

Title: Applying strategy in organizational changing process

In a globalized economy the competition among organizations push them to the need to create several mechanisms to make a difference in the market. The firms need to develop different market, product and process strategies, as well as to focus the organizational culture and human assets. Managers must understand and create internal change processes adapted to their business model, which ought to promote cultural alignment and consequently the increased satisfaction of the workers, the firm productivity and the satisfaction of the stakeholders in general. Our research aims to develop a reflexion and a standard in theoretical terms about the cultural change. We aim to understand the importance of the organizational culture, the way it appears and we want to present a specific organizational change model, developed and used in an international organization, as well as to show how this model is developed and put into place. We made a case study where we analyse the cultural change model of Carl Zeiss, AG a global organization. Considering the Carl Zeiss group as a learning organization, we want to research how the Cultural Journey model promotes innovation and the leadership style change.

Key words: Organizational Change, Change Process, Strategy and People Management