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CORPORATE CULTURE AS A KEY SUCCESS FACTOR: AN ANALYSIS OF TRANSFORMATION STRATEGIES OF GLOBAL COMPANIES

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Introduction

Corporate culture plays a key role in organizational effectiveness, influencing employee performance, motivation, and ability to adapt to changing market conditions. In today's competitive environment, it is essential for companies to pay attention not only to technological innovations, but also to the way their corporate culture supports collaboration, creativity, and long-term stability. This study focuses on analyzing companies such as Microsoft, IBM, Adobe, and Netflix that have undergone significant cultural transformations, focusing on their strategic approaches, identifying key success factors, and proposing recommendations for improving corporate culture in organizations. Methods and methodology. The analysis focuses on the impact of corporate culture on organizational performance, employee turnover, and adaptation in different companies. The research will be based on a synthesis of theoretical knowledge and practical case studies, comparing the strategic approaches of Microsoft, IBM, Adobe, and Netflix. The methodology used is based on secondary research, which includes professional publications, case studies and research focused on corporate culture. These sources will allow us to identify factors contributing to the success of corporate culture and its impact on organizational management. The aim of the paper is to analyze how corporate culture contributes to achieving the strategic goals of the company and to identify key factors that enable its successful development.

1. Corporate culture and its importance in the organization

Corporate culture represents a set of values, beliefs and norms that shape the internal environment of the organization. Author Armstrong (1) defines it as "a set of shared values, beliefs and norms that influence the behavior of employees". Corporate culture is therefore not only manifested in the internal relations of the organization, but also in its relationship with customers and business partners. According to Lukášová (9), corporate culture functions as an "invisible glue" that unites values, norms and symbols. The concept of corporate culture began to take shape intensively in the second

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half of the 20th century, when scientists observed its impact on the efficiency and satisfaction of employees. Edgar Schein (11) defined corporate culture as "deep sets of shared beliefs and values that guide the behavior of organizational members". Toyota is a well-known example of a strong corporate culture, where the principles of kaizen (continuous improvement) and collective responsibility have fostered efficiency and competitiveness (8). Deal and Kennedy (4) distinguished between "strong" and "weak" corporate cultures. IBM in the 1970s and 1980s emphasized discipline and collaboration, which led to long-term competitiveness. Corporate culture comes in many forms, and theorists classify it into different models:

- Schein's model divides culture into three layers: artifacts (visible elements), values (stated principles), and deep beliefs (ingrained norms).

- Deal and Kennedy's typology includes cultures based on speed of response and risk-taking (e.g., "Tough-Guy, Macho Culture" for industries such as advertising and investment).

- Hofstede's model focuses on dimensions such as individualism versus collectivism and the degree of acceptance of authority.

- Kotter and Heskett (7) emphasize the adaptability of culture to external changes. Internal factors that influence corporate culture include leadership and management.

Armstrong (1) emphasizes that managers shape corporate culture through openness and participation. Flat organizational structures support creativity, while hierarchical organizations are less flexible. The author Bedrnová (3) states that properly set systems motivate employees to the desired culture. In the context of external factors, Armstrong (2) says that during economic growth, organizations invest more in development. Social factors and technology also play an important role: e.g. Nordic countries support work-life balance. Digitalization changes the way work is communicated and organized. A strong corporate culture is a competitive advantage (7). For example, Google supports an innovative environment, which is why it maintains high employee engagement. IBM changed its corporate culture to be more flexible in the 1990s, which contributed to its transformation into a technology solutions provider (6). Companies such as Microsoft and Adobe have implemented a "growth mindset" (10), which encourages adaptability and creativity. Google introduced a 20% time system for own projects, which led to the emergence of products such as Gmail. There is also an emphasis on transparency and collaboration (5).

Corporate culture is a key factor in strategic development. For its effective management, it is necessary to combine analytical approaches and practical implementations. A strong corporate culture allows companies to gain a competitive advantage, motivate employees and effectively adapt to external changes. Companies that invest in a positive corporate culture have a higher probability of long-term success and stable growth. Therefore, it is essential that the organization's management pays special attention to its formation and maintenance.

2. The impact of corporate culture on innovation performance: A comparative analysis of case studies

Case Study: Microsoft – Transformation

- Microsoft underwent a significant cultural shift under Satya Nadella, who focused on transforming from a conservative and hierarchical culture to one that was open, innovative, and collaborative. Key steps included fostering collaboration, diversity, and a focus on cloud solutions. The result was higher employee engagement and financial growth for the company.
- Case Study: IBM – Responding to Technology Change

- IBM, led by Lou Gerstner, underwent a transformation that included a focus on services, innovative solutions, and an open corporate culture. This shift helped the company regain its market position and improve internal collaboration.
- Case Study: Adobe – Fostering Creativity
- Adobe refocused on cloud services and fostering creative thinking through programs like “Kickbo6
- x.” Transparency and employee engagement contributed to steady growth and innovative products.
- Case Study: Netflix – A Culture of Freedom and Responsibility
- Netflix emphasizes employee autonomy, transparency, and rapid adaptation. This approach has led to the expansion and maintenance of high creativity in content production.

Comprehensive analysis of case studies. Each of the companies mentioned demonstrates that an effective corporate culture supports innovation and organizational performance. The case studies provide valuable lessons for companies looking to improve their strategic approach. Strategic planning, fostering creativity, and investing in learning are essential to effectively developing an innovation culture. Organizations should:

Ensure that the innovation culture is part of the company’s long-term vision and goals.

- Management should encourage openness to change and new ideas.
- Create space for brainstorming, valuing ideas, and implementing digital collaboration tools.
- Provide training in design thinking, agile management, and new technologies.
- Organizations face obstacles such as resistance to change, limited resources, and lack of support from leaders. Possible solutions include:
 - Improving communication – regular meetings, reviews, and open dialogue between management and employees.
 - Flexibility in the work environment – hybrid work models and support for work-life balance.
 - Diversification of teams – cultural and generational diversity supports innovative solutions.
 - Digital transformation – automation and new technological tools will make employees’ work easier.

Improving corporate culture is a long-term process that requires active employee involvement, leadership support, and flexibility in implementing innovation strategies.

Conclusion

The results of the analysis showed that corporate culture is not just a supporting element, but a key factor in the long-term competitiveness of companies. Companies that have successfully transformed their corporate culture have seen positive changes in innovation, employee satisfaction, and business performance. Based on the experiences of companies such as Microsoft, IBM, Adobe, and Netflix, organizations can implement specific strategies to strengthen their innovation culture, improve their work environment, and adapt to dynamic market changes. The recommendations presented in this study provide useful tools for managers and leaders who want to build a stable, motivating, and progressive corporate culture. Improving corporate culture requires long-term efforts, openness to change, and consistent involvement of employees and management. If properly shaped and supported, corporate culture can become a key

driver of innovation and business success.

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Резюме

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Корпоративная культура как ключевой фактор успеха: анализ стратегий трансформации глобальных компаний

Организационную культуру часто понимают как предмет экономики и прикладной этики. Его роль имеет решающее значение в прямой причинно-следственной связи с эффективностью деятельности хозяйствующего субъекта. Можно утверждать, что организационная культура оказывает непосредственное влияние на гибкость рыночного поведения, эффективность работы людей в компании, а также на мотивацию сотрудников компании. Существует ряд показателей, которые являются устойчивыми для стабильной работы организации в рыночной и конкурентной среде. К ним, в частности, относится связь самой организационной культуры с сотрудничеством внутри компании. Помимо инвестиций в инновации, организация получит положительную выгоду от способности сотрудников к сотрудничеству и творчеству. Особое внимание в исследовании уделяется отдельным компаниям. Авторы выбрали относительно авторитетные организации. Это не компании, которые только обеспечивают поддержание работы и ее естественное непрерывное функционирование. Исследование не фокусируется на описательных показателях эффективности выбранных компаний. В нем предпринята попытка определить те показатели, которые авторы считают существенными. В то же время это отражение долгосрочного процесса принятия решений в рассматриваемых организациях. Исследование также включает набор убеждений, которые являются важнейшими элементами организационной культуры для долгосрочной устойчивости. Авторы работают, используя аналитический метод, отмечая связь между эффективностью и организационной культурой, а также корреляцию этой культуры с текучестью кадров. Авторы считают организационную культуру основным ключевым показателем с точки зрения

устойчивости организации в конкурентной среде. Ключевым моментом в этих аспектах является правильное преобразование организационной культуры. Хотя улучшение организационной культуры – это длительный процесс, он приносит положительные результаты.

Ключевые слова: Корпоративная культура, тематические исследования, факторы корпоративной культуры.

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***Korporativ mədəniyyətin uğur faktorunu kimi:
global şirkətlərin transformasiya strategiyalarının təhlili***

Təşkilat mədəniyyəti tez-tez iqtisadiyyat və təbiiq etikada bir mövzu kimi qəbul edilir. Onun rolu, biznes qurumunun səmərəliliyi ilə birbaşa səbəbiyyət əlaqəsində həlledici əhəmiyyət kəsb edir. Bildirmək olar ki, təşkilat mədəniyyəti bazar fəaliyyətinin çevikliyində, şirkət işçilərinin performansına və həmçinin şirkət əməkdaşlarının motivasiyasına birbaşa təsir göstərir. Bazar və rəqabət mühitində təşkilatın sabit fəaliyyət göstərməsi üçün dayanıqlı bir neçə göstərici mövcuddur. Bunlara xüsusilə təşkilat mədəniyyətinin özünün şirkət daxilində əməkdaşlıqla əlaqəsi daxildir. İnnovasiyalara sərmayə qoyulmasının yanında, təşkilat, işçilərin əməkdaşlıq etmə və yaradıcı olma qabiliyyətindən müsbət şəkildə faydalana bilər. Araşdırmanın xüsusi diqqət mərkəzi seçilmiş şirkətlərə yönəlib. Müəlliflər nisbətən nüfuzlu təşkilatları seçiblər. Bunlar yalnız fəaliyyətlərin davamını təmin edən və təbii davamlı əməliyyatları təmin edən şirkətlər deyil. Araşdırma, seçilmiş şirkətlərin deskriptiv performans göstəricilərinə fokuslanmayıb. Məqsəd, müəlliflərin vacib hesab etdiyi göstəriciləri müəyyənləşdirməkdir. Həmçinin, bu araşdırma, müvafiq təşkilatlarda uzunmüddətli qərar qəbul etmə prosesinin bir əksidir. Araşdırma həmçinin təşkilat mədəniyyətinin elementləri çərçivəsində uzunmüddətli davamlılıq üçün vacib olan inanc sistemini də əhatə edir. Müəlliflər analitik metoddan istifadə edərək, performans və təşkilat mədəniyyəti arasındakı əlaqəni qeyd edir, həmçinin bu mədəniyyətin dövrüylə əlaqəsini analiz edirlər. Müəlliflər təşkilat mədəniyyətini, rəqabət mühitində təşkilatın davamlılığı baxımından əsas açar göstərici hesab edirlər. Təşkilat mədəniyyətinin düzgün mənada transformasiyası bu aspektlərdə əsasdır. Hətta təşkilat mədəniyyətinin yaxşılaşdırılması uzunmüddətli bir proses olsa da, müsbət nəticələr gətirir.

Açar sözlər: Korporativ mədəniyyət, nümunə tədqiqatları, korporativ mədəniyyət faktorları

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