

CHAPTER 3

THE PRESENT SITUATION OF ENTERPRISE CULTURE CONSTRUCTION IN BC COMPANY

3.1 BC company profile

BC medical X-ray equipment company is the product of a joint venture company, first established in the United States in order to meet the international development strategy. After starting their international business, and setting up a joint venture with a Chinese company subsidiary, the company set up in Shanghai. After several years of development, because of the technology, the BC company corporation merged with a British technology company by means of share purchase the technology company, after BC company became the United States, Britain, China three company's joint community. BC brand after the establishment of medical equipment, medical equipment company began to focus on the development of new technology, in order to make the production of medical equipment more widely applied in clinical treatment, to provide a more comfortable treatment experience for the patient, and reduce pain. In order not to be eliminated by the cruel market competition, the BC medical equipment company constantly pursued innovation, in addition to constantly developing new medical equipment. Also, with the aid of its own advantages in the field of lighting, to provide lighting solutions for hospitals, it is committed to providing doctors, nurses and patients with a good working and medical environment. BC medical equipment company also developed a lot of treatment for AIDS, such as when general CT scan results are not clear, because CT image quality problems are often overlooked or misdiagnosed. Among the BC medical devices that have been launched are a commercial 3D scanner designed to improve the quality of CT scans. In 2012, BC medical equipment company launched AlluraClarity intervention X-ray systems, both to improve the accuracy of medical diagnosis and provide a better medical treatment experience for patients at the same time.

3.2 The internal organizational structure of BC company

Like the general company, BC company has a hierarchical structure from the management layer to the basic level. But unlike the general company, the BC co., Ltd is a joint venture company, so the company brings together employees from the United States, China and Britain, including management. It is also covers the management of each company, so the company's internal cultural structure is more complex.

Table 1 Internal structure of the company

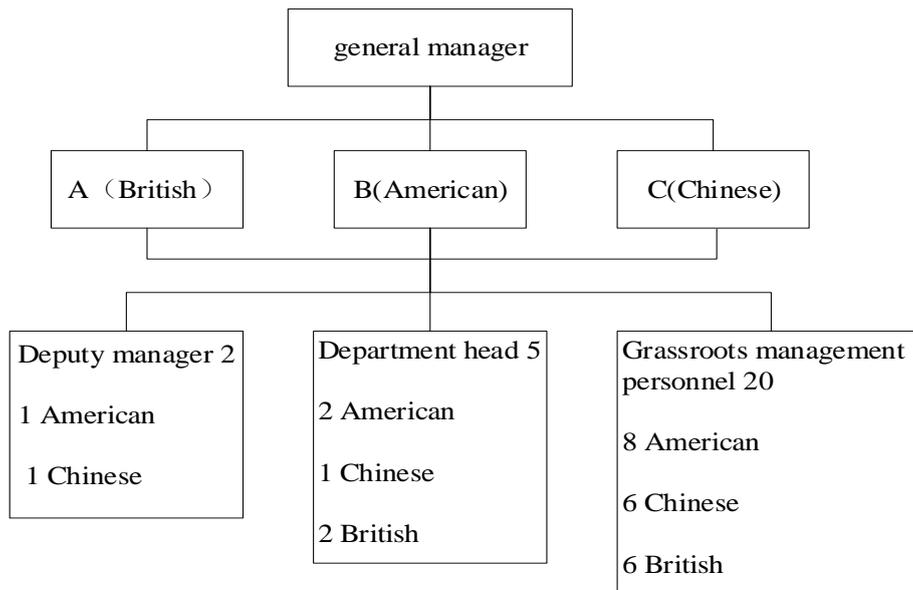
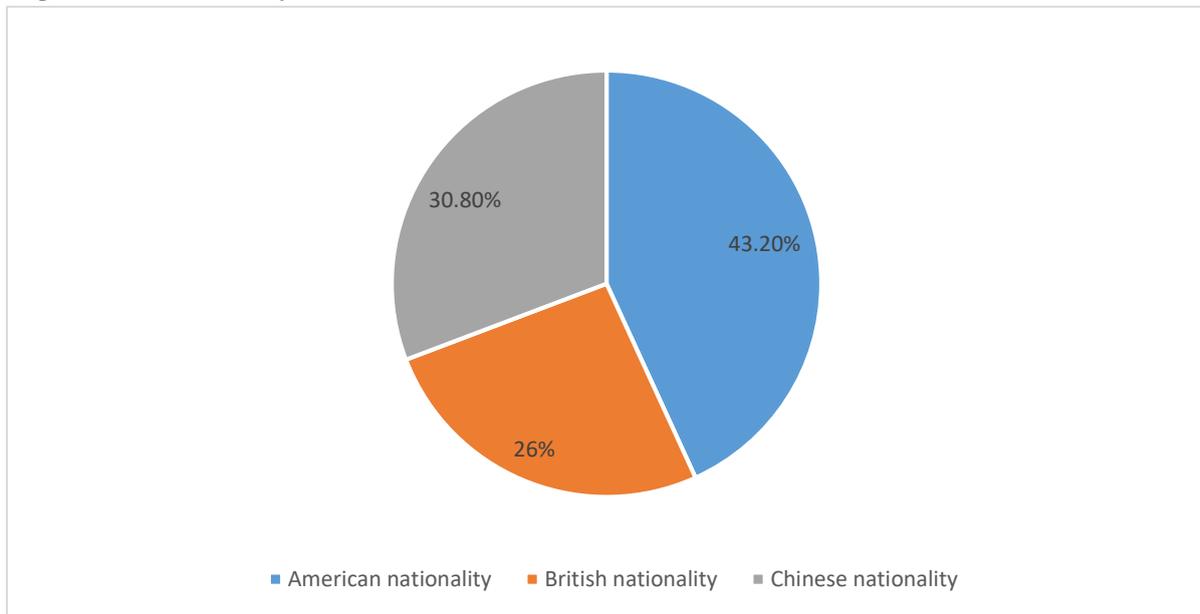


Figure 1: Nationality distribution.



As can be seen from the figure above, the proportion of American employees is greater than that of Chinese and British ones, and the corporate culture of the United States has always been so strong that American culture in the enterprise has always been in the position of ling.

3.3 BC corporate culture

1. BC vision

BC has become an industry leader well known for its customer service.

BC has become the most respected employer.

BC has become Otis's best company in terms of talent, products and processes.

2. Core values of BC

Commitment to safety

Commitment to business ethics

Commitment to internal control

Commitment to excellence

Commitment to quality

Look at the problem from the customer's point of view and satisfy the customer.

Create and realize a change in the spirit of ownership.

Develop team spirit and continuous improvement.

3. BC business philosophy: to satisfy users and serve the society

Improve people's quality of life by improving the safety and comfort of people and goods.

3.4 The characteristics and differences in corporate culture in different BC company countries

American culture plays a decisive role in the formation and development of American corporate culture. The United States is the forerunner of modern management, the enterprise culture management experience is its enterprise through ceaseless practice to sum up, at the same time applies to the actual work, has obtained the huge economic benefit. The American historian David (2010) asserts in *The Wealth and Poverty of Nations*: "If economic development gives us any enlightenment, it is that culture plays a very important role." The management mode of American enterprise culture becomes the learning and imitating object of all countries.

1. American corporate culture is mainly reflected in the following aspects:

(1) valuing self-worth and highlighting individual ability.

Responsibility and power are twin brothers. To make employees accountable for their work, they must respect people, trust people and give practical autonomy, recognizing personal values and personal abilities. American individualism and liberal culture determine the role of American enterprises in individual ability and entrepreneurship. American entrepreneurs are called the "new American heroes." Silver (1992), a Harvard University professor, in his book *Entrepreneurs an American Hero*, wrote: "American hero now transferred to entrepreneur. Entrepreneurs have become the new heroes of American society. From the perspective of corporate decision-making, in the United States, in the past, managers only considered personal

opinions and rarely consulted peers or subordinates. This kind of decision-making method has its decisive, quick and efficient advantages, but it often appears in the absence of coordination and policy implementation. Now, inspired by the collective decision-making of Japanese enterprises, American enterprises have changed their method of decision-making, attach importance to the democratic participation of employees and combine the individual decision with the enthusiasm of the employees.

(2) Attach importance to the construction of enterprise values and emphasize personal struggle as the core.

The core values of enterprises set the direction and goals for enterprises and enterprise employees. Thomas and Robert (2004) said in their book *The Pursuit of Excellence* that successful companies are set up with personal struggle being one of the core values of enterprises; it has a strong culture, in order to motivate employees toward personal interests and the value goal of enterprises in terms of striving and struggling.

The pursuit of excellence is a spirit of American enterprise, which represents a never-ending process of progress. Successful companies are creating the belief that what is being done today will become unseemly tomorrow, and therefore will need to be updated. Seeking new changes will lead to higher standards. The enterprise should create an environment, a culture, make more people feel dissatisfied, more people pursue excellence.

(3) Attach importance to contract regulation and despise emotional care.

As a multi-ethnic immigrant country in the world, the United States has formed a cultural characteristic that attaches importance to the construction of contract regulation and belies emotional care. American enterprises emphasize system and order, establish perfect and strict rules and regulations, and reward and punish clearly. The relationship between enterprises and employees depends mainly on "contracts." American enterprise rules and regulations are sound and people follow the rules. This concept fully embodies the characteristics of heavy law and light emotion.

American enterprise advocates scientific and rationality and attaches importance to the function of organization and regulation. American companies inherited Taylor's scientific management ideas, with more emphasis on a strict organization system, reasonable management procedures, a clear division of duties, a strict working standard, scientific rules and regulations, advanced management means and management methods; in other words, American enterprise attaches great importance to rigid management. However, too much emphasis on systems, a quantitative rigid management mode, easily causes interpersonal relations apathy, form a simple contract relationship, only pay attention to economic indicators, ignore the ideological and cultural construction of enterprise, the enterprise social isolation, enterprise into a pure profit. Therefore, in the construction of a corporate culture in the 1980s, many successful enterprises in the United States realized the disadvantages of relying solely on system management and put the construction of an enterprise culture in a very important position. A large organization can survive for a long time. The most important condition is not

the structure or management skills, but the spiritual power that we call “faith.”

(4) Take risks and innovate, tolerate mistakes and failures, and establish a fierce competition mechanism.

Because Americans are willing to innovate and take risks, American companies have formed an atmosphere of tolerance of failure, encouraging innovation and risk taking. In a sense, innovation means adventure, since the venture, there is a failure, the United States attaches great importance to the staff’s innovation consciousness and tolerant attitude to failure, and has set up a support system of innovation, with winners rewarded and losers not punished, and has formed the “innovation, or perish” in the “bible” in the business of the United States. Adventure and innovation have become the soul of American culture. Innovation is the engine of enterprise. Innovation is the foundation of enterprise survival.

Compete for efficiency, compete for results and compete for talent. American enterprises attach great importance to providing an environment of fair competition and competition rules for their employees, and fully arouse their enthusiasm and give full play to their talents. Fierce competition and constant innovation are the source of vitality for many successful American companies. This spirit is particularly important in an era of unprecedented global competition and changing times.

(5) Attach importance to employees’ interests and stick to the sharing of benefits.

Many companies in the United States practice shareholding systems. Through employee stock ownership, these can be divided into dividends except for wages. In addition, they have also increased their right to participate in management, and improved their status and security. The Employee Stock Ownership Plan, or ESOP, is an employee benefit plan that encourages employees to buy shares in the company under a series of legal rules.

(6) Attach importance to customers’ interests and insist on winning through quality.

The customer is god; the customer decides the enterprise’s survival; no customers there would be no enterprise, therefore, the enterprise takes the customer’s interests and adheres to the “customer first,” “the customer as the center” idea, as corporate America’s words of wisdom.

In terms of quality, successful American companies consistently adhere to the principle of superior quality. They do not regard quality as merely a technical problem, but rather a high quality, and they adhere to it day after day, year after year.

In the United States, there is a good social and cultural atmosphere. The government encourages enterprises to improve the quality of products, protect consumers’ interests and severely punish counterfeiters. In the early 1960s, the American president, President Kennedy, gave a special message about consumer protection, putting forward the famous four big power consumers, namely the security right, right to know, options, rights, require companies to be protected. In 1987, the United States government established the “national quality award”,

which had specific provisions on how to evaluate the award, and the specific implementation of the work was carried out by the government-mandated American Institute of Standards and Technology. No matter what the product, once a quality defect has harmed a consumer or led to other property loss, the law will hand out severe punishment; the amount of compensation is very shocking.

(7) Attach importance to social responsibility and support social welfare.

Corporate social responsibilities include safeguarding consumer rights and interests, protecting the interests of employees, protecting the natural environment and supporting public interests such as public welfare. American enterprises take social responsibility as an important responsibility of the enterprise and implement it strictly.

British corporate culture pursues spiritual freedom, advocates humanism and pursues the cultural tradition of a democratic spirit, which has led British enterprise culture to attach importance to employees' participation management. The emphasis on the cultural tradition of reason and science has caused the British enterprise culture to attach importance to rational management, to study development and innovation, and to have a strategic vision of the world market.

1. British corporate culture is mainly reflected in the following aspects:

(1) promoting rational management.

The rational management culture is manifested in the establishment of the organization and the system, the staffing and operation management. Although, in the UK, enterprises attach great importance to establishing a pragmatic and flexible organization and institution, the enterprise organization setup changes with the change of market situation and production technology; they are not the same, do not imitate each other, not because of a person, even the same type of enterprises, institutions are also different. But the enterprise also has strict requirements, the attention is refined. In the operation, strictly abide by the law, adhere to the credit, the external negotiation is meticulous, serious, rational, heavy efficiency.

(2) focusing on research and development and innovation.

The British government and companies have seized on research and development as a strategic life or death task. The main content of research and development is product and technology updates. Product and technical updates are interactive. A technical update is the premise of product renewal, and product renewal drives technological progress to occupy and open up new markets. In the UK, many countries have formulated corresponding policies to support the research and development of enterprises.

(3) strategic vision with an eye to the world market.

The British state is not rich in natural resources, and day trade occupies a very important position in the economy. This makes British companies pay special attention to the competition

in the world market and focuses on the development of business strategies focusing on the world market. British companies attach great importance to product quality, which is a precondition for beating the competition in the world market. In order to ensure the realization of their global strategic plan, many British enterprises attach great importance to the promotion and sales of products in the world, and then establish a sales personnel training system. Trainees not only need to sell specialized courses, but also to participate in basic course learning and production practice. Only after passing the examination can they serve as sales staff.

(4) attaching importance to employees' participation management.

This is closely related to the importance of participation in management and the humanistic spirit in British culture, the pursuit of democracy and the spirit of freedom. In many countries in Britain, the government USES the legal form to define the role that employees should play in the enterprise. German law states that enterprises with more than 2000 people must set up a supervision committee (the equivalent of the US corporate board of directors), all that 5 or more enterprises must set up a workers' committee. The former should be elected by the workers, the latter half of the workers' representatives to attend. Some enterprises have a working committee composed of managers and employee representatives to enable employees to participate in the management of enterprises and solve problems in their work. At the same time, the company respects the employees who work for the company, so that employees have a certain sense of belonging to the enterprise. Some companies, through the establishment of "manager to participate in the system," the manager standing on the objective stance to coordinate staff to solve the problem, rather than directly instead of specific decisions they do, in order to strengthen the employee's responsibility consciousness. Some enterprises have implemented a rotation work system and a flexible working hours system and suggested that the work should be adjusted to the people, not the people to the work. In such an environment, workers participate in management, and the desire to make suggestions regarding work is strong. Many workers get psychological satisfaction from this, so they are more motivated to work.

(5) the spirit of keeping improving and paying attention to honesty.

British enterprises attach great importance to product quality, and strong quality consciousness has become the core content of enterprise culture. In paying attention to product quality, the pursuit of technology perfection is a common sense of British enterprises. They love technology; the value of advocating technology has been deeply rooted in the hearts of people, and become a kind of conscious behavior, along with attaching importance to the customer, paying attention to sincere cooperation and establishing a first-class service enterprise spirit.

China is an ancient civilization with a 5,000-year history, and the Chinese nation has an excellent cultural tradition. Confucian culture is the mainstream of Chinese national culture, while Taoism culture, legalism culture and military culture also occupy a certain position. In the culture of the Chinese nation there are some negative factors, such as the world regardless of ancient Chinese home countries, the rule of man is greater than the rule of law, it is highly

centralized, subjects rely too much on and obey the monarch, the whole will take the place of the individual will, the individual must be subordinate to the overall, thereby killing individual qualities such as part of the individual culture dress. But the Chinese national culture is more of a cultural elite, and has a number of positive factors, such as the sense of national responsibility of “the rise and fall of the country, the responsibility of the husband and the responsibility of taking the world as his duty,” “people-based” people-oriented thoughts and the ethical norm of being “diligent, disciplined, strict and self-disciplined.” The essence of national culture, such as “benevolence, respect for human feelings and keeping promises,” has an important guiding value for the economic development and social progress of our country, as well as for enterprise management and development. The enterprise culture established in the soil of China’s excellent traditional culture has fully absorbed the essence of Chinese culture. Under the condition of a market economy and the advantages of Western and Japanese culture, an enterprise culture with Chinese characteristics has been formed.

Chinese corporate culture is mainly reflected in the following aspects:

1. With righteousness and benefit, righteousness and benefit together.

It is the basic value thought of Chinese traditional culture to combine righteousness and profit with righteousness and profit. Confucianists pay attention to the “gentlemen love money, take the Tao,” “wealth from Taoism, benefit from righteousness” business ethics.

2. Peace is precious, and harmony makes money.

As a state of etiquette, China has always advocated the ethics and morality of “harmony is the most precious” and “harmony is the source of wealth.” These traditional moral concepts penetrate into enterprises and become the important content of the enterprise culture. It can resolve the contradictions within the enterprise and strengthen its cohesion. Reconciliation can close the relationship between enterprises and society, consumers and partners, sincere cooperation and generative, while also reflecting group consciousness, overall situation consciousness, the consciousness of competition and cooperation, and harmonious coexistence and consciousness.

3. People-oriented, virtue and integrity.

Confucian culture is a people-centered culture, emphasizing the role of people and valuing interpersonal relationships. On the one hand, it pays attention to personal virtue, namely the cultivation of morality, and the belief that people’s virtue is the first. Therefore, in investigating and promoting cadres, it is necessary to take virtue first, to look at their talents and see their virtues. On the other hand, it is important to emphasize the role of people, rather than relying solely on the exertion of individual ability, and to take care of interpersonal relationships in order to achieve social harmony. Talent is the key to the rise and fall of enterprises and the key to market competition. Harmony in internal interpersonal relationships and harmony between enterprises and external interpersonal relationships are conducive to reducing friction and improving working efficiency.

4. Attach importance to family affection and despise norms.

The relationship between people and society in traditional Chinese society is based on blood ties, relying on ethics rather than on law. Therefore, the whole society has formed the cultural atmosphere, which is greater than the system and the rule of law is greater than the rule of law. Enterprises, in order to correctly grasp the characteristics in enterprise management, pay attention to maintaining human relationships, to emotional investment, to being more compassionate about staff suffering, to being more concerned about the workers' life and work, to raising the employees' family consciousness, in accordance with the rules and the law, the power of human relationship into enterprise cohesion and creativity.

5. Social responsibility

In Chinese traditional culture, the family is the cell of the society, and family, the clan, is an extension of family, state and national responsibility, the responsibility of the clan; the responsibility of the family is everyone's responsibility. Stick to traditional culture "the personal interest obedience collective interests, collective interests to the interests of the state" of the overall interests, "was necessary to protect people", "national rise and fall, fortunes of", "after all the sorrow and the sorrow of the first, the world of joy but joy" ideas, enhance corporate social responsibility, fulfill social responsibility.

6. Diligence

The tradition of the Confucian culture and the thought of learning and thinking have promoted the stable and rapid development of enterprises. In general, in order to improve the level of enterprise management, employees must study hard, learn to apply, constantly learn new technologies, develop new products and explore new markets.

7. Struggle and innovation

Innovation is the driving force behind enterprise development. To be invincible, enterprises must grow in constant struggle and innovation. Only through continuous management innovation, technological innovation, product innovation, market innovation and cultural innovation can the enterprise develop continuously, constantly enhance competitiveness and extend the life cycle of the enterprise.

To sum up, different cultural traits lead to different management modes. The United States has a vast territory, abundant resources, a broad market and a large-scale economy. American culture is mainly influenced by the concept of "original sin" in Christianity and emphasizes rationalism and strengthening control in management. At the same time, as a nation of immigrants, the United States accommodates the customs and ideas of different peoples. These different concepts and habits reinforce the employees' independent consciousness, independent innovation and liberal behaviors.

Although the British management model has a homologous relationship with that of the United States, it has formed its own characteristics. The management philosophy of the UK

contains the idea of “social balance” and “social partner,” which is related to the traditional idea of Britain. The common manifestation of the management mode of each country is carrying out rational management, attaching importance to research and development and innovation, attaching importance to employees’ participation management and so on. Human nature, the relationship between Chinese traditional culture and faith, love, laissez-faire, the way of civil-military contains abundant management thought—the use of these ideas is one of the important factors of Chinese and even an East Asian economic miracle. While learning Western management methods and technologies, Chinese enterprises should base themselves on traditional Chinese culture, strengthen corporate culture construction, increase organizational cohesion and realize people-oriented management with Chinese characteristics.

The diversity of corporate culture and values in different countries is the root cause of cultural conflicts. From the cultural fractal dimension of Hofstede (1991), the five-dimensional system of culture developed is the most widely accepted and widely used, and the most influential one. So far, it is a complete and systematic mode of cultural analysis in cross-cultural management research. It shows that a country’s management principles and ways are based on cultural principles. Only by observing the differences in the methods of management of different countries through cultural differences can the objectives and effectiveness of intercultural management be promoted.