

Zappos.com (B): Strategy Powered by Culture and People

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Organizational Culture

A system of shared assumptions, values & beliefs which govern how people behave in organization.

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Source: Adapted from information in O'Reilly, C. A., III, Chatman, J. A., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, 34, 487–516.



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Levels of Culture

Artifacts

Espoused Beliefs and values

Basic underlying assumptions

Visible organizational Structures

- · Hear, seen, felt
- Easy to observe, difficult to decipher.
- Observing alone can't determine the depth of meaning.
- With time, the meaning becomes clearer

Organizations strategies, goals and mission statements.

 The beliefs across the organization as to why they do what they do

Unspoken Rules

- Taken-for-granted perceptions, thoughts and feelings
- . The ultimate source of values.
- . The most difficult to change.

(Schein, 2004)





Importance of Sustainable Culture in Organizations

How?

Generating a strong cultural Identity that makes sense among stakeholders,



Why?

And that instills on the way to do business making longterm economic sense.

The Case Solutions.com
Jean-Philippe Denis, Alain-Charles Martinet, Ahmed Silem, (2016)



Integration

Sustainability

Transparency

Engagement

Resilience

Collaboration

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(NAEM, Planning for a Sustainable Future, 2014)

Importance of Sustainable Culture in Organizations

93% CEO's see sustainability as important to their company's future success.

Yet, most do not know how to embed sustainability in their company.

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(A New Era of Sustainability - UN Global Compact-Accenture CEO Study 2010, 2010)