Foreword.

After 6 months of research and writing, I’m at the end of my thesis for my bachelor degree, but this is also the end of my student career at the Amsterdam Fashion Institute. Some amazing college years, where I learned a lot, gained experience, grew knowledge and developed personally.

When I applied for the Amsterdam Fashion Institute, I failed the admission test. The teachers told me that there was no possibility to start my student career at AMFI. This did not discourage me and I started the first of September of 2008. Now 4 years later I am graduating in English with good grades, perseverance made me into the person I am today.

I want to take the opportunity to thank a few people for their time and their support during my graduation period. First I like to thank Marco Mossinkoff and Henny Jordaan with their expertise, coaching, tips and their books. Second I like to thank Roland Thier who helped me, with good discussions/brainstorming and advise with my thesis. Special thanks to Margaret Spaniolo, President COO of Thom Browne NY for all her cooperation with my research and providing the data. I also want to thank my old colleagues at Thom Browne for their assistance with my survey, and Marijn Sikkema from Effectory who help me with advise about the survey from the TB staff and the recommendations. Finally I want to thank my friends and family for their great support during this process.

In several chapters of the thesis, I refer to the appendix; this can be found in the appendix book.

I hope you will enjoy reading my thesis.

Heiloo, May 2012,

Ferry Konver
Introduction

0.1 Motivation
My internship at Thom Browne in New York inspired me to write my thesis about management systems and company culture. In the past I followed other internships with different fashion companies to learn and to acquire experience. My last internship was at Thom Browne NY, In the past I followed other internships with different fashion companies to learn and to acquire experience. Every company has its own company culture and management style. All those companies were different from each other. The management and cultural differences in company’s makes me curious, why are they so different from each other? How do they work? After my research I want to take Thom Browne as a case to investigate management and culture. What makes a company culture and what is a management model exactly? That’s the reason why I want to investigate these subjects. After my research in the literature and research at Thom Browne NY, I hope to be able to answer the question.

0.2 Problem statement
Designer labels often have problems with management, they are creative people that have a focus on design and they don’t have a focus on their management skills. It’s more difficult for those companies to have structure between management and creativity. I experienced the blurred lines between management and creativity at Thom Browne in New York City. I am curious if there is a specific management model and culture for a fashion firm.

0.3 Research question
What kind of management system and culture fits a middle large creative company?

0.4 Subquestions
1. What kind of management models can be distinguished in the creative and non-creative sector and what are the differences?
2. What kind of different company cultures exist?
3. What is the current organization from Thom Browne NY?
4. What company culture has Thom Browne at this moment?
5. What kind of management system and culture would fit TB?

0.5 Goal
The purpose of this research is to find out what kind of management systems and company cultures exist and how they can be used in middle large fashion companies. I will try to visualize the current management system and culture by Thom Browne in New York.

0.6 Methode of research
The problem statement from the research will be answered by the main question and sub questions in field or desk research. Sub question 1-3 will be done by desk research in literature, articles and the use of Internet. Sub question 4-5 will be done in field research at the Thom Browne Company with 2 questionnaires and some interviews with professionals.

Methode of research
- Deskresearch
  - Literature
  - Articles
  - Internet
- Fieldresearch:
  - Thom Browne Company
  - Work professionals

Interviews with:
1) - Margaret Spaniolo, President COO of Thom Browne, interviewed on April 11th 2012
2) - Marijn Sikkema, Project manager Effectory B.V survey staff and recommendations, interviewed on April 15th
3) - Roland Thier, business economist and owner of Thier Inter@ctief, several interviews and brainstorm sessions.

0.8 Delineation
This research is aimed at any medium size creative or non-creative business around the world. I will use Thom Browne NY as case for my research; I will limit myself to one company. My research is focused on management systems and cultures in the creative and non-creative sectors.
There are several interesting management models that go deeper into the matter. This thesis is limited to the 7-S model to study the issues clearly and to have a good overview. After my personal experience at Thom Browne, it was interesting to investigate the internal side of the company. The report will be an observation about TB. It's not my intention to write a recommendation.

0.9 Construction of the report
This report is written in English, because I want to present this report to Margaret Spaniolo the president COO of the Thom Browne Company. This report will exist of two parts. The first part contains the theoretical framework, the research and the conclusion. In part two you will find the appendices as: Culture scan, Management questionnaires and interviews.

Part 1
In the first part you will find the summary and the sub questions with an introduction from each. In chapter one you will find the literature research from management systems for the creative and non-creative sector. Chapter two exists of literature research of company cultures for the creative and non-creative sector. Chapter three will explain the current organization system by Thom Browne in New York.
Chapter four will investigate the current company culture from Thom Browne. Chapter five will look into which management model and culture fits a middle large creative company with recommendations from Mrs. Sikkema, Project manager at Effectory.

Part 2
The appendix with the questionnaires and results.
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Summary.

Management models are scientific bodies that are applicable for all kind of companies. Those management models are applicable to several areas. These are independent projects that can advise or help you to check your organization internal or external. There is not one management model for a whole company, but there are a lot of different pieces for different parts of the company. Before we can define the management models used in creative and non-creative companies we have to define what a creative or a non-creative company is. The Department for Culture, Media en Sport (DCMS, 1998) has defined the creative industries as those industries which have their origin in individual creativity skills and talents and which have a potential for wealth and job creation through the generation and exploitation of intellectuals in the right way. Sectors that are not named in the DCMS list are not creative sectors. The list can change every second, the industries of the twenty-first century will depend increasingly on the generation of knowledge through creativity and innovation.

After my research into management models, the conclusion was that there is not one existing model that is useful for the whole company, or for a creative or non-creative company. For a creative company it is not easy to find a model, the dynamics make it difficult to find a fitted model. Every model has its own specialization for controlling and checking a part of the company. With management model 7-S which was designed by McKinsey is a model that can be used to analyze the internal side of every type of company.

There is no individual definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational communication. Organization culture has been described as the shared values, principle, traditions, and ways of doing things that influence the way organizational members act. In most organizations, these shared values and practices have evolved over time and determine, to a large extent, how things are done in the organization. The definition of culture implies two things:
- First, culture is a perception. It's not something that can be physically touched or seen, but employees perceive it on the basis of what they experience within the organization.
- Second, organizational culture is descriptive. It's concerned with how members perceive the culture, not whether they like it. They deal with how individuals have different backgrounds or work at different levels. That's the shared aspect of culture. In my opinion every company has subcultures in creative and non-creative sector.

Every company with their culture and subculture will benefit from a structure. A corporate structure is essentially the layout of the various departments, divisions, and job positions that interact to conduct the business of the company. The different organization structures are involved with mechanistic or organic organization characteristics. The organic management is more informal, more for the creative sector and the mechanistic is more formal for non-creative sector.

Thom Browne is a fashion designer in New York City. He designs men and women fashion. He was discovered with his men’s collection and started a few seasons ago to design a women’s collection. The management of Thom Browne is the Participative style: The manager involves employees with decisions. The managers invite them to think and help them with a solution and stimulate them to take more initiative. The participative leadership style is also known as an essential factor in today’s business sector.
I will make an observation of the management system of TB on the basis of McKinsey’s 7-S model by the auteur R. Pascale, T. Peters and R. Waterman. Mrs Spaniolo, the President COO of Thom Browne filled out the questionnaire about the current management situation and what she needs to see improved. The questionnaire showed the top 5 points that deserve more attention/development within the organization. The results show that TB can pay more attention to the company culture, structure, systems and vision with policies. Those four main parts of the organization have the lowest result. My research shows that the vision and mission of Thom Browne has to improve. From the questionnaire we learned that the current vision and mission is conceived as 5.4 by the management and they want it raised to 7.1. A company must have a clear vision and mission. Sometimes in fashion, companies follow the vision and mission from the designers point of view instead of the organizational point of view. The culture is determined by the personnel of the organization and includes all shared values and standards. It is not easy to have a good view on cultures in an organization. Some cultural elements are not directly visible, we are not always aware of the deeper values.

The company culture is an important part in an organization. You must truly understand the current culture and desired culture. The culture scan of Cameron & Quinn is a tool to investigate the current and desired culture among personnel. This is a scientific research and is a careful, verifiable and systematic study of a particular issue. I had a survey issued to all employees of Thom Browne. The response was good, 77% have completed the questionnaire. The answers give a clear picture of Thom Browne and its departments.

In the results of the employees from Thom Browne was that they want more focus on internal then external and less flexibility within the hierarchy culture to get more structure, but they still want the adhocracy culture to have the creativity and flexibility in the company. For Thom Browne this is not strange. It is a young company that had to establish a market for its products. Being in a creative profession it is bound to be a dynamic environment. In an entrepreneurial phase, companies often have a family culture and then shift to an adhocracy in their collective phase. At TB there is a desire for more structure, procedures, efficiency and predictability. This means that TB is ready for the next phase, the formalization. When there is a good company culture, employees have fun in their work, work as a team and they will stay longer at a company. This means that you keep the knowledge inside the company. All the benefits from a company culture that fits, will lead to more success, more than there currently is.

To answer my research question: “What kind of management system and culture fits a middle large creative company?”

The research shows that there is not one management model for a whole company. Management models consist of different pieces for different parts of the company. This is for both sectors the creative and non-creative sector. There is also not one model to define a company culture, every company has its own culture and none of them are the same. That has to do with the shared values, principle, and traditions. After my research I came to the conclusion that the 7’s model from McKinsey is the most appropriate model to use for a middle large creative company like Thom Browne NY. The result show that the organization of TB desired some culture change. As we all know it’s really difficult to change a company culture. A company culture is so deeply rooted into the company that it makes it hard to change, this is a long process. When management is ready for a change, management must bear it to change, stand behind it for 100% and then It could work. Because the 7-S model and the culture scan of Quinn & Cameron are scientific models. They are good methods to check the management system and culture of every organization. It is always a snapshot of a period. It is advised to do this research again in a couple of years to check the
progress and new desires for change. This document may well serve as a basis for analysis of other fashion companies. It would be interesting to see how other fashion companies are managed and what culture they have.

In an interview with Marijn Sikkema, Project manager at Effectory to see if she has recommendations for TB’s change management. Effectory is specialized in staff research and internal customer research. Mrs. Sikkema recommended to have company meetings once a month or one in two months where management will talk for an hour to share the developments and what they are doing and after that 30 min is scheduled in to answer questions. This way you keep everyone informed and let everyone feel to be a part of it, they feel more involved. When there is an opportunity for personal development, support your employees to develop.
1. What kind of management models can be distinguished in the creative and non-creative sector and what are the differences?

1.1 What are management models?
Management models are scientific bodies that are applicable for companies. Those management models are applicable to several areas. They are independent projects that can advise or help you to check your organization internal or external.

You have to keep in mind that there is not one management model for a entire company. They exist with a lot of different varieties (1). There are so many management models from different writers. Why do we want to use management models and what are the benefits from these models? Those models can help you advice or check a section of your organization. It is not possible to check the whole organization with one model. Every model is specialized in its own section. It is important to first do research within the organization and to formulate a clear question. This question indicates with some background information where a problem could be. You have to see the background information as a fairytale, in other words: How did we get in this current situation, what were the symptoms? With the help of your question you can focus on a solution. The SMART principle can be used with formulating of the solution.

Other reasons why management models are used:
- they have the knowledge and skills of specialists
- the models are theoretical and have been tested in practical situations
- they are predictable
- It’s a good method to check your company.

Before you start using management models, you have to know how to use them. Are you analyzing the internal or external aspects of a company?

External research comes before the internal research. When there is no need on the market for your product, it makes no sense to do internal research. The external research answers the question if the market has opportunities for the organization. The result from the external research is formulated into opportunities and threats for the company. The internal research is research focuses on if the organization is capable to complete the assignment. The Internal analysis will show the strengths and weaknesses of the company. It will show if they are capable enough.

On the basis of the internal en external research it is possible to look at those results to develop a strategy for the future. Those results can also be a basis for a management model to help them solve the problem, if there is a problem. In some cases it is not possible to use the whole model. In situations it is possible to make a selection from a few steps or subjects which are part of the model. Is not wise to use all the aspects from the model (2).

Mr. Mintzberg: We all know what managers are doing in a company, but to put this in one model is not that easy. After years of studies of results from managers and existing results, Mr. Mintzberg developed a management model that is written on one page. He wants to show the whole management function. A definition for the word "Model" is a simplified display of the reality. A model attempts to mimic reality or to describe one, coherent and interactive (3).

1) Mintzberg, Henry, 2010, Managing, 12e edition
2) Mulders, Martijn, 2007, 75 Management modellen, 1ste edition
The manager is the central point. He is formally responsible for his unit and the environment. The main goal of a manager is to take care of his people and make them reach their goals. The manager has to take effective actions, mainly done by other people, a specialist on their expertise. A manager can take a step back from action to stimulate the rest of the people to self initiate. The manager can be a coach or a motivator to develop his team, make the culture stronger. To take a step back the manager will get information from others, the manager can use the information to bring other people in action. The manager leaves the execution to others. The figure shows, that management focuses on three areas, from conceptual to concrete: information, people and action.

Management models pay attention to six areas. The six areas are: strategy, structure, culture, people, resources and results. For these 6 areas, they developed the management models.

The conclusion of the sub question is, that management models are useful to check the internal or external strategy from a company. For each part of the company there is a management model.

1.2 What is a creative and non-creative company?
Before we can define the management models used in creative and non-creative companies we have to define what is a creative or a non-creative company.

What is creativity?
Creativity is defined as the tendency to generate or recognize ideas, alternatives, or possibilities that may be useful in solving problems, communicating with others, or entertaining others and ourselves.

Creativity is not the same as art, although the boundaries between artistic creativity and commercial creativity are increasingly blurred. The main difference between them is that artistic creativity has a value in itself. The purpose of artistic creativity is not to satisfy the needs of a mass market.
What are creative industries?
The creative industries refer to a range of economic activities, which are concerned with generation or exploitation of knowledge and information. They are variously referred to as the cultural industries from the creative economy (4).

The Department for Culture, Media and Sport (DCMS, 1998) has defined the creative industries as those industries which have their origin in individual creativity skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual in the right way (5).

There are different definitions of the creative sector. The DCMS list has been influential and many other nations have formally adopted it. Creative economy comprises advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, software, TV, radio, and video games. John Howkins would like to subjoin toys and games, and also the much broader area of research development in science and technology (6). It has also been argued that gastronomy should be included. So far Howkins has not been internationally recognized, but it is just a matter of time that he will be recognized.

The creative industries have been seen to become increasingly important to economic well being, proponents suggesting that human creativity is the ultimate economic resource (7). Creativity and the creative industries are the success stories of the new century. Today, politicians, business leaders, footballers and schoolchildren are aspired to be ‘creative’. In Business, creativity has become the fundamental to unlock competitive advantage in crowded markets. In almost every field of human endeavor, the word ‘creative’ is a mixed prefix, used as a generalized signal. Every one want to be creative nowadays, it’s almost a fashion grill.

In contrast creative organizations, organizations that deal with ‘culture’ as their product, are very diverse and individualized. It is difficult to find common ground between a fashion designer, a filmmaker, a record label or a theatre company in terms of their markets, products and systems of governance. The non-creative sectors are the sectors not named in the DCMS list. The list can change every second. The industries of the twenty-first century will depend increasingly on the generation of knowledge through creativity and innovation (8).

Focus is on creatively driven; it is useful to clarify the differences between creativity and innovation. From the economic viewpoint, innovation can be defined as the development and diffusion of new products, services or processes that offer what customers perceive as better benefits. Every innovation can be classified as a function of its newness. Innovation as ‘real’ innovation. These frequently include also focusing on technological product innovation. This is likely one of the many possibilities for further development of hit songs or not fully exploit. Ninety nine percent of the innovation is actually frequent incremental innovation by developing. To the broad spectrum of small to large technical and non-technical innovations into view, we define innovation as simply something new that is achieved with a value (9).

1.3 What kinds of management models are there for the non-creative companies?
The management models are not specific for one sector. Every industry can use the management models. In practice it can be different. In some cases it is not possible to use the whole model. As discussed earlier you can take a selection of step’s or subjects from the model.

5) DCMS list: http://www.culture.gov.uk/
9) Jacobs, 2007, Als er helemaal geen toegevoegde waarde is, mislukt de innovatie, 1ste edition
Every management model is specialized in their own field, like: Marketing, Sales, Buying, Production, Distribution, Human Resource, Management and Finance.

A Management Model is simply a set of choices made by executives about how the work of management gets be done, about how they define objectives, motivate effort, coordinate activities, and allocate resources (10).

What is the essential from a management model: the model comprises the control of a strategic organization. It involves a planned elaborate vision on longer terms 3-5 year. The mission and visions are the fundamentals from strategy. It shows the identity from the organization and a view of the future. A management model can show the future in terms of objectives what have to be achieved and describe how you want to achieve that situation. Not the top, but the way to the top: The most important aspect of a vision and a mission is not what is mentioned on paper, but the process to it.

Creativity in management had suffered the same destiny as creativity in general. A complicated, multifaceted process had been faded down to stereotypes. When managers talk about creativity, they are often referring to the capacity to innovate or to 'think different'. But the capacity to come up with new ideas and challenge accepted ways of thinking it's not in itself always very useful. If new ideas are ever to bear fruit: individual innovation and non-conformity is ultimately destructive and pointless if not used for the organization resources, capacities and systems.

More broadly, creativity in management is used to describe alternative approaches to business processes, such as strategy formation, organizational change and at the operational level to refer to new product development and technological innovation. The aspiration to think outside of the box and challenge conventional wisdom is all very well, but can also lead to rash decisions and creating of novelty at the expense of continuity.

When the mission and vision has a meaning for the employees then it can be the basis for ideas, views and ambition that they are sharing.

1.4 What kinds of management model/system are available for the creative sector?

The last chapter stated that there is no specific model for a sector; this is also applied to the creative sector. It’s important to manage the creativity in the organization. A management model/system is a body that can be used to check and control a part of your company.

The management of creativity in fashion firms: Firms that are based on artist creative ability, like fashion companies, are different from other firms that produce and sell creative products. This product in its context brings together art, craftsmanship and management. The fashion product blends together the artistic version. The action and physical skills of craftsmanship, and the strategic thought of management. Every product or line is always original and different from the previous one, as a result of a creative activity that unendingly renews itself. Change is the essence of these firms, as they serve needs that are constantly changing. The market is only willing to buy, if the creativity meets its own tastes.

10 ) Bilton, Chris, 2008, Management and creativity, from creative industries to creative management, 1ste edition
Fashion firms and creative people in fashion, and more generally all those in industries of symbolic intensity and a high rate of change, want a ‘special’ managers who understand the culture and language of creative people. Such managers has to be capable of great flexibility. Above all, they have to accept one basic rule of the industry: it’s not enough in fashion to offer the market what it wants today, as this would already be an old product! Or else, it is necessary to understand what will happen in the next few seasons, but without looking too far ahead. This aspect is subtle and complex, but also important in the fashion system, and it requires interaction between emotional-creative spirit and the rational managerial spirit.

This paper proposes that creative organization have developed distinctive management cultures, based on the special demands of creativity and creative work.

Creative organizations, no doubt, do not fit the template of management in other types of organization; but we should be equally wary of assuming they all share common characteristics. First understand the special challenges of managing creative processes, people and products. While every organization has its own unique culture, I believe that creative organizations have some points in common based on the nature of creativity and creative work. Compared to traditional organizational structures, creative enterprises are characterized by loose demarcation of roles, flat hierarchies and multiple roles and responsibilities. Creativity cannot be precisely defined and measured, as it is a result of self-expression; freedom from constraints is a necessary prerequisite. Creative companies in general have a less clearly defined hierarchical management structure.

The relation between creativity and management is a central issue for understanding the management model for creative firms. Management 7-S model by McKinsey is in my opinion a acceptable model to check your strategies and management in creative and non-creative companies. This model describes seven important aspects from an organization and is a checklist to audit the most important organization aspects. The model is intended to assess the quality of the organization. The model not only pays attention to the hard skills of the organization like strategy and organization structure, but also the soft skills like management style and personnel get attention. This 7-S model indicates where an organization has to pay attention. It also shows the relation between the factors: management style, personnel and employability is in relation with each other. The McKinsey 7S model is named after the factors: all factors that are in relation with the organization start with the letter S.

The hard factors are well established and easy to identify. Those factors are strategy, structure and systems. It is more difficult to describe the soft factors because they are a part of the culture and the environment from the constantly changing company. The people who currently work there determine those factors. It is difficult to influence these factors. They are the soft factors but they can have a huge impact on the hard factors. Organizations are effective when they find the balance between those 7 factors. When one factor will change, this will have effect also on some other factors.

1.5 What is the difference between the non-and creative management models/systems?

In the non-creative sector everything is more structured, the mission and visions are the fundamentals of strategy. It shows the identity of the organization, and a glimpse of the future. A management model shows the future in terms of objectives and what has to be achieved and describes how you want to achieve that objective. What we saw above is that it is really complex to keep a creative company structured and ordered.

11) Stefania Saviolo & Salvo Testa, 2002, Strategic management in the fashion companies, 1ste edition
Personnel in creative companies demand more space for their creativity and when the company is correctly structured as in the non-creative sector, it would not be possible to develop the creativity in the company. Compared to traditional organizational structures, creative and media enterprises are characterized by loose demarcation of roles, flat hierarchies and multiple roles and responsibilities. Creative companies have a less clearly defined hierarchical management structure.

After my research into management models, the conclusion was that there is not one existing model that is useful for the entire company, not for a non-creative company or a creative company. For a creative company it is not easy to find a model, the dynamics makes it difficult to find a matching model. Every model has its own specialization for controlling and checking a part of the company. Management model 7-S, designed by McKinsey, is a model that can be used for analyzing the internal side of every type company.

To analyze a management system of a company the questionnaire of Willem Mastenbroek can be used. This questionnaire is based on the analysis of Willem Mastenbroek in cooperation with the Vrije Universiteit of Amsterdam.

It is a scientific research tool that is careful, verifiable and a systematic study on blocking and stimulating factors in change management.

The questionnaire shows the top 5 points that deserve more attention/development in the organization:

The results can show the company how they score on company culture, structure, systems and vision. where to pay attention and to formulate concerning policies.
2. What kinds of different company cultures exist?

2.1 What is a company culture?

There is no individual definition for organizational culture. The topic has been studied from a variety of perspectives ranging from, disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational communication. Some of the definitions are listed below:

“A set of common understandings around which action is organized, . . . finding expression in language whose nuances are peculiar to the group (Becker and Geer 1960).

A set of understandings or meanings shared by a group of people that are largely tacit among members and are clearly relevant and distinctive to the particular group which are also passed on to new members (Louis 1980).

A system of knowledge, of standards for perceiving, believing, evaluating and acting . . . that serve to relate human communities to their environmental settings (Allaire and Firsirotu 1984).

The deeper level of basic assumptions and beliefs that are: learned responses to the group’s problems of survival in its external environment and its problems of internal integration; are shared by members of an organization; that operate unconsciously; and that define in a basic “taken-for-granted” fashion in an organization’s view of itself and its environment (Schein 1988).

Any social system arising from a network of shared ideologies consisting of two components: substance—the networks of meaning associated with ideologies, norms, and values; and forms—the practices whereby the meanings are expressed, affirmed, and communicated to members (Trice and Beyer 1984).

This sampling of definitions represents the two major camps that exist in the study of organizational culture. The first part views culture as implicit in social life. Culture is what naturally emerges as individuals transform themselves into social groups as tribes, communities, and ultimately, nations. The second part represents the view that culture is an explicit social product arising from social interaction either as an intentional or unintentional consequence of behavior. In other words, culture is comprised of distinct observable forms (e.g., language, use of symbols, ceremonies, customs, methods of problem solving, use of tools or technology and design of work settings) that groups of people create through social interaction and use to confront the broader social environment (14).

This second view of culture is most relevant to the analysis and evaluation of organizational culture and to cultural change strategies that leaders can employ to improve organizational performance.

If we look at the explicit view, culture is learned and not innate. Culture will be transferred by our social environment and not by our genes. Culture has to define by human nature and the individual personality to others. Where are exactly the boundaries between nature and culture and between culture and personality? The human nature is what all human beings have in common: The universal level is our mental programming. We inherit it by our genes; it is the operating system of our brain that determine how our body and primary psychological function. The human capacity to feel fear, anger, joy, love, compassion, shame or to feel the need to connect themselves with others. Everything that belongs to the level: mental programming. All those feelings are influenced by culture (15).

Culture is always a collective phenomenon that can be shared by people that are living or lived in the same social environment. The most deep-rooted elements of culture exist in the set of values,
fundamentals and taken for granted assumptions held by a group of people. Such values and assumptions about all manner of phenomena, including those about what is “right”, “wrong” and what is “good” or “bad”, manifest themselves in people attitude and behaviors.

I cannot define culture without mentioning the work of Hofstede (16). He research organizational cultures by classifying the culture in purely national terms. Interesting in his study is the mentioning of subcultures: “Although there may be substantial subcultures within a society; for instance, the Catalans see themselves as having a different culture from the rest of Spain, although there are comparison points. A country may have several strong subcultures that may not always correspond with national stereotypes. Businesses need to be aware of this”. This broad description of culture and his subcultures can also be projected on an organization. Every individual influence the behavior from others in a department or they influence him.

Company culture is influenced by the company structure. Structure and culture go hand in hand and they influence each other. The structure determines who is working with whom, when and how. It creates the conditions in which culture can be transferred, developed and continued in a formal way (the formal organization). Cultures decide the possibilities for a structure and effectivity from a structure in an informal way (the informal organization). A structure shows how a company is classified in departments and employees, and how they work. In the structures you can find subcultures.

This “structural” view of culture relies more upon how roles are structured in an organization. Henry Mintzberg did some observations about daily work of managers. He divided them into three groups and described their role:
- Interpersonal: figurehead, leader, connector
- Informative: monitor, propagator, informant
- decision making: entrepreneur, problem solver, resource distributor, negotiator.

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Interpersonal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Figurehead</td>
<td>Symbolic leader, routine, legal and social obligations</td>
<td>Greet visitors, sign documents</td>
</tr>
<tr>
<td>Leader</td>
<td>Responsible for motivating and guiding, subordinate, guidance and training</td>
<td>All activities dealing with subordinate</td>
</tr>
<tr>
<td>Connector</td>
<td>Maintenance of self-built network external contacts for information and favours</td>
<td>Answer post, activities outside the organization</td>
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<tr>
<td>Informative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitor</td>
<td>Search and receive specific information to develop and understanding of the organization</td>
<td>Read magazines and reports, maintain personal contacts</td>
</tr>
<tr>
<td>Propagator</td>
<td>Disseminated information obtained from people outside of the organization</td>
<td>Organize briefings, phone calls to obtain information</td>
</tr>
<tr>
<td>Informant</td>
<td>Disseminated information with relates to policies, plans, results of the organization</td>
<td>Organizing management meetings, provide information to media</td>
</tr>
<tr>
<td>Decision making</td>
<td></td>
<td></td>
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<tr>
<td>Entrepreneur</td>
<td>Looking for possibilities and opportunities for change, directs project groups</td>
<td>Organizing meetings to develop new programs, scheduling and budgets</td>
</tr>
<tr>
<td>Problem solver</td>
<td>Responsible for corrective actions when there are serious problems</td>
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<tr>
<td>Resources distributor</td>
<td>Responsible for all resources in the organization</td>
<td></td>
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<tr>
<td>Negotiator</td>
<td>Representing the organization at major negotiations with unions</td>
<td>Participate in negotiations</td>
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In literature, the terms organizational culture and organizational climate coexist. Although they are two different concepts, they are used interchangeably with any regularity. Daniel Denison has two concepts developed and comes to the following separation (17): where organizational culture refers to the lengthy development process of the culture, organizational climate refers to the situation in a moment. Organizational climate can be described as a snapshot of organizational culture.

2.2 How can we describe a company culture?
Organizational culture has been described as the shared values, principles, traditions, and the way of doing things that influence the way organizational members act. In most organizations, these shared values and practices have evolved over time and determine how things are done in the organization. The definition of culture implies two things. First, culture is a perception. It's not something that can be physically touched or seen, but employees perceive it on the basis of what they experience within the organization. Secondly, organizational culture is descriptive. It is concerned with how members perceive the culture, not whether they like it. They deal with how individuals have different backgrounds or work at different levels. That's the shared aspect of culture (18).

2.2.1 Onion model from Sanders en Neuijen.
It is not easy to have a good view of cultures within an organization. Some culture elements are not directly visible, we are not always aware from some deeper values.
The construction from organization and cultures can be seen as a few different layers, some of the layers are visible others are deeper and difficult to see (19). When you see the Onion below, you can see the first few layers; this is the direct visible aspect of the culture from the organization. The deeper layers show the culture aspects that are difficult to see. When someone wants to see the deeper culture aspects, they have to peel the visible layers off first.

17) Denison, 1996
1: Symbols.
The first layer consists of symbols; those are directly visible and show what is important in the organization. The first symbol that peoples see is the logo of the company. New symbols arise easy and old ones can disappear. Symbols from one group culture are often adopted by others, that is also the reason why those symbols can be superficial.

2: Hero’s.
Hero’s are people who are really important for a company. Without those people this organization would not exist.

3: Rituals.
Regular repetitive behaviors that are important of the members of an organization. It gives a vision what the persons in the organization think is important. And how the people have to behave, like how they greet each other in the morning.

4: Values and basics.
They are values that people in a organization have: what is important to aim at and what is possible to aim at, like quality and loyalty. Those are not always visible; those are derived from symbols, rituals and conversations.

Cultures are focused on those things that are similar between people in the organization: the values, beliefs and norms that bind them together. Cultures contain different elements, perhaps subcultures, most are tolerant to a degree of internal differences. This explains that diversity and cultures are not incompatible ideas.

2.2.2 Segmentalist and integrative description of culture.
Kanter (1983) argued that there are, broadly, just two types of culture: segmentalist and integrative. She outlined the characteristic features of each and suggested that some organizations, which possess all or many of the integrative features, will embrace organizational change and will thrive in a dynamic environment. Segmentalist cultures, on the other hand, are, at best, slow to react and struggle when required to change. She outlined the characteristics of each; in many cases the two categories represent polar opposites.

**Segmentalist culture**
- View organizational problems narrowly.
- Locates problems and hence responsibilities narrowly within department’s or individual’s remit.
- Has segmented structure, divided into departments and functions often work against one another.
- Shuns experimentation.
- Avoids confronting problems and conflicts.
- Has weak coordinating mechanisms.
- Emphasized precedent, policies, procedures and systems.
- Inward looking.

**Integrative culture**
- Sees problems as related.
- View problems and responsibilities as shared and connected.
- Has matrix or team/ project based structure.
- Innovates and tests assumptions: invites experimentation.
- Invites confrontation and eventually transcends differences.
- Creates mechanisms of coordination for sharing information and ideas.
- Looks for novel solutions.
- Is outward looking.

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20) Books, Ian, 2009, Organization behaviour, individuals, groups and organisation, 4e edition
2.2.3 Micro-, Meso- and Macro behavior.
Organization pursues certain goals, like, profit, continuity, responsiveness, etc. Managers had to take care of those goals to make them true. Which means that to manage higher yields than costs, they must ensure an effective and efficient functioning of the organization. To reach the effectiveness and efficiency will give problems that have to do with human behavior. The number one problem is communication between different departments. Every department has its own way of working, this creates difficult communication. It is also possible that the problem exist in motivating your personnel, with the manner of managing (21).

Behavior of activities is perceived by the senses. Behavior may relate to individuals and groups. It is possible to make a categorization of the different ways how you can watch the behavior of people:
- Micro level of culture:
The behavior of the individual and the processes within the individual is central. How do they see the world? What kind of person is it, what kind of characteristics are important for business life?
- Meso level of culture.
Individuals are not only behaving isolated, but also in a social context: individual and a social environment influence each other. Individuals are influenced in their behavior by the group with what whom they collaborate and vice versa. This level is about processes and phenomena in a group of people: How do they communicate with each other? How can people be influenced, how can one of them be a good leader?
- Macro level of culture.
The behavior of the individual is not the focal point, but the behavior of group’s individuals. This level is an umbrella from the last two levels. That is why this one is the most complex of all. Why is one department more efficient then the other. Which structure is the best option for an organization? Why is it important to have a strong company culture? (22)

2.2.4 The influence from leadership in company cultures.
When there is a strong organizational culture that is shared with the people of the organization then the solidarity will be stronger. In practice this is easy to check: when people have the same norms and values and are sharing that with each other, then they feel attracted to each other. There is a so-called “we” feeling. When they talk about work as: “we” are working in this manner. This feeling makes the organization stronger. Employees who feel involved with the company could provide a higher effectiveness. A lot of companies want to create solidarity and involvement under the employees. Next to the première work condition, they have some activities like employees day or party’s to make the “we” feeling stronger.

22) Wim Bloemers & Elies Hagedoorn, 2008, Management organisatie en gedrag, 3e edition
Leaders can make the difference between success and failure. Leadership and management are terms that are often confused. Management brings order and consistency by generating formal plans, designing rigid organization structures and monitoring results against the plans. Leadership is about coping with change. Leaders establish the direction by developing a vision of the future. There are some management styles (23):

- Directive: There is one way of communication. The managers give instructions how and what and how late something has to be done. After that the work has to be checked. Employees cannot bring their own idea.
- Participative style: The manager involves employees with decisions’. The manager invites them to think and to help them with a solution and try to stimulate them.
- Task Orientated: The manager gives the employees tasks and will keep it in control. The manager makes decisions with the employees. The manager sets the goals.

The participative leadership can work really well in a group where there is a lot of highly professionalized staff. They get enough space to develop their own insight. This creativity can bring innovation. This style can be conceived as not clear and confusing for employees.

In small organization it is easier for employees to coordinate the work by them selves, this is the opposite for larges companies. The degree of division of labor is of influence on the ability or impossibility for workers to align their work independently. When the division of labor has been implemented far, there are lots of different tasks and it is not easy is to keep an overview. In this case vertical differentiation is perhaps more desirable.

The span of control is the size of the group for which an executive is responsible. Generally it is not convenient to have a big span of control. When the responsibility over a large group of employees is too big, he will lose the oversight (24).

In literature the terms organizational culture and organizational climate exists. Although the two have different meanings, they are frequently used interchangeably. Climate gives a temporary situation, while organizational culture is more permanent. Sanchez warns for confusion regarding the concept of organizational climate: “in studying the culture at a time, chances are that the climate is described instead of the culture”. Organizational culture can only be described after a long period of studies (25).

The leadership of a woman is different compared to that of a man. The most striking difference between male and female management styles is the meaning of the corporate pyramid for the manager. While men build hierarchies and maintain them. Their management style is based on that organization. Women are more inclined to a more democratic leadership. They involve others in their decisions, engage in teambuilding and rely less on power structures and authority.

Men are also inclined to uphold existing structures and to take over, while women are more open to change. Women are also more flexible: they develop their management style within the company. Female managers will also follow male strategies if they end up in a predominantly male management team.

Another essential difference between men and women as a manager or director is the emphasis on interpersonal qualities such as empathy, concern for others and social intelligence. While men take often the fastest way to the chosen target without looking at the human aspect, female managers plays a greater social role. Also, women see their manager occupation more often as more than just a job. They commit themselves more and show more interest in a broader field of their work (26).

23) Zakelijk Management artikel, leiding geven theoretisch perspectief.
26) http://experteer-blog.nl/minder-hierarchie-meer-democratie-vrouwen-als-manager/
2.3 Are there different company cultures in the creative and non-creative sector?
An organizational structure is developed as a result of choices of the management with the division of labor, group and coordination. From those criteria there are some developments in the past for company culture models. Two of the most influential and most used models are the mechanistic organization model and the organic organization model from Bruns & Stalker 1961.

2.3.1 The Mechanistic and Organic organization model.
Every company with their culture and subcultures needs a structure. A corporate structure is essentially the layout of the various departments, divisions, and job positions that interact to conduct the business of the company. Generally, a corporate structure is necessary in order to ensure that all-important tasks are conducted according to the guidelines of the corporation, as well as providing lines of communication and authority for the overall function of the company. Even the smallest of businesses creative or not creative have a corporate structure, although the exact format for the structure may be extremely simplistic.

Bruns & Stalker points out that the organizational culture consists of two elements: mechanistic and organic (27).

![Mechanistic and Organic Models](image)

Mechanistic organization model.
As the term says, working with mechanistic organizations as a machine. Every piece has its own part and task in the machine; they are aligned with each other. When there is a part that is not working well, the whole machine is not working for a temporary period. The mechanistic model has a few characteristics:

- Tasks are defined
- Standard procedures, working methods and rules exist to control and coordinate work.
- Communication is vertical, which means that the management talks with the employees and vice versa.
- Age of the company is generally older
- Mostly for larger companies

Organic organization model
The organic organization works more as an organism, its flexible and can change with ease. All the parts are separated from each other; they can work without each other. Some characteristics are:

- There is no clear horizontal or vertical division of labor between individuals or groups.
- Tasks are not explicit
- There are almost no standard procedures, work methods and rules.
- There are not many hierarchical relationships. Management doesn’t make all the decisions.

27) Management en organisatie en gedrag. Wim bloemers & Elies hagedoorn, 3e druk 2008
Those two models, the mechanistic and organic model are extremely different from each other. In reality, the culture will not be one or the other for a full 100%, but somewhere in between. What are the advantages and disadvantages from the mechanistic and organic organization models? A high efficiency and production level characterizes mechanistic organizations. Organic systems are characterized by flexibility and innovation.

Are some organization structures more effective than others? Does the manager have to make a decision to be more mechanistic or organic? It depends on what type of company and situation it is in. Age and size of the organization, environment, technologies, strategies, competencies, and needs from the employed are factors that affect the effectiveness of an organization (28). A bigger company with a lot of employees is likely to have a structure that is mechanistic opposed to organic. Because there are so many tasks in a big company, it is easier to have an organization following the mechanistic model.

2.3.2 Company structures.
The culture can change every day, every week. A company exists with different subcultures, there is a main culture, but every department has also its own culture. When there is a new employee working in the company, that would change the company culture again. Every company has its own symbols, hero's, rituals, and values. A company culture is substantiated by a structure. In practice, the most common structures are Line structures, line-staff structures, the matrix structures and recent the network structures.

Line structure in an organization.
Characteristic for a line structure is the hierarchical construction with vertical lines. How higher in the pyramid, how more important you are in the company.

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Some advantages are:
- A clear overview
- Unity of authority: in the end there is one person responsible for the business of the organization. The employees are accountable to the manager.

Some disadvantages are:
- Vertical communication lines are sometimes really long, this makes efficiency difficult.
- All responsibility lies with one person; this means the leader needs a lot of knowledge of the business to be a good leader in the company.

Line-staff structure.
Characteristic for a line structures is the hierarchical construction with vertical authority. Assignments come from higher hand. However the management is advised on specific areas by their staff. Those are next to the direct command line and they cannot make decisions, they only give advice. When there is an employee who wants to make career, he has to have a position in this line, because staff-workers are not in this direct line.

Some advantages are:
- Unity of authority: in the end there is one person responsible for the business of the organization.
- Management can use the staff on their expertise, because management has not enough knowledge about the subject. This is efficiency enhancing, management does not need the knowledge about everything.

Some disadvantages are:
- Sometimes the line people are so dependent from the staff people, that they make the last decision in the organization.
- Staff people are more theoretical and scientific orientated, because they can’t handle responsibility for the company results.

A lot of companies are using staff departments, especially in government positions.

**The Matrix structure.**
The matrix structure has a starting point in the line and line-staff structure. You have to see it as two organization structures in one.

![Matrix Structure Diagram]

An example: You have a fashion company with a management and different leaders from departments like: production, design, sales etc. This is a line structure. This fashion company has a few projects: women, men and kids. For every project there is a project manager. Those managers have to arrange all the staff, think about what they need for every project and they bear the responsibility for this. The project managers have to consult with the leaders from the different departments to discuss work. This is based on projects. An employee in a matrix structure has always two managers, the department manager and the project leader.

Some advantages are:
- You can optimize the knowledge and skills in the company for all the projects.
- The company can operate flexible and can respond to innovation, the employees are not stuck on one project.

Some disadvantages are:
- As a consequence of the fact that the employee works for two managers, there can be a conflict between the two.
- There may be conflicts between the line manager and project leader, because they have different requirements for the employee.

**The network structure.**
The network structure is characterized by a steering committee, which is a specialized controlling department. There is no communication in a hierarchical relationship, but more in a collaboration relationship. Each department has its own share of the specialized part. Ideally they would communicate with every department, not only with the organization.
Some advantages are:
- It’s possible for departments to specialize and to be an expert in their tasks
- Department can use the expertise and are guaranteed flexibility.
- Hierarchy is not present.

Some disadvantages are:
- There can be a delay because employees can participate in decisions based on their expertise.
- Departments make themselves vulnerable; this is because they concentrate on one activity.
- Coordination is difficult when there are a lot of people involved in the project.
  The different organization structures are involved with mechanistic or organic organization characteristics. The two models of organization structures are linked with the common organization structures.

The organic management is more informal and suitable for the creative sector. The mechanistic is more formal and suitable for non-creative sector. In my opinion every company has subcultures in creative and non-creative sectors.

To reach the organization goals, every activity has to be well connected. The organization and employees have to communicate effectively. When the people are getting closer to each other: there will be integration. Mr. Schein says (29): an organization culture helps with the following aspects:
- Establishing a shared language.
- Establishment of group boundaries.
- Allocation of status and power.
- You have to know your rewards and punishments

What is the right company culture? Hofstede says: “What is good and what is wrong. It depends on where they want to go with the organization. There is not a good organizational culture. The difference between the right and wrong organizational culture extends to which component will work with each other and communicate to achieve goals (30).

2.4 Cameron & Quinn

The company culture is an important part of an organization. You must truly understand the current culture and desired culture.

The culture scan of Cameron & Quinn is a tool to investigate the current and desired culture among personnel. The Organizational Culture Assessment Instrument is based on the Model of Competing Values and by more than 10,000 organizations worldwide. This is a scientific research comprising of careful, verifiable and systematic study of a particular issue such as this according to conventions of science funds.

The culture scan exists of 4 phases.

Phase 1: Diagnosis of a consensus about the current situation.
This phase corresponds to the research of the current situation in terms of change management often named as “actual state”. The current dominant organizational culture follows from the answers of the questionnaire. The results of the questionnaires are then processed per success criteria in diagrams. These graphs show the averages for each questionnaire. Each diagram consists of four quadrants for each culture that Cameron & Quinn calls. The four cultures:

A: Family culture: friendly environment where people have a lot in common and a major involvement predominates.
B: Adhocracy culture: is a dynamic environment with room to experiment and innovate.
C: Hierarchy culture: an environment with structure, procedures, efficiency and predictability
D: Market culture: an environment where results are wanted, production, objectives and (mutual) competition.

For each culture there is a direction of leadership.
The family culture needs a participative leadership style: a style that is flexible, takes care of their personnel and works in teams. In this participative leadership style, the leaders can best take on the role of mentor and facilitator. For the Adhocracy culture, the leadership style best suited is the participative style, a style with a creative, flexible and individualistic environment, leaders can best take on the role of innovators and broker. For the Hierarchy the style of leadership is task orientated: a style with formal rules, stability, controllability and the leaders are advised to adopt the role coordinates and monitor. The market culture has a directive style of management, there is a one-way communication, with the view on extern with result orientated and structured.
To support this leadership style, the leader role should be a director or producer.

The definitions of these roles are:

1. Innovator Role: the innovator is creative, encourages, and facilitates adaptation and change.
2. Broker Role: s politically astute, persuasive, influential, and powerful, and is particularly concerned with maintaining the organization’s external legitimacy and obtaining external resources.
3. Producer Role: the producer task-oriented and work-focused, and motivates members to increase production and to accomplish stated goals.
4. Director Role: The director engages in planning and goal setting, sets objectives and establishes clear expectations.
5. Coordinator Role: The coordinator maintains structure, schedules, organizes and coordinates staff efforts, and attends to logistical and housekeeping issues.
6. *Monitor Role:* The monitor collects and distributes information, checks on performance, handles paperwork, and provides a sense of continuity and stability.

7. *Facilitator Role:* The facilitator encourages the expression of opinions, seeks consensus, and negotiates compromise.

8. *Mentor Role:* The mentor is aware of individual needs, listens actively, is helpful and approachable, supports the to be made requests, and attempts to facilitate the development of individuals, engages in the development of people through a caring, empathetic orientation.

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**Phase 2: Diagnosis of consensus on the future situation.**

In phase 2 the required and desired situation of the respondents is described. These results are diagrams in the same processing as that of phase 1, from which subsequently follows a summary diagram.

**Phase 3: Description of movement.**

For example: the present dominant culture is family and market, while it appears that in the future they want to shift towards to hierarchy and adhocracy. The culture has to change in the new direction. This does not mean that the present culture has to be mercilessly put overboard; given the relatively small shifts it is worth to see which features and characteristics must be highlighted in order to achieve the above shift.

**Phase 4: Illustrative stories.**

It is important that the characteristic aspects of the company’s history are mentioned, what are characteristics of the culture from the past and which at the same time are desired for the future culture. This way, the positive elements of the change are more visible to the employees of the organization and they are more likely to cooperate. This applies to the name and logo of an organization, but also for behavior and the degree of teamwork. This contains important elements of history, that in the future may not need to change.
What is Next?

After researching the literature, there is a clear theoretical framework that can serve as a basis for research into the management system and culture of Thom Browne in New York. I will use this information to write the observation.

I will first start with the management questionnaire from Willem Mastenbroek to find out how they see their current management situation, then the 7-S model from McKinsey will be used to analyze the internal side of the company. The onion model from Sanders en Neuijen will help to describe their values, rituals, hero’s and symbols. We will discuss the company structure with the influences of mechanistic and organic characteristics. And last but not least, to find out how the employees of TB see the current and the desirable company culture, I will use the survey from Cameron and Quinn. This scan shows from every person and department of Thom Browne how they feel and think about the management style, leadership and culture.
3. What is the current organization of Thom Browne NY?

3.1 Who is Thom Browne?
Thom Browne is a fashion designer in New York City. The Thom Browne Company is a middle large company with 15 employees with a turnover of more than $2,000,000. He designs fashion for men and women. His break through was with his men’s collection. He started designing a women’s collection a few seasons ago.

A Thom Browne men suit is distinctive in structure and fit. The suits are composed of flat front pants with bare ankles and a jacket that closes on the middle of the waist. They almost always have two or three buttons, narrow lapels, side vents and pants without belt loops. The designer is best known for wearing costumes in of charcoal-gray color, linked to a tie made from the same fabric, a silver tie clip, a white button down shirt and black leather dress shoes. Since its debut in 2001, Thom Browne collection has expanded to a more complete menswear line with dress shirts, sweaters, ties, underwear and accessories.

The women’s collection is just as Browne promised: “It’s very focused on jackets, trousers and outerwear. I think it’s what people expect from me: very men’s-inspired women’s clothing, gray flannel, navy cashmere. All-American men’s wear influences, but fitting in a cool feminine way. I want it to be very understandable. Personally, when I see it on the girls I think it looks so good. I like the idea of men’s tailoring on girls. It’s very strong and sexy in a non overt way (31).

3.2 History Thom Browne till now.
Thom Browne grew up in Allentown, Pennsylvania, where he graduated from William Allen High School. After that he studied at the University of Missouri and transferred to the University of Notre Dame, where he graduated in economics. Thom Browne moved to New York City in 1997 for a job as a salesman at the showroom of Giorgio Armani.

Browne was picked up by Club Monaco, a brand of Polo Ralph Lauren Corporation, to lead the creative development team. He worked with the American fashion designer Ralph Lauren in this capacity. For several years he was leading the design department at Club Monaco before he launched his own label.

Browne’s menswear line was created as a response to the widespread adoption of business casual instead of the formal attire.

Thom Browne can be purchased at retailers around the world and the flagship store on 100 Hudson Street in Tribeca NYC. Since 2006 Thom Browne has a partnership with Brooks Brothers, Thom Browne designed the clothing line: Black Fleece. In 2008, Thom Browne started, together with the Italian sportswear company Moncler clothing a new collection, top men’s line: Moncler Gamme Bleu Design.

In the past years it was really hard for Thom Browne to lead his business. In 2009 the Thom Browne Company found the investors Cross Company from Japan to invest in the company. Nowadays they try to bring the brand on a higher level and to sell it all over the world.

31) The First Full Pictures of Thom Browne’s Newly-Launched Women’s Collection for Spring 2011
3.3 Management style by Thom Browne?
To analyze the management system of the Thom Browne Company Mrs Spaniolo, the COO of Thom Browne, filled out my questionnaire about the current management situation and what she saw as the desired developments. This questionnaire is based on the analysis of Willem Mastenbroek in cooperation with the Vrije Universiteit of Amsterdam.

It is a scientific research tool that is careful, verifiable and a systematic study on blocking and stimulating factors in change management.

The questionnaire shows the top 5 points that deserve more attention/development in the organization:
1) The aftermath of previous interventions and changes are still present
2) Management can support the implementation of changes more; not only with words, but also with the necessary vigour.
3) Units do not always take their own responsibility for improvement and innovation
4) The managers are not always clear in conveying the company’s vision and policies to their people.
5) The organization is not made up of profit centers but would like to do that.

The results show that TB can pay more attention to the company culture, structure, systems and vision concerning policy. Those four main parts of the organization have the lowest result. Some of the management characteristic are satisfactory like strictness in the agreements on presence, availability, a deal is a deal! Ideas and initiatives from the units are taken very serious within the organization and there are no internal rivalries and power struggles.

This report will make an observation of the management system of TB on the basis of McKinsey’s 7-S model by the auteur R. Pascale, T. Peters and R. Waterman. The results of the above questionnaire is integrated in the 7-S’s.

1. Shared Values
The culture is determined by the personnel of the organization and includes all shared values and standards. It is not easy to have a good view from cultures in organization. Some culture elements are not directly visible, we are not always aware of the deeper values (32). When you see the onion, you can see the first few layers, this is the direct visible aspect from the organization culture. The layers that lay deeper show the culture aspects that are difficult to see. When someone wants to see the deeper culture aspect, they first have to peel off the visible layers.

1.1 Symbols.
The first layer consists of symbols; those are directly visible and show what is important in the organization. For Thom Browne it is the red, white and blue colors from their label and the grey high fashion suits with the high waist, what is also their work uniform. Every employee has the same expression. Other symbols are minimalist expressions from their collection, interior of the office and shop.

1.2 Hero's: Hero's are people who are really important for a company, without those people the organization would not exist. For the Thom Browne Company the hero is designer Thom Browne. Without him there is no Thom Browne NY.

1.3 Rituals.
Regular repetitive behaviors that are important to the members of the Thom Browne organization. It gives a vision of what the person in the organization thinks is important. And how the people have to behave. The Christmas dinner is a strong ritual at TB. Other rituals at TB are very much individual. People do not greet each other in the morning and get coffee only for themselves. It is not customary to celebrate birthdays, there is no ritual to say farewell to staff. The company misses a strong collective ritual. A positive incentive for the company ritual is that Mrs Spaniolo says good morning to everybody.

1.4: Values and basics: values are what people in a organization think what is important to aim and what is possible to aim, like quality and loyalty. Those are not always visible. At TB the quality of the work and products is the most important value. The "we" feeling can be stronger at TB to reach the goals of the company.

2. Strategy.
The concept of strategy is used in many different meanings. In general strategy is associated with how they want to reach targets. Strategy is always customized. What works in one organization, does not fit the other organization. This is because each organization is unique; every organization has different people, processes, systems, customers and culture. The point is that a strategy is chosen that fits the uniqueness of the organization. The (personal) commitment of the people is really important.
Vision.
Browne’s vision centers around the existence of ‘codes’, and then the absolute need to break them! Browne’s employees are all required to wear the same plain grey wool suit, but its individuality comes out by breaking the rule with a Mohawk or tattoos. It is his supreme understanding of the past that enables him to conjure its greatness and laugh at its stuffiness all at the same time.

Mission.
Design a collection with the American heritage that is sharp yet theatrical, tailored yet unconventional. The Thom Browne universe is a mix of opposites (34).

Target group
Browne and his designers reject the concept of a ‘Target’ group or customer. Browne would proudly say that he started this business for himself, to dress himself and that the rest of the world found that interesting. The Target group of this brand begins and ends with Browne himself, or rather, one’s interest in mimicking or replicating the strict and rigid silhouette he sports daily.

Short objectives (1 year)
- Marketing: Our shows and our employees are the current marketing. Also our presence in stores like Barney’s and Bergdorf Goodman and the cooperative advertisement in their magazines. We would like to do this more often.
- Sales: Annual growth of 10-15%
- Product: Create a secondary line, so more of the population will see Thom Browne. Expand the commercial collection for both Men’s and Women’s dress, shirt and tie collection and add a precollection to women’s for SS2013.

Long Objectives (In 5 years)
- Marketing: National Ad campaign
- Sales: Large growth with secondary line and addition of new categories
- Products: Continue to refine commercial collection and add men’s shoes, suits, women’s accessories.

Core values of TB.
- Fast growing: Small American designer with huge potential when commercial collection is fully developed.
- Detail garments: Unparalleled quality.
- High fashion: Will always be part of our vocabulary. Always keeps everyone thinking.
- International: Largest growth is coming from Asia. Korean and Chinese have discovered Thom Browne.

33) Bon magazine (2012), An Immaculate Affair, SS12
My research shows that the vision and mission of Thom Browne need to improve. From the questionnaire we learned that the current vision and mission is conceived as 5.4 by the management and they want it raised to 7.1. A clear company vision and mission can guide people in their work. Sometimes in fashion, companies follow the vision and mission from the design point of view instead of the organizational point of view. Both are totally different from each other. As the result shows the current vision/mission is scoring low. It is good to see that management stresses the importance of this subject and want to change this in the future.
The formal structure of Thom Browne is a line structure. In my opinion there is an informal structure: They want a line structure to have a good overview and to have some authority to keep everything structured. But on the other hand they have a network structure. Because every department will contribute their specialized expertise to the result “The Collection”.

Characteristic for a line structure is the hierarchical construction with vertical lines. How higher you are in the hierarchy, the more important you are in the company.

Some advantages are:
- A clear overview of the Thom Browne organization.
- Unity of authority, Margaret Spaniolo is responsible for the business organization of TB.
- The employees are accountable to the managers of TB.

Some disadvantages are:
- Vertical communication lines can be to long, this can makes efficiency difficult at TB in the future.
- All responsibility lies with Margaret Spaniolo; she needs a lot of knowledge to be a good leader for TB.
- Creative owner interferes with management of TB.

The network structure is not a communication as in a hierarchical relation, but more a collaboration relation. Every department has its own part, with their own specialization. The most ideal would be when they have communication with every department, not only with management.
Some advantages:
- It’s possible for departments and organizations at TB to specialize and to be an expert in their field.
- The departments can use the expertise and are guaranteed flexibility at TB.

Some disadvantages:
- There can be too much interference from employees when participating in decision making on grounds of their expertise.
- Departments and organization of TB makes themselves vulnerable; because they concentrate on one activity.
- Coordination is difficult at Thom Browne when there are a lot of people involved in a project.

My research shows that the structure of Thom Browne needs attention. The structure and procedures are not always clear. The different organizational departments are involved with mechanistic or organic organization characteristics. TB wants to be more mechanistic but still keep the organic structure. In reality the culture will be not one or the other for a full 100%, but somewhere in between. TB must work on coordination and increasing the understanding of the results on their own part in conjunction with the understanding of customer needs and reactions. Units will then be better able to identify their customers and their product or service.
The working system: Mrs. Spaniolo is the president COO of the company; she takes the lead and tries to stimulate all the employees with the participative system. What does this mean?

Every department has its manager who meets every week to discuss what they are doing, what they have to do or to ask an approval for new developments. Miss Spaniolo tries to stimulate and motivate all the employees to come up with their own ideas to bring the company to a higher level. All the employees have a lot of expertise. The whole company is working with the database system “Apparel Magic” from Filemaker. The stock and fabrics are on different location; those locations are visible in the system with their quantities. The system covers buying, production till order confirmation.

There are 5 steps that are taken each season: (1) concept meeting, (2) design meetings, (3) line presentations, (4) line finalization, (5) market. It is a routine. The management makes a timeline to set deadlines and to achieve the goals on time. TB uses a bonus system; this is only for a couple of employees. If they hit certain goals they can earn additional money. The relationship between achievements and reward should be clearer. Rewards do not always have to be money: A pat on the back, kind words or other incentives can be an encouragement.

TB is missing a clear system to support social contact. There is not a lot of social contact. TB can use a system or program for teambuilding like; social meetings, company meetings, rituals to say hello, share new ideas, introduce new staff to all the employees and have a small get together when staff is leaving the team.

My research shows that the information systems do not always ensure that the results of the units are made visible. The systems and procedures should be clearer and support the work and communication better. It is about the participation and quality of staff communication.
5. Style of management.

The management of Thom Browne has the Participative leadership style: The manager involves employees with decisions. The managers invite them to think and to help them with a solution and stimulate them to take some more initiative.

The participative leadership style, also known as the ‘participative democratic leadership style’, is a very essential factor in today’s business sector. For Thom Browne this effectuates creating and maintaining healthy relationships between the employees and leaders. This is probably the best type of corporate leadership style that necessarily allows employees to give suggestions and take some of the crucial decisions, along with their management. However, the final decision rests on the president COO, Mrs. Spaniolo. As the name indicates, a participative leader enables the employees to play a major part in any decision-making process, which is needed to make the employee perform better. Therefore, instead of the leader throwing direct stringent orders to the employees, she acts like a guide and mentor for the employees in achieving their goals. So it is like ‘let us do it’ rather than ‘I want you to do...’.

In the organization chart you can see what kind of organizational structure is available at Thom Browne. You can see that Mrs. Spaniolo is the president COO of the company; she determines the long and short objectives, takes the responsibility and makes the decisions for the company. Sometimes it’s really complex for Mrs. Spaniolo to make the decisions. Thom Browne also tries to interfere with the company decisions. It makes it difficult when a manager and a creative person make the decisions together, it is known and documented in studies, that creative people are not the best in control of management (37).

A couple of fashion companies like Escada, Otazu BV and Blueblood couldn’t make it. The distinction between the creative and management departments was not clear (38).

Why it is necessary to separate the creative department from the management?

Management has to focus on managing the company and design on their vision to design collections. Those two departments are the opposite from each other. When the creative person has too much participation in the management of the company it can create ambiguitie.

36) Appendix 2
37) Source article blueblood http://www.fashionunited.nl/Nieuws/Leads/CFO_Blue_Blood_International%3A_%91Eerst_rust_cre%E9ren%92_2009123126866/) That is also a reason
38) http://www.textilia.nl/nieuws/accessoires/nid3234-rodrigo-otazu-faillet.html
Creative people have a lot of ideas but the most of the time it's not feasible. That’s why it would be better that those two departments are separated from each other. Let the design people be creative and the managers manage the company.

Mrs. Spaniolo, the President COO of TB, is there for over a year now. She made changes in management and communication. She developed more line structures and tried to reorganize the departments. It will take some time to see the changes. She is an important person for the company.

Mastenbroek says a good balance between control and individual responsibility works as leverage for change. Control and individual responsibility deserve attention. The management should give direction, preferably such that the emotional involvement in the change is stimulated. This is the foundation for accountability, acceptance and strength. But management should leave room for personnel’s own expertise and experience.

How higher your organization scores on personal responsibility and management control scores, how greater the chance that the control of the change by the management is effective, and the greater the chance is that the employees take their own responsibility. The result shows that management and own responsibility need some attention.

In chapter four I will discuss the current leadership role and the desired leadership role.


The skills of Thom Browne are the employees with their expertise and extensive experience, from young till old. They have fresh ideas, TB has a strong DNA and is very innovative with their design and fabric design. They create a whole world around their collection, they stand out from the crowd and have a clear vision of design in the world. They look forward, what is next! This mentality is important. Research shows that the employees are disciplined and focused on their tasks. Colleagues will approach personnel on the fulfillment of their responsibilities. What they still can improve are the communication skills and team skills.
7. Staff
The employees are well educated; they are from all over the world and are specialized in their field. They are motivated, they have heart for the business and they feel that they are a part of the company (could be more). The communication is not always strong; there is a lot of e-mail communication which is not necessary; they could ask a question in person. When there is more communication between the different departments, it will result in better work, without miscommunication. People get more accurate and involved with each other. The last few years there was a high personnel turnover. It’s important to keep all the knowledge in the company. To lower the personnel turnover, TB has to show them career possibilities, offer more structure, a clear overview over the whole company and more cohesion. The chart about the company culture shows that there can be improvements.

3.4 SWOT analyze of management Thom Browne.

Strength:
- Thom Browne has strong Shared Values
- Personnel of TB is very specialized
- Strong DNA

Weakness:
- Strategy from the organization of Thom Browne
- Company systems
- Interference in Management decisions
- Communication between departments of TB
- High staff turnover at the Thom Browne
Opportunities:
- Strong management at Thom Browne company
- Efficiency
- Low staff turnover at TB
- Keep the personnel informed about the company of TB

Threats:
- Not a strong company culture at Thom Browne
- High absenteeism
- Less profit for TB
4. Which company culture has Thom Browne at this moment?

The culture scan of Cameron & Quinn is used to investigate the company culture at Thom Browne in New York. The company culture is an important part of an organization. You must truly understand the current culture and desired culture. The culture scan of Cameron & Quinn is a tool to investigate the current and desired culture among personnel. This is a scientific research comprising of careful, verifiable and systematic study of a particular issue such as this according to conventions of science funds.

4.1 Results research Cameron & Quinn model.
I have a survey issued to all employees of Thom Browne. The response was good, 77% have completed the questionnaire. The answers give a clear picture of Thom Browne and its departments. First I will discuss the results for each department and then draw a conclusion about the entire company.

4.2 Management.
The first result is from the management by Thom Browne. How does the management experience the current organization culture and how do they see the culture in the future.

![Result management](image)

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Desired</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td>22.5</td>
<td>22.5</td>
<td>0</td>
</tr>
<tr>
<td>Adhocracy</td>
<td>29.2</td>
<td>26</td>
<td>-3.2</td>
</tr>
<tr>
<td>Market</td>
<td>30</td>
<td>24</td>
<td>-6</td>
</tr>
<tr>
<td>Hierarchy</td>
<td>18.3</td>
<td>27.5</td>
<td>9.2</td>
</tr>
</tbody>
</table>
The dominant culture.
The number of points that are assigned to a culture type determines the strength of the culture. How higher the score, how stronger the culture type is. Research has shown that strong cultures correspond with homogeneity of efforts, a clear direction, clear environment and services. The extent to which an organization needs a strong, homogeneous culture (instead of a varied and balanced culture mix) often depends on the environment: how complex, how flexible should the organization respond? A strong culture requires more effort.

In this case we see:

Current dominant culture.
The dominant culture is the type with the most points, in this case the market culture (30 points): results orientated, production, objectives and (mutual) competition. Followed closely by an adhocracy (29.2 points): a dynamic environment with room for experimentation and innovation. The third family culture scores (22.5 points): a friendly working environment where people have much in common and a major involvement predominates. Also hierarchical culture is present (18.3 points): structure, procedures, efficiency and predictability.

Conclusion: Apparently there is a mix of cultures with an emphasis on results orientation in a dynamic and innovative environment. For Thom Browne this is not strange. It is a young company that had to establish a market for its products. Being in a creative profession it is bound to be a dynamic environment. In an entrepreneurial phase, companies often have a family culture and then shift to an adhocracy in there collective phase. In the current situation the leadership style is participative with the role of motivator.

Desired dominant culture.
The dominant culture in the desired situation is hierarchy culture, followed by adhocracy culture, market culture and family culture. There is a tendency for more structure, procedures, efficiency and predictability. This means that TB is ready for the next phase, the formalization, where the enterprise reaches stability and a higher degree of institutionalization. In the desired situation the leadership style has to shift towards a coordinator role to sustain structure, scheduling, coordinating, and problem solving and the monitor role that collects and distributes information, a sense of continuity and stability.

Discrepancy between current and desired culture.
Look at the difference between current and desired culture. Blue is the current and red is the desired culture. The biggest difference we see in the desired hierarchy culture, with an increase of 9.2 points: the company wants to be considerably more formal. This is followed by market culture with a decrease of 6 points, and less focus on the results.
4.2.2 Results from department Sales.

The sales department sees the current situation as a market and adhocracy culture with external view. Sales are almost always focused on the market, but for the desired culture they want to be more adhocracy (more flexible) and external, to keep it market orientated.

In the opinion of sales the current leadership style is participative, and they want the same management style also for the desired culture, simply with some more structure. To facilitate this shift, the sales manager has to take on the role of producer. The producer needs to accomplish and gain personal recognition for the accomplishments; this recognition is not always financial. Producers are strongly market (externally) oriented and focus on the customer. This role deals with motivation, persistence, energy, and productivity.
4.2.3 Results department Production.
The production department saw the current situation as a family and market culture and the focus to extern. There was a lot of difference in the results from this department. The experience from every person is different. They desire a hierarchy culture that makes production less dynamic and give more structure with internal focus.

In the opinion of production the current leadership style is participative, and they want to be more task-orientated for the desired culture with more formal rules and stability. In the desired situation the leadership style has to shift towards a coordinator/monitor role: maintain structure, scheduling, coordinating, and problem solving and the monitor role that collects and distributes information, a sense of continuity and stability. The manager should focus on creating structure and continuity. They are the people in the organization that build systems that reduce chaos and disorder. Break problems down and weigh alternatives.

**Congruence of the culture.**

Congruence of culture means that on the six factors: strategy, leadership style, reward-system, personnel, management and organizational characteristics score in the same culture quadrant. The research shows that successful organizations often have a congruent culture. They suffer less with inner contradictions. Cultural incongruence often promotes the realization that something urgently needs to change. It takes time and discussion, leading to different values, goals and strategies. Sometimes the incongruity will be also specifically between different departments or individuals. It may be interesting to measure this separately.

There is a lot of incongruence in the result of production department. They suffer from inner contradictions. This incongruence needs to be examined.

### 4.2.4 Results department Design:

![Diagram showing the results department design]

(44) Appendix 3
The design department saw the current situation as adhocracy, flexible and with the focus on external. There was one person who has a different result; he saw the culture as adhocracy with the focus internal. The desire from design is a more hierarchy culture with structured and less flexible and the focus internal.

In the opinion of design the current leadership style is participative, and they want the same management style also for the desired culture, simply with more structure. The manager from design has to take the role of coordinator to facilitate this shift towards a more structure but also keep the role on innovator: The manager should bring structure, schedules, organize and coordinate staff efforts but also encourage creativity, encourage and facilitates change.

4.2.5 Conclusion culture scan Cameron & Quinn:
In general the dominant culture is the market culture. The Thom Browne Company is very results oriented. The major concern is getting the job done. People are very competitive and achievement oriented. The dominant desired company culture is a hierarchical culture and is less dynamic and entrepreneurial place.

The difference between current and desired culture is that in the desired culture hierarchy clearly increases, the company needs to be considerably more formal. This is followed by market culture with a clearly big decrease, less focus on the results.
Thom Browne has a congruence culture but there is also a lot of incongruence. Employees rate the factors in different culture quadrants. The incongruence culture in organizations often stimulates an awareness of a need for change. It creates enough discomfort in the organization that members more often complain about the ambiguity, lack of integration or absence of the fit what they experience, or they bemoan the hypocrisy that they observe when organizational behaviors seem to be incompatible with what they perceive to be espoused values. Hypocrisy is not always the product of cultural incongruence, but it is often one of the major symptoms that incongruence exists in a culture. Cultural incongruence, often leads to difference in perspectives, difference in goals, and difference in strategies within the organization. Temporary incongruence can be functional in that it can highlight aspects of the organization that are uncomfortable or out of focus, or it can uncover perversely unacknowledged aspect of the culture that is dysfunctional. Increased the motivation for change in the culture may be a desirable result. In the long run, however, incongruence inhibits the organization ability to perform at the highest level of effectiveness.

All the questions in the questionnaire were divided in 6 parts. Every part shows the current and desired company culture.

The dominant characteristics of the organization and appearance of the Thom Browne Company is a very dynamic and entrepreneurial place. People are willing to stick out their necks and take risks (adhocracy). The desired characteristics at TB are a more controlled and structured place. Formal procedures generally govern what people do (hierarchy). Family cultures decrease with 1.1% and the market culture with 3.3%, adhocracy stays the same and hierarchy grows enormously with a percentage 4.4%.

In the leadership style we see that currently it is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus (market). And it is desired to exemplify mentoring, facilitating, or nurturing (family). But also a style that is coordinating, organizing and have a smooth-running efficiency (hierarchy). Family culture decrease with 1.7% and the market culture decrease enormously with 9.3%, the adhocracy increase with 3.8%, the hierarchy grows also with a percentage of 7.2%.

For the management of employees we see the current style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness (adhocracy). They would like the personnel management at Thom Browne to be characterized by teamwork, consensus, and participation (family) at the expense of the adhocracy characteristics. Family culture increased a lot with 4.1% and the market culture decrease with 0.3%, the adhocracy decrease enormously with 4.0%, the hierarchy increased with 0.2%.

The glue that holds the Thom Browne Company together at the moment is commitment to innovation and development. There is an emphasis on being on the cutting edge; this would be also the desired binder but which more formal rules and policies (shift towards hierarchy). Family culture decreased with 0.7% and the market culture decrease enormously with a 7.8%, the adhocracy decrease with 1.1%, the hierarchy again increased enormously with a percentage of 9.6%.

The current strategic emphasis lies on acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy). In the desired strategic: emphasis should lie on permanence and stability. Efficiency, control, and smooth operations are important (hierarchy) at the expense of trying new things.

45) Cameron, Kim S, 2006, Diagnosing and changing organization culture, based on the competing values frame work, 1ste edition.
THOM BROWNE.
NEW YORK

Family culture decreased with 1.9% and the market culture decrease with 2.2%, the adhocracy decrease enormously with 8.9, the hierarchy increased enormously again with a percentage of 13%.

For the success criteria we see that the Thom Browne Company defines success on the basis of having the most unique or newest products. It is a product leader and innovator (adhocracy). They desire that Thom Browne defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical (hierarchy) but also on the basis of winning in the marketplace and outpacing the competition. Family culture does not increase or decrease it stays the same and the market culture increases with 4.3%, the adhocracy decreases enormously with of 10%, the hierarchy increased for the last time again with a percentage of 6.1%.

The employees from Thom Browne want the focus more to internal then an external focus and less dynamic and individualized with the hierarchy culture to get more structure, but they still want the adhocracy culture to have the creativity and flexibility in the company. This is typical for a creative fashion company. They want the flexibility with structure and the focus on internal with rules, agreements, procedures, systems, hierarchy, cooperation, stimulation, management as a team leader and conflict handling but still the freedom for the creativity. Mrs. Spaniolo has the correct leadership style as innovator/entrepreneur with the goal of the newest products, creativity, growth, but has to incorporate structure, coordinate and provides a sense of continuity and stability because the employees of TB want to have internal conservation, controllability and stability, more structure, and rules. She could take on the role of coordinator to support the desire for more structure, with efficiency, timeliness, smooth operation and infrastructure efficiency.

Cameron & Quinn write for example: Most organizational scientists have realized that the organizational culture has a strong effect on the performance and effectiveness in longer term. Empirical research has an impressive array of findings that show how important culture is to improve the results of an organization. It’s important to keep the company culture well, that the employees feel well in their work environment and that they have pleasure in their work (46).

4.3 SWOT analyze of the company culture when they change.
Strength:
- Strong thought sharing abilities
- A company vision and mission
- Strong company culture
- Low staff turnover to keep the knowledge in the company
- Greater efficiency through more structure
Weakness:
“there are no weaknesses”
Opportunities:
- More turnover
- The company would be more of a team
Threats:
- When there is too much focus on structure, it can lose a degree of creativity in the company.
- Employees can’t handle the change

“When you see someone who knows exactly who they are, there’s something so beautiful about that. Because the confidence in it is really attractive”

Thom Browne, Bon magazine (2012), An immaculate affair, SS12
5. What kind of management system and culture fits a middle large creative company like Thom Browne NY?

5.1 Which management system would fit a middle large creative company as TB and why?

After my research I came to the conclusion that the 7’s model from McKinsey is the most appropriate model to use for a middle large creative company as a company like Thom Browne NY. The 7-S model and the culture scan of Quinn & Cameron are scientific models. They are good methods to check the management system and culture of every organization. It is always a snapshot of a period. It is advised to do this research again in a couple of years to check the progress and new desires to change. This document may well serve as a basis for analysis of other fashion companies. It would be interesting to see how other fashion companies are managed and what culture they have.

TB has strong shared values, a collective phenomenon that can be shared by people that are living or lived in the same social environment.

A system of knowledge, of standards for perceiving, believing, evaluating and acting . . . that serve to relate human communities to their environmental settings (Allaire and Firsirotu 1984).

The onion model from Sanders and Neuijen shows that the rituals that are deeper and not always visible can be more developed. As a result it can give a stronger connection to each other, stronger company DNA. The strategy is not complete at TB, the company has no written company vision and mission, only a design vision and mission. It is not clear and not shared with the employees, how can employees have the same vision and mission in mind and share it with others? The management questionnaire shows the same developing points: Vision and mission, structure, culture, systems. This is also what the employees showed in their questionnaire, they are longing for development and stimulation on this points. The result matched both questionnaires; they feel and think the same about the management style and situation.

At TB a line structure is available, but I will discuss this in the next sub question. The systems could be more developed, especially the social part of the systems in the company. TB is missing a clear system to support social contact. There is not a lot of social contact. TB can use a system or program for team-building like; social meetings, company meetings, rituals to say hello, share new ideas, introduce new staff to all the employees and have a small get together when staff is leaving the team.

This will give as a result that they can share their knowledge with each other and there is space for new ideas and it will lead to more communication. Its more difficult to describe the soft factors like staff, skills, culture because they are a part of the culture and the environment from the company that is changing constantly, it’s an art to stabilize those soft factors for the management of the company.

Apparently there is a mix of cultures with an emphasis on results orientation in a dynamic and innovative environment. For Thom Browne this is not strange. It is a young company that had to establish a market for its products. Being in a creative profession it is bound to be a dynamic environment. In an entrepreneurial phase, companies often have a family- culture and then shift to an adhocracy in there collective phase.

The leadership style is participative, participative leadership style is also known as the ‘participative democratic leadership style’, is a very essential factor in today’s business sector. Mrs. Spaniolo involves employees with decisions. There could be a clearer line between management and design. The creative person Thom Browne has more focus on designing then making decisions in management. Sometimes it’s complex for Mrs. Spaniolo to make the decisions. Thom Browne also tries to interfere with the com
pany decisions. It makes it difficult when a manager and a creative person make the decisions together, it is known and documented in studies, that creative people are not the best in control of management. The staff of TB is well educated and are specialized in their field and they have a heart for the business, its important to keep the knowledge in the company, to keep the staff turnover low and make the work environment as pleasure full and efficient as possible.

Managers who understand the culture and language of creative people. Such managers has to have great flexibility. Above all, they have to accept one basic rule of the industry: “it’s not enough in fashion to offer the market what it wants today, as this would already be an old product!” says: Stafania Saviolo & Salvo Testa

More broadly, creativity in management is used to describe alternative approaches to business processes, such as strategy formation, organizational change and at the operational level to refer to new product development and technological innovation. The aspiration to think outside of the box and challenge conventional wisdom is all very well, but can also lead to rash decisions and creating of novelty at the expense of continuity.

5.2 Which culture would fit a middle large creative company as TB and why?
In the research I found that there is not one specific company culture for a company. What is the right company culture? Hofstede says: “What is good and what is wrong, it depends where they want to go with the organization”. I totally agree with him. In my opinion every company has subcultures in creative and non-creative sector. Every subculture is a department in the line structure, they share different values, principles and traditions, all the subcultures together make the company culture.

The survey conducted by myself at the company Thom Browne showed that the current culture is apparently a mix from a market and adhocracy culture that is result orientated with a dynamic environment. From the results, it shows that the management and the other departments have the same thoughts about the company culture, and that they want a different direction for their company culture.

There is a tendency for more structure, procedures, efficiency and predictability. This means that TB is ready for the next phase, the formalization, where the enterprise reaches stability and a higher degree of institutionalization. In the desired situation the leadership style has to shift towards a coordinator role to sustain structure, scheduling, coordinating, and problem solving and the monitor role that collects and distributes information, a sense of continuity and stability.

In general the dominant culture is the market culture. The Thom Browne Company is very results oriented. The major concern is getting the job done. People are very competitive and achievement oriented. The dominant desired company culture is a hierarchical culture and is a less dynamic and entreprenerial place.

Their desired culture is hierarchy culture to get more structure, but they still want the adhocracy culture in the company to stay creative and flexible in the company. The current situation of leadership style is a motivation and stimulating style. This is also the desired situation of leadership, but participative leadership style needs more monitoring and facilitating characteristics, a style that is flexible, takescare of their personnel and works in terms.
This overall culture analyzes can be divided in 6 parts to elaborate on the matter.

The dominant characteristics of the organization and appearance of the Thom Browne Company is a very dynamic and entrepreneurial place. People are willing to stick out their necks and take risks (adhocracy). The desired characteristics at TB are a more controlled and structured place. Formal procedures generally govern what people do (hierarchy).

The market culture decrease, adhocracy stays the same and hierarchy grows enormously.

In the leadership style we see that currently it is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus (market). And it is desired to exemplify mentoring, facilitating, or nurturing (family). But also a style that is coordinating, organizing and have a smooth-running efficiency (hierarchy).

For the management of employees we see the current style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness (adhocracy). They would like the personnel management at Thom Browne to be characterized by teamwork, consensus, and participation (family) at the expense of the adhocracy characteristics. Family culture increased

Big and the adhocracy decrease.

The glue that holds the Thom Browne Company together at the moment is commitment to innovation and development. There is an emphasis on being on the cutting edge; this would be also the desired binder but which more formal rules and policies (shift towards hierarchy). market culture decrease enormously, the hierarchy again increased enormously.

The current strategic emphasis lies on acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued (adhocracy). In the desired strategic emphasis should lie on permanence and stability. Efficiency, control, and smooth operations are important (hierarchy) at the expense of trying new things. The adhocracy decrease enormously and the hierarchy increased enormously again.

For the success criteria we see that the Thom Browne Company defines success on the basis of having the most unique or newest products. It is a product leader and innovator (adhocracy). They desire that Thom Browne defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical (hierarchy) but also on the basis of winning in the marketplace and outpacing the competition. The adhocracy decreases enormously and the hierarchy increased for the last time again.

The employees from Thom Browne want the focus more to internal then an external focus and less dynamic and individualized with the hierarchy culture to get more structure, but they still want the adhocracy culture to have the creativity and flexibility in the company. This is typical for a creative fashion company. They want the flexibility with structure and the focus on internal with rules, agreements, procedures, systems, hierarchy, cooperation, stimulation, management as a team leader and conflict handling but still the freedom for the creativity.
5.3 Why would this be ideal for TB?

Creative companies have a less clearly defined hierarchical management structure. A cohesive company culture and strategy is important for a company. When there is a comfortable company culture and strategy, employees have pleasure and fun in their work and team and they will work longer at the company, this also means that they keep the knowledge inside the company. When they have this comfortable feeling, it will make them a part of the company, the “we” feeling will grow, feel responsible for their work. “A fitted management and culture will let the company grow and they can make the company a success together” says Camaron & Quinn. They will work more efficient, with more passion and harder. With all those benefits there would be more success than there already is. It’s good to check your company with different management models, to monitor if everything works as it supposed to. The results from both questionnaires shows that the management and employees see the current situation as a closed culture and that the desired culture is more open with more hierarchy.

Cameron & Quinn wrote for example: Most organizational scientists have realized that the organizational culture has a strong effect on the performance and effectiveness in longer term. Empirical research has an impressive array of findings that show how important culture is to improve the results of an organization. It’s important to keep the company culture well, that the employees feel well in their work environment and that they have pleasure in their work.

The research shows that the structure of Thom Browne needs attention. The structure and procedures are not always clear. The different organizational departments are involved with mechanistic or organic organization characteristics. TB wants to be more mechanistic but still keep the organic structure. In reality the culture will be not one or the other for a full 100%, but somewhere in between. TB must work on coordination and increasing the understanding of the results on their own part in conjunction. The result shows that the organization of TB desires some culture changes.

It’s really difficult to change a company culture. A company culture is so deeply rooted within the company that it makes it hard to change, this is a long process. When the management is ready for a change, management must bear it to change, stand behind it for 100%, and then it could work.

It is usefull for a company to have a clear company vision and mission. Management provides direction, sets goals. When there is no clear vision and mission, it makes it really difficult to work, because they do not know where to go. It’s so important to have a clear vision and mission, in fashion companies they sometimes change the company vision, mission with that from design. Both are totally different from each other. At the moment the company culture at TB is not transparent and open; to get the opposite of this situation they can make some small changes.

Points as the blurred lines between the creative people and management is well known for this kind of companies, but it is seldom researched. When you have it on paper it makes more sense and people reconize the situation and are pushed to do something with it.

The conclusion is discussed with Marijn Sikkema, Project manager at Effectory to see if she has recomendation for TB’s change management. Effectory is specialized in staff research and internal customer research. The vision and mission are not clear for the personnel of TB. Mrs. Sikkema recommended putting up a brainstorm board in the office where people can write their thoughts, and after a while discuss the notes in a meeting to have a clear vision and mission but also new ideas and
brainstorm with the whole company. Unexpected terms will come out and ideas that you had never thought of as management. Every company will say that they don’t have the time for this kind of activities, but what is more important then to have a clear view, work effective and in a good harmony where everybody is happy?

Have company meetings once a month or one every two months where management will talk for an hour to share the developments and what they are doing and after that schedule in 30 min to answer questions. This way you keep everyone informed and they feel more involved, creating more involvement with each other and the “we feeling” will be stronger. Also share when you have something to celebrate, maybe a big new client or the last season sales were really well or the new add campaign is a success, but also when sales is not doing well or other things. Do not only share the positive things, but also the negative. Make them proud when things are going well in the company but also involve them when it is not going well, they will do more or come with new ideas and work harder to get a better result.

Development doesn not score high in companies. When there is an opportunity to develop, their employees still don’t take this seriously. The management has to make a list with development programs like communication, effectiveness and computerskills where they can. Every employee should have to plan a day in their agenda to have a “developing day”. They can work on their skills and gather more knowledge which they can use for their work at TB. It’s important to give them the feeling that they have the possibility to develop them selves.

The COO can have a lunch, once a month, with 2/3 random employees from the organization to have a nice talk and to get to know their thoughts.

I wrote this observation for Mrs. Spaniolo. I hope she can use it for the development of the fast growing company of Thom Browne. All those suggestions are ideas for this development.
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