

Sanrizz

Culture

Integrationist in Sanrizz

There are some elements of a unified culture

- Common culture for being creative, dedicated and innovative in Sanrizz
- Somewhat similar goals : Want to work together as a family in Part II , All three brothers are determined to expand the business together.
- Consensus in communication patterns: Staff finds that they shout at each other a lot -

Top down

- Tony does not recognize or appreciate the work of his other brothers. Feels that he is central to the success.
- He makes most of the decision
- Tony believes he is the “big brother” and is in charge of all the managerial and strategic roles.
- In the end, Tony was in charge of the expansion plan.
- Brothers yell at each other to get, messages across.

However, it is not a strong culture :

Differentiationist in Sanrizz

Cluster of separate sub-cultures related to a particular challenge, task or responsibility of a unit or group

- Each brother is in charge of their own branch
- Furthermore, Ozzie : Designing and producing all the publicity material ; Ricci : Training School ; Tony : Managerial / Strategic issues
- Their values, attitudes and beliefs shape the culture of their own salons.

Functionalist

- Subcultures are meant to work. Four stores are performing very well, which is why they are thinking of expanding. Individual culture is very desirable
- Independent nature helped them achieve creativity, and dedication to their own salon

Conflicting and Dysfunctional subculture between different brothers and stores

- Cannot agree on where to expand their business, what roles and what goals
- Cannot get along well and nobody listens to each other.
- “Negatively affects communication between four salons”
- Identify themselves as their own individual salons / department
- Difficult for whole organization to work effectively
- Tony and Ozzie see success in terms of money, Ricci thinks success is a matter of happiness
- Difficult to share ideas and styles between salons.

Advantages :

Commitment in a group : Each brother is committed to their own work. More meaningful individual experience : They all enjoy work at the salon, and want to expand it.

Disadvantages :

Can be conflicting and sub cultures can work for self interest : Each brother wanted compensation for the individual work they believe they have contributed.

In the end, the business managed to expand, but they kept the differentiationist culture at Sanrizz, with each brother working under Sanrizz name but having their own culture

Critical Theory in Sanrizz

How employees are affected by the culture : How power is embedded in culture

- Employees find that the culture of the brothers yelling at each other makes their job tough.
- Employees worry that this culture can cause infighting when business expands

Who benefits from this culture ?

Each individual brother : Maintain as separate stores, brothers can benefit

How easy is it to resist this culture ?

Not easy to resist as they are brothers, and will eventually have to work together
However, it is hard to resist as an employee, as resisting the culture would be going against the company and their bosses.

What would happen if they resisted ?

Tony is going to make decisions among the brothers. Even if Ricci tried to resist, he eventually came back on board because they were brothers. However, for employees, they will feel pressurized to conform to the culture because they fear losing their jobs.

Why might people go along with this culture ?

Brothers :

- They are brothers and want to work together
- Passionate and dedicated to the Sanrizz brand

Consequence of the culture

Conflicting priorities

Each brother cannot get along. Plans to expand the company required hiring a consultant, which is going to be expensive.

Recommendations

Clarify future plans and culture of Sanrizz by writing

- Come to a shared understanding of ownership / compensation and agree to it in writing
- This avoids unnecessary quarrels about whether or not they are appreciated.
Integrate culture between brothers and employees
- Form a culture that separates family from business
- Design processes such as training, recruitment and rewards to reinforce a new culture, so that employees will be socialized into the culture. Ensure culture complements each other

- Set up common rules, regulations and common goals before expanding business

- Ensure every business is on the same page, and working for the Sanrizz brand