Study on Cultivating the Innovation Enterprise Culture in the Small and Medium-sized Enterprise

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Abstract: This article has made the limits to the innovation enterprise culture, and has carried on the analysis on the characteristics of the innovation enterprise culture in the small and medium-sized enterprise. On this foundation, it proposed the methods and the strategies to cultivate the small and medium-sized enterprise innovation culture. The view of the article is that the small and medium-sized enterprise should put the constructed innovation culture in to designing, and implant this culture in to the enterprise system and enterprise article, then use the certain method to cultivate the well-designed innovation culture. We can use the contemporary methods such as Total Quality Management, the Customer serves, operation process and so on to change the culture. And we can transform the original culture through reorganizing the organization, cultivate the new innovation culture; treat the human resources management system as the leverage of the transformation of the culture. Owning the methods we also must be extremely careful in the operation and fastidious in the strategies.

Key Words: The small and medium-sized enterprise, Innovation enterprise culture, The independent innovation ability, Culture Cultivating, reorganizing the organization

1 Introduction

At the unceasing changes in the external environment, the information high speed of dissemination, the technology swift and violent developing time, the innovation ability has become the essential factor for the enterprise to succeed. And it is the survival and the development request of the small and medium-size enterprise. Compared with the major industry, the small and medium-size enterprise has a more obvious inferiority in certain aspects, for instance, lack of the fund and the resources, short of the experience, having not established the business reputation, undeveloped management and small scale and so on. In order to overcome these inferiorities, the small and medium-sized enterprise should pay great attention to displays all staff's creativity, need to construct one kind of culture—to be able to stimulate and maintain all staffs to innovate the enthusiastic enterprise culture---innovation enterprise culture.

2 The limits of the Innovation enterprise culture

According to the different characteristics of the enterprise culture, different person divide it into different types from the different angles. In this foundation, saying from the essence, it is divided in to the risky pattern, the enterprising pattern, the adaptive pattern, the pluralistic pattern, the human-oriented pattern (pay great attention to person's creativity), the strategy suiting pattern, the flexibility suiting pattern, the developing –oriented pattern, the team -oriented pattern and so on, the enterprise culture all belongs to the innovation enterprise culture. But the steady pattern (in the usual situation), the people-oriented pattern (in traditional rule by people mechanism) and so on, the enterprise culture belongs to the conservative enterprise culture.

In other words, this article proposed the innovation enterprise culture bridges over the differences of the East and West culture, bridges over the differences of the ownership system, bridges over the strong and the weak differences of the culture, bridges over the concrete strategy differences of the enterprise. Considering from the essence of the enterprise culture, it refers to the main faith of the enterprise is the innovation, believing that only the innovation can survive and develop the enterprise; the business management personnel pay great attention to the innovation, advocate the innovation, and the business management personnel and the ordinary staffs positively innovates, dares to keep
forging ahead, dares to take the risk; penetrate the innovation thought in to every personnel's consciousness; and change it into this kind culture that becomes the personnel's behaviors and customs.

In the enterprise which owns the innovation enterprise culture, the administrative personnel encourage and reward the innovation. No matter the technical aspect or the management aspect, as long as it has the creativity, it is positively allowed to implement. In this kind of enterprise, the people are not afraid of the defeat, but are bravely to hug the defeat, because they have the sense of urgency, the sense of crisis, believing that without innovation was equal to bring about own destruction. This kind of enterprise is extremely sensitive to the market shifts and the customer demands, moreover can make rapid responses to them. In this kind of enterprise, the staffs do not have many regulations and restrictions, they have the same goal, and they have the full independent rights to choose the methods to realize the goal. Here the information is unimpeded and symmetrical, the communication between the people is may jump the ranks, may jump over the status. The innovation enterprise culture is the open culture, such description is the static state description of the innovation enterprise culture. If put it into the time's perpetual river, the innovation enterprise culture is unceasingly to get rid of the past, to get rid of the obsolete ones, to get rid of the backward culture, unceasingly to absorb the new factor, to adapt to the new environment, to create the new market culture.

3 The characteristics that the small and medium-sized enterprise innovation culture should have

The main goal for constructing this kind of innovation culture is the enthusiasm which stimulates and maintains the staffs to innovate actively, urges the innovation to continue to produce and implement, founds and maintains the enterprise competitive advantages. Embarking on this goal, combining the small and medium-sized enterprise practice in the reality and the correlative fundamental research and enterprise characteristics, we may discover that the small and medium-sized enterprise innovation culture should generally have the following characteristics:

3.1 Respect individual dignity, permit defeat, stimulate innovation risk

The innovation enterprise regards "the person" as the basis to develop the enterprise, pay great attention to respect the person, trust and care them, pay great attention to stimulate person's potential and the sense of responsibility, replace the stiff administrative measures by the equality and harmony between person and person, replace the tames by the tacit understanding and coordination substitution, replace the authority and the order by the rationality and argument. Unceasingly innovating is the necessity for the small and medium-sized enterprise growing. Innovating means taking the risk, taking the risk means inevitable failure. For example, in some American companies, the staff will be dismissed if he does not commit mistakes in the probation period. They believe that the defeat is the most important work, only through committing the "reasonable mistakes" and having been defeated, then it can explain that you dare to innovate, do not fear the risk, and you will have a promising future. Therefore, when we highly value the technology and the procedure and reduce the innovation risk, the enterprise interior must hold the objective and tolerant manners to the innovation defeat. At the same time, the innovation of the successful enterprise is not only for the innovation, they encourage and adopt to take the market demand as the guidance which can increase the value for the customer and obtain beneficial innovation for the enterprise.

3.2 Liberty with stricture, the loose atmosphere, highly degree of freedom and openness

The organization which owns the innovation enterprise culture can solve the carried-out rules and regulations and the contradiction the independent rights well, not only has the strict control, but let the staff enjoy the independent rights, and display their innovation spirits. The outstanding company's rules and regulations are rich in the positive color, having the advantages to display the potential of the staff rather than the suppression, which mostly involve the quality, the service, the innovation and the experiment and are used into construction and development not the fetter feeling.

3.3 Encourage the benign competition, and advocate the team spirit and cooperation
Individual and the enterprise all have the inertness. If lacking the corresponding pressure and the power, the staff and the enterprise will have the difficulty in maintaining to innovate unceasingly. The exterior competition pressure is the enterprise innovation power, but the internal competition pressure is the important power which the member innovates. Therefore, the benign internal competition is the important propelling force for the innovation, but the team spirit and the organization member's close exchange and the cooperation are the important methods to realize the innovation smoothly and also are the sources of the innovation.

3.4 The enterprise should have the great ideal, and the staff should have a highly sense of sympathy and the ownership to the enterprise

The goal of the staff's working and the innovating is to satisfy the demands from different levels for themselves. It is the motive as well as the anticipation of satisfying the demand through diligence, both of which drive the organization members to work diligently and innovate positively.

Although now the small and medium-sized enterprise may be not rich in the material conditions, but if it can give its members great anticipation and stronger sense of ownership, and if its hoping scenery and the objective can be intensely approved by the staff, and make the staff be in good mood and work warmly and feel the work the value and the life significance, and stimulate the staff to ponder and suggest plans positively for the corporate growth. The China Merchants Bank belonging to the row of the small bank is the best domestic bank in developing the innovation service and the most rapid developing and most effective domestic bank. Its developing goal is "strengthen to create the stock market's blueprint, make hundreds of years moving of silver", this goal has already surmounted the pure profit pursuit, but has risen to the higher spiritual stratification, its staff also have the very strong sense of ownership and the sense of pride to this enterprise, and it has built the good foundation for the China Merchants Bank successful innovation.

In brief, the ideological liberation, the individuality release, the interpersonal harmony, the encouragement innovation, the tolerant defeat, this kind enterprise culture atmosphere, will stimulate staff's creation vigor and improve the small and medium-sized enterprise comprehensive independent innovation ability fundamentally.

4 The cultivation of the small and medium-sized enterprise innovation enterprise culture

4.1 The design of the small and medium-sized enterprise innovation enterprise culture design
4.1.1 Establish the hoping scenery of the enterprise culture

The first step of cultivating enterprise culture is the enterprise management to establish the hoping scenery of the enterprise culture. This hoping scenery is the type of grasping the enterprise objective which the enterprise management have established, fulfilling the enterprise strategy, completing each task, that is the enterprise's thinking mode and the behavior way. But the style and the way cannot be independently transformed; they are attaching to or the transformation in the concrete thing. Therefore, this is hoping scenery was transformed into the enterprise's objective, the strategy, the spirit, the idea, the value, the rule. And its description form and unfolds form are different, some enterprises are called "(business name) the goal", some are called "(business name) the objective", some are called "(business name) the strategy", some are called "(business name) the culture", some are called "(business name) the guiding principle", also in some enterprises which are "(Business name) Handbook", "(Business name)Staff Handbook", "(Business name)Blue book", "(Business name)Person", it appears in the forms of "the chairman of the board give a speech", "the general manager give a speech", "the President gives a speech". This is the first step of cultivating any kind of culture, and so does the enterprise culture.

4.1.2 Put the hoping scenery of the innovation enterprise culture into the enterprise system

The enterprise culture is a culture after all which the enterprise personnel altogether have. Therefore, it needs the enterprise management to transform the hoping scenery into the true enterprise culture. And one of the important ways is put it into the enterprise system which is the regulations and
the behavior criterion which the whole enterprise personnel must observe and direct the enterprise person's thoughts and behaviors. If without the safe guard of the system, the person does not have the pressure and the power, and the innovation can degenerate into the empty slogan and be unable to come into the reality. Therefore, establishing the system of the encouragement cultivation and even regarding it as the workers' responsibility and obligation is very important for the enterprise management to transform the innovation enterprise culture of the hoping scenery in to the true enterprise culture.

4.1.3 Implant the innovation subject into the enterprise article

The enterprise article is the urging on and driving the staff's words and expressions and phrases that is the enterprise announcement, the revealing of the enterprise objective, the enterprise spirit, and the transmission of enterprise image. And the article which in the very great degree is the enterprise culture concentration is playing the important role in portraying its own image and building the enterprise working condition. Therefore, in order to cultivate the innovation enterprise culture we should implant the innovation subject into the enterprise article.

4.2 The cultivation of the small and medium-sized enterprise’s innovation enterprise culture

Without passing through the cultivation, the enterprise culture would never become the true culture no matter how well the enterprise culture is designed. Therefore, if we want to transform the innovation enterprise culture designed by the enterprise management into the reality, we must carry on the cultivation to it.

But cultivating one kind of new culture is an sophisticated work, if the process is not good, it can cause the staff to have the unstable feeling. Therefore the enterprise's leaders must grasp the following several points: (1) acknowledge and value the staff's collective consensus opinions; (2) emphasize the mutual trust between the various departments and the mutual trust between every person; (3) emphasize the training, because since the people understand and accept the culture's changing, they actually frequently lack of the essential technology and the ability to realize the new plan; (4) have the enough time to let the transform ion be the dominant function, and make the people be familiar with it. This kind of time can not be replaced by any other thing. After designing, the leaders of the enterprise have already pointed out the direction to establish the innovation culture. During the process of cultivating the new culture, they should let the majority of the staff participate rather than take control of the advancement of realizing the enterprise culture's transformation too much. In this foundation, we produce the following suggestions about the concrete methods in the cultivating the small and medium-sized enterprise's innovation culture.

4.2.1 The methods of cultivating the small and medium-sized enterprise's innovation enterprise culture

(1) We can change the culture with the contemporary measures such as the quality control, the customer serves, operation process and so on services in the flow reorganization. Emphatically The Total Quality Management including the internal and external customer's customer serves and the service flow reorganization is the one kind of three kind's contemporary measures.

(2) Come to change, reform the original culture, and cultivate the new culture through reorganizing organization. Some food processing merchants have to in addition construct a new one factory because other branches factories are unable to change the disadvantages to its service enterprise culture. The new factory administrative personnel receive instructions to build one kind of culture which is more opening to the outside world and more enterprising. After the factory completed the operation, the old factory staffs all pressed the command to send to visit the new factory, to "punch" the new factory cultural spirit.

(3) Treat the human resources management system as the transformation leverage. The employment advertises, the promotion, the training and the occupation’s development all may become the methods of cultivating the new culture. The USA Northwest Airline firstly lets the new employees adapt to the company's strategies and culture, then receive the essential technology and skill training.

4.2.2 The cultivation strategies of the small and medium-sized enterprise’s innovation enterprise culture

Although there are many kinds of methods for the small and medium-ed enterprise to induct the innovation enterprise culture, because it is the revolution of the deeply thought, and it could face the resistance and the conflict, especially for the enterprise who has owned the strongly culture, its values
are rooted in to all the levels of the enterprise administrative personnel and the staff's heart. If we carry
on the large scale adjustment, the transformation and even the innovation to it, the resistance could be
quite big, slightly carelessness also can cause the administrative personnel and the staff ideologically
feel confused and vacillate the enterprise's basis. Therefore, we must extremely be careful in the
operation, and is fastidious in the strategy.

(1) The law of wheel post. (In particular administrative personnel) Carrying on the comprehensive
wheel posts to the various enterprise departments and the post personnel is to let each person be able to
ponder the reform and the innovation of the enterprise on his new post. This method has used the
person’s new environment subconscious of "Starting from the beginning", in this way, it may overcome
the thought format and the psychological inertia produced by the long-time identical work, and to a
certain extent it also can avoid the obstructions from partial and local interests brought about by group.

(2) The law of bringing in new blood in management level. Carrying on to enterprise's upper and
the middle managers by bringing in “new blood”, which is to promote the staff who is consistent with
some ideas of enterprise’s new culture and also has the innovation spirit. And let them have the
opportunity to display on the important management posts, and push forward the enterprise’s culture
transformation.

(3) Discipline of hiring the experts outside. Inviting the professional or special consultants outside,
and let them instruct the enterprise’s the cultural innovation. On the one hand, doing this may make up
the constitutive flaws in knowledge among the enterprise administrative personnel; on the other hand, it
also may draw support from expert's specialized knowledge and the experience superiorities to carry on
the cultural innovation.

(4) The law of expanding scale. Using the opportunity of expanding the enterprise’s scale, it can
improve the new culture in the new staff and the new departments vigorously. Through driving the old
by the new staff, it can able to obtain the innovation of the enterprise culture.

(5) The law of reforming "The crisis". By analyzing the enterprise current the internal and external
conditions and recognizing the opportunity and the challenge obtained clearly to set up the crisis in all
staff. Re-inspecting its own culture and strengthening the thought of "Abrogate if not change", in which
way to form the mutual recognition of cultural innovation.

(6) The law of reforming by force. First, cutting off the enterprise personnel's rear guard to make it
have no alternative choices besides changes; then providing them the sense of psychological security to
strengthen the strength of self- denial gradually. In this process, supporting and rewarding any progress
and the innovation sign unceasingly can urge the enterprise personnel to realize the transformation by
giving up the prejudice during the progress of denying the old culture and inducting the new culture
simultaneously.

(7) The law of reforming shock. By reorganizing and reconstructing the enterprise to dismiss the
old associations and produce the new associations. The enterprise culture also can be reborn and
innovated in this process.

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