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Business Culture Affects a Company's Strategic Success

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**BOISE STATE ON BUSINESS**

**Business culture affects a company’s strategic success**

How do you get success out of your company? In their recent book “Hard Facts, Dangerous Half-Truths & Total Nonsense,” Jeffrey Pfeffer and Robert Sutton quote Richard Kovacevich, former CEO of Wells Fargo, as saying, “What actually provides competitive success and what is difficult to copy is not so much knowing what to do — deciding on the right strategy — but instead having the ability to do it... I could leave our strategic plan on a plane, and it wouldn’t make any difference. No one could execute it without success... What actually provides competitive success and what is difficult to copy is not so much knowing what to do — deciding on the right strategy — but instead having the ability to do it... I could leave our strategic plan on a plane, and it wouldn’t make any difference. No one could execute it without success. The ability to do it is found in business culture and, more importantly, managing business culture in support of its strategies.

At Boise State, we surveyed managers, general and operation managers, business analysts and accountants in more than 350 companies to find more about business culture and how these companies manage their cultures in pursuit of success. They worked in a variety of industries from health care to retail. Our sample of companies exhibited five types of cultures: bureaucratic, competitive and entrepreneurial. The bureaucratic culture is tightly controlled by formal rules and policies. The competitive culture is result-driven with an emphasis on goal accomplishment. The entrepreneurial is committed to responding to market opportunities with innovation. How did these companies tie business culture with success? Our results showed that business culture must be guided by strategic priorities and controlled by performance measures that support business strategy. Strategic priorities should be developed and translated into strong vision and mission statements that constantly guide employees about the company’s principal purpose. Performance measures define the key customer and operational metrics that support this purpose. These metrics provide the mechanism to control employee actions within the company’s priorities.

**BUREAUCRATIC BUSINESSES**

A bureaucratic business should rely heavily on adherence and control of its employees with dashboards of key metrics that reflect rules and policies. However, our results showed that bureaucratic businesses that experienced below-average success did not use a dashboard tool. If these businesses could adopt and increase dashboard use, they may improve performance.

**ENTREPRENEURIAL BUSINESSES**

Our results showed that successful entrepreneurial businesses benefited from using the data management tool for much improved business performance. Users interact with business information, pose questions and find answers that lead to results.

**Businesses For Sale**

*Like Nu Car Wash in Caldwell*, part of the community since 1983, newer equipment, includes RE. $675,000

*The Library Coffee House*, 1411 W. Carlton Ave, in Meridian, includes all assets & Real estate. SOLD

*Tool Sharpening & Fabrication Shop*, extensive equipment ready to go, located at 117 E. 35th in Garden City, includes real estate. $200,000

*Nationally Licensed Two Location Restaurant Chain*, well known name with excellent product and cash flow. REDUCED! $100,000

*The Bouquet Bar*, operate one of the Valley’s landmark bar & music venues! For lease at $11 psf, liquor license for lease at $1,600 per month

*Boise City Liquor License*, seasoned license for lease. $1,800 per month. LEASED

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