

The Values of the Corporate Culture Research- to P & Gas an Example

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Abstract

The enterprise culture is the enterprise in the pursuit of success of highly basic belief and pursuing the goal, is the core of enterprise culture, for the staff of the daily behavior standards provides directional premise, is a business enterprise to produce lasting centripetal force and cohesive spirit source, is the soul of enterprise, is the business ethics thought foundation. The value of the corporate culture is the group value of managers and employees. It determines and affects the meaning and purpose of the enterprise existence, is the enterprise rules and regulations of the value and role of evaluation criterion for the survival and development of enterprises, provides the basic direction and the guide to action. P & G 's success is largely due to the development of a more mature enterprise culture, outstanding corporate culture of enterprise development can bring the most strong, long-lasting core activity. Based on P & G 's core values of corporate culture interpretation and the spirit of enterprise culture layer elements such as refined analysis of the situation, to build and enrich corporate culture core value system to provide a reference model, for China's enterprise culture construction and management to provide some reference and enlightenment, at the same time company's core value system and the actual situation of the enterprise business activities, external environment and enterprise development together and into business process, system, resource capability and faces the market, thus to play a real enterprise culture recessive management function.

Keywords: Enterprise culture, Value system, Development strategy

1. Introduction

Enterprise culture value is established to make the enterprise determine the nature, goal, mode of operation and the role of selection. Once established and became the consensus of all members, it will become a long-enshrined belief and have persistent spirit support for enterprise. In today's China, many companies of a certain scale are very keen on the construction of enterprise culture. These enterprises during the construction of enterprise culture, however, often simply make a few banners or mention a few slogans and don't have long-term planning, nor will build into the agenda of the corporate culture and build corporate culture once and for all, which not only cannot play a catalytic role in the development of enterprise culture, but also may impede development of enterprises. For many enterprises of our country in the cultural construction, building values, which the enterprise advocate and identity, into a system, and substituting for "slogan" suspension of core values of the enterprise, is the core and key content of the enterprise culture construction of China's enterprises.

The construction of enterprise culture value system is to take the enterprise culture of "hidden" management function really implemented, so as to play its due role in improving the efficiency of business management also to provide directional premise for the day-to-day conduct of employees and a guidance consciousness towards the common goal for the inner-enterprise. Thus, analyzing the various factors of corporate culture systematically and researching in building the system of enterprise cultural values from the common way of business management and actual practice in a particular way, have important theoretical reference value and guiding significance to the reality.

"A business without culture, there is no cohesion of the enterprise, which will lose the lasting competitiveness." It has become the consensus of modern entrepreneurs. It is said that P & G can burn overnight, but as long as the people left, the "P & G" words left, the company will soon be able to recover, this is the power of the corporate culture. In this paper, through analyzing and interpreting the purpose, core values and principles of the Procter & Gamble Company, it builds the content included in the culture and spirit layer of P & G to a system, and applies this system to every link of enterprise management.

2. Enterprise Culture Values

First proposing the concept of corporate culture was an American management expert, William Ouchy. He published a book "z theory - American companies how to meet the challenge of Japan" in 1981. In this book, he proposed: a key factor in the success of Japanese companies is their unique corporate culture. Pascal's "Japanese companies operating Art" was published in 1981. In this book, the author describes in more depth the unique culture of Japanese business. In the same year, Trendier and Alan Kennedy co-authored the "corporate culture" has also published. In this book, the author built up a framework of enterprise culture theory based on the Japanese experience. The "pursuit of excellence," a book by Thomas Peters and Robert Waterman published in 1982 has begun used the theoretical framework of corporate culture to study the successful experience of U.S. companies.

2.1 Composition Level of Enterprise Culture Values

Enterprise cultural values comprise three levels: employee personal values; group values; overall values . Personal values are formed in the individual working and life of staff, which are the basis of their overall values. Group values refer to the formal or informal groups' values and affect individual behavior and organizational behavior. Overall enterprise values has dominant and comprehensive characteristics, which area comprehensive pursuit of goals ,including production and business goals, social and political objectives and employees' integrated development .

2.2 Content of Enterprise Cultural Values

Enterprise cultural values generally include three orientations: economic values, social values and ethical values. Economic value orientation shows the enterprise view on relationship of righteousness. Enterprise is an economic entity and the business community, and its values must include very clear "profit" of economic values and norms of behavior. Social values orientation shows the enterprise and its members' view on request and dedication, self-perception and social relationships, and healthy and effective modern enterprise values allow companies to take up multiple social responsibilities, and access to increasingly perfect social environment. Ethical values orientation, business like a man, integrity, kindness, honesty, trust, these virtues not only apply to people, but also to business. Successful companies extremely respect integrity and honesty, and use them as parts of the corporate culture. In the information and knowledge of the market economy environment, incompatibility and dishonesty cannot venture.

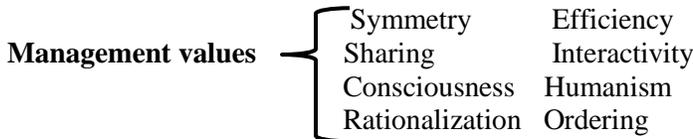
3. Building System of Enterprise Cultural Values

The so-called core values of the enterprise, refers to the organization's basic ideas and concepts. Because culture is a way of life, and only those useful and valuable ways of life may appear repeatedly in the population, the value of living is in the central position in the culture. Similarly, the enterprise value also plays a central role in the enterprise culture. Values are the cornerstone of the enterprise culture. We can say that almost all of the content of enterprise culture are based on enterprise values, and embodied in different areas. Core values of enterprise culture guide the core of enterprise culture construction, and are the first contents determined during exploring enterprise culture, to provide staff with a policy of consistent direction and daily behavior. Enterprise cultural values system is a systematic structure, whose value system can be divided into three areas: operating values, management values and institutional values.

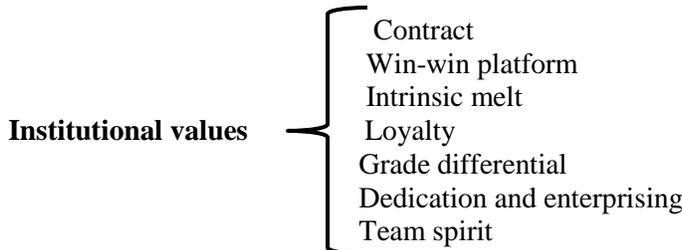
3.1 Components of Enterprise Operating Values

Operating values	{	Inner integrity	Effective competition
		Market Initiative	Rapid response
		Legal consciousness	Rational win
		Initiative innovation	Multi-level brand
		Warning of anti-crisis	Full range of operations

3.2 Components of Enterprise Management Values



3.3 Components of enterprise institutional values



4. Empirical Research of P & G's Enterprise Culture Values

4.1 Procter & Gamble Company Profile

Founded in 1837, Procter & Gamble, one of the world's largest consumer products companies, produces the most useful and basic products for most people's daily life, more than 300 brands it operates are sold more than 140 countries and regions in the worldwide. Procter & Gamble respects and nurtures talent, and survives on the cultural heritage rather than pursuits of unlimited profit. Procter & Gamble has been convinced that the purpose of the existence of the company, not to become a money-making machine for the shareholders or employees, although it might be a shiny, well-oiled machine, but to respect and realize the value of each individual. In the P & G's PVP, it has been clearly written: We respect every employee; Company and personal interests are bound together in a common cause; We strategically focus on our work; Innovation is the cornerstone of our success; We attach importance to the changes and development of the external environment of the company; We value individual expertise; We strive to do our best; We rely on each other and support each other.

4.2 Procter & Gamble's Development Strategy

Procter & Gamble has made it his mission to provide more comprehensive services and high quality of products, to close and beautify more consumers' lives for present and future generations in more places around the world. According to the company's mission, P & G believes in return, the company will gain a leading market position, growing profits and value, so that the communities in which the employees and shareholders live and work will prosper commonly. P & G has become and recognized as a company providing world-class products and services for consumers. Procter & Gamble's principles following: respect for all individuals; the interests of companies and individuals are closely related; pay attention to our work with strategic vision; innovation is the cornerstone of our success; concentrate; enjoy the preeminence of individuals; pursue of excellence; close cooperation is a way of life.

Enterprise culture to achieve the mission, shared vision, these three aspects of the Trinity and mutual support, become the main content of enterprise culture values Procter & Gamble building. In the spirit level, adhere to people-oriented; respect for talent, the behavior layer, grasps the consumer oriented concept and awareness of innovation; the image layer, the establishment and development of partnerships, warm-hearted public welfare, social return

4.3 Inquiring System of Enterprise Culture Value of P & G

4.3.1 Analysis Elements of P & G's Enterprise Culture Values System and Conclusions

(1) Humanistic values

The humanistic values include self-realization, criticism not conflict with praise, a variety of personalized incentives and other people-oriented values.

The first is the concept of self-realization. In Procter & Gamble, the rate of internal selection of job promotion was only about 5%, but most of the staffs are still willing to serve a lifetime for Procter & Gamble.

Firstly, because P & G employees have a strong sense of belonging and identity, and more important is that P & G have clear expectations and goals for the individual, and will always be able to provide enough resources to help them achieve the goals, employees can get to play and get a great sense of achievement. Secondly, because in the labor contracts signed with employees, generally do not contain such terms as the minimum length of service. Procter & Gamble has confidence through its own charm to attract and retain talent, and provide appropriate treatment and opportunities for development, so that employees are satisfied in the self-realization.

Second is that criticism does not conflict with praise. In 2009, an employee often refuted by his boss mercilessly and almost all of the programs have been refuted. End of the year, he believed he would be dismissed when the boss unexpectedly in performance appraisal gave him high marks. The reason was that the insufficient prospective of his proposed program was criticized, but seriously consideration and excellent performance deserves recognition. High standards and strict requirements and recognizing the efforts and achievements of employees at Procter & Gamble were perfectly unified. Later, the staff became an excellent brand manager.

The last one is the concept of a variety of personalized incentives. Procter & Gamble incentives include not only honor incentives, such as honor, in recognition of the General Assembly, inviting employees to participate in various decision-making, but also material incentives, such as raising wages, given housing, stocks and so on. In addition, there is a special reward 25% staff will get. After employees received the award, his superior managers will reward him according to his preferences, such as employees who like to watch movies will get a movie ticket; for ones who like favorite food, the company would allow him to come back out for a meal reimbursement. The personalized and humane rewards make employees directly feel the personal care from company and superiors, and narrow the distance between employees and the company.

(2) P & G's core values

P & G's core values : leadership, ownership, integrity, passion for winning and trust. Particularly worth mentioning is that, under the "ownership" core values, P & G give employees a high degree of trust and freedom, not only to make their own arrangements for work content and priorities, not to punch in all self-management by the employees, but also to give employees autonomy and decision-making space. Because P & G believes that employees will follow planning that are the most beneficial for the company's overall interests. The beliefs in trusting and respecting staff are also the keys that core values of ownership can be effectively implemented.

Under the guidance of the core values, human resource management Gamble with three criteria: First, P & G should only hire people with excellent quality; Second, P & G support staff have clear life goals and personal expertise; Third, Procter & Gamble companies should provide a supportive and rewarding work environment for personal growth of employees

(3) Cultivation of enterprise culture

In China, P & G requires that all managers must go through an extremely rigorous training in English. Because it is required to speak English within the company in order to maintain a direct and efficient communication between various companies worldwide of Procter & Gamble and P & G headquarters, and also to be conducive to the common inheritance, sharing the authentic culture of Procter & Gamble.

It is said that in a collective activity of Procter & Gamble (China) Company, many employees of P & G continue the dialogue in English in a plane. Consequently the flight attendants and other passengers have to look askance at them, thinking why they speak English between all Chinese people. Hardly imagine, the habit of Procter & Gamble employees of speaking English to each other is key in inheriting Procter & Gamble's enterprise cultural.

4.3.2 Refining elements of Spirit Layer of P& G's Enterprise Cultural

That refining elements of spiritual level of enterprise culture is what factors constituted. Spiritual level of enterprise culture generally consists of eight aspects, corporate philosophy, entrepreneurship, corporate mission, corporate objectives, business management philosophy, business ethics, enterprise culture and core values, beliefs. For P & G's enterprise culture in terms of spiritual layer, PVP is the best strategy to implement its interpretation. PVP strategies include three aspects: purpose, core values and Principles, which is P & G's secret.

First, from the point of the purpose of the enterprise business, it is most abstract one in the goals and is also the most basic goal of production and operation determined by the social environment. P & G's purpose is: to provide more comprehensive services and high quality of products , to close and beautify more consumers' lives for present and future generations in more places around the world.

According to the company's mission, P & G believes in return, the company will gain a leading market position, growing profits and value, so that the communities in which the employees and shareholders live and work will prosper commonly. So to speak, Procter Gamble refers to Procter Gamble people themselves as well as the values they comply. They attract and recruit the best talent in the world. Procter Gamble implements the organizational system from the inside development, and selects, promotes and rewards outstanding employees without any factors unrelated job. P & G believes that all employees of P & G have always been the company's most valuable asset.

Second, from the point of enterprise culture core values, it is the core of spirit level of enterprise culture, of course, is also the core of enterprise culture. P & G's core values include five areas: leadership, ownership, integrity, passion for winning and trust. This has intrinsic value for P & G's internal members, such as "concerned with excellent production " not only as a strategy for success in the P & G culture, but almost a religious creed. This value had been passed 150-year-old in the P & G people, Developing and producing first-class products has become the survival of the Procter & Gamble Company and its employees.

Finally, from principles of the business, the Procter & Gamble's principle is: We respect every employee ;We respect every employee; Company and personal interests are bound together in a common cause; We strategically focus on our work; Innovation is the cornerstone of our success; We attach importance to the changes and development of the external environment of the company; We value individual expertise; We strive to do our best; We rely on each other and support each other. Procter & Gamble is a surviving company that respect and nurture talent, and rely on the cultural heritage. every word of these principles are reminding every Procter & Gamble people, also a reminder of our leaders, P & G is a company that pay more attention to talents than products, attach high importance to culture more than the profits of the company . Many great corporate leaders believe that profit is not the ultimate goal pursued by the company, but objective return followed by the hard work; The purpose of the existence of the company is not to become a money machine of shareholder or employee, although it may be a shiny, well-oiled machine, but to respect and fulfill everyone's value, which will bring more benefits for customers, investors, partners, communities and other stakeholders.

5. Conclusion

In the building of P & G's enterprise culture values, enterprise culture construction ,achieving the mission, sharing vision are unified into one, while P & G's purpose, core values, principles embody the concept of P & G's enterprise culture values. Case by interpreting Procter & Gamble's the core values of enterprise culture and refining the components of spiritual level of enterprise culture, provide a reference model for building and enriching the contents of the system's core values of enterprise culture, and provide some reference and inspiration for construction and management of our corporate enterprise culture. While the combination of the system of company's core value and the actual activities of enterprise, the external environment and development process of enterprise are integrated into business processes, systems, the ability of resources, and market, which really play a recessive management function of enterprise culture.

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