



INNOVATIVE METHODS OF MANAGING CORPORATE CULTURE IN GLOBAL COMPANIES

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Article history:	Abstract:
Received: 28 th June 2025 Accepted: 26 th July 2025	The article analyzes innovative methods of corporate culture management in transnational corporations. The main emphasis is placed on the study of the influence of digital technologies, big data analytics, gamification and hybrid forms of employment on the formation of value orientations and normative regulators in the organizational environment. The study analyzes key barriers to the implementation of innovative approaches. In conclusion, recommendations are offered for overcoming the identified obstacles, including the development of digital literacy, localization of cultural strategies and the use of change management models.

Keywords: corporate culture, innovative management methods, global companies, digital transformation, crowdsourcing, employee engagement, leadership, digital platforms, knowledge management

The scientific novelty of the article lies in the comprehensive analysis of innovative methods of corporate culture management in global companies, combining classical theories and modern practices. Unlike existing studies, the article considers not only theoretical foundations, but also practical barriers and recommendations based on international research (Gallup, Deloitte, PwC), which allows us to propose a new framework for the formation of a sustainable and innovative corporate culture in the context of globalization and the digital economy.

In the context of globalization and accelerated digitalization Strategic management of corporate culture is becoming a key resource that determines the competitiveness of transnational corporations. National and regional differences, remote and hybrid employment formats, and the need to promote innovation determine the transition from traditional «local» cultural practices to flexible, integrative, and technologically mediated approaches.

Digital platforms designed to increase employee engagement have a significant impact on internal corporate communications. For example, the implementation of the Chatter platform at Salesforce resulted in a 25% increase in employee engagement within six months [1]. Moreover, organizations that actively use digital collaboration tools have achieved a 30% increase in satisfaction with work-life balance.

Gamification has proven its effectiveness as an innovative method of forming a corporate culture. Thus, in the international audit and consulting corporation "Deloitte" the use of gamified elements in the onboarding process contributed to the increase of engagement and retention of new employees [2]. At

the same time, potential risks should be taken into account: unsuccessful projects based on forced "gamification" can lead to a decrease in motivation and cause resistance from staff [3].

Integrating digital technologies such as internal communication platforms and AR tools can significantly improve the sense of belonging to a company, especially for employees working remotely. For example, RLI Insurance increased engagement and reduced downtime by implementing the TeamViewer ONE platform with the Digital Employee Experience (DEX), as well as solutions for remote learning using augmented reality (AR) technologies [4].

To effectively manage in a multicultural environment, global companies need to develop cultural intelligence (Cultural Intelligence (CQ) in their leaders, which contributes to improving organizational performance [5].

Corporate culture is a fundamental element of modern organization management, determining the behavioral patterns of employees, the effectiveness of communication processes and the company's adaptive potential. According to E. Schein, corporate culture is a «model of basic assumptions» that is formed in the process of adaptation to the external environment and internal integration, and transmitted to new members of the organization as relevant ways of perception and action [6].

The classic model by E. Schein identifies three levels of culture: artifacts (visible manifestations such as architecture, rituals, symbols), values and norms (basic rules and beliefs shared by the team), and basic assumptions (deep, often unconscious attitudes) [7].



Modern research confirms that culture largely determines a company's ability to innovate and make strategic changes. For example, an analysis of professional service organizations showed that cultural norms and artifacts are mediators of the influence of values on innovative behavior and business results [8].

Modern approaches also take into account the global context. Research by H. Hofstede and the GLOBE project demonstrated that corporate culture is inextricably linked to national culture, and differences in values and behavior patterns at the macro level have a direct impact on organizational practices [9].

Consequently, the theoretical basis for corporate culture management is based on the multi-layered model of E. Schein, supplemented by the cross-cultural theories of H. Hofstede and «GLOBE». This synthesis allows us to consider corporate culture not only as an internal phenomenon of the organization, but also as a factor determined by global and national contexts.

Modern global companies are faced with the need to adapt their corporate culture to rapid changes in the business environment, digitalization processes and multicultural team composition. Traditional approaches such as training, team building and declarative formulation of mission and values are now complemented by innovative practices based on digital technologies and new management concepts.

Table 1 - Innovative methods of corporate culture management in global companies

Method	Brief description
Digital platforms for engagement	Supporting Communication and Values in Distributed Teams
Big Data Analytics and AI	Monitoring values, identifying barriers and recommendations
Crowdsourcing ideas	Involving employees in shaping culture
Servant Leadership	Supporting and developing trust, stimulating innovation

Thus, innovative methods of corporate culture management are based on digitalization, employee participation in change processes and new leadership models, which allows global companies to maintain competitiveness in a dynamic environment.

Despite the significant potential of innovative approaches, the introduction of new methods of corporate culture management in global companies is associated with a number of serious barriers:

1. Resistance to change. One of the key challenges is resistance from employees. According to a report by «Deloitte Insights», up to 70% of transformation initiatives face low employee engagement and cultural barriers associated with ingrained behavior patterns [11].

2. National and intercultural differences. Differences in national culture and potential intercultural conflicts are an important limitation. The works of H. Hofstede and his followers show that cultural characteristics significantly influence the

perception of innovations and transformation strategies, which is especially relevant for global companies with geographically distributed teams [9].

3. Lack of digital competencies. The third barrier is the lack of digital competencies and the corresponding tools. According to a report by «PricewaterhouseCoopers», many organizations are implementing digital tools for managing corporate culture (e.g. crowdsourcing platforms, HR analytics), but about 40% of employees do not have sufficient skills to use them effectively [12].

4. Difficulty in assessing effectiveness. The fourth challenge is related to methodological difficulties in assessing the effectiveness of changes. Research from the journal «MIT Sloan Management Review» demonstrates that most companies struggle to measure the real impact of innovative methods (such as crowdsourcing or gamification) on corporate culture and long-term business results [13].

One of the key areas is the use of digital platforms to manage culture and communications. According to a report by «Deloitte», digital platforms for employee engagement platforms allow you to form a unified system of values and support a culture of cooperation in distributed teams.

Another important trend is the use of big data analytics and artificial intelligence to monitor organizational culture. These tools allow us to identify problem areas in the value system and propose management solutions based on empirical data.

Gamification has proven its effectiveness as an innovative method for shaping corporate culture. Crowdsourcing of ideas and innovations from below is also gaining popularity. For example, a study published in on the information resource «SpringerLink», showed that the introduction of corporate crowdsourcing in a large engineering consulting company contributed to the formation of a new innovative culture and increased collaboration between departments by involving employees in innovative processes [10].

An important trend is the use of hybrid leadership models. Global leaders are increasingly moving from a directive style to a «servant leadership», focused on supporting employees and developing trust. This contributes to the formation of a more open and innovative culture.



Table 2 - Main barriers and challenges to the implementation of innovative methods of corporate culture management

Barrier / challenge	Manifestation
Resistance to change	Low employee engagement , refusal to adopt new practices
Intercultural differences	Conflicts of Values and Norms in Global Teams
Lack of digital competencies	Limited use of HR- tech and crowdsourcing platforms
The complexity of assessing effectiveness	The Difficulty of Measuring the Impact of Innovation on Culture

To successfully implement innovative methods of corporate culture management, global companies need to develop a systematic approach aimed at overcoming the identified barriers.

First, increasing employee engagement. It is necessary to actively involve personnel in transformation processes. According to the consulting company Gallup , companies with a high level of engagement demonstrate 21% greater productivity and resistance to change [14]. This goal can be achieved through the introduction of transparent communication channels, the active use of crowdsourcing of ideas, and encouraging personnel participation in management decision-making.

Secondly, development of intercultural competences. Intercultural competences should be developed in global teams. Scientific research shows that intercultural training and experience exchange programs help reduce conflicts and increase the effectiveness of cross-national interactions [15].

The third recommendation is to invest in the development of digital competencies of personnel and HR technologies. According to a report by the World Economic Forum, digital skills have become a critical factor in companies' adaptation to changes in corporate culture and business models [16]. To do this, companies need to implement regular training programs on digital tools, use analytics to assess cultural changes, and develop internal digital platforms.

Fourth, companies should implement systems for assessing the effectiveness of cultural innovations. According to «McKinsey», the use of metrics related to employee engagement, innovation activity, and satisfaction significantly increases the likelihood of successful consolidation of new practices [17].

Innovative methods of corporate culture management are becoming a key factor in ensuring sustainable development of global companies. Successful implementation of these approaches is determined by the need to achieve a balance between technological progress, consideration of cultural diversity and strategic management of organizational changes. Prospects for further research include an empirical assessment of the effectiveness of individual tools in various cultural and industry contexts.

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