

Evaluation and Reform of Enterprise Culture Construction: A Case Study of W Liquor Company

Liu Haibo

Anhui University of Finance and Economics, Bengbu, 233000, China

Abstract: *With the continuous development of Chinese market economy, the comprehensive strength of enterprises has become a key factor affecting the market competitiveness of enterprises, and the comprehensive strength of enterprises is mainly based on the core of culture, so the success of corporate culture construction is related to the survival of enterprises. This paper diagnoses the current situation of W Liquor Company's corporate culture construction, analyzes its shortcomings and areas to be improved by using Competitive Value Model and Organizational Culture Assessment Instrument, and puts forward corresponding suggestions to provide strong support for corporate culture construction and inject new momentum for the promotion of corporate competitiveness.*

Keywords: *Corporate culture, Cultural construction, Competitive power*

1. Introduction

Corporate culture provides a clear direction for the future development of the company and is a key factor in determining whether the company's employees have team cohesion, but also the core point to support the company's daily operations and create a positive external image. Excellent corporate culture can not only enhance the competitive advantages and discourse power of enterprises in the market competition, but also maintain excellent competitiveness in the face of various crises, and help enterprises to ride the wind and waves in the economic downturn [1]. Finding the problems existing in corporate culture and making changes will help to shape a healthy corporate culture environment, which is not only the core of building a system that conforms to the unique cultural characteristics of an enterprise, but also the key to the development of corporate culture [2]. This paper chooses W Company as the research object, and diagnoses the current situation of W Company's corporate culture through competitive value model (CVF model) and Organizational Culture Evaluation Scale (OCAI Scale), with the purpose of providing basis and reference opinions for W Company's corporate culture reform, and helping W Company to build a healthier corporate culture environment. Finally, the market competitiveness of W company can be improved, and it is expected to provide a reference for the research of corporate culture construction.

2. Theoretical Background

2.1. Role of corporate culture

Corporate culture, to a large extent, determines the performance of employees. It can not only enhance the positive psychological state of employees, but also play a positive role in promoting the company's work performance [3]. Since the 19th century, the core value of organizational culture has been gradually known and deeply studied by scholars. Many scholars have clearly pointed out that enterprises must establish their own unique corporate culture in order to achieve success, and a company's corporate culture will become a key factor determining whether it can succeed in the next few decades. Scholars believe that a competitive enterprise must have a common value that can promote the development of people and things and the recognition of this value. In the context of increasingly fierce market competition, the important role played by corporate culture in corporate management practice has been highly recognized by the company's management and grass-roots employees.

2.2. Corporate culture assessment methods

Enterprise culture evaluation is a means to quantify and judge the cultural system built and owned by

the existing organization, aiming to describe the cultural structure of the organization in a quantitative way. In this regard, two scholars, Kim Cameron and Robert Quinn, jointly established the Competing Values Framework model (CVF) and the Organizational Culture Evaluation Scale (OCAI). Organizational Culture Assessment Instrument is an effective tool for assessment. This model and scale have passed the practical application test of more than 1,000 internationally renowned enterprises, showing quite high research reliability and validity. By using OCAI corporate culture scale, it can accurately and efficiently identify and diagnose the types and forms of cultural differences of corporate culture [4].

3. Research method

In order to ensure the objectivity of the study and understand the characteristics of the company's corporate culture more clearly and explicitly, this study adopts the competitive value model and the organizational culture evaluation scale to conduct quantitative evaluation of relevant enterprises, and statistical processing is carried out on the data obtained from these models, in order to find the improvement of W company's corporate culture construction. And according to the relevant theoretical framework of corporate culture construction to find effective solutions.

As shown in Figure 1, the Competitive value model (CVF model) adopted in this paper divides the cultural system into four different quadrants based on the analysis of the external and internal environment and the different preferences in terms of flexibility and stability, each of which reflects a variety of different types of organizational culture. The evaluation results obtained by the competitive value model can clearly show the current corporate culture and the goals pursued, and can also find the problems and shortcomings in the enterprise, so as to formulate corresponding improvement plans. In the scoring process, this paper adopts the Richter scale as the research method, mainly according to the ability of employees to evaluate a certain task or several tasks or a certain work content to determine their views on this issue.

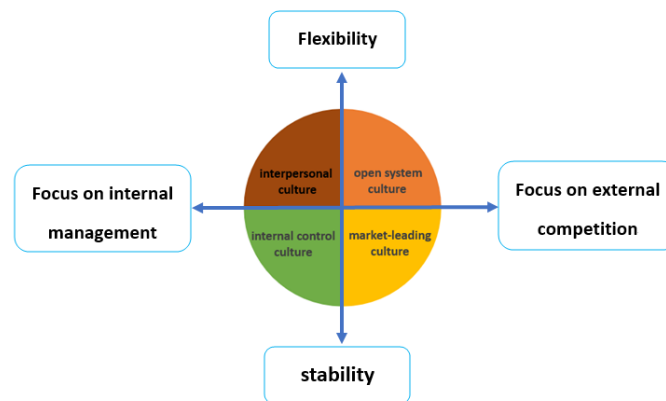


Figure 1: The Competitive value model (CVF model).

It is worth noting that this research carried out an innovation in the design of the questionnaire. The answer options of each question were graded in two scoring columns, one of which was the current situation column, which was used to evaluate the current objective cultural situation. The second is the future expectation column, which shows the cultural state that the respondents expect the organization to achieve in the future.

4. Case study

4.1. Case selection

This paper takes W Company as the research object, mainly studies its corporate culture construction process from the state-owned enterprise restructuring to the present. W Company was originally a state-owned distillery established in the early years of the founding of the People's Republic of China, and its main business is to brew liquor using wheat and distribute it through supply and marketing cooperatives. W company in the early stage of reform and opening up the enterprise system reform into a private joint-stock enterprise, after years of development now has more than 200 professional and technical personnel,

more than 300 management personnel, logistics personnel and ordinary workers more than 1000, production plant area of 100,000 square meters, all kinds of production machinery, storage facilities and aged base wine and other assets of nearly 200 million yuan. The annual production capacity of all kinds of liquor and rice wine reaches 3,000 tons, and the products have occupied the mainstream liquor market in the country, playing a mainstay role in China's liquor industry.

In the past a long period of time, W Company, as the leader of the local economy, was in a dominant position in the market competition. During the same period, the construction of corporate culture mainly focused on the strict hierarchical culture within state-owned enterprises and the traditional Confucian culture. With the continuous deepening of China's market economy reform, the corporate culture of W Company not only lags behind the market economy era, but also is obviously not systematic and comprehensive enough. There are obviously some problems that do not match the development of enterprises, such as too cumbersome procedures, bureaucratic management team, and insufficient team consciousness of employees. The study on the construction of corporate culture of W Company has important theoretical value, not only because of the complexity of its transformation process, but also because the background of economic transformation increases the theoretical importance of the case.

4.2. Data collection and statistics

In order to collect more representative data, this study conducted a corporate culture assessment of the company by using the 10-point Richter scale, and collected data by questionnaire survey. A total of 200 questionnaires were sent out, with an effective recovery rate of 66%. Since most employees of W company are male, the gender ratio of participants is not controlled in the survey, which will cause the questionnaire results to be slightly affected by gender differences. In addition, under the background of the prosperity and development of the liquor industry, W Company keeps the production line running at a high level, which to some extent leads to the excessively high stability of the company's staff, while the overall team activity is insufficient. A relatively obvious basis is that the average working life of employees in W company is close to 20 years, and there is almost no passive dismissal, which further leads to the phenomenon of extremely low employee mobility.

Based on the above situation, the score of this questionnaire is statistically analyzed, and the results are shown in Table 1.

Table 1: W company culture diagnosis score.

A	A	B	B	C	C	D	D
actuality	Future	actuality	Future	actuality	Future	actuality	Future
6.05	7.32	6.11	7.19	5.26	7.21	7.04	6.89

4.3. Data analysis

According to the score of Company W's culture evaluation, combined with the current evaluation and future expectations of the company's employees, the result is that Company W should further reduce the internal control culture in the future, pay attention to cultivating the interpersonal relationship culture and the open system culture, and continue to maintain the market-leading culture.

4.3.1. Company W's interpersonal culture (Type A) is not sufficiently developed

Interpersonal culture is mainly reflected in the flexibility of adjustment and adaptation within the organization. This culture emphasizes the independent decision-making ability of team members and employees, and actively encourages innovation and self-realization. This kind of culture is highly in line with the current workers' need for a sense of belonging in the company team, and has a strong attraction for both job seekers and employees. The main reason for this kind of situation in W company is that the relationship between superiors and subordinates is too clear, and the construction of team spirit is relatively weak, resulting in obvious psychological distance between employees and they dare not take the initiative. In the future cultural construction, W company should pay attention to encouraging employees to innovate independently, give employees certain humanistic care, treat employees as human beings rather than cold machines, and listen to the opinions and suggestions of grassroots employees.

4.3.2. The proportion of company W's open system culture (Type B) is too low

An open system culture values the ability to adapt quickly to external organizations, advocates making organizations more dynamic and emphasizes innovation. The key to this kind of culture is to constantly introduce new products and services to enhance the competitiveness of the organization in the

market. In this kind of culture, the primary responsibility of managers is to cultivate the organizational coordination and independent innovation ability of employees, and provide high salaries and corresponding equity incentives for those who master advanced technology, so that they have a sense of ownership, and thus form a community of interests with the enterprise. With the development of domestic market economy and the spread of economic globalization, the emergence of new wine enterprises in China and the emergence of foreign red wine, champagne, whiskey and other alcoholic drinks in the market have a great impact on China's liquor market. In response to these challenges, W company in the new era of market competition needs to focus on promoting an open system of corporate culture, in order to quickly adapt to the changing external market environment, and focus on research and development can occupy the market position of the fist products, in order to maintain its competitive advantage.

4.3.3. The proportion of company W's internal control culture (Type C) is too high

Although the internal control organizational structure can bring stable and long-term development to the organization, its shortcomings can't be ignored. Its own characteristics such as strict hierarchy and heavy regulations will lead to low efficiency and high loss of organizational operation. As W Company was originally a state-owned enterprise, the so-called "success is no different from failure". Although the abundant assets, abundant human resources and the decision-making system of concentrating on big things of state-owned enterprises gave W Company the impetus for large-scale development in the early stage, with China's reform and opening up entering the deep-water zone, the external market environment became more and more unstable and changeable. W company needs to adapt to the new market model actively. In its future cultural construction plan, it should pay attention to curbing the excessive development of internal control culture, reduce the side effects of bureaucratic formalism in its corporate culture through reasonable decentralization, and avoid unnecessary rigid procedures.

4.3.4. The proportion of market-leading culture (Type D) in W company is moderate

In the early stage of the reform and opening-up, W Company opened the market of large cities such as Tianjin by developing active sales strategies, and occupied a certain share in the national liquor market. With the deepening of reform and the development of market economy, the liquor industry can be said to be thriving, but the market share of W company has also been squeezed to a certain extent, which is the inevitable result of domestic and foreign wine enterprises competing for the same market. With the increasingly prominent market orientation, consumers' consumption behavior is also increasingly affected by brand effect. Whether W Company can expand its market share depends on the quality of brand construction. Therefore, W company needs to put customer satisfaction service in an important position in the market competition, and take the provision of safe and high-quality wine products as the company's future strategy, and constantly strengthen its high-end liquor brand construction to meet market demand.

5. Conclusions

As a modern large-scale private enterprise, W Company has shown the iconic characteristics of modern enterprises in its business strategy and staff composition. However, there are no practical cases that can be directly replicated as to how W company reformed its corporate culture. In the context of the changes in China's social and economic environment, the key to improving the competitiveness of enterprises depends on the shaping of corporate culture and long-term strategic planning [5]. Therefore, it is a long process to improve the core competitiveness of W company by strengthening cultural construction. Modern enterprises such as W Company should actively explore new ideas and new methods of corporate culture construction to enhance their core competitiveness. This paper fully considers the characteristics and development trend of modern enterprises, and makes a comprehensive analysis with the results of the actual questionnaire, and puts forward some suggestions for deepening the construction and reform of W company's corporate culture.

5.1. Promote employee engagement

In the whole process of enterprise culture construction, employees are the core implementation objects. If the construction implementers ignore the key role of employees in the culture shaping process and their driving force for the growth of the team, then the operation of the entire construction process will not form a close collaboration, and ultimately it will be difficult to meet the construction expectations. It is suggested that W company pay more attention to the actual "application" of employees, optimize the division of responsibilities among specific internal employees, continuously tap the inherent potential of

employees, boldly provide platforms and opportunities to play their roles, and adopt various incentive strategies to enhance employees' initiative and enhance team cohesion. The positive role of corporate culture construction is reflected in that it can guide and condense the thinking of employees, so as to achieve the purpose of transforming it into high-quality and efficient productivity, and help the company develop in high quality.

5.2. Implement incentive mechanism

Corporate culture has a positive feedback effect on corporate performance. It plays a variety of important roles in the operation of enterprises. It is one of the important norms of employee behavior and a decisive factor for enterprises to achieve the best performance [6]. For W Company, there is a lack of effective incentive measures in the construction of corporate culture, and even the method of "drawing cake to satisfy hunger" was adopted in order to catch up with the production schedule. These problems have seriously affected the enthusiasm and work efficiency of employees. This study suggests that Company W should first clarify the construction objectives of performance management culture, establish a performance management implementation mechanism and ensure fair implementation, and finally combine performance management with cultural concepts to form a comprehensive and effective performance management system, so as to achieve the purpose of making the direction of employees clearer and more coordinated.

5.3. Strengthen publicity and education

Publicity and education provide ideas and guidance for work practice, while work practice provides platforms and opportunities for the implementation of publicity and education, which complement each other and promote the construction and development of organizational culture [7]. At present, the management of W company believes that corporate culture is important, but it does not convey this concept to employees in practice, resulting in employees' insufficient attention to corporate culture. Moreover, in the process of cultural construction, the management and employees of W company did not establish an effective communication mechanism, which made employees unable to participate in the process of corporate culture construction, resulting in a disconnect between publicity and practice. It is suggested that W company should establish an effective communication mechanism, organize symposiums and other ways to help employees deeply understand the essence of corporate culture in combination with the actual situation, so that employees can resonate and identify.

5.4. Secure financial support

Without sustained financial support, the construction of corporate culture cannot be fully promoted. It is suggested that W company should first establish a special fund project to support specific projects and activities of corporate culture construction, such as training employees, holding cultural activities, and building corporate image. Secondly, we should adopt reasonable budget and final accounting methods to ensure that there are enough funds to support the construction of corporate culture. Thirdly, it is necessary to monitor and evaluate the process and results of cultural construction, timely understand the use of funds, the effect of cultural construction and the feedback of employees, so as to timely adjust strategies, optimize programs and improve the efficiency of the use of funds. Finally, it is necessary to strengthen the management and supervision of funds, strictly supervise the use of funds, and ensure the legal and reasonable flow of funds, so as to ensure the safety and use efficiency of special construction funds.

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