

Electronic scientific and practical journal

INTELLECTUALIZATION OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

#3 (2020)
October '20



WWW.SMART-SCM.ORG

ISSN 2708-3195

DOI.ORG/10.46783/SMART-SCM/2020-3

ISSN 2708-3195





Electronic scientific and practical publication in economic sciences

ISSN 2708-3195

DOI: <https://doi.org/10.46783/smart-scm/2020-3>

Released 6 times a year

№ 3 (2020)
October 2020

Kyiv - 2020

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In 2020, the International Center for Periodicals (ISSN International Center, Paris) included the Electronic Scientific and Practical Edition "Intellectualization of Supply Chain Management" in the international register of periodicals and provided it with a numerical code of international identification: ISSN 2708-3195 (Online).

Recommended for dissemination on the Internet by the Academic Council of the Department of Logistics NAU (No. 7 of February 26, 2020). Released 6 times a year. Editions references are required. The view of the editorial board does not always coincide with that of the authors.

t.me/smart_scm
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DOI: <https://doi.org/10.46783/smart-scm/2020-3>
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тел.: (063) 593-30-41
<https://smart-scm.org>

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UDC 339.137.2:334.716:005.95/.96

DOI: <https://doi.org/10.46783/smart-scm/2020-3-2>

JEL Classification: L10, M11, M12, M21.

Received: 14 October 2020

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CORPORATE CULTURE REENGINEERING STRATEGY OF A MULTINATIONAL LOGISTICS COMPANY

Maria Hryhorak, Viktoriia Leha. *"Corporate culture reengineering strategy of a multinational logistics company". The article substantiates the role of strategic re-engineering of corporate culture in increasing the level of competitiveness of a multinational logistics company and optimizing the efficiency of its activities. The main processes, principles and features of corporate culture transformation as one of the stages of re-engineering of the company's business processes are considered. The main concepts of corporate culture, management innovations, and re-engineering, which are effective tools for improving the efficiency of enterprise management, are defined. An algorithm for creating a corporate culture is proposed, including its positioning at the strategic level, as well as ensuring appropriate financial results. Corporate culture management is considered as an intangible asset that has value and creates conditions for generating income for the enterprise. In addition, it gives the company advantages by reducing conflicts, improving business relationships, reducing non-production time costs, and increasing the economic efficiency of the business. The factors influencing the level of employee involvement in work and transformation of employee behavior in accordance with the leader's strategic vision for company development and in accordance with his decisions on business re-engineering are identified. The main tasks of business process re-engineering are revealed, key directions and necessary tools for implementing the transformation of corporate culture are highlighted. The research methodology is based on methods of theoretical analysis and generalization of scientific literature and periodicals on the research topic, statistical analysis, classification and analytical method and methods for determining economic efficiency. The approach to scenario modeling of the process of managing the development of corporate culture of an enterprise based on a combination of components of culture, methods of managing it, basic values and strategies of enterprise management as a whole has been further developed, which allows taking into account the multidirectional interests of stakeholders and harmonizing them in the process of managing a multinational logistics company.*

Keywords: strategy; corporate culture; managerial innovations; staff involvement; consistency; adaptation; leader; business processes; reengineering; efficiency; multinational logistics company.

Марія Григорак, Вікторія Лега. "Стратегія реінжинірингу корпоративної культури транснаціональної логістичної компанії". У статті обґрунтована роль стратегічного реінжинірингу корпоративної культури у підвищенні рівня конкурентоспроможності транснаціональної логістичної компанії та оптимізації ефективності її діяльності. Розглянуто основні процеси, принципи та особливості трансформації корпоративної культури як одного із етапів реінжинірингу бізнес-процесів компанії. Визначено основні поняття корпоративної культури, управлінських інновацій, реінжинірингу, що є дієвими інструментами підвищення ефективності управління підприємством. Запропоновано алгоритм створення корпоративної культури, що включає її позиціонування на стратегічному рівні, а також забезпечення відповідних фінансових результатів. Управління корпоративною культурою розглядається як нематеріальний актив, що має вартість і створює умови для отримання доходу підприємства. Окрім того, дає підприємству переваги за рахунок зменшення конфліктності, покращення ділових взаємовідносин, скорочення невиробничих витрат часу, росту економічної ефективності бізнесу. Визначено фактори, що впливають на рівень залученості працівників у роботу та трансформацію поведінки співробітників у відповідності до стратегічного бачення лідера щодо розвитку компанії та згідно з його прийнятими рішенням щодо реінжинірингу бізнесу. Розкрито основні завдання реінжинірингу бізнес-процесів, виділено ключові напрямки та необхідні інструменти при реалізації трансформації корпоративної культури. Методологія дослідження базується на методах теоретичного аналізу та узагальнення наукової літератури та періодичних видань за темою дослідження, статистичного аналізу, класифікаційно-аналітичний метод і методи визначення економічної ефективності. Набув подальшого розвитку підхід до сценарного моделювання процесу управління розвитком корпоративної культури підприємства на основі поєднання складових культури, методів управління нею, базових цінностей та стратегій управління підприємством у цілому, що дозволяє враховувати різноспрямовані інтереси зацікавлених сторін і гармонізувати їх у процесі управління транснаціональною логістичною компанією.

Ключові слова: стратегія; корпоративна культура; управлінські інновації; залученість персоналу; узгодженість; адаптація; лідер; бізнес-процеси; реінжиніринг; ефективність; транснаціональна логістична компанія.

Мария Григорак, Виктория Лега. "Стратегия реинжиниринга корпоративной культуры транснациональной логистической компании". В статье обоснована роль стратегического реинжиниринга корпоративной культуры в повышении уровня конкурентоспособности транснациональной логистической компании и оптимизации эффективности ее деятельности. Рассмотрены основные процессы, принципы и особенности трансформации корпоративной культуры как одного из этапов реинжиниринга бизнес-процессов компании. Определены основные понятия корпоративной культуры, управленческих инноваций, реинжиниринга, которые являются действенными инструментами повышения эффективности управления предприятием. Предложен алгоритм создания корпоративной культуры, включающий ее позиционирование на стратегическом уровне, а также обеспечения соответствующих финансовых результатов. Управление корпоративной культурой рассматривается как нематериальный актив, имеющий стоимость и создает условия для получения дохода предприятия. Кроме того, дает предприятию преимущества за счет уменьшения конфликтности, улучшения деловых взаимоотношений, сокращения непроизводственных затрат времени, роста экономической эффективности бизнеса. Определены факторы, влияющие на уровень вовлеченности работников в работу и трансформацию поведения сотрудников в соответствии со стратегическим видением лидера по развитию компании и согласно его принятым решениям по реинжинирингу бизнеса. Раскрыты основные задачи реинжиниринга бизнес-процессов, выделены ключевые направления и необходимые инструменты при реализации трансформации корпоративной культуры. Методология исследования базируется на методах теоретического анализа и обобщения научной литературы и периодических изданий по теме исследования, статистического анализа, классификационно-аналитический метод и методы определения экономической эффективности. Получил дальнейшее развитие подход к сценарному моделированию процесса управления развитием корпоративной культуры предприятия на основе сочетания составляющих культуры, методов управления ею,

базовых ценностей и стратегий управления предприятием в целом, что позволяет учитывать разнонаправленные интересы заинтересованных сторон и гармонизировать их в процессе управления транснациональной логистической компанией.

Ключевые слова: стратегия; корпоративная культура; управленческие инновации; вовлеченность персонала; согласованность; адаптация; лидер; бизнес-процессы; реинжиниринг; эффективность; транснациональная логистическая компания.

Introduction. Permanent changes in the external environment, increasing competition, complicating the production and commercial activities of enterprises, increasing the importance of the time factor, expanding the space of enterprise activity and increasing the volume and speed of obtaining information and new knowledge increase the importance of internal sources of economic growth that can ensure an increase in production. The relevance of the topic follows from the fact that in recent years the issue of corporate culture has become particularly important, attracting the attention of both management theorists and practitioners. In the context of the formation of market Relations, increased competition, globalization and Ukraine's integration into the EU, enterprises are forced to constantly evolve and respond quickly to changes. The driving force in these processes is the corporate culture, which unites the enterprise and personnel with a single mission, a single philosophy, development strategy, principles, values, traditions, creates a reputation in the business world, forms the image of the organization, increases its competitiveness and provides a competitive advantage.

The formation of corporate culture is an important component of the development of a modern organization. Embracing the deepest values, attitudes and ideas of employees, corporate culture is a powerful means of influencing, on the one hand, the disclosure of the human potential of the organization, and on the other — the realization of its sustainable competitive advantages in the market. In the context of the knowledge economy, improving the efficiency of an enterprise is determined not only by the use of the latest techniques and technologies, the material interest of

performers, but, above all, their dedication, the level of favorable social atmosphere, common goals, interests and values. The relevance of corporate culture research attracts the attention of scientists, however, both theoretical and practical approaches can reveal such a limitation. The problems of forming a corporate culture, especially in newly created enterprises, are often reduced to the introduction of image and entertainment programs, while the potential of corporate culture can be revealed only if it is strategically directed.

Analysis of research problems. Theoretical foundations of the formation and development of corporate culture are actively studied in the world and domestic scientific literature. Among foreign scientists, various aspects of this problem were studied by: M. Armstrong, R. Akoff, T. deal, K. Davis, P. Drucker, A. Kennedy, W. Ouchi, K. Cameron, R. Queen, J. Newstrom, R. Waterman, G. Hofstede, S. Handey, E. Shane. A lot of research on this topic has appeared in recent years in Russian science, among which we can mention the works of A. Amosha, I. Buleev, A. Voronkova, A. Grishnova, M. Doronina, V. Dubyag, G. Zakharchenko, S. Ilyashenko, A. Kamenskaya, O. Martyakova, L. Melnik, G. Nazarov, O. Prokopenko, Yu. Shipulina and others. In the works of these scientists, the essence of corporate culture is revealed, various typologies and approaches to evaluating and managing its development are considered. However, in the context of post-crisis economic turbulence, fierce competition in the markets, increased processes of restructuring and reorganization of enterprises, mergers and acquisitions, the features of corporate transformation require a more thorough analysis. The phenomenon of corporate culture has always been given a lot

of attention, especially now, when in almost all economic, psychological, socio-humanitarian sciences such a direction as the "human factor" and its role in improving production efficiency is quite deeply studied. The analysis of economic literature shows that the issues of building organizational culture are quite deeply studied by scientists from both far and near abroad – these are, first of all, K. Cameron, R. Quinn, E. Kapitonova, V. Sate, T. Solomanidina, V. Spivak, O. Tikhomirova, V. Tomilov, S. handy, G. Hofsted, and others.

The works of Ukrainian scientists, namely: A. Voronkova, V. Grineva, Yu. Ivanov, T. Lepeyko, I. Mazhura, G. Nazarova, L. Panchenko, S. Paseka, M. Semykina, G. Khayet, I. Shvets, A. Shegda, A. Yastremskaya and others, are also devoted to the study of the problems of communication between organizational culture and competitiveness.

Determining the level of organizational culture, therefore, appears as a kind of means of diagnosing the state of culture and identifying its weaknesses. In this context, the issues of assessing and determining the impact of organizational culture on the efficiency and competitiveness of an enterprise in the context of Strategic Management become relevant.

Purpose and objectives of the article.

Based on the above, the aim of the study is to develop a model for the transformation of corporate culture as the main stage of re-engineering business processes of strategic management of the organization.

Presentation of the main material and research results. In search of levers to improve the efficiency of enterprise development and its competitiveness, the emphasis is often placed only on economic factors. However, we must not forget that a business entity is a person. And the result of its work largely depends on it, on its culture, and in general on the culture of the enterprise. Therefore, it is the corporate culture that is an important factor in the successful operation of the enterprise, increasing its competitiveness.

Today, there is no single approach to the interpretation of the concept of "corporate culture". In addition, various scientists often use such terms as "organizational culture", "enterprise culture", "organization culture", and "corporate culture" to characterize it. The analysis of interpretations of these concepts gives grounds to conclude that their essence is mainly identical and corresponds to the concept of "corporate culture". Functional, psychological, normative, and historical and genetic aspects are often used to determine the essence of corporate culture. Thus, functional definitions of corporate culture describe the functions of corporate culture, its role as a mechanism for regulating behavior between employees. Psychological definitions emphasize the formation of employee habits and the peculiarities of their adaptation to the organizational environment. Descriptive definitions include a list of elements of corporate culture. Normative-pay attention to norms and patterns of behavior, historical and genetic include in corporate culture the processes of social and cultural imitation, the development of traditions, customs, rituals.

Summarizing the studied definitions, we can conclude that corporate culture is a system of values, beliefs, beliefs, ideas, expectations, symbols, as well as effective principles, norms of behavior, traditions, rituals, etc. that have developed in the organization or its divisions during its activities and are accepted by the majority of employees.

Corporate culture is a permanent system of checks and balances that needs to be strengthened at all levels of the life cycle of the organization and employees. A strong corporate culture may attract new employees to the organization, but the motivation and relevance of the work must correspond to the desire to integrate into the culture. Unmotivated employees generate a negative culture with those around them, and all this work can quickly fall apart, so understanding what drives all employees in terms of motivation, and matching this to work,

thinking, and behavioral preferences is a better, more holistic approach to hiring, training, and retaining the employees who make up the organization – and who make up the organization's culture.

The corporate culture of an enterprise is closely linked to human resources management. Each management function (selection, motivation and evaluation of

personnel, formation of groups) is associated with the task of corporate culture – to provide the employee with important, up-to-date, complete and transparent information related to current and planned initiatives (activities) of the enterprise, its mission and strategies.

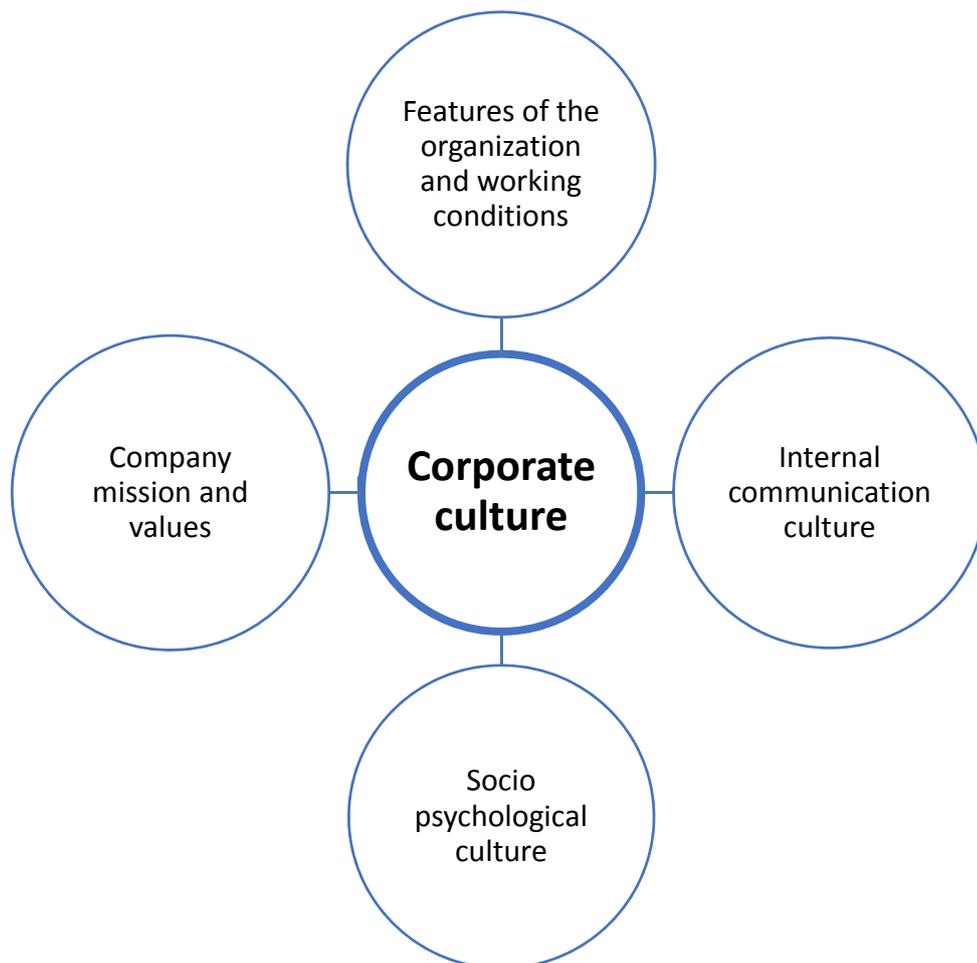


Figure 1 – Structure of the corporate culture of the enterprise. Compiled on the basis of [2]

Corporate culture provides a list of the main provisions in the work of the enterprise, depending on the development strategy and mission, and consists of an approved leadership system, a perfect communication system, the position of each employee, conflict resolution styles, existing symbols – taboos, restrictions, rituals, etc.

The decisive factor in the formation of corporate culture is the philosophy of the

enterprise, that is, the principles that the company's management imitates and which are formed in advertising materials, management speeches, and information documents. Their formation aims to create a certain image of the enterprise in the eyes of its employees and the external environment. The main concern of the company's management is appearance, because the success of the company's activities in a

competitive environment depends on it. This type is formed in the minds of enterprises and individuals under the influence of contacts with the enterprise, both directly with employees of the enterprise, and when getting acquainted with advertising, visiting exhibitions, presentations.

Thus, although working on the company's image is difficult and troublesome, covering many processes and many people, it is extremely necessary if the company is trying to gain a foothold in the market and have good prospects for further development.

The formation of corporate culture is a management tool that increases the productivity of employees of the enterprise, helps to create a positive image, good reputation and respect for it. Nowadays, corporate culture is the main mechanism that provides a practical increase in the efficiency of the enterprise. It affects the motivation of employees, the attractiveness of the enterprise as an employer, which is reflected in the turnover of personnel, the morality of each employee, his business reputation, productivity and efficiency of work, the quality of work of employees, the nature of personal and industrial relations at the enterprise, the attitude of employees to work, their creative potential. In modern conditions, the company's management is directly interested in ensuring that flexibility and innovation are the most important and integral components of the corporate culture.

Re-engineering is the most radical approach to improving business processes. It is also often referred to as process innovation, as its success is largely based on the team's innovation and creativity to improve the process. This approach provides a new perspective on the goals of the process and completely ignores the existing process and structure of the organization.

The main conditions for re-engineering, in addition to process orientation, include ambitious goals (not only to get out of the crisis, but also to become an industry leader in the future), abandoning the established rules

of doing business (which is quite difficult for domestic companies), and finally improving business processes through the use of modern information technologies.

In order for re-engineering to achieve these goals, it is also necessary to ensure a decent motivation of the system of incentives for senior management, since without management's confidence in the need to rebuild the enterprise, it is impossible to achieve the final result of re-engineering – a breakthrough in its work. All employees responsible for re-engineering must be given appropriate powers, otherwise they will be alienated by the middle management level that will perform their current functions. Re-engineering work should be widely covered within the enterprise, which will ensure that all employees understand the changes that are taking place, otherwise it will lead to distrust and disobedience of performers and resistance of employees.

Re-engineering and its most efficient implementation require the creation of a separate budget (the minimum required), without which it is impossible to start and carry out the entire complex of works. As practice shows, in order to implement the planned program, it is important to clearly define and distribute the roles, responsibilities and responsibilities of each participant in order to ensure the implementation of the program's goals. During the implementation of re-engineering works, the results achieved in the course of work should be clearly highlighted.

Daniel Denison created one of the most representative models of corporate culture transformation in terms of organizational effectiveness. Since any company whose efforts are aimed at re-engineering business processes are based on the human factor, Denison's model is based on a behavioral approach with an emphasis on the personal statements, values and expectations of the company's employees. The range of tasks that the Denison model is used to solve is quite wide: from issues of economic efficiency of the organization, functioning of the

management system and corporate communication to support mergers and acquisitions, restructuring and reorganization, development of innovative products, entering new markets, improving the quality of Service and personal development of managers and staff. A special feature of the Denison model is that it is based

on evaluating four main characteristics of corporate culture and Leadership: Mission, adaptability, engagement, and consistency. Accordingly, each of these characteristics is divided into 3 qualities (indicators), so 12 parameters are evaluated within the Denison model (fig. 2) [16].

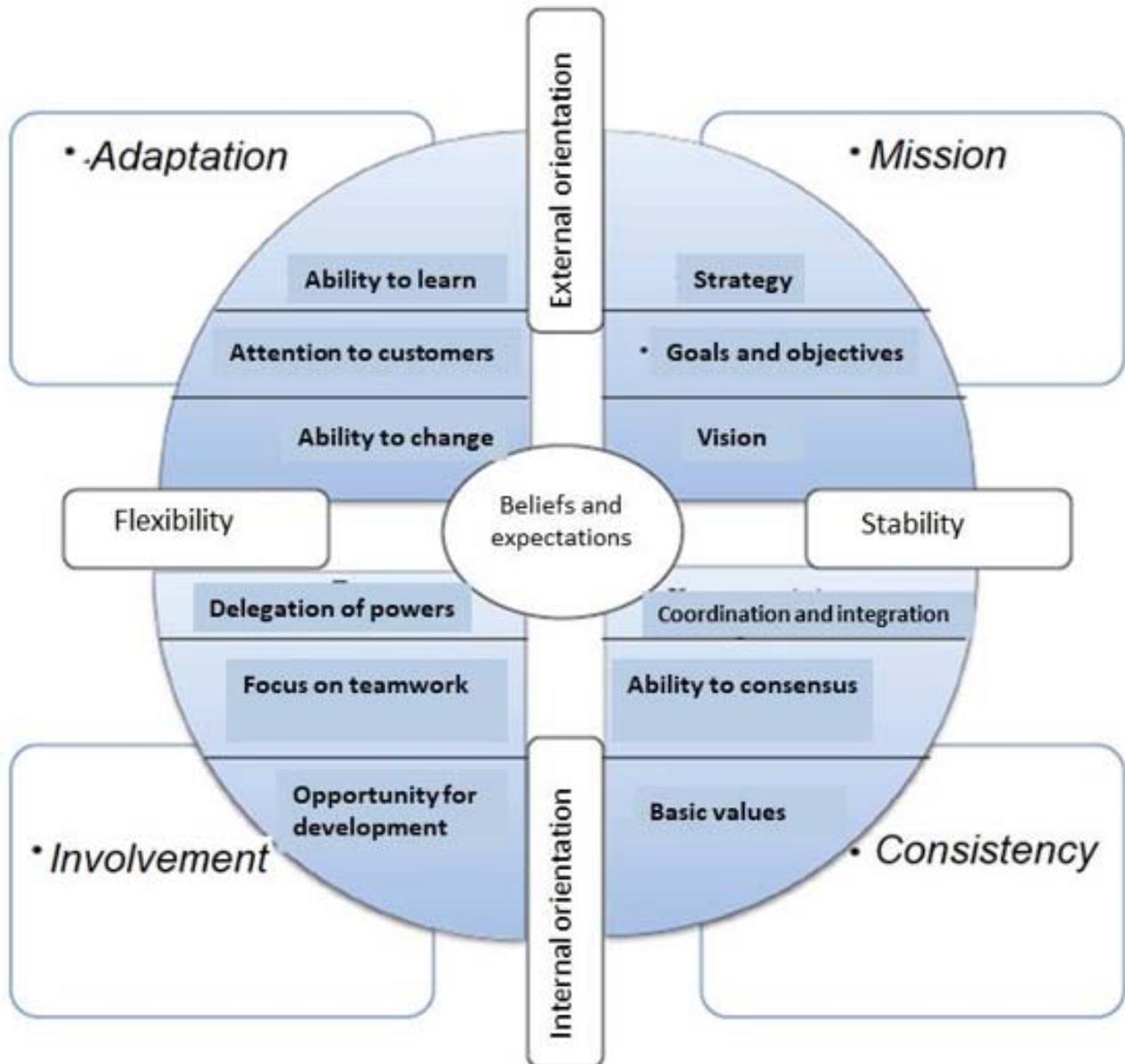


Figure 2 – Denison's corporate culture model

Re-engineering of the corporate culture of an organization cannot take place without changing the paradigm, principles and behavior of its manager, since it is a reflection of his personal values and qualities. In 1997,

Richard Barrett developed cultural Transformation Tools (CTT), which are based on a seven – level model of consciousness, which allow you to determine the balance of personal values of employees and the existing

corporate culture. Adding to The Maslow pyramid, Richard Barrett characterized personal levels of consciousness in

accordance with the levels of awareness of needs and identified groups of values that correspond to them (table. 1) [17].

Table 1

Levels of personal and corporate consciousness

Human needs	Self-awareness		Corporate consciousness
Spiritual	Ministry	7	Long-term life expectancy
	The desire to change something	6	Cooperation
	Internal integrity	5	Corporate values
Mental	Self-transformation	4	Improving performance
Emotional	Self-esteem	3	Efficient processes and systems
	Attitude	2	Customer satisfaction
Physical	Survival	1	Financial stability

It is proved that compliance with the corporate culture and strategy of the enterprise is fundamentally important. With strategically important changes in the external environment, two possible scenarios are possible: evolutionary and revolutionary. In the event of a revolutionary development, fundamental changes in strategy and corporate culture (reengineering technologies) are necessary. With evolutionary development, there is a gradual adjustment of the existing strategy and corporate culture (Kaizen technology). To identify opportunities for implementing reengineering and strategic planning, a SWOT analysis of the corporate culture and a mandatory survey of employees should be conducted.

According to the authors, according to the results of the analysis, re-engineering of the corporate culture of a multinational logistics company should be aimed at staff involvement. After all, a corporate culture based on staff involvement allows the company to achieve its strategic goals, creating a synergy environment where the labor, creative and intellectual potential of each employee is realized and conditions for their professional development are provided. In companies with a strong corporate culture, each employee makes every effort to achieve their own goals and the goals of the

organization and is personally interested in its development. In turn, engagement is manifested in the fact that the staff shows enthusiasm and proactivity in their activities and takes full responsibility for the proper performance and quality of work. To achieve the proper level of engagement, the organization's management needs to create an open and extensive system of Corporate Communication and delegation of authority and provide a working atmosphere in which each employee will be inspired to realize their potential. To do this, you need to create an appropriate corporate culture – a culture of engagement and self-discipline.

Corporate engagement culture is the successful implementation of a business strategy aimed at increasing profits and business value by revealing the sources of internal motivation of employees aimed at the highest and highest quality results.

At the initial stage of corporate culture transformation, it is necessary to take into account that the search and selection of employees who are characterized by self-motivation and self-discipline is the most important element of the engagement strategy.

The distinctive qualities of an employee with a high engagement rate are: absorbed in work – "time flies fast at work"; maintains concentration for a long time; feels a strong

emotional connection with the company; treats work with enthusiasm and passion; expands the scope of his responsibility, flexible, not limited to describing job responsibilities; adapts quickly to changes; strives to develop work skills; does not need reminders and instructions; does everything on time; persistent; takes initiative; focused on achieving goals; conscientious; responsible; dedicated to work.

The process of formation, development and changes of the Criminal Code should take place in accordance with the life cycle of the organization. Since there are three important periods in the development of the organization, each of them has its own cultural problems and corresponding mechanisms for solving them.

If we consider the process of developing and implementing a corporate culture strategy as a separate project, then it can distinguish three stages:

- 1) Diagnostics of the existing corporate culture;
- 2) Creating a model of a new corporate culture;
- 3) correction of the existing (introduction of a new) corporate culture.

Attempts to change the corporate culture cause active or passive resistance of employees. Resistance to change can have different strength and intensity. It manifests itself both in the form of passive, more or less hidden rejection of changes, expressed in the form of a decrease in productivity or a desire to move to another job, and in the form of an active, open speech against perestroika (for example, in the form of a strike, a clear deviation from the introduction of innovations). The reason for resistance may lie in personal and structural barriers.

Conclusions. Therefore, both scientists and business consultants are of the opinion that corporate culture directly affects the production performance of personnel. In particular, the weak corporate culture of the organization causes staff to feel helpless, depressed and meaningless in their work, which affects the decline in human

performance and productivity. Attempts to re-engineer business processes and improve employee efficiency mostly end in complete failure, as it is extremely difficult to change the existing corporate culture. Therefore, in the process of business process re-engineering, a crucial role is given to leaders who must focus their efforts, time and resources on simultaneously transforming many aspects of the business and creating a corporate culture that reflects and supports transformational decisions. With this in mind, corporate culture should be understood as a general reflection of all aspects of the company's activities, in particular the behavior of management and staff in the process of implementing a business strategy, all technological business processes and business practices. Corporate culture is the result of the behavior of employees of the company, so under the transformation of corporate culture, it is worth considering changing the model of behavior of employees in accordance with the strategic vision of its leader for the development of the company and in accordance with his decisions on business re-engineering.

The question of how corporate culture affects strategic management can be divided into two parts:

- is there a correspondence between strategy and corporate culture;
- is it possible to make recommendations on the applicability or non-applicability of certain management practices in a certain corporate culture?

Since the corporate culture is formed in the process of finding working solutions and approaches to doing business by the enterprise, the correspondence between the enterprise strategy and the corporate culture should be observed. The task of the strategy author is to choose a strategy that is compatible with the "untouched" elements of the existing corporate culture in the enterprise. The task of the cultural leader is to change the aspects of culture that hinder the implementation of the strategy.

In general, the theoretical analysis carried out suggests that the time has come for more complex and "subtle" methods of managing social and labor relations based on the principles of corporate culture. Management tools should cover the sphere of thoughts, moods, value orientations, and motivations of educated, qualified, and informed personnel. The need to create a unified system of values, norms, rules, and everything that forms the

basis of corporate culture for the team is being updated in order to achieve the effect of its members' participation in socially useful activities.

Further development of this direction involves both deepening research in the field of the relationship between strategy and rapid response in the development of corporate culture, and their features in the context of enterprise employee types.

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