

Research on the Cultural Management Mode of Commercial Banks Based on Strategic Competitiveness

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ABSTRACT. In the development of the world economy, finance, economy and culture intermingle with each other, and cultural economy has gradually become one of the characteristics of the present era. What is the relationship between the cultural management mode of commercial Banks and its strategic competitiveness, and how to establish a cultural management mode based on strategic competitiveness has become a research focus. On this basis, this paper makes a systematic theoretical explanation and analysis on the internal relationship between the cultural management and the strategic competitiveness of commercial banks, as well as the internal mechanism of the cultural management of commercial banks about strategic competitiveness, and analyzes the CHS management model in detail. It provides a new perspective for the further comprehensive understanding of the strategic competitiveness of commercial banks, and also makes some foreshadowing for further research in this field.

KEYWORDS: Commercial banks, Strategic competitiveness, Cultural management

1. Introduction

In recent years, most of China's commercial banks have attached great importance to improving core competitiveness and put forward requirements for strategic transformation. This paper mainly focuses on incorporating commercial bank cultural management into the content of strategic competitiveness, researching and exploring the role of bank cultural management in the internal mechanism of strategic competitiveness of commercial banks. These are also the major issues for the reform and development of commercial banks at present and in the future. In the previous studies, there were also many issues related to corporate culture, development strategy and management of commercial banks. However, most of these studies studied cultural management, development strategy and other issues separately, while few people mentioned the integration of economy, culture, management and strategy. Different from the old research method, this paper researches commercial banks under the cultural management model from a new perspective, namely how to enhance the competitiveness of commercial banks from strategic perspective, and studies a new management model of commercial bank culture - CHS management pattern, hoping to help enhance the bank's strategic competitiveness.

2. Strategic Competitiveness of Commercial Banks

2.1 *The Connotation of the Strategic Competitiveness of Commercial Banks*

The author thinks that, strategy of commercial bank competitive ability is a kind of system, is the commercial Banks relative to the competition in the market competition environment of, extremely easily replaced by imitating and copying, composed of core competence, competitiveness and environmental competitiveness can produce many kinds of ability condenses, strong competitiveness and create sustainable competitive advantage strategy ability and the ability of sustainable development, is the concentrated reflection of commercial bank's comprehensive strength and market value. The strategic competitiveness of commercial Banks is essentially a competitive capability system composed of three parts: core competitiveness, basic competitiveness and environmental competitiveness.

2.1.1 *Core Competence*

As an important source of strategic competitiveness, the core competitiveness is in the inner ring of the strategic competitiveness model of commercial Banks, which determines the sustainable development and growth ability of commercial Banks. It mainly includes strategic management, cultural management, risk control, financial innovation,

value creation and other core capabilities.

2.1.2 Basic Competitiveness

The basic competitiveness is in the central part of the strategic competitiveness model of commercial Banks. It is an important basis of strategic competitiveness and affects the basic operation and sustainable development of commercial Banks. Mainly including corporate governance, human resource management, service marketing and other basic capabilities.

2.1.3 Environmental Competitiveness

Environmental competitiveness is in the outer ring of the strategic competitiveness model of commercial Banks, is an important basis for strategic competitiveness, and plays a very important role in creating sustainable competitive advantages for commercial Banks. It mainly includes external capabilities such as government management, economic foundation, financial development and degree of internationalization.

2.2 The Relationship between Cultural Management and Strategic Competitiveness of Commercial Banks

When cultural factors play a leading role in the market competition, improving the cultural management of enterprises has become a core force to consolidate the strength of employees and enhance the comprehensive competitiveness of enterprises. The cultural management of commercial Banks emphasizes that they should fully follow the people-oriented management idea in the management process, and that employees should consciously form corporate values and codes of conduct, and contribute their own efforts to improve the strategic competitiveness and sustainable growth ability of the bank. Cultural management has also become the internal driving force for commercial Banks to improve their strategic competitiveness, and it is the basis and prerequisite for commercial Banks to form their strategic competitiveness. Only by keeping in mind the basic principles of cultural management and continuously strengthening cultural management can commercial Banks improve their strategic competitiveness.

3. The Cultural Model of Commercial Banks Based on Strategic Competitiveness

CHS (Culture Human and Strategy) management mode on the theoretical platform of the cultural management model of commercial Banks that gives strategic competitiveness, makes the management mode of bank management continuously optimized by constantly refreshing the strategic performance.

3.1 The Core Idea of Chs Management Model

The core idea of CHS management model is “culture + people + strategy”. It is a management thought formed on the basis of summarizing the research results of previous management thoughts, emphasizing the irreplaceable role of culture, human and strategy in the strategic management of commercial Banks, which is of great practical significance to solve the management dilemma in the strategic transformation of commercial Banks at present and even in the future.

The research shows that the “people” in CHS management model are the sum of the managers in commercial Banks, the most important strategic resources of commercial Banks, and the basis of the management of commercial Banks; The “culture” in CHS management model is the culture of commercial Banks based on strategic competitiveness, the excellent corporate culture of commercial Banks, and the management method of commercial Banks; The “strategy” in CHS management model is the excellent bank strategy and the root of commercial bank management. Strategic human resources enable commercial Banks to survive, excellent corporate culture enables commercial Banks to develop and grow, and excellent banking strategies enable commercial Banks to survive. The perfect combination of these three factors enables commercial Banks to continuously improve their strategic competitiveness and create strategic performance.

3.2 The “People, Culture, Strategy” Relationship in Chs Management Model

It can be said that culture, people and strategy are the three major elements of the formation of the strategic competitiveness of commercial Banks. All the contradictions and problems in commercial Banks are ultimately derived from these three factors, and will eventually be solved by the CHS management model of “culture + people + strategy”. Culture, people and strategy capture the essential law of the development of commercial Banks. Therefore, the cultural management model of commercial Banks based on strategic competitiveness is called CHS management model: culture + people + strategy.

In this management mode, culture, people and strategy interact with each other. People are the basis of management. Commercial Banks are composed of people. Without their creative activities, commercial Banks cannot exist. Culture is an informal system, which has the functions of guiding, encouraging, restricting, radiating and condensing people's activities, and can correctly guide people to advance the work of commercial Banks in an orderly manner. Strategy is the foundation of development and the root of management. Only by formulating development strategy scientifically, continuously strengthening strategic management and intensifying strategic execution can commercial Banks ensure the smooth realization of strategic goals. Therefore, commercial Banks should be good at coordinating and unifying the relationship between “culture, human and strategy”, which will inevitably enhance the strategic competitiveness and promote the healthy and sustainable development of commercial Banks.

3.3 Characteristic Analysis of Chs Management Model

CHS management model is based on the model of commercial bank culture management based on strategic competitiveness, on the basis of the culture management model, and pointed out the enterprise culture, commercial bank management strategy, culture, strategic competitiveness and performance of the strategy of internal connection, reflects the mutual encouragement, mutual influence between the five person's mechanism. At the same time, it also reveals the core idea of “culture + people + strategy” of commercial Banks, which is of great significance for commercial Banks to strengthen cultural management and enhance strategic competitiveness. The core of cultural management of commercial Banks based on strategic competitiveness is the collaborative management of people, culture and strategy. The fundamental purpose is to enhance the strategic competitiveness of commercial Banks, create strategic performance, and promote the sustainable growth of commercial Banks. Therefore, the spirit and essence of CHS management model is the commercial bank culture management based on strategic competitiveness.

3.4 Target Analysis of Chs Management Model

The ultimate goal of the CHS management pattern is to achieve the optimal state of the management pattern. To achieve this goal, we must meet the following three requirements:

(1)To achieve the maximization of strategic performance, by integrating various resources and capabilities of commercial Banks, to achieve the optimal allocation of resources and capabilities, to achieve the optimization of commercial Banks' performance and the maximization of benefits.

(2)To achieve the most reasonable institutional arrangement, the cultural management mode based on strategic competitiveness is constructed through the cultural management model, so as to realize the harmonious unification and mutual function of the formal system and the informal system of commercial Banks. At the same time, it is necessary to design and arrange the coordination and integration of incentive system and constraint mechanism in the formal system, so as to standardize and stimulate the behavior of management subject and management object, and ensure the realization of the common goal of commercial Banks.

(3)To achieve the optimization of strategic competitiveness, the optimal management solution is taken as the condition to carry out the organizational structure design, cultural innovation and strategic innovation, so as to find the optimal realization path for the formation and promotion of the strategic competitiveness of commercial Banks.

4. Practical Significance of Chs Management Model

The birth of the new proposition of “cultural economy” indicates that China has stepped into the era of cultural economy, which indicates that the various elements on which the survival and development of Chinese commercial Banks and market competition depend are or are about to undergo profound changes, and it also means that the strategic management of Chinese commercial Banks is or is about to undergo fundamental changes.

CHS management mode is also a cultural management mode based on strategic competitiveness, which conforms to the requirements of the cultural economy era. The starting point and foothold of this management mode is to enhance the strategic competitiveness of commercial Banks, and the means is to strengthen the cultural management of commercial Banks. Only by adhering to people-centered management, can commercial Banks fully mobilize and give full play to the enthusiasm, initiative and creativity of the vast number of employees, so that their talents and potential can be fully utilized in the organization, and bring the organization a strong and lasting strategic competitiveness.

5. Conclusion

The strategic competitiveness of commercial Banks is a kind of systematic ability, which is composed of core

competitiveness, basic competitiveness and environmental competitiveness. It is the concentrated embodiment of the comprehensive strength and market value of commercial Banks. Core competitiveness is the most core part of strategic competitiveness, which determines the sustainable development and growth of commercial Banks. On this basis, CHS management mode continuously updates and develops to improve the strategic competitiveness of enterprises by strengthening the corporate culture management. This management mode captures the strategic competitiveness and insists on strengthening the corporate culture management with people as the center. The people-centered principle has played a good role in stimulating the enthusiasm, initiative and creativity of employees, enabling each employee to fully play their talents in commercial Banks, and continuously improving the strategic competitiveness of Banks. In the process of insisting on people-oriented cultural management, commercial Banks have gone through the two stages of “rule of man” and “rule of law”, and then through the innovation and construction of culture to “rule of culture”, which is also the inevitable choice of the strategic management of commercial Banks.

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