

## The Influence Factors and Promotion Strategies of Coal Enterprise Soft Power

LI Naiwen<sup>[a],\*</sup>; HUANG Junting<sup>[b]</sup>

<sup>[a]</sup>Professor. College of Business Administration, Liaoning Technical University, Huludao, China.

Research areas: Safety management, human resource management.

<sup>[b]</sup>College of Business Administration, Liaoning Technical University, Huludao, China.

\*Corresponding author.

**Supported by** Liaoning Hundred Talents Candidate Project (No.2012921062) and Liaoning Provincial Higher Excellent Talents Program (No.WR201010).

Received 17 January 2014; accepted 20 March 2014

Published online 20 April 2014

### Abstract

Coal enterprise soft power is an important part of enterprise core competitiveness which is crucial in the development and construction business. According to development feature of coal business and the coal industry combined with the current form of development changes, on the basis of systematically analyzing the formation affecting factors of coal enterprise soft power, the writer thinks that coal enterprises should shape the corporate culture, continue to enhance the coal enterprise management innovation and technological innovation, focus on personnel training of coal enterprises, fully modify the image of coal enterprises to enhance the soft power, and take enterprise soft power building as hard power to expand and extend the platform to improve coal enterprise comprehensive strength and competitiveness.

**Key words:** Coal enterprise; Soft power; Affecting factors; Promotion strategies

Li, N. W. & Huang, J. T. (2014). The Influence Factors and Promotion Strategies of Coal Enterprise Soft Power. *Canadian Social Science*, 10(4), 22-25. Available from: <http://www.cscanada.net/index.php/css/article/view/4753>  
DOI: <http://dx.doi.org/10.3968/4753>

### INTRODUCTION

Coal enterprise plays a pivotal role in China's economic development and the protection of national energy security. With the continuous development of society, the new economic forms emerges, affected by the global financial crisis, most of China's coal industry growth is slowing down, demand for coal decreased since the second half of 2008 (Chinese coal industry characteristics and future prospects, 2012). Lead to the emergence of a new mode of competition and this added a new pressure to our survival, in order to ensure the sustainable development of coal enterprises, there is a need for making new adjustments to coal enterprises of production and management methods. Today is the era of competition in the coal enterprise culture idea of competition, management of competition, the competitive business model and intrinsically safe competition. With in the context of the era of information technology, the coal industry should not only rely on the development of capital, technology, labor, and other hard power support, but also to rely on the tremendous impact of the soft power including coal enterprise culture, innovation, corporate stakeholders, entrepreneurs.

### 1. DEFINITION OF COAL ENTERPRISE SOFT POWER

Nowadays, domestic and foreign research results for soft power is relatively rare, the term "soft power" has gradually been applied to the enterprise field since it is introduced. The definition of enterprise soft power has not yet unified, but some scholars for the study of soft power has been given some relatively authoritative definition. Studies by Zhang, Yao, and Li (2012) have shown that

enterprise power is conducted between the corporate and corporate stakeholders through interaction and then get their recognition of the value to generate expected ability behavior of enterprise. Studies by Huang et al. (2008) have shown that enterprise soft power is a corporate body to attract business stakeholders and other objects to get the value of their identity through the enterprise-specific resources possession, transfer and dissemination, so that they have the enterprise expected behavior, and ultimately achieve enterprise ability purposes. Shao (2004) defined as an enterprise soft power is by long-time advocate, advocacy and education to accumulate timely, healthy, up code of conduct and values recognition that exist in the subconscious mind of every employee, and it is a combination of corporate integrity, brand, image, service, culture, values, team, affinity, centripetal force. Gao (2006) defined the soft power as an institutionalized ability and a complex of the institutional system and norms of behavior of in the process of long-term business running to gradually building up.

In summary, considering the source and formation of soft power, Huang Guoqun has a better definition on soft power, combining the industry features of coal enterprises, and putting up the definition of coal enterprise soft power is the body of coal mine enterprise to occupy, transform and transfer resource to achieve interaction with its stakeholder to obtain recognition of their value so that can produce the expected behavior of enterprises to the ability of achieve business objectives.

---

## 2. AFFECTING FACTORS OF COAL ENTERPRISE SOFT POWER

---

### 2.1 Coal Enterprise Hard Power

Coal enterprise strength composes of hard power and soft power. Coal enterprise hard power refers to equipment, plant, capital, personnel is the basis of the presence of soft power and protection. Soft power is its hard power to a certain extent to be established an influence, assimilation stakeholders and other social objects ability Yang (2012). Enterprise hard power only accumulates to a certain extent and will allocate resources to construction of soft power; strength of soft power will affect corporate status and image in society and further accumulation of resources for soft and hard, when the company hard power reached sufficient to affect coal industry development and related policies, its hard power can drive all kinds of resources for the social development and enhance the soft power for service. Based on the characteristic of coal enterprises, corporate soft power is mainly influenced by hard power. Chinese coal industry experienced half a century of development, has in many ways to establish a strong hard power, including a large number of coal resources, the introduction of talent, advanced technology, abundant capital that are already developing its soft power to pave the road.

### 2.2 Coal Enterprise Culture

Corporate culture is coal enterprise's soft power core content that is the soul of the company and that is tied reflected to its corporate values. In addition to coal enterprises to grow thanks to the continuous development of the national economy, technological progress and its own efforts, but also thanks to its long-term historical process to accumulate made with distinctive characteristics of the miners spirit and corporate culture, meanwhile miners spiritual civilization is highly expressed in the form of corporate culture and corporate culture construction purpose. Thus, if the corporate culture employees can get recognition, then its business philosophy and business behavior will have a positive impact and then improving employee loyalty and satisfaction will produce positive induction. Excellent corporate culture can enhance their social image, internal staff security awareness and cohesion, and thus to have an important impact to enhance the coal enterprise soft power.

### 2.3 Coal Enterprise Stakeholders

From the definition of soft power perspective, the ultimate role of soft power is business stakeholders. Namely: through the process of recognition of the value realizing interaction between the enterprise and stakeholders, in the process, the enterprise itself positions and orientates corporate philosophy continuously, and guides stakeholder self-identity to win stakeholders the ultimate value of the enterprise (Luo, 2010). Thus, soft power is to obtain stakeholder value recognition capabilities. For example: if corporate culture gets identity of stakeholders including other objects, such as coal and refined products demand by consumers, it will form a customer loyalty for enterprises to win a good social credit and it is the necessary conditions of the formation of soft power. The interaction process of coal enterprise soft power is that the enterprise disseminates corporate culture, security related concepts to interact with stakeholders, by constantly adjusting their values in the interactive process, to ultimately achieve value identification purposes.

### 2.4 Coal Enterprise Innovation Capability

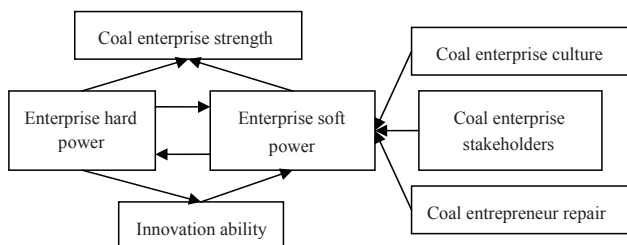
Management innovation and technological innovation are important innovation of coal enterprises. The level of enterprise management affects the development of enterprise, and constantly improving the management level of enterprises is a necessary condition for sustainable development and operating. With coal companies continue to accelerate the process of internationalization and complexity restrictions of the mine environment, in order to ensure miners safe production operations, enterprise management difficulty gradually increases to lead to the demand of management soft power growing, and resulting in corporate demand for the management of coal enterprise management level effects become increasingly prominent for soft power.

As coal enterprise is non-renewable resource and has a higher degree demand for resources, scarcity of coal resources enable the cost of enterprise production to increase with coal on accelerating reduction long. Therefore, the coal industry demanding for technological innovation is far greater than other industry. The improving of technological innovation capability of coal enterprise, not only can effectively reduce production costs, increase production, enhance hard power, drive the development of soft power, and can better accelerate depth and promotion the development of new knowledge and new technologies to enterprises environment climate, miners awareness and other “soft resources” to have positive effects to effectively improve the level of safety working of the miners and improve safety performance.

### 2.5 Coal Entrepreneur Repair

Entrepreneur repair refers to the cultivation, quality, ability (Li, 2010). Entrepreneur repair is the power source of soft power. Entrepreneurial leadership style and self-development will have a major impact on enterprise development. Because of the natural environment of coal enterprises complexity, coupled with the external political, economic and continuous change of social environment, entrepreneurs need to broaden their horizons and establish a sense of the future from a strategic height.

In summary, in many factors of the coal enterprise soft power, innovation is the key. Meanwhile, these factors interact with each other and influence with each other, businesses hard power and soft power together constitute the enterprise’s economic strength, as shown in Figure 1.



**Figure 1**  
**Coal Enterprise Soft Power Influence Factors and Correlation**

## 3. IMPROVING STRATEGY OF COAL ENTERPRISE SOFT POWER

The strength of Coal enterprise soft power is directly related to sustainable development of a company. Based on the above factors analysis of coal enterprise soft power, the author proposes a number of enhancing the soft power measures to coal enterprises.

### 3.1 Creating High-Quality Culture

Giving the particularity of coal enterprises, shaping corporate culture should be based on scientific coal enterprise system as a support and fundamental foothold. Through establishing and improving modern enterprise

system of property rights clearly, separating the management, scientific management, the enterprise can effectively promote the science and effectiveness of coal enterprise culture and widely and deeply spreads coal enterprise culture to have a foundation in every corner of the enterprise. Also, the enterprise can learn some non-coal successful corporate culture building experience, and handle the relationship between Chinese and foreign cultures, ancient and modern cultures to choose the merit to use. In the knowledge economy, the rapid social transformation, in addition to relying on rigid rules and punishment and reward simply, the development of enterprise cultural soft power needs to rely on the increasing of business execution, and put the enterprise culture penetrate into enterprise execution to stimulate the enthusiasm and creativity of employees to make business decisions progressively implement into practice (Hou, 2010).

### 3.2 Enhancing Management Innovation and Technological Innovation

If coal enterprises adapt to the modern market economic development, and enhance their soft power, starting from the management system and mechanism, the enterprise will make adjustments to old management system and mechanism, integrate production resources to achieve optimal allocation of resources. Meanwhile, coal enterprise is based on laws and regulations in order to improve business effectiveness, efficiency as the goal, and uses modern management mode to realize regulation and control of the fine, accurate and fast coal mine (Zhao, 2012). Namely: the enterprises continuously improve their management level to match its hard power level. To achieve the scale sustainable development, the enterprise should continue to develop management and staff innovative force to achieve sophisticated change of management concept. In short, the coal enterprises should follow the requirements of market economy to participate in market activities, implement green mining, construct ecological coal mine to promote market-oriented reforms and improve the level of opening; At the same time, the enterprise should study and develop knowledge-intensive products to change intensive managements to gradually create economies of scale.

Technology innovation is the basis of sustainable development and a key factor. In reality, most of the coal enterprises are inadequate investment in technological innovation. Therefore, the coal enterprises need to increase scientific and technological innovation, promote scientific and technological progress, make science and technology innovation strategy, and enhance independent innovation capability to build a large modern coal mines and safe and efficient mine, to strengthen production safety, to improve coal mine safety and security capabilities. Meanwhile, the coal enterprises should build the new coal industry system of high resource utilization, safe and secure, good

economic returns, less environmental pollution, and healthy and sustainable development.

### 3.3 Focusing on Personnel Training

The level of coal enterprise talent quality affects the business's public image, social prestige, security, construction, management innovation and corporate culture. Talents cultivation should include two aspects, one is the entrepreneur's own repair training, the other is focusing on employees' ability. Entrepreneurs who want to enhance their repair must keep learning, and insist on combining theory and practice so that entrepreneurs can continue to acquire new knowledge and understand new knowledge to change their concepts and ideas to achieve the innovation of corporate culture; In addition, entrepreneurs should have enterprising spirit, good self-improvement and self-driving force so that the source of enterprise soft power could achieve continuous extension; Enterprises staff training should start from the basics knowledge of staffs, safe operation skills and safety execution to change the situation of the low overall quality of staff, improve human resources, establish long-term mechanism corporate of personnel training, improve employee incentives, improve employee cohesion and creativity, so as to achieve the purpose of improving soft power.

### 3.4 Shaping the Image

In the process of long-term business building, there are many affecting factors of the corporate image, including social responsibility, public relations, integrity status. First, shaping the image of coal enterprises should pay attention to the image of corporate employees. Enterprises should standardize staff behavior to make it play an active role in corporate image. Second, the enterprises must attach importance to the image of entrepreneurs to shape socially influential business leaders. Third, enterprises should also pay attention to security building, ensure the safety of miners, reduce accidents to fully demonstrate the safety image of the enterprise. Finally, as the network deep into people's lives, social communication stress of online media increases, coal corporate image can be transmitted along with the network and quickly be reflected in society. Therefore, strengthening enterprise network reputation, improving network media control, making full use of the network to advertise itself and expanding its influence should lay a solid foundation for overall shape corporate image (Li, 2009, pp.145-179).

## CONCLUSION

The formation of coal enterprise soft power is affected by many factors, mainly including enterprise hard power, coal enterprise culture, coal enterprise stakeholders, coal enterprise innovation capability and coal entrepreneur repair. Innovation ability is the key and enhancing the fundamental of the soft power. Enhancing coal enterprise soft power is a complicated systematic project, in the process of the construction of soft power, enterprises should adhere to interact with hard and soft power and continuously shape high-quality enterprise culture, improve enterprise management and technological innovation based on the hard power, Meanwhile, focusing on enterprise personnel training, overall shaping the corporate image, putting the building of the soft power as a expanding and extending the platform to hard power improve the enterprise's comprehensive strength and competitiveness.

## REFERENCES

- Chinese coal industry characteristics and future prospects. (November 27, 2012). Retrieved from <http://www.china5e.com/thesis/news-256123-1.html>
- Gao, K. (2006). Soft power-core dynamics of business continuing to grow. *Shanghai Commercial*, (6), 60-61.
- Hou, J. Y. (2010). Enhancing cultural soft power and promoting scientific development of coal enterprises. *Government Legal*, (34), 61.
- Huang, G. Q., Xu, J. F., Jiang, Tao., et al. (2008). Research on connotations, formation process and interactive mechanism of enterprise soft power. *Soft Power*, 22(2), 123-127.
- Li, C. Y. (2010). Enterprise soft power and analysis of the key factor in its formation. *Journal of Northeast Normal University (Philosophy and Social Sciences)*, (1), 40-41.
- Li, J. X. (2009). *Network crisis management*. Guangzhou: Jinan University Press.
- Luo, B. F. (2010). Based on value identity interactive mechanism of soft power. *Management World*, (3), 185.
- Shao, Q. (2004). Enhancing enterprise soft power construction. *Commercial Enterprises*, (6), 16-17.
- Yang, X. L. (2012). The influence factors and promotion strategies of petroleum enterprise soft power. *Journal of China University of Petroleum (Edition of Social Sciences)*, 28(3), 6.
- Zhang, Y. K., Yao, S. H., & Li, X. (2012). Analysis on meaning and mechanism of enhancing the "soft power". *Management World*, (6), 184-185.
- Zhao, G. L. (2012). Enhancing the management of coal enterprise soft power. *China New Technologies and Products*, (23), 219.