

Preston University

Abstract of Graduation Thesis for the Degree of Doctor

Discussion of enterprise strategy culture

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《DISCUSSION OF ENTERPRISE STRATEGY CULTURE》

---- Abstract ----

1. Research background and purposes of the enterprise strategy culture

(1). The ages background and present conditions of the research

At present, not a few business enterprises of our country carried out the fast growth successfully, but the life expectancy of the business enterprises in our country is far shorter with which in the flourishing nation such as Japan, American etc. Along with the economy market in our country maturing continuously, the competition is increasingly drastic, the existence and development becomes the focus which the business enterprise concern with. The importance the value of culture is discovered continuously. Under the age's background that is filled with the variety, the traditional strategic management theories and the management modes is pound at by the actuality and query continuously. The business enterprise wish to do stronger and longer.

By the system and dynamic state visual angle, the management of the business enterprise involves a lot of realms. The keystone of management being changed along with the variety of the time space continuously. Therefore, how make sure that the business enterprise conducts the point of management, how make a decision accurately, how can make decision carried out smoothly, is important topic that the business enterprises are required to resolve in development process. The ways and means how to resolve these problems involve the strategy management theories and the corporate culture theories. In practice, because of being difficult to forecast the future, the strategic long-term attribute has no it far incarnate. The construction of the corporate culture practice was pay attention to its inner part --- the coagulate function excessively by the business enterprise, so the oriented function to be neglected in the certain degree, the construction layer is low. Aim at these problems being resolved, the importance of the corporate culture matching the business enterprise strategy mutually is knowned at large.

(2). The main purpose and meanings of the research

Carrying on the research of business enterprise strategy culture is to surround the business enterprise exterior adaptability and resolve the analytical way for the development of the business enterprise. One is a research to carry out the strategic long-term of business enterprise effectively and overall, especially strategic long-term; Two is how to raise the quantity of the strategic decision, providing for the strategy an overall the frame of analysis system; Three is how to carry on the construction of the corporate culture systemic function,

enhance its oriented function.

The Pareto 80/20 rule told us: In any system, we can use 20% effort that carries out the 80% target. Therefore, I think that setting up business enterprise strategy culture is the golden 20% in the corporate culture. The research of strategy culture under the current ages background, have very important realistic meaning. One is that can forecast and make sure a development direction of the business enterprise. The business enterprise strategy culture is the tallest layer of corporate culture, being the sub- culture of corporate culture, it is most the key of part.; Two is that can provide the way of thinking for the strategic implement of the business enterprise. The strategy culture is a kind of invisible power, it affect business enterprise by the mission, common vision and the core values, make all employee take the full work enthusiasm to carry out the business enterprise development strategy; Three is that provide the necessary path for the business enterprise to foster core competencies. The strategy culture can make all employee being encourage up with the spirit meaning; Four is that resolve the development of problem. The essential point of the business enterprise strategy culture is making business enterprise have harmonious relative, economy resources and collocation optimization three characteristics. Possessing of the three characteristics will push the business enterprise keeping on long-drawn development doubtless; Five is that carry through the "people is the center" thought. The strategy culture is an art of breaking the great gulf fixed between the strategic decision-maker and implementer.

2. Theories foundation of Strategy culture

The philosophy is the theories form of world view, is the knowledge concerning nature, society, mankind's thinking and most general development regulation. The widespread contact and eternal development are the most basic principle of the dialectics. Essence and phenomenon, contents and form, reasons and result, inevitability and contingency make up of basic category of the dialectics. The research object of the business enterprise strategy culture theories most is the strategy thinking, the affect factor and regulations. The aim is announcing to public the inside contact of the strategic main body and object.

The concept of strategy culture has been as early as put forward in the United States 1949. As the academic concept, the strategy culture has been put forward by the American scholar 70's in 20 centuries firstly. The strategy culture research of China has been raised 90's in 20 centuries. Currently, international research is limited at national security, the military strategy etc, not at business enterprise strategy.

The formative marking of business enterprise management theory is the emergence of science management in the 19 centuries end, the beginning of 20 centuries. From 18

centuries to the end of 19 centuries is the embryonic stage of management, the people start to observe and analyze management activity consciously.

The corporate culture theory is a kind of management theories which come from Japan and become in the United States .In 1980, 《business weekly》 put forward the concept of" corporate culture" firstly. The corporate culture theories are latest comprehensive management theories. The management philosophy in the corporate culture is to guide the business enterprise constantly make use of antinomy, thus come out the leading the special road of development.

The strategy theory comes from the military. In 1962, Alfred Chandler published 《 strategy and structure 》 which surged the research of business enterprise strategy. In 1965, Ansoff published 《 company strategy 》 which initiated the strategy programming . From then on, the concept "strategy" began to be used in the realm of business enterprise broadly. In the realm of strategy management research, there is no lack of the investigation toward the culture factor and the relation between culture and strategy. Not only appeared the culture school of thought and the entrepreneur school of thought etc. but also each strategy master emphasized the important influence of the culture to the strategy.

Owing to the research of the above theories, we have the reason to think completely, the target of the strategy management is in accordance with the corporate culture. The consistent target guided the strategy management cross with corporate culture. The business enterprise strategy culture is the core layer of the corporate culture. The business enterprise strategy management is the tallest layer and the most important core realm. Developing the corporate culture to subdivide to the strategy level is very important to the business enterprise. The research matches the research trend. The power of the culture turns into more important in business enterprise strategy theories gradually.

3. The basic theories of the business enterprise strategy culture

(1).The definition of the business enterprise strategy culture

In view of the narrow sense, the business enterprise strategy culture is meaning the total of inherited strategy thinking, faith, value, knowledge, expressing the culture of business enterprise leaders, which constitutes the business enterprise energy foundation.

The broad sense definition of the business enterprise strategy culture is taking the core principle as predominant, is a kind of culture of representation the future to draw up and carry out the business enterprise strategy, is the total of spirit ,behavior and results. "Can produce the aggressive influence for the business enterprise strategy" is the main characteristic description of the business enterprise strategy culture; the business enterprise

strategy culture is not a new-born thing, but always a culture power existing in the process of business enterprise development always.

(2).The structure and composing of the business enterprise strategy culture

The layer structure of the business enterprise strategy culture can be divided into the behavior layer, result layers, spirit intelligence layer, and guarantee layer. The culture must have the realistic factor as carrier for coming into being, spreading and developing .Therefore, I think that the business enterprise strategy culture have" six main factors". These six main factors respectively are: strategic thinking, development direction, organization structure, resources configure, strategy implement and strategy assurance.

(3).Function object of business enterprise strategy culture

The business enterprise strategy culture takes the strategic behavior and the strategic result as carrier, and is expressed, continued. The direct function object of the strategy culture is strategic thinking, expressed for affecting to strategic choice. The business enterprise strategy culture makes the strategy to appear cultural branding features by the influence to strategic thinking. In view of the labor division, the function object of the business enterprise strategy culture can be divided into: The business enterprise decision layer, the business enterprise management layer, business enterprise employee layer.

(4).Function of business enterprise strategy culture

The business enterprise strategy culture is a core layer of corporate culture, not only have all functions of corporate culture, but have the functions of promoting the strategy decision level and guiding the strategy to create the core competencies. In a specific way, the business enterprise strategy culture has six main functions: Direction guide, target guarantee, implement pushed, balance adjusted, employee encouraged, and inner coagulation.

(5).The characteristic and the classification

The strategy culture as the strategic level of corporate culture is the core sub- culture of corporate culture. The business enterprise development strategy gives the business enterprise strategy culture the eight greatest characteristics obviously: Prospect, long-term, overall, consensus, time & efficacy, emergency, practice and exclusion.

According to the understanding of the strategic resources limited, can be divided into the competition culture more-win culture.

3. The building of business enterprise strategy culture

(1).The target and principles

The target include inside target and outward target. Inside mainly is to become a kind of coagulate culture; Outward mainly is to become a kind of orientation culture.

Building of the business enterprise strategy culture should follow six principles: Inherit, innovation, advanced, unify, and harmonize and compatible.

(2).The path and processes

The business enterprise strategy culture become from the interaction of the exterior environment with interior environment, therefore, the path can be divided into "entad fix" and "outward borrow strength " two main paths. Entad fix can be divided into six aspects: One is wise; two is sturdy bone; three is the strong tendon; four is the blood; five is activation; six is mind stability. Outward borrow strength, one is to ask for help with "outside brain", absorbing professional knowledge and abundant experiences from the experts; Two is to promote the exterior image.

The business enterprise strategy culture is a core of corporate culture, therefore, the processes of the building involve six foundation procedures, investigate analysis, total program, argument experiment, performance, valuation adjust and make stronger development. I combine process and methods together, generalize to put forward "one upgrade, two diagnoses, three definitude, four establishment"

(3)." 6+1 dimensionalities "method

The building of business enterprise strategy culture is a long-term activity; therefore, we should carry on completely by height, width, length, thickness, speed and moderation. the brief name is "6+1 dimensionalities " method..

5. The cases

The theories come from practice and then guide in practice. Napoleon said the relevant strategic best training is "read the battle of war-art masters again and again".

In the light of the practical and realistic research attitudes, I take the Ri Zhao port case as the main to analyze the strategy culture. Pass an analysis to the domestic and international well-known business enterprise, I think, the business enterprise strategy culture can drive business enterprise strategy and baffle it. Use of the strategy culture theories ,we can go deep into reading of the realistic strategy, go deep into the back of strategy , understand cultural gene, being advantageous to examine the development strategy.