CHAPTER 5

BC COMPANY "INCLUSIVE" ENTERPRISE CULTURE CONSTRUCTION

5.1 Concept of "inclusive" enterprise culture construction

A so-called "inclusive enterprise" means that the cultures can tolerate each other and accept the differences between different cultures in a way that is inclusive. This paper argues that the BC company is now a blend of three kinds of culture and fully taps the advantages and disadvantages of these three kinds of culture, with the attitude of "seeking common ground while putting aside differences," accepting and respecting these differences. Cultural differences are allowed to exist and are reasonable as long as they do not affect the atmosphere and the efficiency of the enterprise. This is the concept of multinational corporation culture construction proposed by BC after studying BC company.

5.2 Countermeasures of "inclusive" enterprise culture construction

5.2.1 Determine appropriate cultural integration patterns

For multinational companies to build a "tolerant" enterprise culture, they need to determine the appropriate cultural integration mode, and must, in a planned way, implement step by step the cultural integration of different cultures, which requires, according to the actual condition, the corresponding model of cultural integration to be selected. Cultural integration is about absorbing, mutual penetration of different cultures, with a final fusion for the integration of the interactive process. This process needs according to the actual situation of enterprise organization and enterprise future development goal of the practical need of such factors as to implement a planned way, and eventually build a new corporate culture and common values. The process of cultural integration is a process of mutual compromise, which does not sacrifice the culture of either party, but retains the essence of different cultures in the new enterprise culture. The process of corporate culture integration is a multifaceted and long-term task, which is not easy to solve only in one aspect and in the short term. This integration work is not different cultures mixed together, it is not a simple arithmetic addition, subtraction, multiplication or division, it is not able to select a consolidation model applied in tasks, but a comprehensive mathematical problem, which involves multidisciplinary, multilevel factors such as personnel and department; it needs to be implemented in a planned way, with all enterprise employees participating in the integration of tasks, covering the value of the enterprise, business objectives, organizational structure, staff training and so on. Cultural integration is the integration of the essence of different cultures to extract common core values. The cultural integration pattern mainly has absorption mode, integration mode, parallel mode, such as absorption method is adapted to the subsidiary between parent company strong culture and weak culture, subsidiary culture completely replaced by a strong culture and absorb, fully USES the enterprise culture of the parent company. The fusion mode enables two cultures to promote each other, compromise with and infiltrate each other, so that different cultures can be integrated into one whole, thereby forming a brand-new corporate culture. A more parallel approach to cultural difference is very big and overcomes the need for a long time, tries to

avoid cultural conflict, maintains the independence of the various cultures and emphasizes the multicultural coexistence. Actually affect corporate culture integration is very much, including the style of management to adapt to the different cultural background, culture itself characteristics, managers and employees and adopted by way of the specific integration support, etc., different enterprises in transnational operation when faced with cultural differences and conflicts is not the same, and apply it cannot blindly copy some consolidation pattern. To meet the way, other enterprises may not work for themselves, so the multinational enterprise should adjust measures to local conditions and according to their own actual situation, aiming at the influential factors of the enterprise culture integration, and applying them in the process of integration of communication, education and training, establishing common values and adopting different mode for cultural integration. Multinational companies to invest in China development, bring a lot of advanced management ideas and excellent enterprise culture, as affected by traditional culture, many enterprises in our country some enterprise culture also is in the development and changes, so the multinational companies in China subsidiary is not only to learn from excellent enterprise culture part in our country, should actively carry on more advanced part of the multinational company, the parent company enterprise culture, accelerating subsidiary enterprise culture construction. Through the fusion of different cultures and mutual absorption and infiltration, the final fusion is integrated into a new enterprise culture that is suitable for China's national conditions and has various cultural connotations.

5.2.2 Establish common values

Any enterprise organization has its core values. If it lacks this core, the enterprise development will be affected. Therefore, it is necessary to establish the recognized core values. Managers who are engaged in a multinational operation should abandon ethnocentrism and racism, respect the objective existence of cultural differences and characteristic advantages, with an equal mind to intercultural dialogue, find out the similarities between different cultures and combining site, refined in line with the local and the enterprise the core of the Shared values, establish internal enterprise values for all staff and develop national conditions of the enterprise culture that suitable for China. To establish common values, we must develop cultural identity and respect cultural differences. The construction of a consistent enterprise management concept, forming a common management philosophy concept and eventually gradually form a common value concept.

Enterprise culture is the enterprise the management idea, management mode, values, etc., it is the important guarantee of enterprise development and the necessary "software", leave the "software", enterprises lacking the support of a strong force. If mechanical view of some in the transnational enterprise culture, the soul of enterprise culture role could not effectively play, managers should adjust the mentality to create a corporate culture to adapt to the local cultures. "The enterprise culture construction should take innovation as the core, the enterprise spirit that abandons the innovation spirit is metaphysics, the enterprise culture that leaves the innovation spirit is the unoriginal wood, the water without source." Promoting the culture of the parent company's corporate culture and the location of subsidiary companies can communicate dialogue and integration well and create a culture suitable for local realities. Without this new corporate culture, it would be an "acclimatization" to apply the corporate

culture of the parent company to the actual situation in our country. Only by creating a new enterprise culture adapted to our country's local culture, which means innovating the enterprise culture, can a transnational operation be carried out smoothly. The core content of an enterprise culture is the common value concept, which is the spiritual wealth of enterprise development and the business philosophy of daily business operation. "All the good companies we look at are well aware of what they stand for and are serious about building and forming the values of the company," says American management scientist Peter Peters and Mr. Waterman. In fact, if a multinational company lacks clear values, we doubt it will succeed in business. The common value of this is a common business philosophy and all employees of shared beliefs, only common values enterprise can urge all staff to be able to together, work together to enterprise development activities.

5.2.3 Correct identification and treatment of cultural differences

First of all, we should analyze and study cultural differences, and it is possible to face up to this problem on the basis of fully understanding it. In history, American anthropologist Edward (1959) divided culture into three categories: formal, informal and technical. Formal norms are people's basic values, and they can't easily change the conflicts caused by formal norms by discriminating right and wrong against external forces trying to change it. Informal norms are people's living habits and customs, and the resulting cultural conflicts can be eliminated through longer cultural exchanges. Technical specification refers to people's knowledge, technology, experience, etc. It can be acquired through the study of people's technical knowledge, which can be easily changed. Through analysis and comparison, we can see the cultural conflicts caused by cultural differences of different specifications are not the same, but if you want to change these cultural conflicts brought by the different levels of specification, use method should also be treated differently, only to realize this, can be targeted to take corresponding measures.

Secondly, we should correct the understanding of the notion of cross-cultural understanding: First, to better understand his culture, the first thing you need to fully understand is their own culture, and its changes in terms of development, advantages and disadvantages. Only if we have a good understanding of ourselves can we form a comparison on this basis, better understand his culture, and be able to integrate it, so as to make up for the lacking in others. Second, by looking for a breakthrough point, between each culture in order to get rid of the constraint of native culture, our manager in daily work, should learn to put yourself in a opposite to in their own culture, better use of the Angle of view for the point between the two, at the same time, managers also need to learn to deal with how to make "cultural differences to minimize", a, for example, in the company internal set up various forms of intercultural communication channels or transmission organization, it will be more conducive to the spread of cross-cultural concept.

Cultural conflict is caused by cultural differences, so we have to correctly identify and deal withthese cultural differences; only by identifying and dealing with cross-cultural differences can we solve the problem of cross-cultural conflict. it is also an analysis and the psychological background and attitude problem to solve the problem. To properly handle the

conflicts caused by cross-cultural differences, and build a good enterprise culture that has a variety of cultural connotations, the process of transnational business activities must contain full understanding of different cultures. If there is a lack of this kind of culture in the cultural exchange and dialogue, the rift between different cultures will increase, cross-cultural conflict can become quite intense, and cultural infiltration and integration more impossible. Generally speaking there are two kinds of cultural tolerance and understanding connotation: One is the national and the enterprise culture of tolerance and understanding, from a certain culture against the background of the individual tolerance can basically to its native culture, but different individual understanding of the culture and understanding is the jagged, their culture to the enemy and know yourself, ever victorious ", cannot little; for their cultural history background, development and changes, characteristics and disadvantages such as to have a comprehensive understanding of, so as to understand the core of cultural connotation, and the core part is all cultures have in common and combining site, which is also the premise of tolerance and understanding of other culture. The second is the tolerance and understanding of other cultures, which is much more difficult than understanding native culture. To achieve tolerance and understanding of other cultures, engaged in transnational business operators must everywhere and everything on the other side of the Angle and position to analyze and deal with the problem. This requires managers engaged in transnational business to face the different objectives of various environments, one's own culture as much as possible to strengthen dialogue and communication between different cultures, and deepening understanding of China's traditional culture, and thereby reducing the incidence of cross-cultural conflict. Learn to empathy and thoroughly get rid of the influence of its culture, cultivate feelings towards other cultures, to obtain the appropriate reference system and appropriate culture, adopt the objective and fair stance of other cultures. To put oneself in the other party's cultural position to think about the problem, and through this detached attitude to participate in cross-cultural integration. By analyzing their own culture, they constantly find out their advantages and disadvantages and compare them with other cultures to find similarities and differences. Particularly in view of the differences, to strengthen the analysis and understanding, to "know thy enemy," to treat other cultures equally, fuses gradually in the process of operation, increasing goodwill toward another culture and identity. Only in the local culture and other cultures have a tolerant attitude and on the basis of full understanding, to find common ground in both cultures, find a suitable for different culture mode of operation.

After correctly identifying different cultural differences, we should also have appropriate cultural views and attitudes to deal with them. Analysis of everything has positive and negative aspects, positive and favourable factors, and positive and negative factors. When we are dealing with cultural differences, we should also hold the view that cross-cultural conflicts have a driving force and a hindrance to any multinational corporation. "The advantages of cultural diversity can be more and better, because group members come from a variety of cultures, and they often produce more unique solutions and recommendations." Cross-cultural differences are helpful for managers in producing different inspiration and ideas to solve the problem, has good effect to cooperation on both sides, for investors while prevent and delay the development of the enterprise development, but some kind of significance said little cultural differences can keep has drawn great attention of managers, so as to avoid a greater degree of influence. For

us, we can use this to understand Western management ideas and cultural backgrounds. The degree of cross-cultural conflict and contradiction intensifies as the different national culture difference size varies, but if managers of multinational businesses can correctly identify and deal with cross-cultural conflict, the positive role of the cultural differences may far outweigh the negative effects. So we should respect the objective existence of different cultures, have all rivers run into sea mental state, dig out the positive role of cultural differences, promote each other, interdependence and finally long-term enterprise development.

5.2.4 Strengthen cultural exchanges and dialogues

Engaged in transnational business enterprise organization and the employees are from different cultural background, their values, habits and behavior are different, so to some degree the enterprise cultural differences must be exist, it became hinder the role for the enterprise culture construction. Cultural difference is an objective fact and can only be solved by actively participating in it. The two sides of cultural differences constantly resolve the cross-cultural conflicts caused by cultural differences by seeking dialogue and communication. If managers do not seek intercultural dialogue between cultural conflicts and strengthen cultural communication, cross-cultural conflicts are difficult to solve and overcome. As a manager, cultural differences can be overcome by strengthening cultural exchanges and dialogues, which will ultimately help to build a harmonious corporate culture. Builders may, because of cultural differences, have led to the construction of an unsuccessful enterprise culture, creating obstacles in communication between different cultures with different languages, with strong ethnocentrism, large value difference and so on. There are two ways to strengthen cultural exchanges and dialogue channels, one is through formal channels, including a journal publishing group company, on a regular basis to explore communication activities, role play, set up a guest book and comprehensive treatment meeting suggestion box, conflict; the channel is purposeful and targeted to resolve cultural conflicts, with a kind of driving force being formed across all enterprises to relieve the cross-cultural conflicts and create a harmonious atmosphere. Other kinds of informal channels, such as staff, network communication, team training camps at birthday parties, recreational activities, such as form, more informal form help to strengthen cultural exchanges and dialogue, on a basic level, at daily work. Through two different channels, constantly seeking opportunities and creating conditions to strengthen mutual understanding and understanding. Fair and equal to strengthen cultural exchanges and dialogue between different cultures is the need to do, mutual cooperation, mutual respect, mutual compromise emphasizes the positive effects of cultural differences, enhances the harmony between employees and often reaches consensus, thereby reducing cultural misunderstandings. Great importance in cross-cultural dialogue is attached to the conflict between seeking compromise and consensus on important strategies; this dialogue is necessary for the healthy development of transnational operation, and for creating a harmonious corporate culture.

5.2.5 Implement cultural identity strategy

Cultural differences hide many factors of cultural conflict. If these cultural factors are not properly coordinated and resolved, then cultural conflicts may arise at any time. According to Nancy (1986), conflict has three solutions: The first is the more ling (dominance): The more so-called ling refers to the existence of two or more different types of culture, but there is a

kind of cultural influence than other culture completely, the whole operation and all management activities within the organization were dominated and influenced by this culture, with other cultures being almost completely ignored. The second is compromise: This refers to circumvention and compromise between two different cultures; it mainly refers to the difference between two kinds of culture being very small to compromise and concession to seek common ground while putting aside differences, as far as possible to avoid cultural differences and cultural conflicts, in order to ensure the harmonious and stable development of the enterprise. Third, synergy: The uniqueness of this cultural conflict solution is in facing up to the cultural differences that make up the two or more cultures that make up the organization. Synergy refers to the process of complementing and integrating different cultures in an organization to form a new organizational culture. The above three scenarios can be understood as ignoring, minimizing and exploiting cultural differences. The first task of cross-cultural management is to deal with the multicultural differences within these organizations and develop cultural identity.

1. Ignore cultural differences.

The approach of ignoring cultural differences is generally oriented toward pursuing economic interests. This is a transnational corporation that is suitable for the development level of the home country and the host country, which is close to the cultural difference. For general multinational enterprises, policy will quickly into the subsidiary of the parent company, subsidiary, if ordered standard executionin the short term can guarantee improvement of the skill level of the subsidiary, ensure the enterprise's normal production and sales, but also in the long term can slowly improve employees' recognition of their parent company's culture. Such multinationals typically have training centers to instill the company's core values, but companies that ignore cultural differences will have other difficulties. The essence of this strategy is national centralism, with a certain sense of racial superiority, and the biggest challenge in implementation lies in the recognition of all employees. In addition, the strategy of the applicable conditions has a very important premise: that in the face of the cultural differences lead to the loss of the conflict will be far greater than to ignore the impact brought about by the loss, at this time in order to balance the overall benefits of the enterprise, can choose to ignore this small cultural difference. In addition, long-term practice shows that "thoughtful" is much better than the "body," so choosing to ignore the cultural differences attitude can win more time for enterprises to obtain information, in order to fundamentally solve the types of cultural conflicts, and thus promote the development of cultural identity over a long period.

2. Minimize cultural differences.

The key to the strategy of minimizing cultural differences is to face the objective existence of cultural differences and think that the impact of these differences on the company is almost negative. In the process of international operation of enterprises, managers weigh up the various cultures and try to lead them to the same track development, under the premise that it does not affect the interests of the company as a whole and will be treated as cultural differences to minimize, to guarantee the harmonious and stable development of the entire organization.

In addition, we know the basis of cultural conflict is the existence of cultural differences, but it is a potential cause of collisions between the multiple cultures; therefore, to minimize the deal with cultural differences, this strategy can also be understood as organization allowed in many kinds of cultures coexist, isolated from each other, between the culture within their particular field of management, in order to achieve "centralized" diverse cultural patterns, as far as possible. From the perspective of short-term development, minimizing cultural differences can avoid the frequent occurrence of cultural conflicts. From the viewpoint of long-term development, minimizing cultural differences makes all kinds of culture in a specific field play their respective advantages, can improve the recognition of employees in other countries' culture and can help in carrying out a cultural identity strategy throughout the organization.

3. Use cultural differences.

If a multinational company realizes that through the objective existence of cultural differences it can also use the cultural differences between these cultures to obtain competitive advantage, which means that the cross-cultural management is very successful, its transnational operation is bound to bring huge economic benefits. Using a cultural difference strategy can produce competitive advantage. So, take a positive solution to the cultural differences than the more "ling" and "compromise," which is said to ignore cultural differences and minimize cultural differences, the two cultures in compromising the two schemes have an advantage. We know that cultural diversity has many advantages in operation and management, which can enable the company to better adapt to local culture, analyze the psychology of consumers and invest in it. It can also enhance cultural sensitivity and conflict resilience; in addition, the scope of personnel selection can be expanded, which will help to recruit talents, save management costs, and improve the decision-making ability of the company with a broader perspective and more rigorous analysis. With diversity in the use of cultural differences, the company can not only make up for their own culture of oneness and deficiency, it can inject fresh blood into the enterprise, encourage the production of new ideas and new methods, help to form a new kind of corporate culture, for long-term internal implemented within the entire enterprise culture identity strategy adhere to the foundation.

5.2.6 Cross-cultural training

Various types of cultural continuity and connectivity, the surface of the cultural traits although each are not identical, but they are the core part has the similarity, so the gap between different cultures is not cannot beyond. Instead, it can be understood by accepting education and learning, and the differences and conflicts between them can be artificially overcome and surpassed. Cross-cultural training and education is not only aimed at preventing and solving the cross-cultural differences between different cultures and one of the best channels and means of cross-cultural conflict, but it can also help employees actively adapt to other cultures as soon as possible, strengthen the communication between employees from different cultural backgrounds to understand, the multinational companies to strengthen the construction of enterprise culture of one of the very important strategy. In order to enable multinational enterprises to better manage their development in different cultural backgrounds and overcome cross-cultural differences and conflicts, we must attach great importance to cross-cultural

training and education. The managers of multinational enterprises cannot only focus on their work skills, but must also strengthen the cultivation of cultural knowledge. Because of this, many domestic and foreign scholars put forward different kinds of solutions, such as economists. New Polishes suggest "cross-cultural training", illustrating the five kinds of ways to adapt to a new culture as soon as possible, which are: text plan, cultural fusion, language instruction plan, implement the training plan, sensitivity. Ning's cross-cultural training according to the new wave of five kinds of ways, we should strengthen the training of cultural knowledge such as knowledge of language, dealing with cultural conflicts, living customs, business ideas, religious beliefs and adaptability and sensitivity to other cultures in the and so on (Li, 2006). We can focus our employees from different cultural backgrounds regions in a piece to education, the whole enterprise staff can present or take part in impromptu speeches, scene simulation dialogue, interchangeability role playing, group discussion, case analysis, field experience, cultural knowledge contests and other ways to break down barriers of cultural psychology of different employees. In cross-cultural training, we should take the position and perspective of each other's culture to understand each other's values, religious beliefs, lifestyles, customs and behavior norms. Through cross-cultural training and education, learning different culture similarities as well as other cultural values, social customs and habits, norms, etc., prompting employees in the face of cultural differences can have a good self-adaptation ability and deal with cultural conflict skills, strengthen the staff's understanding of corporate culture and identity, improve the relationship between the employees and the team cooperation spirit to look brand new, reduce the incidence of cross-cultural conflict, produce a batch of excellent cross-cultural management of multicultural team, and eventually make the enterprise focus on international business activities.

Developing transnational cultural training programs is an effective way to coordinate the cultural conflicts between transnational corporations. Some successful multinational companies will successfully implement similar cross-cultural training. Multinational companies developing a transnational culture training program should focus on the effect of training and practical efficiency, avoid formalization, select training content according to the training objectives and training object, and then select a training method.

1) Select appropriate training content according to the training objectives and the trainees.

The training content should have both knowledge cognition and experience skills, so the training content of transnational culture is so complicated that no single training program can cover all the content. Therefore, the company should select appropriate training content according to the training target when developing a cultural training program.

2) Select appropriate training methods according to the training content of transnational culture.

Transnational cultural training methods can be classified into three types: knowledge factual type, affective analysis and behavioral practice.

A.   Knowledge summary type

This has an overall understanding of cultural concepts, features, components and influences on values and behaviors, and has an objective understanding of certain cultures, such as the history, humanity and customs of a country. The main method is the transmission of knowledge and information, which can include lectures, reading, films and videos.

B. Emotional analysis type

Cultural attitudes are neutral, and they are emotionally aware of their own cultural and foreign cultures and tolerate differences. Cultural assimilation, case study, cultural comparison and sensitivity training can be achieved. The main forms include self-test, role play, man-machine dialogue, written material, organization discussion and video recording, etc.

C. Behavioral practice

This is to modify behavior through maximum participation and mastering the necessary interactive skills. Through simulation and field experience, the target effect, role playing, environment simulation, work investigation and computer network are adopted. Different transnational culture training methods apply to different training contents. Therefore, it is necessary to choose appropriate training methods according to the training content when developing transnational cultural training programs.

1) Main content of cross-cultural training

The cultural difference and the existence of conflict make the enterprise internationalization management face many challenges. Therefore, it is a difficult and urgent task for enterprise personnel to train in transnational culture. An enterprise can, through the enterprise training site, also employ some experienced people or culture consultant to guide employees across the unfamiliar cultural field, to keep the business enterprise inside the flow of information and the efficiency of the decision-making process.

A. Cultural sensitivity training

Cultural sensitivity is the reaction of people to the impact of other cultures and their culture. For cultural sensitivity training it is mainly in order to make employees aware of the culture of a country on earth and how to affect people's life, thoughts and behavior, and enhance their understanding of other cultures, to avoid blind and extreme sexual views or behavior. Cultural sensitivity training needs to be presented in two aspects. The first one is the main characteristics of the system training related to the cultural essence, cultural background and difference from other cultures. The second point is to train expatriate managers in the cultural characteristics of the host country and perceptual analytical capability. The main method is to enterprise internal employees from different cultural backgrounds together specialized knowledge training, role play, etc., let them open communication and communication, to the code of conduct of different roles have deeper understanding, avoid the cultural conflicts in the future when the aggressive behavior. Perfect cultural sensitivity training can prepare expatriate managers to cope with the impact of different cultures and alleviate the feeling of discomfort or pain.

B. Language learning and training

Language training is the best way to improve the adaptability of different cultures. Language training includes the training of language form and the form of nonverbal communication, on the one hand to let staff become familiar with and master other language knowledge, while on the other hand, we must strengthen our knowledge ofsuch customs and etiquette, body language, symbols and other forms of nonverbal communication, in order to reduce misunderstanding and conflicts in communication.

C. Transnational cultural communication and conflict management training

By organizing social activities between parent companies and subsidiaries, transnational corporations enable employees from different countries and nationalities to have more opportunities to contact and communicate with each other and strengthen communication between them. Although cultural sensitivity training can improve employees' cultural sensitivity and adaptability toward the host country, it can't guarantee that the host country will effectively cope with various impacts of different cultures. This requires the parent company to assign to the host country subsidiary managers who must learn to respect and accept the attitude of cultural difference, and who should often be trained in some actual conflict processing capacity, in order to improve the strain capacity, the conflict and organize the implementation of effective control and management of the whole.

D. Regional environmental simulation training

This refers to by simulating the host country culture, the language communication obstacles you might encounter in host countries, customs and religious beliefs, thinking mode etc. The performance of the cultural differences is enumerated, shown in front of the employees, allowing them to think about how to refer to the host country situation to the thinking mode of the combination of these conflicts century to deal with it.

E. Cultural adaptability training

To expatriate employees to work in the subsidiary or parent company is on a business trip, let them to impact between different cultures and their influence has personal feelings, or you can arrange them with the parent company internal employees hold the citizenship of the host country of nationality or the other countries work together, to participate in some practical management activities, through the conflict in the process of dealing with practical experience to enhance its adaptability to the multicultural. At the same time, also can let the host country subsidiary to the parent company employees learn a period of time, make its work with the parent company employees, enhance his ability to adapt to his or her home country culture and cultural conflict handling capacity, so after he returned to the subsidiary, not only can be more clearly realized the advantage of home culture can also help the subsidiary managers to deal with some of the internal cultural conflicts caused by heterogeneous cultural differences.

F. Training in understanding the similarities and differences between home culture and host country culture

Multinational managers can invite experts and scholars in the field of cross-cultural management or with the practical experience of managers in the host country to deal with cultural conflict through cultural training for enterprise staff. The training is mainly for home country culture and host country culture of their own characteristics and advantages as well as the similarities and differences between the two cultures. In addition, classroom training can be provided for employees by organizing seminars within the company and setting up special cultural training departments.