of performance measurement and strategic planning, the value and definition of a organizational relationship with its workers may not be particularly relevant. It is more practical and beneficial to determine the value generated per workers from the assets employed in the organization to measure performance and plan for the future.

High organizational renovation strategic approach management systems are needed for sustained economic development of organizations whether they are developed or developing. Developed and industrialised organizations, has recently embarked on a total audit of its higher strategic approach management systems particularly. The goal of the audit is to analyse current permanent levels of organization, measure the current state with expected future needs and to improve the current organizational activities sector accordingly. Fewer employees work under individual incentive plans while greater numbers of individuals work under some type of group incentive system. A substantial body of evidence has focused on the impact of incentive compensation and performance management systems on group performance. For organizational renovation reporting, an intangible asset should be recognized as an asset apart from goodwill if it arises from contractual or other legal rights. Managerial strategies differ significantly across organizations, particular

with regard to variables. Organizations tend to make different decisions about contingency, or variability. In general organizations implement incentive compensation systems that provide rewards to employees for meeting specific goals. An intangible asset may also be recognized only if it is separable, that it is capable of being sold, transferred, licensed, rented or exchanged.

Organizations that are similar in terms of types of employees and jobs, product market, size, and so on may choose compensation system designs that differ in their effectiveness for attaining similar goals. Performance appraisal is defined as the process of identifying, evaluating and developing the work performance of the employee in the organization so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance. The terms performance assessment, performance evaluation and performance management are also used to describe the process of organizational renovation. In particular, this is the first empirical research of its kind in the region that tackles in a specific way the impact of organizational renovation on the potential of creating a sustainable competitive advantage for financial institutions including:

- Organizational renovation mix as pricing, promotion, product and place,
- Management perception,
- Support for the process of renovation,
- Customer perception and involvement in the process of organizational renovation,
- renovation in marketing information.

## 9. Result

This study contributes to the existing knowledge by drawing and systematically synthesizing literature from disparate organizational renovation disciplines, thus, developing a model which could be used in future studies. This model is designed and developed to measure the impact of organizational renovation on creating a sustainable competitive advantage. Today, international organizations face environments characterized by increasing dynamism and competition and sustainable fit can be achieved only by developing a flexible organization. The importance of developing and applying Competitive strategic approach Management practices aimed at achieving fit is crucial. Modern organizations try to adopt a pluralistic approach to career management that embraces different definitions of career success. Recognizing the diverse needs of employees enables the organization to reward and maintain diverse competencies in their workforces. Selecting the right person for the right place becomes a more sophisticated process since internal changes in organizations have a straight impact on traditional methods for selection of competitive strategic approach.

Organizational renovation strategic approaches recognize that selection of competitive strategic approach is a complex

process that involves a significant amount of vagueness and subjectivity. Situational and individual-difference variables influence which category will dominate the decision maker's impression of the organizational renovation and exert the greatest influence on the hiring decision examined the relationship between organizational renovation and organizational development process and its effect on organizational performance. The organizational renovation has an impact on an organizational performance and innovation capability. Furthermore, organizational renovation, innovation capability and product design capability affect a organizational performance. Managers should consider the crucial role of innovation and new product design capability in order to obtain competitive advantage against potential rivals. However, the organizational performance activities require increased budget expenditures as well as organizational commitment to learning. Strategic approach systems and major competitive strategic approach practice increases level of satisfaction and enhance fairness perception of employees working at various functional units and different hierarchical levels.

## 10. Conclusions

The organizational renovation sector environment has become highly competitive, institutions should develop new products that satisfy the demand of their target clients, find new markets for their existing and new products, diversify their markets and produce higher quality of service products with low costs and short delivery time. Service innovation could be defined as the consistent, coherent and comprehensive presence of values and norms that promote fresh thinking and swift execution in organizational renovation. Organizational renovation systems depend heavily on subjective ratings of performance provided by supervisors, peers, subordinates and job incumbents. Despite a heavy reliance on performance ratings, it is generally acknowledged that they are too often contaminated by systematic errors. competitive strategic approach programs can have positive effects on the psychometric quality of performance ratings and Strategic approach. Strategic approach methods provide Organizational renovation, group discussion, practice and feedback. In general, the more actively involved raters become in the training process, the greater is the outcome.

The above competitive strategic approach functions are essential to a competitive strategic approach manager job. At all hierarchical levels and across all departments in a modern organization effective competitive strategic approach means managing the above activities successfully in an international context. The concept of organizational renovation and creativity in the competitive strategic is achieved through the implementation of creative ideas and the translation of these ideas into technical specifications that meet client needs in a better way than competitors do. Moreover the competitive strategic progress which has accelerated the flow of information and the development of more sophisticated organ-

izational renovation as competitive strategic approach, in addition to the changes in the legal regulation of the competitive strategic have forced organizations to renovation. Regular renovations take advantage from the changes that occur in business environment is more effective and yield the attained benefits. The sustainable competitive advantage stems from the organization ability on retaining and expanding its organizational renovation as competitive strategic approach through using customer's insight to drive new and novel ideas and dedicate organizational structures and funds to generate innovation. It is not enough for organizational renovation to have pocket of successful innovations, they also have to ensure that the efforts are developed and sustained throughout the organizational renovation as competitive strategic approach. Organizational performance and resources allocation should be viewed in favor of long term execution. Organizational renovation should also promote for innovation through presenting some organizational mechanisms that assists in generating new ideas. Organizational renovation may also promote innovation through establishing clear innovation incentives, setting clear targets and metrics for developing and sustaining innovation and systematically providing funds for innovative ideas. Organizational renovation should have both formal and informal innovation structures and be able to identify barriers that hinder them from commercializing innovation.

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