References


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THE SECRET OF MICROSOFT’S SUCCESS

Abstract. This paper focuses on the main characteristics of the Microsoft Corporation’s pronounced and very specific corporate culture, that allows large and small, formal and informal structural units of the company feel like a single organism, that can purposefully and consistently resolve all the problems on the way to a common goal.

Key words. Corporate culture, Microsoft Corporation, main characteristics, innovations, responsiveness to customers’ concerns.

Introduction. If you asked people to rate the world’s most successful technology company is, most would say Apple. Others might say Google. However, for others, it would be Microsoft because, while at any given time the fortunes of an enterprise can wax and wane, Microsoft has maintained a superior business for over three decades in virtue of its corporate culture, innovative solutions and original products.

The purpose of this article is to highlight the main characteristics of the Microsoft Corporation’s corporate culture and to give a piece of advice for managers of Ukrainian companies.
Results. Microsoft Corporation (NASDAQ: MSFT) is an American multinational technology company headquartered in Redmond, Washington. It engages in the provision of developing and marketing software and hardware services. Its products include operating systems for computing devices, servers, phones and intelligent devices. As of 2016, it was the world’s largest software maker by revenue, and one of the world’s most valuable companies [1].

What about Microsoft Corporation’s organizational culture — it ensures workforce resilience and capability to address business needs in the dynamic market for computer hardware and software products. A company’s corporate culture refers to the values, traditions and behavioral expectations among employees. Microsoft uses its organizational culture to facilitate innovation and customer satisfaction.

The Cultural mantra of Microsoft is noted in its «Mission and Culture». «Empower every person and organization on the planet to achieve more. That is what inspires us, drives our work and pushes us to challenge the status quo every day. At Microsoft, we also work to empower our employees so they can achieve more. We believe we should each find meaning in our work and we ensure employees have the freedom and the reach to help make a difference in the world» [2]. Therefore, a key focus area for the corporate culture at Microsoft is employee empowerment. By focusing on it, Microsoft has been able to align employee’s personal objectives with the objectives of Microsoft. Employee empowerment is also the key to employee motivation and by focusing on it, Microsoft has benefitted itself. A culture of diversity and inclusion plus empowerment means growing productivity and a harmonious environment [3]. So Microsoft benefits from its organizational culture, which facilitates human resource competence.

Microsoft Corporation’s organizational culture has the following main characteristics:

• Accountability;
• Quality and Innovation;
• Responsiveness to Customers;
• Growth Mindset;
• Diversity and Inclusion.

1. Accountability. This cultural feature ensures that every employee understands that his actions have consequences in the company’s context. For example, an employee is evaluated for accountability based on Customer Partner Experience (CPE) criteria and related feedback. Such institutionalized accountability contributes to the ability of the organizational culture to motivate workers to adhere to Microsoft’s rules and objectives for its computer hardware and software business.

2. Quality and Innovation. Microsoft heavily invests in research and development efforts for product improvement and new product development. Such efforts are linked to the company’s organizational culture through emphasis on quality standards and innovativeness among employees.

3. Responsiveness to Customers. Microsoft maintains feedback systems to allow employees to know what customers think and experience in using the firm’s computer hardware and software products.

4. Growth Mindset. The company trains employees to identify potential avenues
for new business growth, such as new ideas and solutions. Workers are rewarded based on their contributions in this regard.

5. **Diversity and Inclusion.** Microsoft applies these factors in its organizational culture through appropriate training programs. Moreover, the company’s human resource policies for recruitment and hiring ensure a high level of diversity and inclusion in the organization.

The main disadvantage of Microsoft’s organizational culture is the lack of institutionalized support for adequate autonomy. Autonomy encourages employees to contribute new and innovative ideas. Based on such disadvantage, a recommendation is for Microsoft to integrate considerable autonomy in its organizational culture [2].

Microsoft is committed to reinvent productivity and business processes, build the intelligent cloud platform and create more personal computing. These three goals are interconnected, they are bold — and they are why company is always looking to bring even more brilliant and creative people to its team [3].

**Conclusion.** All things considered, it seems reasonable to assume that, of course, the good or bad corporate culture does not exist - but there are those who fit a particular business at a certain stage of its development and help it to achieve strategic objectives, and those that reduce all efforts to nothing. In addition, each culture is unique: trying to «copy» it from someone else — even if it is very successful — it is like to wear clothes with someone else’s shoulder. One thing is clear: all-important factors for success are innovative solutions, original products, designed strategies and star employees.

Furthermore, many Ukrainian companies have to learn strategy. Learn from the best companies in the world — or the high price of such exercises is not justified. An example of the company Microsoft — this is not just an example of the triumph of individual companies. This is evidence of a fundamental shift in the theory of competition — a shift that could radically change the corporate strategy, as the lessons of the experience of this company are universal.

**References**

