

Culture and corporate strategy



CORPORATE CULTURE AND STRATEGY Harvard Case
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Cultural models of strategy

cultural models of strategy splits into the controlling model and adapting model.

National Culture definition

“The set of norms, behaviors, beliefs and customs that exist within the population of a sovereign nation (Business Dictionary).

employees look for opportunities to build their careers abroad (Blazevic and Invanovic, 2009).

63% of hospitality employees in 2007 were born outside the United Kingdom (Brown et al. 2011).

Strategic Alliance

“The agreement for cooperation among two or more independent firms to work together toward common objectives. Unlike in a joint venture, firms in a strategic alliance do not form a new entity to further their aims but collaborate while remaining apart and distinct”.

alliance champions must coordinate and supervise:

- Assessing the alliance readiness of its own organization.
- Assessing the alliance readiness of its potential partners.
- Mapping the cultural differences and similarities between partners and potential partners.
- Focusing on the key drivers that lead to alliance success.
- Distilling the list into a prioritized short list of key drivers (critical success factors).

Merging cultures

Alliance between companies (merger or a takeover)

» most serious cultural problems arise

Success or failure » down to the human factor

Merger process: 3 levels

strategic

organizational

human

4 merger strategies:

Assimilation

Deculturalization

Separation

Integration

» type used depends on how strong the influence is of the buyer on the culture and how much the company is bound to its own culture