

Fieldwork summary

Subsidiary's data:

Name: Sony CIS (ЗАО «Сони СНГ»)

Location: 123103, Moscow, Karamyshevskiy proezd, 6

Established: 1991

Operations: Marketing, sales promotion, logistics in Russia and CIS

Headcount (Moscow office): 283 including 16 expatriates

(Kiev office, Ukraine): 37 including 2 expatriates

(Almaty office, Kazakhstan): 14 including 1 expatriate

Fieldwork:

Interviews in subsidiary (April 2009):

Principal interviewees: Hibi Kenichiro, Managing Director

Laevsky Artem, Senior HR Manager

Questionnaire survey (April 2009):

Questionnaires distributed: 51

Filled questionnaires submitted: 40

Collection and study of corporate regulating documents – procedure descriptions, Code of Conduct, etc.

Sony gained world wide recognition as electronics maker which has done many pioneering applied research and introduced to the market many innovative products (such as Walkman, CD-player, etc.)

Sony's orientation on high quality technological products and technological innovation is important as the company provides customers with in some way unique products it pretends to get some premium price for these products. Sony considers its customers as hard-working people who care about high quality products and ready to pay more for such products. Common policy for Sony regardless of country is providing high quality products to improve life style. But the way of doing so could be different in different countries.

Therefore in Sony they strive to maintain the atmosphere of innovation as a key of business success. This is one of important component of corporate culture. Developing new technologies and producing innovative products not only attracts customers with high expectations but also one of the motivating factors for employees and people who just choosing new job and considering employment at Sony. The head of Russian subsidiary made a supposition that one of the reasons why people join Sony is that they highly evaluate the products Sony offers to the market.

Sony's image of technological maker of premium quality electronics goods is considering important in the company as people want to be involved in activity of developing and producing such

goods in different ways. This could be indirect confirmation that people accept the company's mission, vision, business strategy. Interviewees in the HQs as well as in the subsidiary have told that.

There is no the systematic activity dedicated to development of Sony's organizational culture. The interviewees made assumptions that this is because of first, Sony does not strive to regulate intensively the employees' activity by written documents and second, Sony's culture could be changed every time when people want to change it.

In order to maintain "freedom and innovation" atmosphere at Sony the opinion of people regardless of their position should be respected in the company. Relations between superiors and subordinates are built on that idea and could be described in following way:

Subordinates respect experience and competence of superiors, superiors respect opinion of subordinate and expects that subordinate comply with minimum rules. Managers should learn these rules in order to treat people properly.

It also concerns of employees commitment. The company does not try to directly influence on that but rather is trying to use indirect methods by offering flexible working hours, no dress code in many cases, promoting longer leaves as people want to have "free working places".

Another reason of absence of written rules related to organizational culture is need for cultural change. Sony's culture created up until today could not work well tomorrow. People feel that culture should be changed in accordance with changes in life of communities and society as whole. Thus, Sony's culture is continuing to be created by new generations of workers whose could have views differ from views of previous generations.

Changing directions of organization development could also happen in the above mentioned way – people make proposals to top management on the necessary changes if they have any and top management react on these proposals.

Sony follows the principle of "global localization" and doesn't tightly control organizational cultures in its subsidiaries in other countries. Thus, Russian subsidiary has a certain extent of decentralization in terms of business process and creation of regulating documentation. The HQs create only the policy on usage of Sony logo and rules on dealing with distributors which are common worldwide, but, for example, developing of documents on staff assessment or training initiatives are in charge of the subsidiary.

The HQs delegating amount of authority to the subsidiaries at the same time use monitoring systems to control processes there, for example activity of HR department in Moscow office is monitored by Sony's regional HQs in Europe.

Typical staff training in the subsidiary is similar to the one in the parent company and consists of three categories: business skills training, technological skills training and career development training. Preferable type of training is on-the-job.