

## The Importance of corporate culture in transformative programs

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### Abstract

Transformation is a critical business practice that facilitates the improvement of fundamental processes and procedures. Although well-intended, the success of transformative programs is indeterminate. Corporate culture has been established as a key factor influencing transformation. This paper was designed to evaluate the role of corporate culture in transformative programs. The classification of corporate culture into artifacts, values, and assumptions was found to demonstrate the influence of culture in change programs effectively. Artifacts represent aspects of culture and issues that are visible and decipherable by decision-makers and members of an organization. However, decisions and solutions developed based on artifacts are often inaccurate since visible elements and data represent symptoms of underlying problems. Decision-makers must also consider invisible factors, such as values and assumptions that actualize artifacts. The implications of cultural values and norms on key business functions, including marketing, creativity, and innovativeness, are outlined. Whenever decision-makers fail to account for the obvious and non obvious features of culture, transformative programs are compromised. Transformative programs succeed when accompanied by cultural transformation.

**Keywords:** transformative programs, corporate culture, corporate values.

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