

Research on Corporate Culture of China's Longevity Enterprises - Focusing on Kweichow Moutai Group -

Lei Shilei* · Jaehoon Song**

Abstract

In last ten years, China's GDP was grown year by year. The rise in the consumption level of Chinese residents also promoted the sale of goods. Since the reform and opening-up policy, with the economic development, people's living standards improved, the demand of liquor keeps increasing. In 2010, China became the world's second largest economies and its status gradually increased in the world. In 2013, the "One Belt, One Road" policy led to an increase in cooperation and exchanges between China and neighboring countries, with a lower trade threshold. These factors created a good external environment for the internationalization of Chinese companies and provided policy support. The development of the liquor industry in 2018 was extremely rapid, the industry's revenue and profit growth rate was more than double digits.

Chinese liquor has a long history, with thousands of years of development, producing many famous liquor brands, Kweichow Moutai is representative in them. Kweichow Moutai Group is a large state-owned enterprise in China. Kweichow Moutai Co., LTD. is the core enterprise of the group, annual production is 40,000 tons. The group's main business is the production of Moutai and a series of wines. The business model is: purchasing raw materials-producing products-selling products.

The rapid development of Moutai Group has achieved a great success, so the research on Moutai Group has a great value. There is few research on the corporate culture of Kweichow Moutai Group. The research and analysis

* Ph.D. Course, Dept. of Business Administration, Woosuk University, First Author.

** Professor, Dept. of Business Administration, Woosuk University, Corresponding Author.

on the corporate culture of this longevity company will help enrich the research results in this area. The purpose of this paper is to enable the company has direction and planning in corporate cultural construction. The research plays a guiding role in the corporate culture construction to other century brands.

Corporate culture plays an important role in the development of enterprises, guiding the operation of the enterprises. there are many definitions about the corporate culture in academia, and different scholar has different understanding about the corporate culture. The appropriate definition cited in this article is: Corporate culture of a company includes: mission, vision, purpose, spirit, values and business philosophy, which are recognized by all employees in the practice of production and management. The research approach in this paper is "synthesis-analysis-synthesis". This paper introduces Edgar Henry Schein's three-level theory of corporate culture, and uses this theory to analyze the corporate culture of Moutai group. According to the three levels corporate culture theory of Ed Schein, the corporate culture of Moutai Group can be divided into three steps which from deep concept to execution.

With the continuous development of the group, the importance of corporate culture has become increasingly prominent. The success and failure of the enterprise needs to be analyzed in internal factors. Corporate culture is the core of the enterprise. The content of corporate culture includes the managerial philosophy, core values, entrepreneurial spirit, and social responsibility of the business. The long-lived enterprises in the world cannot succeed without the excellent corporate culture. The corporate culture of moutai group is studied from three aspects, namely: managerial philosophy, cultural concept and social responsibility. Mr.Ji's management philosophy can be summarized as follows: understanding the brewing process of Moutai with a scientific and rigorous attitude, focusing on scientific research for a long time, improving the quality and output of Moutai; adverting Moutai brand with healthy wine; Paying attention to the quality of products; not blindly increase production, rational development; taking inheritance of Chinese wine culture as his responsibility. Culture concept, this aspect has eight parts :mission, vision, core value, enterprise spirit, business philosophy, decision concept, talent concept, leadership philosophy.

The concept of this corporate social responsibility: As a large state-owned enterprise, Kweichow Moutai Group not only pursues the development and income, but also undertakes social, economic and political responsibilities, promotes local economic development. The companies to be long-lived is the result of many factors, To Moutai Group, the most important factors is the corporate's management philosophy and vision, which make Kweichow Moutai a longevity corporate.

The companies to be long-lived is the result of many factors, To Moutai Group, the most important factors is the corporate's management philosophy and vision, which makes Kweichow Moutai a longevity corporate. In the future, the group will improve the corporate culture according to the industry environment and national policies, with the ultimate goal of long-term brand development.

SWOT analysis model is used as a research tool to analyze the corporate culture. The content of the article includes the competitive environment, market prospects and development strategies of the Group's global market. also involves comparative research method. A multi-level analysis of the Moutai group is presented through forms and charts, scientific research methods are conducive to the study of Kweichow Moutai corporate culture.

Finally, suggestions and opinions are put forward for the improvement of Moutai group's corporate culture. Multi-core as the development direction. The group has a large number of resources, can establish a multi-core development model to develop diversified businesses. and diversify the risks brought by the industry economic cycle and market fluctuations. Help the region transformation. Establish Crisis Awareness and Join it into Employee Education. If the employees have excessive confidence in the development of the group, then the awareness of crisis and risk prevention will be reduced, this is dangerous to the group. Focus on innovation and trend-orientated. In this way the group can find the direction of innovation in the market, make a breakthrough and avoid be eliminated. Add Chinese traditional culture into the construction of Corporate culture.

<Key Words> Kweichow Moutai, Corporate Culture, Centennial brand

I. Introduction

1. Research background and the significance of research

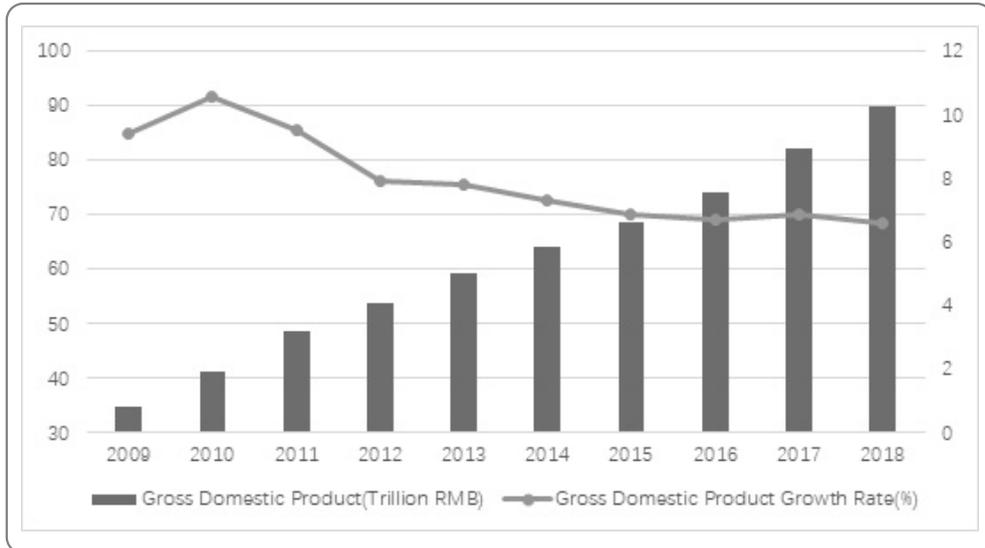
1) Research background

(1) China's macroeconomic development

In 2018, China's GDP exceeded 90 trillion yuan for the first time, year-on-year growth was 6.6%, ranking the first among the world's top five economies, the total economic volume ranked to the second in the world, preliminary estimated the per capita GDP was close to 10,000 US dollars.

(Zhang Yi, 2019), China's GDP growth rate from 2009 to 2018 is shown in the Table 1. In last ten years, China's GDP was grown year by year. The rise in the consumption level of Chinese residents also promoted the sale of goods.

<Table 1> Gross Domestic Product Growth Rate of China from 2009 to 2018



Source : China National Bureau of Statistics(2019).

(2) Development of the liquor industry

The manufacture of liquor has a long history in China, is a traditional industry. Liquor has a profound impact in China's economy, diplomacy and traditional culture. Since the reform and opening-up policy, with the economic development, people's living standards improved, the demand of liquor keeps increasing. According to the data of the «Statistical Yearbook of China», In 1978, the per capita disposable income of urban residents was only 343.4 yuan. In 2011, it increased to 21809.8 yuan, the amount is 65 times higher than the former.

Until 1996, China liquor production was 8.013 million tons, that was five times higher than the beginning of the reform.¹⁾ The development of the

1) Zhao Fengqi(2014), "Research on the continuous development of liquor industry in

liquor industry in 2018 was extremely rapid, the industry's revenue and profit growth rate was more than double digits.²⁾

2) Research significance

(1) Theoretical significance

At present, there is few research on the corporate culture of Kweichow Moutai Group. The research and analysis on the corporate culture of this longevity company will help enrich the research results in this area. In the era of knowledge economy, the research on corporate culture about this group has important significance to human resources, enterprise management and strategic management.

(2) Practical significance

The research will provide basis for the improvement of Moutai corporate culture. First, the article studies about the history and current situation of Kweichow Moutai, then analyzes this company from different perspectives, to interpret the content of corporate culture. The purpose of this paper is to enable the company has direction and planning in corporate cultural construction. The research plays a guiding role in the corporate culture construction to other century brands.

2. Research Ideas

In view of China's macroeconomic development and the current situation of the liquor industry, the paper studies the business management and cultural content of Kweichow Moutai Group. Using SWOT to analyze the status of this group from different angles. The research idea of this paper is "Integration-Analysis-Synthesis".

China," Beijing: Chinese academy of social sciences university, 30.

2) Kweichow maotai liquor co. LTD(2018), *Annual report of kweichow maotai liquor co., LTD in 2018*, Oriental Fortune Network, 7.

II. Relevant Theory of Corporate Culture

1. Definition of corporate culture

At present, there are many definitions about the corporate culture in academia, and different scholar has different understanding about the corporate culture. Deal & Kennedy(1982) defines it as: The main values that the organization believes. Kweichow Moutai as a long-lived manufacturing company in China, the appropriate definition cited in this article is: Corporate culture of a company includes: mission, vision, purpose, spirit, values and business philosophy, which are recognized by all employees in the practice of production and management. It is the sum of the management system, and the behavior of employees, and the embodiment of the company's external image.³⁾

2. Development of corporate culture

Corporate culture is a new management theory, it originated from Japan and Matured in the United States, it is the fourth revolution in the history of corporate management in the world. Which marks the birth of corporate culture is the 「Z Theory-How American Enterprises Meet the Challenge of Japan」, it was published in 1981.⁴⁾ The book first introduced the concept of corporate culture, the author William Ouchi(1981) believes that a key factor in the success of Japanese companies is the corporate culture.

The first practice of the corporate culture was in Japanese companies, then American scholars summarized and analyzed the concepts. Wang Mingxi(2016) put forward that in terms of enterprises development, the enterprise goes through three management stages: Experience Management, Scientific Management, and Cultural Management. Different enterprises

3) Ai Liang(2012), "Research on enterprise culture construction," Tianjin : Tianjin University, PhD thesis, 40.

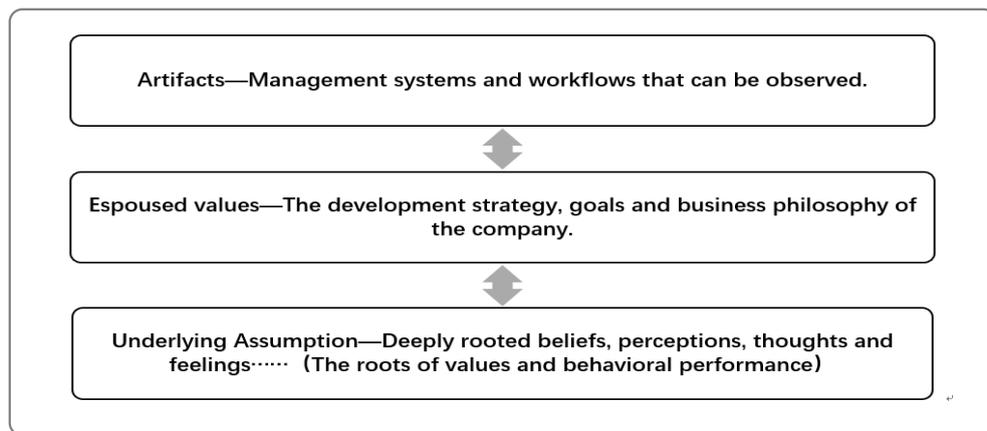
4) Wang Changgen(2011), "Enterprise culture in the original sense of beauty management," Beijing : Enterprise Management Publishing, 2.

have different management modes at different development stages. In the stage of cultural management, enterprises are based on organizational culture, this management is characterized by flexible guidance, which constrains members with ideology and behaviors. People-oriented cultural management makes enterprises management orderly, flexibly and friendly.⁵⁾

3. The Connotation of corporate culture

American scholar Edgar H.Schein(2017) proposed three-levels on corporate culture. To understand the connotation of corporate culture, we can analyze the corporate culture from different “level”. The process is shown in Figure 1, which is a process from the outside to the essence.

〈Figure 1〉 Three-level Relationship Diagram of Corporate Culture



Source : 《A guide to corporate culture survival and change》-Edgar h. Schein(2017).

Artifacts: After entering the company, you can observe the synthesis of various situations. It can be work style and interpersonal atmosphere.

Espoused Values: This level on the interpretation of corporate culture is deeper. We need to communicate with the company’s internal personnel to fully understand the espoused values.

5) Wang Mingxin(2016), *Corporate Culture Positioning-landing a book*, Beijing: China industry and commerce joint publishing, 77.

Underlying Assumption: In this most in-depth level, we observe the company from a historical perspective. During the development of the enterprise, the employees who do not adapt to the cultural atmosphere of the company already left the company, the employees who adapt to the corporate culture are staying in the company.

III. Introduction of Kweichow group and Overview of Corporate Culture

1. Introduction of Kweichow Moutai Group

1) Group introduction

Kweichow Moutai Group, a large state-owned enterprise in China. The Moutai brand has a history of more than one hundred years, Moutai group is a long-lived enterprise which headquartered in Moutai Town, Zunyi City, Guizhou Province, China. The industries below the group including winery, investment funds, ecological agriculture, etc. The main product of the group is Kweichow Moutai, which is one of the “World’s Three Large Famous Wines”.

Kweichow Moutai Co., LTD. is the core enterprise of the group, annual production is 40,000 tons. The group’s main business is the production of Moutai and a series of wines. The business model is: purchasing raw materials-producing products-selling products.⁶⁾

2) Internationalization strategy

In 2010, China became the world’s second largest economies and its status gradually increased in the world. In 2013, the “One Belt, One Road” policy led to an increase in cooperation and exchanges between China and neighboring countries, with a lower trade threshold. These factors created

6) Kweichow moutai liquor co., LTD.,(2018), *Annual report of kweichow moutai liquor co., LTD. 2018*, Oriental Fortune Network, 7.

a good external environment for the internationalization of Chinese companies and provided policy support.

Moutai Group's international policy. The internationalization policy of Moutai is reflected in these aspects: Internationalization Products, Internationalization Brands, and Internationalization Culture.

The international achievement of Moutai Group. Moutai has initially established a global marketing network, more than 100 overseas distributors in 66 countries, the products also sold in more than 450 duty-free shops in more than 50 countries around the world. In addition to short-term promotions, Moutai has also established a long-time promotions in more than 20 countries.⁷⁾

2. Group history development

Since the establishment of Chengyu Winery in 1862, it has been 157 years. Through the continuous efforts of Moutai employees, Moutai has gradually moved from domestic to international. The company's production and management learned from advanced foreign experience, the scale of the company gradually expanded and develops steadily.

In my opinion, there are two important time points to this company. The reform and opening-up in 1978 began to change the economy form, planned economy to market economy, it is a turning point in the development of the group. 1999 is the other cut-off point, because the Kweichow Moutai Co., Ltd. was established in 1999, it injected new vitality into the development of Moutai Group.

3. Content of corporate culture

With the continuous development of the group, the importance of corporate culture has become increasingly prominent. Kweichow Moutai Group established a corporate culture department to strengthen the cultural

7) Chi Yi(2018), "Create the cultural name card of xiangpiao world-maotai group accelerates its international development," *People's Daily*, 9(19), 13.

construction of the company. Corporate culture is very important to the enterprise. The success and failure of the enterprise needs to be analyzed in internal factors. Corporate culture is the core of the enterprise, the driving force and guarantee for the development of the enterprise.

The content of corporate culture includes the managerial philosophy, core values, entrepreneurial spirit, and social responsibility of the business. The long-lived enterprises in the world cannot succeed without the excellent corporate culture. The corporate culture of moutai group is studied from three aspects, namely: managerial philosophy, cultural concept and social responsibility.

Managerial philosophy. Ji Keliang, honorary chairman of Moutai, entered the Moutai Distillery in 1964, and retired in 2015. He made great contribution to the development of Moutai group. Mr.Ji's management philosophy can be summarized as follows: understanding the brewing process of Moutai with a scientific and rigorous attitude, focusing on scientific research for a long time, improving the quality and output of Moutai; adverting Moutai brand with healthy wine; Paying attention to the quality of products; not blindly increase production, rational development; taking inheritance of Chinese wine culture as his responsibility.

Culture concept, this aspect has eight parts : mission, vision, core value, enterprise spirit, business philosophy, decision concept, talent concept, leadership philosophy.

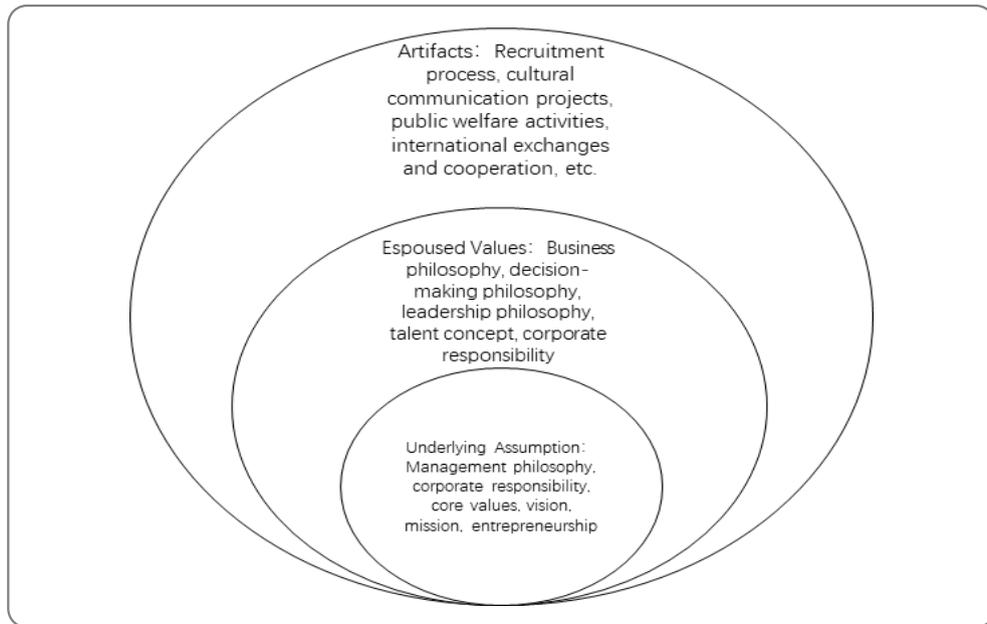
〈Table 2〉 Group Culture Concept

1	Mission	Promoting the national wine culture Creating a dream life
2	Vision	Respected and world-class company
3	Core Value	Tianguiren and Houde Zhiyuan
4	Enterprise Spirit	Love Moutai, glory for the country
5	Business Philosophy	Rational expansion, all-round development
6	Decision Concept	Science, democracy,decisiveness
7	Talent Concept	Developing the company with talents
8	Leadership Philosophy	Adhere to the main business moral education

Source : www.china-moutai.com/guanyu/wenhualinian

Social responsibility. The concept of this corporate social responsibility: As a large state-owned enterprise, Kweichow Maotai Group not only pursues the development and income, but also undertakes social, economic and political responsibilities, promotes local economic development.

〈Figure 2〉 Three levels of corporate culture on Moutai Group



According to the three levels corporate culture theory of Ed Schein, the corporate culture of Moutai Group can be divided into three steps which from deep concept to execution. From Figure 2, we can clearly understand how the corporate culture of Moutai is integrated into the business.

4. Corporate culture and the longevity enterprises

The companies to be long-lived is the result of many factors, To Moutai Group, the most important factors is the corporate's management philosophy and vision, which make Kweichow Maotai a longevity corporate.

Ji Keliang joined moutai group in1964, before 1964, product quality was the most important factor in the long-term development of enterprises.

The business philosophy of the company is quality as the center, people has a high demand to the quality of wine, high quality results in good sales, businesses could grow in the long run.

From 1964 to 2015 Ji keliang's management philosophy made this enterprise get rapid development, Science 1964, technology and management play an important role, scientific management mode and scientific brewing technology increase the competitiveness of the group. Ji kiliang's knowledge, vision and courage had extended the influence of moutai group. In 2013, under Ji Keliang's scientific leadership, liquor production exceeded 10,000 tons.

In the future, the group will improve the corporate culture according to the industry environment and national policies, with the ultimate goal of long-term brand development.

IV. SWOT analysis of Kweichow Moutai

1. SWOT analysis model

1) Introduction of SWOT analysis model

SWOT analysis model is often used in the strategic analysis. By evaluating the internal and external situations of enterprises, to analyze and research enterprises, helping managers predict the direction of development. The company's internal assessment is carried out in two ways: strengths and weaknesses. External analysis including opportunities and threats. This analysis method is highly targeted, and is a more accurate and concise analysis method.

2) SWOT analysis and corporate culture

The SWOT analysis model is used to analyze the internal and external factors of the enterprise, and through a comprehensive and systematic analysis, the development direction of the enterprise is indicated. Corporate culture is based on the combination of the company's situation and external

factors. An excellent corporate culture, carrying forward the advantages of the enterprise, avoiding the disadvantages of the enterprise, seizing the opportunities given by the era and environment, fully understand the risks and threats of the market.

2. The Company's Strategies

1) High Quality Products

The high quality of Moutai is reflected in three aspects : raw materials, production technology and blending. The water source for the production of Moutai comes from the Chishui River, this river is clear and rich in various minerals, and it is not polluted. The raw materials are high-quality sorghum and wheat. Moutai production process is a time and low productivity. The production cycle is one year, at least five years to produce the finished wine, while other brands of wine are usually months or tens of days. Moutai does not add flavoring substances and water. Quality is the foundation of the enterprise's development.

2) Not Replicable

The liquor production environment in Moutai town is not been polluted. The Chinese government has made policies to ensure that there are no chemical factories around the Chishui River. Chishui River has excellent water quality and contains many trace elements beneficial to human health. Moutai town is surrounded by mountains, so the terrain is relatively closed, which is conducive to the wine making. Historically, Moutai was produced in different places, the production process and related technical personnels are from original Moutai distillery, but not achieved the expected quality, this proves that the quality of Moutai is geographically limited. In 1983, the production and brewing process of Moutai was classified as a confidential project. These factors make Moutai not copyable.

3) Century-Old Brand

As a longevity enterprise with a Century-old Brand, Kweichow Moutai

has been recognized by consumers and the market. The long history of is the basis of brand value. It has won many domestic and international honors. In 2006, the US Business Weekly estimated that Moutai's brand value was \$1.32 billion. The century-old brand makes Kweichow Moutai have a big advantage in the market competition.

3. The Group's weakness

The core business of the group is single. It can be seen from the group related materials that the group's core business is the production and sales of Moutai wine, as a large state-owned group and the main industry of Moutai town, that the Group's profitability and development are based on the liquor market. Industry cycles and economic crises can lead to changes in liquor prices, will have a huge impact on the group.

As a large group, Kweichow Moutai group has affected the staff and local economy. If the benefits of the enterprise declines, it will have a great impact on the economic development and residents' life in this region.

4. Group opportunities and threats

1) Opportunities

After years of development in the Chinese liquor market, relevant policies, regulations and management have gradually improved, the industry has gradually standardized. The development of Moutai promotes other industries, local government support the development of the group.

On the one hand, with the improvement of China's national strength and the increase of international influence, Moutai's exports and international propaganda will be smoother. At the same time, economic growth increases the purchasing power of residents, the liquor consumption market has become potential.

2) Threats

The crisis from consumers. At present, the liquor consumption group is mainly concentrated in the age group of 25~40 years old. The new generation of young people's preferences for beverages are changing, paying more attention to health and trends. With the development of the times, consumers' consumption of white wine will gradually decrease. According to some surveys, 60.3% of respondents believe that white wine is gradually away from young people, 56.3% believe that Chinese liquor will gradually lose market in the future, and 42.6% of young people said they are not willing to accept liquor and age.⁸⁾

Government and business demand for white wine is reduced. Many years ago, government official consumption and business banquets were the main sales market of liquor. Since China introduced the policy of restricting official consumption, the demand for Moutai has been affected for a long time. Counterfeit products disrupt the market. Counterfeit goods disrupt the market and affect consumers' trust on the brand.

V. Analysis Results and Improvement

1. SWOT Model Analysis

The SWOT model is used to think about the direction of the company's development, collecting and organizing various factors and combine them to reflect the impact on the company's culture. The analysis mode is shown in the Table 4 below.

From the table we can see that some strategic decisions are related to corporate culture. The results of SWOT analysis model can help improving the corporate culture of Moutai group.

8) Zhao Fengqi.(2014), "Research on the sustainable development of liquor industry in China," Beijing: Chinese academy of social sciences university, 69-70.

〈Table 3〉 SWOT Model of Moutai Group

Internal environment External environment	Strengths	Weaknesses
	<ul style="list-style-type: none"> • High quality product • Not replicable • Century-Old Brand 	<ul style="list-style-type: none"> • The core business of the group is single, it is vulnerable to various external factors.
Opportunities	S-O	W-O
<ul style="list-style-type: none"> • The industry is normative • Governmental support • Good international environment • Great market potential 	<ul style="list-style-type: none"> • Standardize production, brand maintenance in China • Seize the opportunity to open the international market • Enhance brand in the international market 	<ul style="list-style-type: none"> • Formulate policies of steady and long-term development • Help local governments to undertake more social responsibility and upgrading of Moutai Town
Threats	S-T	W-T
<ul style="list-style-type: none"> • Consumer crisis • Government and business needs reduced • Counterfeit products disrupt the market 	<ul style="list-style-type: none"> • Rich product range to cater the consumer tastes • Improve marketing strategy 	<ul style="list-style-type: none"> • Group must have a sense of crisis, • Multi-core development • Pay attention to the online sales

2. Suggestions on improving corporate culture

1) Multi-core as the development direction

At present, many of the Group's businesses are mainly around Moutai Co., Ltd. The bankruptcy of the Detroit in America is a case, Detroit was called the city of automobiles, car manufacturing used to be the backbone of this city, due to the depression of the automobile industry and the failure of urban transformation, population decline and urban decline were caused. As a large group, Kweichow Moutai group has affected the life of many people, Moutai can choose a low-risk business model. The group has a large number of resources, can establish a multi-core development model to develop diversified businesses. and diversify the risks brought by the industry economic cycle and market fluctuations.

2) Help the region transformation

Liquor manufacturing is the main industry of Moutai town. As a historic town, it is developing some tourism-related industries. The transformation of Moutai town depends on the help of the government.

In 2012, Guizhou government proposed a goal to build Moutai town into a world-famous town with culture and tourism. Moutai town is undergoing a transformation from an industrial town to a cultural tourism town. The group should bear corresponding responsibilities, help Moutai town transformation, take it as its corporate responsibility.

3) Establish Crisis Awareness and Join it into Employee Education

In recent years, Kweichow Moutai group has developed rapidly, wealth has grown, meanwhile the employee benefits also have increased. However, the group must have the idea of being prepared for the danger in future.

The group is in a period of rapid development. If the employees have excessive confidence in the development of the group, then the awareness of crisis and risk prevention will be reduced, this is dangerous to the group.

4) Focus on innovation and trend-orientated

Contemporary young people gradually become the mainstay of liquor consumption, their consumption preferences and habits on liquor are different from those of the previous generation. Traditional table manners and is gradually changing.

To the traditional liquor industry, it is necessary to conduct market research on product innovation. The current market positioning of Moutai is not for the youth group, this is a potential market, the group should adapt to the trend of development, continuously innovate new product in the new market.

The development of the group is inseparable from innovation. It is risky to win the competition simply rely on the traditional products and business management, the group must have a clear understanding on the development

trend of the times, in this way the group can find the direction of innovation in the market, make a breakthrough and avoid be eliminated.

5) Add Chinese traditional culture into the construction of Corporate culture

Wine culture is an important part in Chinese traditional culture. The brewing process of Moutai embodies the philosophy of “taoism follows nature” and “harmony between man and nature,” these philosophies originated from ancient China.

In the construction of corporate culture, it is necessary to dig deep into the Chinese traditional culture. The internationalization of Maotai relies on Chinese traditional culture. Chinese traditional culture has gradually popularity in the world, and wine culture has begun to receive more attention as a part of traditional culture.

“본 논문은 다른 학술지 또는 간행물에 게재되었거나 게재 신청되지 않았음을 확인함”

References

- Zhang yi(2019), "Taking the opportunity to a new level-Interpretation of China's macroeconomic data in 2018," *Bright Daily*, 1(22), 4.
- Zhao Fengqi(2014), "Research on the sustainable development of Chinese liquor industry, doctoral dissertation, Chinese academy of social sciences," Beijing: Chinese academy of social sciences university, doctoral dissertation, 30, 69-70.
- Kweichow maotai liquor co. LTD(2018), *Annual report of kweichow maotai liquor co., LTD in 2018*, Oriental Fortune Network, 7.
- Ai Liang(2012), "Research on corporate culture construction, doctoral dissertation," Tianjin: Tianjin University, PhD thesis, 40.
- Wang Changgen(2011), "Enterprise culture in the original sense of beauty management," Beijing: enterprise management press, 2.
- Chi Yi(2018), "Create the cultural name card of xiangpiao world-maotai group accelerates its international development" *People's Daily*, 9(19), 13.
- Huang Weiwei(2016), *Customer-Centered business management outline of huawei*, Beijing: Citic publishing house press.
- Edgar h. Schein(2017), *A guide to corporate culture survival and change*, Zhejiang: zhejiang people's publishing house.
- Yuan Renguo(2015), *Mao tai theory*, Beijing: people's literature publishing house.
- Wang Ming xin(2016), *Corporate culture positioning. landing a book*, Beijing: China industry and commerce joint publishing.
- Sei Bu(2013), *Management methods: 28 most influential classical rules in the past 100 years*, Beijing: electronic engineering industry press.
- Chen Xingxi, Ji Keliang(2006), "Overview of the uniqueness of maotai liquor," *Brewing technology*, 2(2), 79-84.
- Wang Xiao, Liu Jingjing(2008), "Investigation on the authenticity of maotai liquor-experts call for strict regulation of the liquor market to protect the common people," *Legal System and Economy*, 23(1), 27-29.

- Zhuang An(2018), "Reveals fake maotai industrial chain: fake maotai can be bought for less than 200 yuan," *Citizen and law Edition*, 23(1), 48-51.
- Ran Ruifang(2017), "Internet marketing comprehensively turns young wine into outstanding products," *Modern marketing*, 7(4), 3-27.
- Kong tingting(2014), "International business strategy of kweichow moutai group, guizhou university of finance and economics," master's degree theory, 4-66.
- Li Cong(2017), "Global comparative analysis and world heritage value of kweichow maotai liquor culture, guizhou normal university," Master's thesis.
- Chen Jianping(2018), "Research on optimization of jingdong's profit model based on SWOT analysis," Guangxi: guangxi university master's degree dissertation.
- Zhou Luyang(2011), "How does the cultural attribute of time-honored brands affect its extension evaluation," Zhejiang: zhejiang gongshang university.
- Zhou Sanduo(2010), "Principles and methods of management," Shanghai: fudan university.
- William ohne(1984), *Z theory - how American business meets the Japanese challenge*, Beijing: China social sciences.

중국 장수기업의 기업문화에 관한 연구

- 귀주 마오타이공사 사례를 중심으로 -

퇴석퇴* · 송재훈**

요 약

중국의 주류산업은 수 천년의 오랜 역사를 가지고 있으며, 많은 유명한 주류 브랜드를 포함해 지난 기간 커다란 발전이 있었다. 그 중 대표적으로 귀주 마오타이그룹은 중국을 대표하는 주류기업이라고 할 수 있다. 국영기업인 마오타이그룹은 정부의 정책적 지원과 더불어 급속히 성장한 중국내 증류주시장과 함께 빠른 발전을 이루었고 이에 따라 지난 수 십년 사이에 커다란 성공을 거두어 왔다. 특히 글로벌 주식시장에서 기업상장을 통해 마오타이그룹은 이제 중국 국내 뿐 만 아니라 해외시장에서도 많은 유수의 주류 브랜드와 경쟁해 나오고 있다.

특히 본 연구를 통해 기업의 사회적 책임이라는 측면에서 귀주 마오타이그룹은 대형 공기업으로서의 발전과 더불어 지역사회의 동반성장이라는 역할까지 수행해 나오고 있는 것으로 평가되었다.

이러한 마오타이그룹의 지난 기간의 기업발전 과정과 성공요인에 대한 연구는 학문적인 측면에서 매우 큰 가치를 가지고 있다고 본다. 일반적으로 기업문화는 기업의 발전을 이끄는 중요한 역할을 해 왔다. 따라서 이러한 측면에서 본 논문에서는 Edgar Henry Schein의 기업문화 3단계 이론을 소개하고, 이 이론을 적용해 마오타이그룹의 기업문화를 분석해 보았다. 또한 SWOT 분석모델을 활용해 마오타이그룹의 글로벌 시장의 기업문화, 경쟁력, 시장전망, 개발전략 등을 비교 분석해 보았고 마지막으로 마오타이 그룹의 기업문화 향상을 위한 제안과 의견을 제시해 보았다.

〈핵심주제어〉 귀주 마오타이, 기업문화, 백년상표

* 우석대학교 경영학과 박사과정, 제1저자.

** 우석대학교 경영학과 교수, 교신저자.

