

MEASURING CORPORATE CULTURE

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Abstract

The ability to assert the ethical and entrepreneurial values in a strong and shared manner, on the level of corporate governance and organisation, is therefore a critical element for the purpose of obtaining consensus and the optimisation of enterprise performance. For these reason, monitoring the corporate culture through the identification of indicators enables us to measure the processes of change underway in an organisation and may enable us to prevent the persistence of bad management. The introduction of a model to measure corporate culture has therefore become necessary, both in terms of defining and representing the intangible asset, with a view to controlling management to ensure the effective orientation of behaviour, to achieve the enterprise purposes and stakeholders' consensus.

Keywords: Corporate Culture, Indicators, Ethical Values, Entrepreneurial Values

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1 Introduction

Every individual develops his behaviour in relation to the environment he gravitates in (political, juridical, social, religious and economic events), the cognitive-rational and emotional-psychological aspects of his education and his personal traits: personality, knowledge, beliefs, ethical values (honesty, loyalty, justice, faith, humility and openness to new things, etc.).

The values represent the frames of reference through which individuals justify their behaviour, oriented towards the satisfaction of fundamental needs (Coda, 1985). The realisation of the need for confidence, social relations, esteem, etc. (Maslow, 1985), is also affected by the manner in which people perform their work, where they normally play out an important part of their lives in the business (and not only in terms of time).

People involved in the life of the enterprise are guided in their choices and actions by certain "entrepreneurial values", which are rooted to some extent in the experience, traditions and manner of conducting business of the organisation, and are an expression of the corporate culture.

"Entrepreneurial values" are values that orient attitudes and behaviour of certain parties, who work internally or externally for an enterprise. The most important values of entrepreneurial success involve categories like "customer service", the "valorisation of people", the "effectiveness and efficiency" and "innovation" (Coda, 1985).

Therefore, every individual who is part of an organisation develops a definite type of behaviour, which leads him to acquire knowledge, attitudes and abilities, through processes of learning the culture permeating the organisation he belongs to. In effect, the culture of enterprise represents the set of "values of enterprise" resulting from the strong integration between "ethical values" and "entrepreneurial values" (Franzoni, 2004), the set of basic assumptions, values, attitudes and frameworks of interpretation that permit the organisation, conditioning its behaviour, cohesion and potential for growth (Schein, 1988).

The culture is born, grows and develops due to the different company transactions (mergers, acquisitions, etc.). Originally, the underlying culture and values tend to be significantly influenced by the impression made by the founder and/or governance bodies (board of directors), the key actors who define the organisation and perfect the decisions that orient behaviour.

Changes in ownership involve organisational and cultural changes. In takeovers, typically, the enterprise being acquired is requested to adopt, often within a short period of time, the style of management, philosophy and the management control system, and personnel policies of the purchasing/acquiring organisation. Frequently, the evaluations for acquisition are dictated by financial logic or competitive strategies, without taking into consideration the impact on the organisation that these choices will have on the corporate culture, processes and organisational behaviour. The compromises and

reorganisations of these choices are often critical, complex and difficult.

In particular, for mature organisations, where the culture is more deeply rooted, where a process of change is taking place of the organisational and productive type, the change does not generally represent a new system to learn, but first and foremost, a factor of resistance to change.

The situation is more complex and may present a series of difficulties, when the enterprise being acquired is a successful one – namely – it has a culture based on values, convictions and assumptions built up over time, which have led to optimal performance. During and after the transformation of the culture, many members of the acquired company may feel "uncomfortable" with the new culture, and perceive a sense of difficulty and frustration, which could lead to a high level of dissatisfaction and turnover.

In effect, the choices of development gradually take effect, and the relative coherence, with respect to existing expectations, tend to influence the culture of the individuals in the enterprise, determining desegregation or sharing on the enterprise level. "The success of changes depends on several factors: on planning, the scope of the changes – but the human factor is a critical resource in change management" (Alas, 2008). In organisational behaviour, change is defined as "the act of varying or altering conventional ways of thinking or behaving" (Wagner and Hollenbeck, 1998).

Every individual who is part of an organisation favourably develops a specific behaviour, to the extent that he is in a position to share the characteristic "corporate values" and dominating culture of the enterprise.

The corporate culture is therefore an intangible and highly volatile resource, with great effects on the level of business and business results. The relative growth in value over time represents an essential condition to guarantee coordinated development of governance processes, strictly centred on a logic of optimisation of behaviour, for the creation of value and the success of the enterprise, faced with growing instability in economic systems. Additionally, culture influences the sense of belonging and satisfaction within the organisation, contributing to the determination of a level of satisfaction of expectations of personnel within the organisation. Synthetically stated, the corporate culture and the related dynamics are factors that condition all behaviour and internal relations, between governance bodies and organisation and between the enterprise and the environment.

The ability to assert the ethical and entrepreneurial values in a strong and shared manner, on the level of the governance bodies and organisation, is therefore a critical element for the purpose of obtaining consensus and the optimisation of company performance.

For these reasons, monitoring the corporate culture through the identification of indicators enables

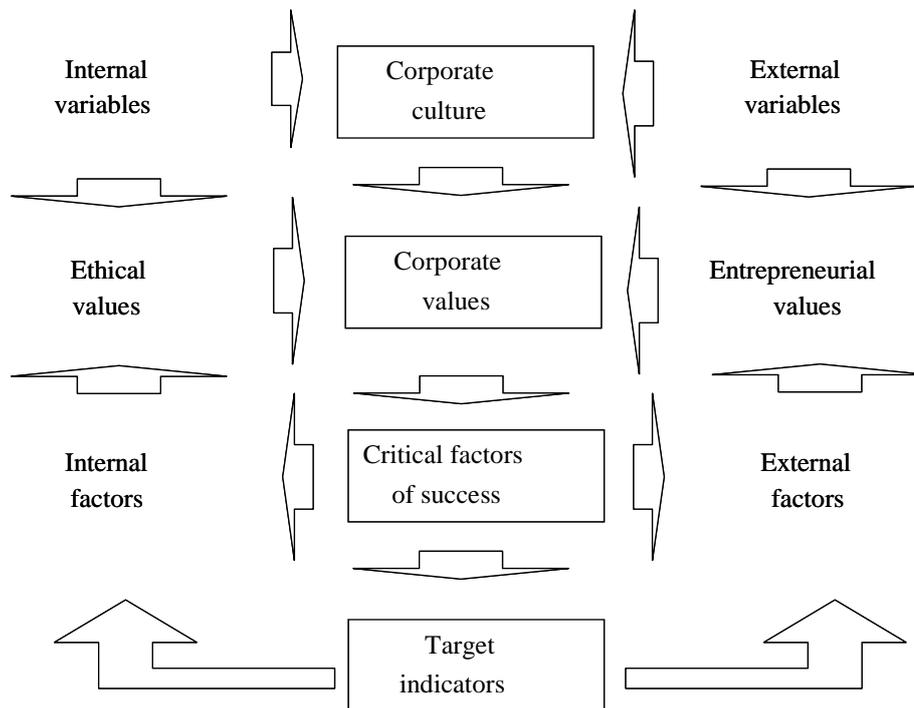
us to measure the processes of change underway in an organisation and may enable us to prevent the persistence of bad management, with the consequent negative economic results.

The introduction of a model to measure the corporate culture has therefore become necessary, both in terms of defining and representing the intangible asset, with a view to controlling management to ensure the effective orientation of behaviour, to pursue the institutional purposes of the enterprise.

This research project therefore intends to answer the following questions: How can the corporate culture be measured? What is the framework? What variables influence the corporate culture? How can the critical factor of success, "corporate culture", be broken down? What indicators could measure the critical factor of success, "corporate culture"?

2 The theoretical framework

The model presented identifies (Figure 1), first of all, the internal and external variables that may influence the corporate culture, in order to understand the declared values of both an ethical and entrepreneurial nature. It will then be a question of identifying the decisive values for the success of the enterprise and then which values should be considered decisive and critical to guarantee that success (critical factor of success of an internal and external nature). Successively, a reading must be made of the behaviour encountered in the enterprise through the definition of quantitative indicators. Discordance between declared values and the indicators identified could express the presence of critical situations subject to successive analysis, in order to remove possible obstacles that may jeopardise the success of the enterprise. According to Schein, where the artefacts and values are compatible, it is necessary to investigate the assumptions upon which people base their daily behaviour, through a process that involves systematic observation and interviews with employees in order to make the tacit assumptions explicit. Additionally, these indicators could be subject not only to a final reading but also to an estimate. The assignment of indicator target favours creating awareness of responsibilities among managers, in pursuing the maintenance or development of a strong and shared corporate culture and favours the constant monitoring within the framework of target indicators and actual results, in order to verify whether the actions undertaken have led to the maintenance, modification or improvement of coherence among the ethical and entrepreneurial values and behaviour within an organisation. If it is desired to make a enterprise more effective and efficient, the role played by culture in the organisational life of the enterprise must be understood (Schein, 2000). The theoretical framework of the study is on Figure 1.

Figure 1. The Theoretical Framework

2.1 Variables influencing the corporate culture

The influential variables on corporate culture are both external and internal.

External variables are represented by:

- geo-political, economic and social conditions, characterising specific realities from which companies get their own resources and to whom goals are addressed;
- behavioral habits or attitudes of the individuals belonging to a specific environment of origin, among which their organisational and competitive context and inter-company relationship performance are placed;
- rules and guidelines to guarantee corporate good operating.

Internal variables are represented instead by:

- values of every single individual represented by individual behavior dictated by personality, experience background, education and ethical values;
- search and selection of the personnel through *heads hunters*, in order to get the right candidate following specific human, cultural and professional lines and a punctual definition of the ethical values featuring the person to be hired;
- management style. In the organizations where an "authoritarian" style dominates, decisions are often taken by the leader who transmits them, by imparting rigorous orders, to the employees. This approach tends to limit the development of participative behavior and to activate behavior independently from the existence of a substantial agreement. But, there are organizations where there are leaders oriented to the

motivation of the personnel, to the creation and development of project and executive teams, and able to face, collegially, the challenge of business success. Collaborators are not satisfied just by receiving limited and partial information, but they aspire to know business plans, their role and the correspondence of their performance to corporate objectives.

Nevertheless, according to Schein: "The organisational structure of an enterprise may be a hierarchy and, if success has been obtained with this structure, it is believed that this is the correct form of organisation. In another organisation, the founder created a flat structure with many commissions and overlapping groups; again in this case, the enterprise was successful, therefore, it will be believed, in an equally strong manner, that this is the correct form of organisation. It can therefore be seen that there is no correct or wrong culture, there is no better or worse culture, except in relation to what the organisation is attempting to do and what the environment where it is doing business allows. All of the decisions of a general nature can be found in divulgative literature, on basing work more on teamwork, on creating an organisation that facilitates learning or on conferring greater empowerment to employees, are not valid unless they show how the fundamental assumptions upon which these "new values" are based adapt to the environment in which the organisation must operate. In some market sectors and with some technologies, teamwork and empowerment of personnel are essential and constitute the only way in which the organisation can continue to have success. In other market sectors or with other technologies, on the other

hand, strict discipline and highly structured relations are prerequisites to achieve success".

2.2 External and internal critical factors of corporate culture

Once the internal and external variables that may influence the corporate culture are identified, it is a question of identifying the ethical and entrepreneurial values that determine the culture and the respective target indicators.

Effective interpretation of external and internal conditioning variables depends on the integration between ethical values and entrepreneurial values.

Therefore, for instance, the more corporate culture is influenced by non-values, such as dishonesty and disloyalty, which lead to the pursuit of goals that satisfy in an unfair way social actors, the greater external conditioning is (rules, recommendations, etc.) so that to influence the culture itself, by spurring top managers to behave coherently to the pursuit of corporate continuity and success. In some circumstances, it comes about that the external variables influencing the corporate culture are effective and produce their effects if they are able to influence internal variables indirectly; this means that some unsatisfactory situations may be overcome only through the mature awareness of the key actors and appropriate behaviour in response to negative values, which can produce devastating results in the mid-to-long-term.

Among the internal variables featuring corporate businesses and management at an intra-organizational level, the attention is focused on ethical values transmitted from top managers to the members of an organisation.

Among the external variables regarding the positioning of the enterprise in the environment, the analysis focuses on the entrepreneurial values that orient the behavior of the members in an organization in order to catalyse the satisfaction of the stakeholders' expectations.

After identifying the internal critical factors (ethical values), such as for instance trust, honesty, respect for others, and the external ones (entrepreneurial values), innovation orientation, development of human resources, etc, target indicators (Anthony, 1965) are highlighted in order to assess if governance bodies have behaved in a way to produce the wished effects, that is, in spite of their good intentions corporate culture not appropriate to general expectations has been infused or the same culture that they have tried to convey to the members of the organization has generated behavior not complying with the stakeholders' expectations, with inevitable effects on the long-lasting operating continuity of the enterprise.

Therefore, corporate culture should be measured by means of some indicators so that to understand its

degree of permeability in an organization, even in front of meaningful changes.

2.3 Target indicators of corporate culture

Target indicators measuring corporate culture, represent the main instrument of behavioral guidelines, since they show indicators able to synthesize the ability to reach success.

Such indicators can be of different types: qualitative, quantitative, quantitative-monetary. This classification is strictly connected to the type of indicators, that is depending on the features of target indicators belonging to I level or II level. In the first typology we find indicators aimed to favor the connection between strategic and operating guidelines, while, in the second one, the process of their translation into appropriate operating objectives. Besides, the indicators of the I level belong to a qualitative type while those of the II level, to a quantitative type.

The more indicators can be expressed in terms of figures/amount, the more their measurement is facilitated. It is therefore desirable that qualitative indicators are led back to suitable indicators of a quantitative type in order to favor their comparison in terms of space-time. However, given the critical factor under analysis, its determination tends to be oriented to aspects of the qualitative type, that is indirect, although direct indicators are not missing.

We underline that the indicators reported in this paper (Table 1) represent a first effort towards the selection of monitoring elements of corporate culture value; the reported list is therefore to be considered merely indicative.

Each enterprise, in fact, is characterized by its own culture, that can be interpreted through indicators defined on the basis of priorities established by the enterprise itself in relation to its own internal and external environmental context.

Each organization has its own culture able to influence behavior, decisions, internal relationships and, as a consequence, success. Culture cannot be "extracted" by an enterprise, even by transferring human resources, which are also important vehicles of the main cultural issues. Acquiring offices or human resources does not allow to reproduce corporate culture. The same people, in a new environment, develop new ways of comprehension and harmony.

It is therefore a question of activating processes centred on the identification of target symptomatic indicators for the determination of the culture of each enterprise, and to guarantee the relative optimisation, as well as to detect what is hidden with such great energy (Schein, 2000).

For example, let's consider an enterprise where top managers believe in the respect for people and encourage behavior oriented to free initiative and trust in those who are have specific responsibilities. The evaluation of such orientation can follow from: the

intra-organizational relations; the coherence of the management style (if centralized or decentralized); the correspondent delegation processes chosen (if centralized or existing); the degree of defined responsibility.

Table 1. Target indicators of corporate culture

Decisive for Corporate Culture		First Level Indicators	Second Level Indicators
Ethical values	Respect for others – trust	<ul style="list-style-type: none"> ▪ Intra-organisational Relations ▪ Level of Responsibility ▪ ... 	<ul style="list-style-type: none"> ▪ Level of efficacy of managerial processes (planning, programming and management control); ▪ Level of coherence between assigned target and results in the absence of non-governable factors ▪ ...
	Honesty	<ul style="list-style-type: none"> ▪ Level of transparency in communications ▪ ... 	<ul style="list-style-type: none"> ▪ Level of quality of internal and external information ▪ ...
	Humility – openness to innovation	Level of renewal in seeking creative solutions	Frequency of propositions for qualitative improvements
	Etc.	▪ ...	▪ ...
Entrepreneurial values	Valorisation of human resources	<ul style="list-style-type: none"> ▪ Improving professional competence ▪ 	<ul style="list-style-type: none"> ▪ No. of career progressions ▪ No. of requests for training ▪ No. of interventions/hours of training performed ▪
		<ul style="list-style-type: none"> ▪ Level of sharing and participation of collaborators ▪ Level of difficulty in internal coordination ▪ Degree to which potential conflicts between governance bodies have been overcome ▪ Level of equal opportunities ▪ 	<ul style="list-style-type: none"> ▪ No. of meetings ▪ No. meetings for coordination ▪ % of absenteeism ▪ % of turnover ▪ Level of remuneration ▪ ...
	Market orientation	<ul style="list-style-type: none"> ▪ Level of product customisation ▪ Level of product differentiation ▪ 	<ul style="list-style-type: none"> ▪ No. of claims for products not in conformity with orders ▪ % of turnover of customers ▪ No. of customised products ▪
	Pursuing efficiency and effectiveness	<ul style="list-style-type: none"> ▪ Level of coherency between resources and results ▪ 	<ul style="list-style-type: none"> ▪ % of improvement in performance ▪ Productivity index ▪
	Innovation	<ul style="list-style-type: none"> ▪ Level of product innovation ▪ Level of process innovation ▪ ... 	<ul style="list-style-type: none"> ▪ R&D expenditures used for innovative projects ▪ % of product innovation (technological or not) ▪ % of re-engineering of processes ▪ ...
	Etc.	▪ ...	▪ ...

If the governance body declares to believe in trust, but it centralizes all the decisions, it is unavoidable that the trust in this value fails. Besides, such a value could be analyzed considering the degree of effectiveness of the processes of economic governance by the management and assessing its process. It is obvious that the formality in undertaking

the planning, programming and monitoring processes generates an insufficient degree of coherence between business strategies and the assigned operating objectives, with inevitable difficulties to improve the conditions of effectiveness and efficiency behavioural by the individuals working for the enterprise.

If the managers do not have a clear business strategy and the assigned objectives are not coherent with this strategy, or they are exclusively formal documentation, their decisional ability will not be valid and they will suffer the decisions taken by others. This involves the following conditions: weakness of ethical values oriented to the confidence and the respect of free initiative of the person, that is, declared values are misaligned regarding the real existing behavior; insufficient ability to convey the advocated values through an effective process of economic governance and centralizing all the decisions by governance bodies.

Instead, internalization of the advocated values such as "respect for others" could be a precondition to assert the entrepreneurial value of "development of human resources". The measurement of this value could be found in the "degree of the enhancement of professional competences" assessed in relation to the quantity and quality of the required and implemented training courses, and based on career promotion to the best employees.

Other "First level indicators" addressed to assess how strategic orientation means to spread corporate culture, among which, "development of human resources", are represented by:

- Level of sharing and participation of collaborators;
- Level of difficulty in internal coordination;
- Degree to which potential conflicts between governance bodies have been overcome;
- etc.

The above mentioned indicators could be also interpreted, in order to measure behavior orientation, through the "Second level indicators" such as, for example:

- absenteeism and turnover level;
- analysis of organisation;
- the number of coordination meetings with the employees. In this case, the quantitative indicator, so that to be totally valid, should be used along with qualitative indicators, such as the effectiveness of meetings in terms of arguments treated, problems faced and decisions taken, etc.

The more they are achieved, that is: contained rates of absence from the workplace, reduced internal conflicts, tendency to the increase of professional competences, the more behavior oriented to the development of human resources and to the respect for people. If the conditions mentioned above are missing, it is necessary to revisit the dominant values of the enterprise.

Let's consider now the honesty value that should permeate the whole organization in order to support culture based on loyalty, liability, honorability and integrity. This value could be measured in relation to the level of relationship transparency, on the one hand, (an indicator that is shown by the number of conflicts between individuals) and the level of communication transparency, on the other. Honesty in relations is

strongly connected to "respect for individuals", whether they are within the organisation (for example, the employees), or whether they are external (customers). The latter must be satisfied, in fact, with the purchase of the goods produced by the enterprise, which, in turn, must be competitive, realise the best solutions for the customer's needs. That means offering better performance than the competition, orienting the enterprise towards the market and putting it in a position to identify the needs of customers, but also to anticipate competition. Culture permits us to develop these convictions and encourages enterprises to emphasize attention towards the customer, as they seek new elements of advantage.

We are therefore speaking of a culture that is oriented outwards with principles and behaviour that focus on the role of the market or the ability to anticipate and respond continually to the changing demand of consumers. Evaluating orientation of behaviour in this direction means to formulate first level target indicators, designed to monitor the level of differentiation and customisation of products, which in turn can be identified with the following second level target indicators:

- The number of customised products;
- The % of turnover of customers;
- The number of claims for products not in conformity with orders;
- Etc.

Once again, there is close integration between ethical and entrepreneurial values, as a winning formula to develop behaviour oriented towards satisfaction of expectations. Nevertheless, it is stressed that the former are not conditions upon which the latter depend. That is to say, honest behaviour does not necessarily depend upon the realisation of the principle of market orientation, since it may exist independently of the presence of correct attitudes. Consider, for example, a company with market orientation that proposes products that are aesthetically attractive, but have a high risk for the customer, inasmuch as they are produced with low quality raw materials that are harmful to the health. The foreseeable consequence of this behaviour, which generates risks for consumers, although associated with competitive behaviour, involves, if not over the short term, a progressive loss of competitiveness and the consequential elimination from the market.

Honesty in communications, on the other hand, is analysed, in particular, from the point of view of the quality of both internal and external information, namely, of the presence of transparent, neutral, clear information, which informs about the qualification of the image of the company, creating potential for the acquisition of consensus. Asserting a culture of transparency should valorise the role of guarantee of the company towards third parties and confer greater governance of inter-company relations. The company should measure behavioural orientation towards the assumption of values of honesty and transparency to

correct any attitudes that are prevalently oriented towards the adoption of communications policies that respond to requirements of fictitious support of growth in the value of the enterprise. In this manner, behaviour would be stimulated in favour of a transparent, healthy and correct company management, also demonstrating the propensity of the enterprise towards efficiency and effectiveness principles, through analysis that bring out the productivity realised, the rate of improvement of performance achieved following the training processes engaged in.

Lastly, among the values mentioned are humility and openness towards innovation as a value that is inherent in every individual who intends to continuously learn, create new ideas and find new opportunities for well being. The more the key actors have "interiorised" this value, the better they will know how to transmit it to the members of the organisation, generating a shared behaviour of "innovation" in conducting the business of governing the enterprise. Measuring this dimension could permit the evaluation of the level of product and process innovation pursued and realised in the enterprise. If level indicators in support of this analysis could be represented by the frequency of propositions for quality improvements, the rate of innovation present in the product over the last five years, the expenditures for research and development given over and utilised for the realisation of innovative projects, the rate of re-engineering of processes, etc.

The activity of monitoring of the corporate culture is oriented towards verification of the existence of a culture founded on valid corporate values (which proceed from the optimal combination between ethical and entrepreneurial values) and on effective procedures to vehicle them.

In fact, if it is desired to pursue target indicators such as the level of customisation or the product or innovation of the process, which express the values of market orientation and the propensity to innovate, it is fundamental to govern the manner in which they are instilled in company strategies and by strategies in operational objectives, coherently with the purposes pursued. Often, in fact, despite the fact that values are strongly competitive, there are no effective ways to instil them among the members of the organisation, to ensure they feel them as their own, inasmuch as they are winning and preparatory to the success of the enterprise.

In a word, successful companies are realities that are capable of adopting strong cultural models and challenging corporate values, which penetrate the organisation. It is therefore important to envision constant monitoring of the corporate culture in order to safeguard the continuity and success of the enterprise.

3 Empirical study and results

The purpose of the analysis presented below is to illustrate the role of corporate culture and the manner in which it can be measured, through the case study, selected on basis of the following criteria:

- Type of company group;
- Strategic positioning;
- Style of Management;
- Merger and acquisition transactions with companies having an inhomogeneous culture;
- Introduction of corporate culture monitoring systems.

The company analysed below to investigate the manner of measurement of corporate culture is a Group that does business on the market of consumer goods on all world markets.

The study was realised through the direct administration of a semi-structured questionnaire consists of five sections, which contemplate the analysis of the following ambits:

1. Institutional organisation of the group;
2. Values and mission of the group;
3. Governance processes (planning, programming and management control) of the group;
4. Corporate culture of the group;
5. Merger and acquisition transactions.

The most important results from this empirical investigation are set forth below.

The case it is intended to illustrate concerns the analysis of behaviour and corporate culture following a strategic-organisational merger between two culturally inhomogeneous competitor companies.

The companies in question are:

- a company with 150 employees (acquirer company);
- a company with 240 employees (acquired company).

The objective of the Group, following acquisition, was to start a merger project between the two companies in order to form a new reality, which would be a world leader in the field of industrial detergents.

The process, from acquisition to merger, was accompanied by a project for the cultural integration of the companies, which concerned the project for interaction and the consequent results.

The project of cultural integration envisioned two phases:

1. Psycho-social and ethnographical research;
2. The process of integration.

The first phase, which was realised through psychosocial research, had the objective of analysing the experiences of persons with respect to the process of merger, focusing on the manner in which they perceived their own organisational reality and the "other" reality.

The acquired group was perceived by the acquirer company as a dynamic company, oriented towards the market and the customer, with a lean and

agile structure, but also with a fragile organisation. The acquirer company was perceived by the acquired group as a company not so much oriented towards the market, organised and attentive in the management of human resources, extremely highly structured but excessively slow in making decisions.

The research therefore brought out many cultural differences between the two companies:

- Business ethics;

- Manner of learning/knowledge;
- Concept of time and change;
- Relationship with money,
- Model of leadership;
- Personnel policies.

In a word, the acquired company was associated with a “cat” and the acquirer company was associated with an elephant.

Table 2. The indicators of the corporate culture

Decisive for Corporate Culture		First Level Indicators	Second Level Indicators	Indicators of the Group Analysed
Ethical Values	Respect for others – trust	Intra-organisational Relations Level of Responsibility	Level of efficacy of governance processes	Managerial processes: how decisions are made, how the company communicates; how problems are solved; how programmes are drawn up; how the company is controlled. Orientation with respect to time: Is punctuality (deadlines, meetings) an important element?
	Honesty	Level of transparency in communications	Level of quality of internal and external information	Company image: what image does the company transmit to the outside (packaging of products, signs, publicity language, style of sales personnel) and what image does it communicate internally (welcoming of newly hired personnel, communication systems, training programmes, typical occasions and anniversaries).
Entrepreneurial Values	Valorisation of human resources	Improving professional competence	No. of career progressions	Systems of evaluation and remuneration: on what basis are people evaluated, how are they rewarded or punished, how a person advances in career.
		Level of sharing and participation of collaborators	No. of meetings % of absenteeism	Organisational relations: Hierarchical relations (boss-collaborators); inter functional relations; how organisational roles are defined; the use of moments of integration.
	Market orientation	Level of product differentiation	No. of claims for products not in conformity with orders % of turnover of customers	Relations between the company and the external environment: the approach to the customer; tactics against competition and the most important suppliers.
	Pursuing efficiency and effectiveness	Level of coherency between resources and results	% of improvement in performance	Maximum efficiency.

The second phase of the project of integration was articulated in four successive phases, namely:

1. Definition of values and objectives, starting from the "vision" and "mission" of the companies and analysis of the different original cultures that emerged from the ethnographical research.

2. The make up of the Board, through the research for people to include in the positions occupied in an appropriate manner.

3. Working with the new Management to develop the necessary competence and establish individual itineraries of development in order to fill gaps.

4. Focusing the attention of directors on the "style of leadership", which occupied a central and privileged place in the analysis of the organisational culture and in the model of competencies.

The scheme set forth (Table 2) was formulated in accordance with the information obtained, coherently with the model developed in the first part of this paper.

From the research conducted at the company analysed, the importance can be seen of the corporate culture that the group is most sensitive to for measurement, as an intangible resource capable of influencing the behaviour of individuals, relative to the purposes and processes of governance and therefore to producing effects in terms of corporate effectiveness and results.

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