Gilbert Cruz Media

Gilbert Cruz

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Abstract

The company I chose for my artifact is my own company that I'm currently running, Gilbert Cruz Media, is a one man show that operates with photography, videography and social media consultation.

Keywords: Organizational Structure, Capacity for change, strategic ambidexterity, Learning Culture, Innovation,

Gilbert Cruz Media Company

I believe that there is a relationship between organizational capacity for change, innovative culture, and organizational structure. My company is called Gilbert Cruz Media Company which is a marketing company that creates content such as videos, commercials, posters, business cards, flyers, and many more things. I myself am a photographer, videographer and am proficient in Adobe Photoshop, InDesign, Lightroom, and a few others. By creating a company that has the opportunity for change, be innovative and be structured in a way where there's accountability, I believe that it'll make my company grow and become more profitable than my competition. The mission statement or vision I've chosen for my company is "To help others pursue what they can't on their own.". By keeping this one thought above everything else I believe we can effectively serve our customers to our highest potential all while maintaining a creative and well-oiled machine. From all of my lessons I've learned that you need a great team to be able to effectively showcase your company's ideology. By helping my employees embrace the mission or vision for my company will make it seem a little more real for the customers. This builds trust and loyalty all while making sure that employees hold themselves accountable for their work rather than you are looking over their shoulders all the time. By embracing the four main functions of management we can map out our company's growth plan and structure. I can start by creating a plan to create more business for my company and make sure we embrace innovation. In this plan the main objective would be our vision, "To help others pursue what they can't on their own.". By making this the overarching theme of our plan we can ensure that our customers need come first all while providing grade A services. Organizing in my company, first off is, we could have to hire people who are in their own rights thinkers, outside of the box people. This can help me build a team that is already innovative that way all I have to do is combine their thinking and from there bring our

new ideas to life. In our team would be a customer satisfaction employee who could go and ask the customer how we performed to their standards, and if we did poorly, we can adjust it and find out why their expectations weren't met and also to build incentives for those who did do well and met the standards of the customer. Other team members would have to be strong managers who can inspire without making their subordinates afraid of them. By bringing on the right people who can do the job with full certainty me as the CEO can help morph my company to reach more people and generate a wider service area. Leading would fall solely on my lap as CEO. I would have to do my best to influence our employees and push the vision I see into their heads to help create a well-functioning environment for all of us. By having efficient teams in communication, we can really negate the problems that we might encounter if we weren't good at communicating. The last part of being a good leader and utilizing the management functions is, controlling, by making sure everyone is accountable for their work and ensuring that it doesn't become hostile but that good work is incentivized. Also, if we're good at instilling my vision to my companies' employee's accountability just becomes something that the employees feel by heart. Another way of managing accountability could be through quarterly employee evaluations and seeing how their serving the customers we have.

This is a logo I've created for my company to brand my work and let people see how much I believe in our vision and company that I even label it with my own name. Here is a Facebook cover photo that I use for my social media websites, this allows people to see the quality of my photography skills along with my brand.

Literature Review

Organizational Structure

In the article written by Carol T. Kulik and Sukhbir Sandhu (2019), organizational structure can be viewed between two different dimensions, formalization and centralization. As organizations grow in size and complexity, formalization provides mechanisms for control and standardization (Hage and Aiken, 1967; Hales, 1999), (Kulik and Sandhu, 2019). Formalization works by producing trade-offs. This provides structure and stability to organizations but is said to stump creativity and individual initiative. Centralization is thought of as having a decision-making authority that is only done between the higher levels of the organization hierarchy. Using centralized decision-making produces specialization and frees the lower level employees from bigger concerns within the company and lets them focus on smaller tasks. This although sounds good can be bad for employees which lacks in opportunities for employees to participate in decision making. The problem is that research has remained stagnant for years now. But recently there has been a resurgence of interest in more fully leveraging the role of organizational structure to explain organizational performance, (Kulik and Sandhu, 2019).

Prescriptions for Developing Change Capacity

In the Journal for Change Management written by Christine B. Meyer & Inger G. Stensaker, they talk about how an organization can develop the capacity for change. In the journal they take a doctor's point of view and speak on the prescriptions needed for developing the capacity for change. The authors idea of prescriptions for developing change are based on framing, participating, packing and sequencing, routinizing, and recruiting. These seem to the Meyer and Stensaker's magic formula to develop a capacity for change. Some of the prescriptions presented are accepted in many fields as ways of increasing the probability of implementation success and

from that they can assume that the prescriptions can help develop an organization's capabilities for change. Let's break them down, Framing is about the how changes are communicated and overall the reasons behind said change. When you have a planned change process in play employees tend to infer the changes in different ways as they're trying to work out the connotation behind the prearranged strategic plan for change. Some tools that managers have to help frame the changes can be symbols, metaphors, and crises, these helps create a common understanding for the reasons behind the changes. With participation being our second one is what the employees can bring to the table, what can they help do to move change along. Sometimes you can even allow some participation in the decision-making process that way employees can feel like they've been able to contribute to facilitating the change. Participation can go both ways negative and positive, the negative aspect is the time consumed that's being consumed. Pacing and sequencing has a musical sense to it, in dealing with tempo and timing of proposed change. Sequencing is laying out the timing for the proposed change in an orderly form to where it can be looked at and deciphered with minimal effort. Pacing is the speed at which you space out the sequences to where things will get changed. Routinizing is where you establish routines, things that are done on a daily basis, for the organization so they can have a sense of institutionalized structure and process where multiple change processes can be applied. By conducting a few studies Mintzbert (1978) found that some organizations do develop a wide array of different routines that help them handle major change these are: recognition, diagnosis, search, design, screen, evaluate, and authorize. Although these can sound very enticing, they were found that they only relate to when a team is dealing with strategic issue diagnosing and decision making rather than long term implementation. The best way to make a routine last is by adjusting the one's that are already implemented to where the team isn't startled by new things and can easily adjust to the

small changes over time with the routines they already know. The last prescription is recruiting, which is more of a reassurance that change will continue and not become a problem. By hiring new personnel that are already aware of change and are comfortable with it you can create a better environment that's change friendly and isn't rebellious towards it. By implementing these prescriptions, you can create the ability for change in any organization.

Organizational Capacity for Change – Precursor to strategic ambidexterity?

When reading the journal by Judge, W. Q., & Blocker, C. P. (2008), I began to realize that there's more to OCC than just what we've been led to believe. It isn't enough to just change and move on to the next issue, to be a successful company or organization you need to be able to exploit new possibilities that are presented to you while you're in the middle of change. The main thing that you can get if you exploit new possibilities from change is that it can help you gain a strategic competitive advantage and superior performance compared to those companies that have a narrow focus train of thought only pushing to the end change but not looking at new markets or even expand your product base to with new possibilities found in trying to find new routes for change. The overarching idea of Organizational Capacity for Change is when you take old ideas and use them to tackle new threats and avenues that open up to create new capabilities in your field. The ability to take two ideas that are at odds with each other and still be able to maintain a functioning mind is key to being able to navigate an Organizational Capacity for Change. This helps you develop new ideas, bring forth different avenues that you hadn't thought of before that might turn out to be your highest profitable area.

Organizational innovation and innovativeness

In the journal by Hassan Darvish and Elaheh Alhouei Nazari (2013), they talk as to how innovation can be seen as an adaption of ideas or a behavior that is new, this is a very crucial tool

for an organization because it ensures their ability to be competitive in changing environments they encounter. It seems that innovation is the only way for an organization to manipulate change in their favor to help create new opportunities and succeed. It has been debated that those employees who have fun and really enjoy their work are likely to be more innovative and come up with better ideas than those who aren't happy with their work. By understanding the impact, you have on your customers you can gauge where and how your product will impact them and then move to do the necessary adjustments to satisfy their needs. There's no "I" in innovate, wait there is, just kidding, innovation cannot be a one-person task. This needs to be distributed with different individuals who can all feed their ideas and put them together to create great ideas. Different teams need to be part of this innovation task force, bringing different aspects from the company all to one table can greatly increase your likelihood for success. Lastly there needs to be a great communication stream between all departments internally and externally, if there isn't an avenue set up to where everyone can communicate their ideas effectively than there wouldn't be any room for innovation. Innovativeness means a strong sense in being proactive in finding new opportunities and also exploiting current strengths and is thought of to be essential to innovative effort that will help meet the customer's expectations. Innovativeness is categorized as an organizational culture where employees are encouraged to be innovative and think outside the box, and the company or organization's willingness to accept the pursue of new product development. Innovativeness is thought of as very importantly because of its ability to bend and adjust to rocky markets and allows for a wider and stronger innovation effort to help with the harsh environmental changes. In different literature innovations are thought of as a product vs. process or radical vs incremental and also technical vs. administrative. All these battles that a company

finds its self-going through are all won through a company's ability to change and open their minds to the greater things that innovation can bring.

Innovative Culture

While reading the journal written by Hans Marius Norbom and Patricia Denise Lopez (2016) innovative environments seem to not be successful when the organization is run by a very tightly wound, single minded person. The leader running an environment that seeks to be innovative needs to be driven by the people surrounding him that are very knowledgeable in their areas and can offer a great amount of insight into the organization. The leader that runs the team needs to be prepared to have a great supportive role and voice their positiveness towards the team. With innovation and experimentation comes failure, and a team needs to be ready to deal with this. By having a leader who's ready to help pick up the pieces and keep moving forward this won't make your team crumble but be the glue that bonds them to find the great ideas that'll boost the company or organization forward.

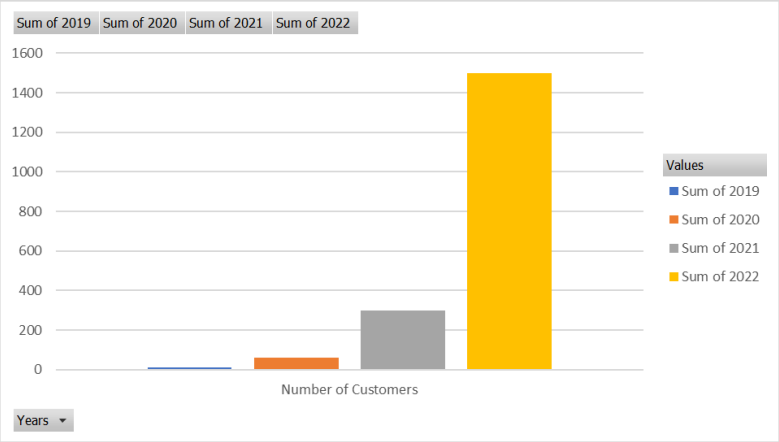
Influence of Innovative Organizational Culture on Marketing Strategy

In the journal written by Ana Maria Machado Toaldo, Simone Regina Didonet and Fernando Bins Luce ( ) state that the innovative culture directly affects developing marketing strategies. The organizational environment that values ideas and innovative actions results in a marketing process that can help push marketing for products even better than anything else can. The journal shows how it's key to develop a procedure of actions to articulate and implement marketing strategies. When the innovation takes place the team that's involved also creates new ways on how to market the ideas or products to customers. This brings them closer to be a treasure trove of ideas to where they can bring in customers. Having a great flow of innovative ideas along with a smart marketing team can help organizational performance in the overall market.

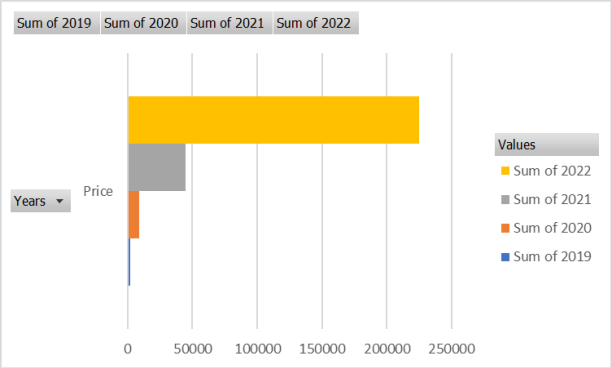
Plan of action

By embracing all these things, great structure, innovative culture, organizational innovativeness, ensuring that organizational change happens is key to making my company grow in customers and expand our service area. If we gain at least five new customers from every customer I currently have I can possibly grow to about 72 customers every year.

This is a visualization if I was to start with 12 customers times 5.



Here is a bar chart that projects how 12 customers can become 1500 in the next four years if I stick to an outlook of 5 new customers for ever one customer I currently have. If I continue to look at this four-year projection with five new customers at $150 for every new customer our yearly projections will skyrocket. Here's a chart depicting just that.



Conclusion

By embracing new things as a company, I believe innovation to be the key to my companies' survivability in todays ever changing economy. Having a great organizational structure where Everyone has a say so in the decision making and each employee has a role in change can help promote organizational change and ensure that employees will change for the better and not fight it. In my line of work which is within the Arts, creativity is key to any position within this particular field. Creating effective and visually pleasing promotional materials is one of the staples that I pride myself on. All while adding on customer satisfaction as my number one priority really showcases my work and helps others find a sense of ease when they're to hire me or my company. Right now I'm a one man show, but within time I expect to grow and add new members to my team that'll help share in my vision for an easier method for people's voices to be heard at cost. As of right now I've been servicing 3 people a month all while keeping up with my fulltime job at work and taking photography jobs on the side. I am determined to create the best team to where I can eventually just oversee the managerial portions of my work and lead others to help build a better online community for mom and pop or older clients who feel they don't have a voice in an online world. My team would take to heart my mission and I would preach this as if it was the most important thing on the planet. By taking my company and pushing innovation and effectiveness along with accountability I believe that Gilbert Cruz Media can be one of the biggest companies the RGV has seen.

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